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A. Community Profile Narrative and Annotated Bibliography

This document was handed out to the Steering Committee members at Meeting #1 and includes the initial research finding by Concordia. Throughout the year long planning process additional data and reports have been compiled by the participants and added to this document.

Central City Community Project January 2004



The community profile is a “work-in-progress” of a collection of all pre-existing reports, guidebooks, maps, evaluation and data related to the community. The data collected to date is organized according to the six Concordia dimensions: physical, cultural, social, economic, organizational, and educational.

**Concordia, LLC
New Orleans, LA**

Central City

Background

Central City's boundaries are roughly Toledano St./Louisiana Ave. to the Pontchartrain Expressway, and N. Broad to St. Charles Ave. This area is contained within Planning District Two (Central City/Garden District) in the City Planning Commission's 1999 Land Use Plan. The boundaries of the Central City Urban Renaissance Neighborhood coincide with those of Central City above. A vibrant, economically, racially, and ethnically mixed neighborhood as late as the 1950s, Central City – which borders the Central Business District – became a textbook case for inner-city woes, a hypersegregated poverty pocket plagued by crime and blight.

The heart of this area was once an incubator for businesses well known to city inhabitants, some of which remain: Brown's Dairy, Leidenheimer Bakery, Christina Seafood, Rouse's Grocery. Many of the city's innovative jazz musicians, such as Buddy Bolden, Kid Ory, and Jelly Roll Morton, also lived here. The reasons for the downward spiral are a complex interplay of old topography and new technology, shifting demographics, and unique cultural factors, constructed in the Jim Crow era and cemented by segregated public housing in the 1940s.

Much of Central City, from about Sarasota St. to Claiborne Ave., was part of a large area of New Orleans call "back of town." This area was a low-lying backswamp beyond the natural levees along the river and bayous on which the oldest parts of New Orleans were built. Faubourg St. Marie developed in what is now the Central Business District, and stretched as far upriver as Felicite St., making up the American Sector of 19th century New Orleans. Farther upriver, to Toledano St., the City of Lafayette, incorporated in 1832, became a part of the City of New Orleans in 1852.

Beginning with the Louisiana Purchase in 1803, the American Sector gradually developed as the commercial center of the city. Its dominance became clear with construction of the New Basin Canal, built in the 1830s largely by immigrant workers, to compete with the Carondelet Canal in the Latin colonial part of town – the French Quarter – across Canal Street. The New Basin Canal drew trade from the Gulf through Lake Pontchartrain to the back door of the American Sector, what is now Lee Circle. Commerce and industry expanded up the river, attracting working-class residents, including Irish, German, Italian, and other immigrants, as well as African Americans.¹

These tradesmen, artisans, and skilled and day laborers – both black and white – clustered around the sawmills, train yards, lumberyards, and ironworks bordering the vast back-of-town cypress swamp, the riverfront, and the public marketplaces that dotted the neighborhoods: St. Mary's, Poydras, and Dryades Street markets (at Oretha Castle Haley Blvd. and Martin Luther King Jr. Blvd.). Large numbers of domestics – cooks, laundresses, seamstresses, house servants, gardeners, and chauffeurs – also lived near their employers, the bankers, industrialists, and others of the wealthier classes who lived in the elegant homes that still grace Coliseum Square, Prytania, and St. Charles Ave. Originally, Carondelet and Baronne streets were also sites for mansions and their parterre gardens and orchards. The influx of

workers employed at the New Basin Canal, train yards, and the gasworks (one of the first in the nation), however, created demands for worker housing and boarding houses that inevitably encroached on the larger homes. Eventually, by the 1920s, many were carved up into boarding houses and apartments.

Thus, unlike newer Southern cities such as Atlanta, Houston, Dallas, or Birmingham, New Orleans neighborhoods were quite racially mixed, and not solely as other Old South cities were, with meager housing for black domestics constructed near the fine homes of their white masters – or following Emancipation, their white employers. New Orleans was very much a working-class city, with powerful, bi-racial unions, a vibrant and relatively wealthy black population, and a labor-based immigrant political machine. A British Board of Trade report published in 1911 noted that New Orleans was home to “a larger number of white and negro people in very much the same economic position than in any other American city, or anywhere else in the world.”² Central City was no different in these respects from other New Orleans neighborhoods, except perhaps more so.

The majority of residential structures in Central City were one-story shotgun houses, either singles or doubles. While there is some evidence that tenements were built along the New Basin Canal to house workers (and especially the builders of the canal in the 1830s), it was generally accepted that the hot, moist climate made this type of structure impractical, despite population pressures on the limited amount of habitable land. While many of these properties were built as rentals by wealthy landholders and speculators, the manuscript U.S. Census between 1880 and 1930 shows that about 22 percent of the city’s inhabitants owned their own homes (about average for U.S. urban centers of the day). In an 8-block survey area around the old Dryades Market, a highly commercial district between 1880 and 1930, on average about 9 percent of the residents owned their homes. The majority by far of these homeowners were foreign immigrants or the children of immigrants. They often built doubles – one unit for themselves, and the other for family members or renters. Records show that it was not uncommon – unlike other parts of the country and especially in the South – to find white and black neighbors, not merely in neighboring houses, but within duplexes, apartments, and boarding houses.

Probably one of the most critical factors in the city’s development was the introduction of the powerful A. Baldwin Wood pumps that came on line in 1915. The city had struggled against its improbable location for two hundred years: clutching to the highest ground of the natural levees along the Mississippi River and a few straggling bayous. It was not only constructed in the middle of a vast cypress swamp and acres of marshes – which the French poetically called “trembling prairies” – it was bowl-shaped, and much of it was below sea level. The 50-plus inches of annual rainfall tended to collect in the back-of-town area, and stay there. Each passing regime used its best engineers to try to solve the problems of drainage – especially through the use of canals and ditches. Since the city was below sea level, however, proper drainage could not be effected until steam and then electric technology became practicable. Even the advent of these technologies, however, was not enough to tackle the problem because of the huge amounts of water that needed to be lifted and pumped out – water that was always full of debris such as cypress trunks, large animals, and other such detritus. Engineer A. Baldwin Wood finally developed pumps and screws 15 feet high, powerful

enough to begin the work of draining the swamp and expanding the amount of usable land – a system still in use today.

For the first time in the city's two-hundred-year history, draining the swamps and opening swampland to development became feasible. These new areas siphoned off especially the city's new middle-class, white-collar – and white – inhabitants to the Broadmoor, Gentilly Terrace, and Lakeview neighborhoods. Coinciding with World War I shortages, building didn't really begin until the 1920s. By this time, the Jim Crow era was in full force. Though only six white homeowners in the 8-block survey area (of a total of about 1,200 residents) left for "whiter" neighborhoods (most to the Broadmoor area), this marked a noticeable shift in city race relations. Real estate agents, some driven by profit and some by racist sentiment, lobbied for a racial segregation zoning ordinance, and when that failed at the U.S. Supreme Court level, turned to racially restrictive deeds and covenants.

In this same era, especially between 1910 and 1920, there was a marked increase in the number of black unskilled laborers (domestics and day laborers) and a concomitant decrease in skilled and professional workers in the Central City survey area. It is difficult to say just what were the causes for this shift. In these years, white laborers competed fiercely with black workers for jobs, especially in the traditionally black occupations of construction trades, draymen, and the like. Industrial modernization, in particular port modernization, resulted in a decrease of cottage industries, artisans, and craftsmen. This was also the era of the Great Migration, when hundreds of thousands of black Southerners immigrated to Northern factories and Western opportunities. The newer, unskilled residents were likely black farmworkers moving in from rural areas. In any case, few black individual residents in 1910 seemed to remain by 1920.

Meanwhile, the neighborhood became "blacker" between 1900 and 1930. In 1900, while the city's black population stood at 27.1%, the black population of the 8-block study area was only 9.6%. By 1910, that number had decreased slightly, to 9.4%. By 1920, however, that figure climbed to 13.4%, and in 1930, the black population nearly doubled, more nearly matching the city demographics, to 29.5%. Between 1920 and 1930, the number of skilled black workers increased, too: Sixteen within the 8-block study area were World War I veterans, working as barbers, longshoremen, tailors, a carpenter, painter, mason, and five men who operated their own small businesses. Though many residents still worked as domestics and day laborers, other residents once again worked as truck drivers, machinists, plasterers, Pullman porters, plumbers, and small business owners. In contrast, except for Italian immigrants and children of immigrants, by 1930, most white residents were white-collar or skilled workers, or owned small businesses.

Following the Depression years, the new public housing projects, one for whites and one for blacks, also contributed to segregation. The city's public housing was some of the first built in the nation. The C. J. Peete Housing Development, formerly Magnolia, built for black residents, and the St. Thomas project for white residents, built closer to the river, were the second and third such developments in the city. (The first was Iberville, built on the site of Storyville, the city's infamous prostitution district.) The initial 723 units of C. J. Peete were first constructed at Louisiana and S. Claiborne avenues in 1941 under the Wagner Bill, the U.S. Housing Act of 1937. A second phase comprising 680 units was added in 1955.

While white residents continued to leave the area for newer developments within the city and in the surrounding suburbs, black culture experienced a flowering, especially during the Civil Rights movement. Institutions such as the Dryades Street YMCA, founded in 1905, and the Free Southern Theater of the 1960s maintained the neighborhood's vitality. In addition to sports and Sunday afternoon "inspirational speeches," for decades the Y provided cultural enrichment and professional development for young men such as Andrew Young, Tom Dent, and Jim Singleton. (Though the building suffered terrible damage in a 2000 fire, the city rallied to bring it back into the community.) As Melpomene became Martin Luther King Jr. Boulevard, Dryades Street became Oretha Castle Haley Boulevard in April 1989, honoring national and local Civil Rights leaders and memorializing the neighborhood's Civil Rights past that stretches back into the 1940s. The Eastern European Jewish community was likewise vital, with a YMHA and three synagogues. Though two synagogues moved on (one has been reconsecrated as the New Home Full Gospel Ministry), Anshe Sfard lingers still, with a tiny congregation of aging faithful.³

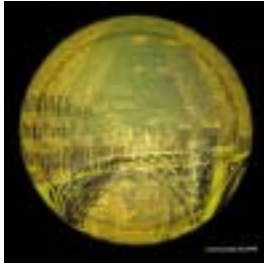
After steadily declining through the 1970s and '80s, the neighborhood began its renaissance in the 1990s as local businesses, city government, and other entities began reinvesting, and the Central City Partnership was born. Arts institutions Ashe, Barrister's, and Zeitgeist occupy the old Kaufman's department store. Café Reconcile, Parkway Partners, and Kids' Café, among others, aim to address the needs of the area's youth, while a number of faith-based organizations seek to counter the ravages of drugs and crime.⁴ Currently, Concordia LLC a planning and architecture firm, has taken on a planning function that seeks to elicit and respond to the needs and desires of neighborhood residents, cultural and nonprofit institutions, and businesses.

The overlays of a previously very dense population confined by topography, a simultaneous concentration of the working poor in public housing projects, and the movement of mostly white white-collar middle class to outlying areas resulted in large, dense areas of older housing and newer areas to the north and east that have stretched the city's infrastructure, from sewerage and electricity to transportation and mass transit. As early as 1910, Philip Werlein, then president of the local chamber of commerce, stated: "The opening up of new sections of the city indicates a great growth in population, but I question the advisability of going much further in that direction until some plan has been outlined to give the city sufficient revenue to take care of the new developments. There is a possibility of increasing the area of the city beyond any useful purpose."⁵ These sentiments were echoed nearly a hundred years later, in a study conducted jointly by the University of New Orleans and urbanist David Rusk in 1999.⁶ The early 20th century city of over 300,000 that suffered density and overcrowding today suffers from exactly the opposite – too few people spread over a wide area. The problem the city faces today in housing is to reduce the density of those older neighborhoods while maintaining their viability, and creating livable, affordable enclaves throughout the coterminous parish.

Jolie Preau and Dorian Hastings

(Endnotes)

1. The source for much of the historical information is from Dorian Hastings, "The Origins of Residential Segregation in New Orleans, 1900-1929: Creating the Modern City," Ph.D. dissertation, University of New Orleans, 2004; see especially chapter 2, "Dryades Street – 'Old' South or Old City?" Previous reports also include "Central City/Magnolia Project," Vol. 12A of *Neighborhood Profile* series, City of New Orleans, Office of Policy Planning, 1978.
2. United Kingdom, Parliament, *Cost of Living in American Towns: Report of an Enquiry by the Board of Trade into Working Class Rents, Housing, and Retail Prices . . . In the Principal Industrial Towns of the U.S.A.*, 1911; as published in U.S. Congress, Senate Documents, 62d Congress, 1st sess. (Washington, D.C.: Government Printing Office, 1911), p. 290.
3. Keith Weldon Medley, "Dryades Street/Oretha Castle Haley Boulevard: Remembrance and Reclamation," *New Orleans Tribune*, April 2001, pp. 19-25; Frank Donze and Marth Carr, "YMCA's Political Muscle Weakens," *New Orleans Times-Picayune*, 24 January 2004; Elizabeth Mullener, "Genesis and Exodus," *New Orleans Times-Picayune*, 25 May 1997, E-1.
4. Medley, "Dryades Street," p. 25.
5. Annual Message, January 10, 1910, Minute Book, p. 3, Box 66-3, Chamber of Commerce Collection, Louisiana and Special Collections Department, Earl K. Long Library, University of New Orleans.
6. "The New Regionalism: Planning Together to Reshape New Orleans' Future," *New Orleans Times-Picayune* Special Supplement, 8 September 1999.



Physical Resources

Parkway Partners Program, Inc. – Packet – A collaborative nonprofit organization that builds partnerships between citizens and government to preserve and enhance available green space and neutral grounds. Projects include: adoption, beautification and landscaping; Jackson Square; Community Gardens; Save Our Trees and New Park Development.

New Orleans Neighborhood Development Collaborative, 2003 – Annual Report/Brochure – A collaborative partnership between funders, community leaders and government representatives working to assist the growth and development of local community development corporations. Programs include – neighborhood based demonstrations, technical and financial support; and public policy and advocacy.

First Evangelist Housing and Community Development Corporation – Brochure – a 501(c) (3) faith-based organization founded to create affordable and low-income homes to address issues of homelessness and blighted properties.

Neighborhood Development Foundation, “Stop Paying Rent” – Brochure/Fact sheet – A nonprofit organization that helps to assist and educate low and moderate income families on becoming homeowners. Highlight their first-time home buyer program. Fact sheet indicates progress from September 1986 – January 2004.

Associated Neighborhood Development (AND) – Leaflet – A promotion for new development in Central City called the “Hoffman Triangle”. AND is development corporation that is affiliated with the Neighborhood Development Foundation.

Lower St. Charles Neighborhood Plan, January 2001 – Neighborhood Develop Plan – This plan, commissioned by Felicity Street Redevelopment Project Inc. and produced by Looney Ricks Kiss, describes a concept plan, land use and issues such as parking, public space and establishes design principles for residential and mixed use facilities.

Felicity Street Redevelopment Project, Inc. – Brochure – A nonprofit redevelopment corporation organized to acquire and rescue properties in disrepair as well as provide affordable apartments and assist first time home buyers.

Central City Partnership Façade Treatment Proposal, November 1999 – Proposal – A proposal for building façade treatment along Oretha Castle Haley Boulevard.

Holy Ghost Community Planning Project, December 1996 – Plan – Commissioned by All Congregations Together (ACT) and City Councilman Oliver Thomas, this plan needs and recommendations for the Holy Ghost community within Central City.

Tradition in Progress, City of New Orleans Division of Housing and Neighborhood Development, 2003 – Strategic Plan – This document outline the DHND initial strategic plan improvement plans for targeted neighborhoods.

Central City Improvement Zone – Map – Created by the Division of Housing and Neighborhood Development for the Central City neighborhood.

Consolidated Plan for the City of New Orleans for 2003-2005 – Plan – Produced by the Division of Housing and Neighborhood Development for the planning and application for four formula grants: Community Development Block Grants (CDBG); Home Investment Partnership (HOME); Emergency Shelter Grant (ESG) and Housing Opportunities for Persons with AIDS/HIV (HOPWA).



Cultural Resources

New Orleans Master Plan, Arts and Culture Tourism Management Historic Preservation Economic Development, October 2002 – Master Plan – Plan Created by the City Planning Commission and funded by the Mayor’s Office of Economic Development looks at situation assessment; resources; opportunities and preservation to determine an economic development strategy for all of the city’s planning districts.

The Oretha Castle Haley Boulevard Redevelopment Study, February 1997 – Study – Prepared for the City of New Orleans Division of Economic Development in partnership with Central City Partnership E. O. C., First Commerce Community Development Corporation and Tulane University’s Levy Rosenblum Institute for Entrepreneurship. The research team employed Michael Porter’s “The Competitive Advantage of the Inner City” as a study model for the project.

O.C. Haley Black Cultural Tourism District, 1995 – Plan – The O. C. Haley Investment Corporation commissioned Hewitt-Washington & Associates to assist in creating a plan that for community economic development opportunities through the a tourism district in Central City. Some of the goals are to promote job development skills for the community’s youth and adults while capitalizing on the rich culture and heritage that exists in the community.

Central City Cultural Tourism Corridor Project – Report – Describes the inception of the project and give a brief update on the projects status.

Ashe cultural Arts Center – Brochure – The center is an affiliate of Efforts of Grace, Inc and seeks to utilize culture and the arts a tool to promote neighborhood revitalization.

Neighborhood Gallery – <http://www.theneighborhoodgallery.com> – Has both performance art space and exhibit space to help promote the work of young, emerging and aspiring artists. More than a venue for art, the gallery also operates a thrift store and provides tours.

Zietgeist/Barrister’s Gallery – <http://www.zeitgeistinc.org> – Considered one of the premier alternative venues in the South originated as an experimental theatre and currently shares space with Barrister’s Gallery. With over 500 members, Zietgeist is able to provide year round events.

Central City Churches and Places of Worship – List – A roster of over 100 churches located in the neighborhood with addresses, phone number and leadership information.



Social Resources

Lower St. Charles Neighborhood Plan, January 2001 – Neighborhood Develop Plan – This plan, commissioned by Felicity Street Redevelopment Project Inc. and produced by Looney Ricks Kiss, describes a concept plan, land use and issues such as parking, public space and establishes design principles for residential and mixed use facilities.

Felicity Street Redevelopment Project, Inc. – Brochure – A nonprofit redevelopment corporation organized to acquire and rescue properties in disrepair as well as provide affordable apartments and assist first time home buyers.

Central City Housing Development Corporation – Brochure – Information on local real estate development and first time homebuyer education services available in Central City.

First Evangelist Housing and Community Development Corporation – Brochure – a 501(c) (3) faith-based organization founded to create affordable and low-income homes to address issues of homelessness and blighted properties.

Neighborhood Development Foundation, “Stop Paying Rent” – Brochure/Fact sheet – A nonprofit organization that helps to assist and educate low and moderate income families on becoming homeowners. Highlight their first-time home buyer program. Fact sheet indicates progress from September 1986 – January 2004.

Central City Neighborhood Snapshot and Data Tables – <http://www.gnocdc.org/orleans/2/61/snapshot.html> - Neighborhood background and data information providing general characteristics about the community compiled by the Greater New Orleans Community Data Center.

Dryades Street/Oretha Castle Haley Boulevard – Report – This report chronicles the development and evolution of Dryades/Oretha Castle Haley Blvd while recognizing its significance to Central City and New Orleans history and culture.

Healthy New Orleans – Brochure – Highlights programs sponsored by Turning Point Partners to promote community wellness. The programs include Healthy New Orleans Partnership, Community Health Networks and Center for Empowered Decision Making.

New Orleans Mission – Brochure – List services and plan for addressing the homeless needs in New Orleans.

Great Expectations Foundation, Inc. – Packet – Includes information on services offered to address the problem of infant mortality in New Orleans. Great Expectations Foundation entered into a partnership agreement with the City of New Orleans to administer the Healthy Start project.

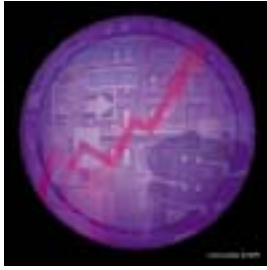
New Orleans Health Corporation – Leaflet – Describes clinical services available to residents of Central City which include: adult medical, pediatric care, obstetrics and gynecology, podiatry, optometry and health awareness.

Central City E. O. C. “Multi-Media Center” – Brochure – The programming is designed as substance abuse prevention through alternative activities such as arts and crafts, modern dance, sewing, karate, computer classes among other activities.

Central City E.O.C. Senior Citizens Center – Brochure – Located in the Central City complex residents of Central City 60 years and older or disabled person age 55 and above are provided transportation, hot meals, counseling and recreation activities.

Central City E. O. C. Head Start Center – Brochure – This program for youth 2 ½ to 5 providing education, health, nutrition, family, social services.

National Council of Negro Women of Greater New Orleans, Inc. – Brochure – Programming includes transitional housing for women, GED preparedness, job readiness, and case management.



Economic Resources

New Orleans Master Plan, Arts and Culture Tourism Management Historic Preservation Economic Development, October 2002 – Master Plan – Plan Created by the City Planning Commission and funded by the Mayor’s Office of Economic Development looks at situation assessment; resources; opportunities and preservation to determine an economic development strategy for all of the city’s planning districts.

Oretha Castle Haley Blvd. Merchants & Business Association – Directory – Member organization comprised of nonprofit and business located on the boulevard working to promote the economic development and organizational capacity needs surrounding the historic district of Oretha Castle Haley Blvd.

On the Avenue, December 1996 – Plan – This is a plan was produced by the College of Urban and Public Affairs at University of New Orleans creates a plan to revitalize the lower St. Charles Corridor.

Hope Credit Union – Brochure – This community credit union specializes in bringing banking resources to challenged communities. Products include mortgage, auto and business loans at competitive rates.

The Oretha Castle Haley Boulevard Redevelopment Study, February 1997 – Study – Prepared for the City of New Orleans Division of Economic Development in partnership with Central City Partnership E. O. C., First Commerce Community Development Corporation and Tulane University’s Levy Rosenblum Institute for Entrepreneurship. The research team employed Michael Porter’s “The Competitive Advantage of the Inner City” as a study model for the project.

O.C. Haley Black Cultural Tourism District, 1995 – Plan – The O. C. Haley Investment Corporation commissioned Hewitt-Washington & Associates to assist in creating a plan that for community economic development opportunities through the a tourism district in Central City. Some of the goals are to promote job development skills for the community’s youth and adults while capitalizing on the rich culture and heritage that exists in the community.

Central City Cultural Tourism Corridor Project – Report – Describes the inception of the project and give a brief update on the projects status.

Central City Business – List – A partial roster of businesses located in Central City. List includes owner and establishment information.



Organizational Resources

City of New Orleans Government Directory 2003-2004 –Directory- Contains contact information for city departments and agencies. Document also includes maps for Council District and Assessors.

Central City Partnership, March 2001 – Report – Document contains steering committee outcomes and recommendations such as organizational roles and responsibilities, ethics and integrity, decision making, leadership, committee structure and operational principles.

Central City Community Conference, June 2003 – Notes – Contains recommendations gathered from small group discussion on issues that impacting the Central City residents.

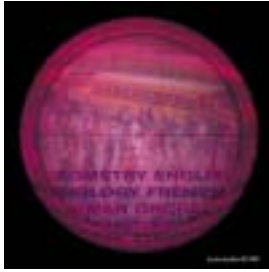
Turning Point Partners – Brochure – programming consist of community building, restorative justice and resilience education. The organization also build collaborates with other community organizations.

Young Leadership Council – Brochure – This group of young professionals is a nonprofit, non-partisan civic organization promoting leadership through community projects.

Oretha Castle Haley Blvd. Merchants & Business Association – Directory – Member organization comprised of nonprofit and business located on the boulevard working to promote the economic development and organizational capacity needs surrounding the historic district of Oretha Castle Haley Blvd.

Making Connections, July 2003 – Chart – Information provided on this chart includes structure of partnerships related organizational initiatives such as Family Financial Strength Building; Adult Learning/Workplace Literacy; and Affordable Housing.

Making Connections, Fall & Spring 2003 – Newsletter- A quarterly community newsletter for Central City, highlighting community resources activities and programs.



Educational Resources

New Orleans Public Schools in Board District 5 – Webpage, <http://www.nops.k12.la.us/SchoolWebs> - Includes brief profile of public schools located in Central City.

Dryades YMCA of New Orleans – Webpage, <http://www.dryadesymce.com> – Houses the James Singleton Charter Middle School, Dynasty Alternative School, Early Childhood Education and Andrew Young Leadership Development Program. The organization also provides adult learning opportunities in technology, nursing and office assistance.

International Project for Nonprofit Leadership (IPNL) – Packet – This organization is affiliated with the University of New Orleans and offers training for nonprofit leadership through its Urban Routes initiative and nonprofit leadership courses.

Making Connections New Orleans, Fall 2003 – Newsletter – Community newsletter containing a guide to free Adult Education classes in Central City with location and contact information.

New Orleans Mission's Learning Center – Brochure – Announcement for free computer courses for adults and job readiness development.

New Orleans Public Library, Central City Outreach Center – Webpage, <http://nutrias.org/~nopl/info/branches/cc/cc.htm> - Community outreach branch located within the Central City EOC building. The center houses a small collection that emphasizes research materials and periodicals.

B. Central City Renaissance Alliance Participants

- i. Recruitment Team
- ii. Concordia Fellows
- iii. Steering Committee Participants
- iv. Subcommittee Members
- v. Subcommittee Co-Facilitators
- vi. Communications Task Force
- vii. Action Team

Recruitment Team

Weeks before the Community Planning Process began, Concordia convened a Planning Team to recruit the Steering Committee and assist with key decisions about process logistics. The Planning Team was comprised of individuals who have access to large constituencies in the community, including business owners, religious leaders, City and School District employees, students, nonprofit directors and community representatives. Concordia organized the Planning Team after conducting a series of interviews with local officials and community leaders to familiarize its staff with the Central City community.

Carol Bebelle

Ashe Cultural Art Center

Pam Broom

University of New Orleans

Kysha Brown-Robinson

Making Connections

Keesha Broussard

*New Orleans Neighborhood
Development Collaborative*

Millie Charles

Southern University New Orleans

Ronald Coleman

Central City EEOC

Craig Cuccia

Café Reconcile

Cindy Fromherz

*City of New Orleans
Economic Development Department*

Carolyn Green-Ford

Orleans Parish School Board

Barbara Lacen-Keller

Great Expectations

Stanley Myers

*Central City Housing
Development Corporation*

Mindy Parnes

*City of New Orleans
Department of Housing and
Neighborhood Development*

Elder John Pierre

*Living Witness Church of
God in Christ*

Bart Reily

Center for Non-Profit Resources

Donald Robinson

Weed & Seed

Saundra Reed

Making Connections

King Wells

Central City Partnership

Concordia Fellows

Audrey M. Browder

Audrey Browder is a resident of Central City where she was born and raised. Her life's mission focused on three major areas: religion, education, and service to others. She is active in her church as a Lector, President of the Holy Ghost Catholic Church Pastoral Paris Council, and leads the Social Justice Ministry Group that she established. Audrey graduated from Xavier and Loyola Universities obtaining a B.A. and M.Ed. Presently, she is pursuing a Masters of Theology degree from Xavier's Institute for Black Catholic Studies.

A former elementary teacher, Ms. Browder considers her classroom now as the community at large, as exemplified with her years of work with the faith-based community organization All Congregations Together. She serves as Vice President for Neighborhood Housing Services and Save Our Cemeteries, Convener of Black Ministries Group, a Concordia Fellow, and is a former and present member of numerous civic and religious organizations. Because she is always willing to jump in and work for a worthy cause, Ms. Browder has received several awards. Her deep religious beliefs have guided her efforts as a community activist. Her philosophy is: With God all things are possible."

Upenda Glover

Ms. Glover has always been a person to seek and apply knowledge, which has taken her on a challenging personal and professional journey. A Graduate of the University of New Orleans, with a Bachelor's in Communications and Management, she has worked as a project assistant for the Department of Medicine at Tulane Health Science Center.

She is native New Orleanian and single mother, working in her own way to make life better for others in her community. As a community volunteer and caregiver, Ms. Glover has always made the effort to assist and care for her elders. This commitment to others and seeing a brighter future for New Orleans has led her to participate in Central City's revitalization as a Concordia Fellow. She understands that New Orleans as a whole can only be as strong as its neighborhoods and to be a world class city all of its residents must thrive.

Toni Jones

Holding a dual bachelor's degree in Business Administration and Business Management from the University of Phoenix and a Master of Social Work from the Southern University at New Orleans School of Social Work, Ms. Jones is capable of effectively integrating her formal education and experience into successful community endeavors. For 10 years, Ms. Jones served as the Director of Human Resources at the Audubon Institute Aquarium of the Americas. She successfully managed over 15 departments, over three facilities, which comprised over 250 employees.

Additionally, Ms. Jones has over 20 years of tourism experience and has successfully planned and executed over 200 motor coach tours, conducted over 300 Black Heritage Tours

of New Orleans and has served as a convention/special events planner for dozens of organizations. Ms. Jones served as Executive Director of the Greater New Orleans Black Tourism Center where she increased membership by 75% within a six-month period, and was instrumental in attracting several large groups to hold their meetings in New Orleans. Ms. Jones currently serves as an adjunct professor at Delgado Community College and as a Career Development Instructor at the Charity Hospital School of Nursing. Additionally, as a consultant for the Central City EOC, Ms. Jones is excited about the opportunity to utilize her education and experience to integrate managerial expertise, cultural contributions and tourism “know how” into a passion for helping to rebuild Central City. She is responsible for creating a “Cultural Emporium” as a part of the Handelman Building redevelopment project.

Ms. Barbara Lacen-Keller

Barbara Lacen-Keller has been actively working in the community for over 30 years. Ms. Lacen-Keller has received several awards in her life because of her commitment to the development of the community and more specifically youth and women.

Ms. Lacen-Keller, a result of divorce, became a single parent and lived on public assistance and in public housing. While in the Desire Housing Development, she became involved in the welfare rights and National Tenant Council. She was one of the original authors of the proposal for resident council as we know it today. As an active volunteer in the community with various organizations, her motivation has been based on the simple fact that she believes in New Orleans and she's proud to call it home. Ms. Lacen-Keller serves with numerous organizations. Ms. Lacen-Keller believes volunteer work has no boundaries; she does it all for the love of her people and her community.

Ms. Lacen-Keller triumphed in the face of adversity. She realized early that if her children would succeed, she had to succeed. Ms. Lacen-Keller was employed for over sixteen years in the Orleans Parish School System. She moved from the school system and became Clinic Administrator at the Central City Health clinic for 8 years. Ms. Lacen-Keller is presently employed as the Consortium Coordinator for Great Expectations Foundation, Inc.

One of the original organizers and past chair persons of the Central City Partnership, she was involved in the effort to improve the quality of life for Central City residents by improving a number of conditions that exist within the community including the appearance of the neighborhoods, safety conditions, recreational facilities, business climate, and educational attainment levels of the persons within the community.

Ms. Lacen-Keller has a love for the New Orleans Culture and because of her love and vision, she organized the Second Line Cultural Tradition Task Force to promote, preserve, perpetuate, and celebrate the ingenious music and culture to bring structure for future generations. The outlook and principles that dominate her life are applied to all she does.

Ernest Lewis III

Mr. Lewis is an experienced trainer, nonprofit administrator, and public relations/communications specialist with a varied background in literacy, diversity, media, and social justice training. Overtime, he has developed skills in workplace literacy, family literacy, community services, and leadership development working with community and nonprofit organizations.

In Central City, Mr. Lewis has worked with organizations and community members in designing educational programs and teaching Adult Basic Education in addition to training for adult learners, youth, staff, volunteers, community partners, and various practitioners. He is pursuing a bachelor's in Business Management from the University of Phoenix.

Saundra J. Reed

Ms. Reed, a Central City resident, is a 53-year-old mother and grandmother who can trace her family's heritage in Central City back at least seven generations. She has worked in the public sector for 28 years, serving poor and under privileged people in the New Orleans area. Many of those years were spent at Charity Hospital at New Orleans, and for a short time she served as Project Director of the Central City E.O.C. Senior Citizens Program.

For the last ten years she has been a Social Service Supervisor at the Midtown Office of Family Support. Ms. Reed is an active member of Christian Unity B.C., where she teaches Sunday school, and sings in three of the churches five choirs. She is a founding member of AJAMM Ministries, an organization that nurtures and supports women in ministry and promotes leadership development for young women. For the last two years, she has been the community advocate for Making Connections, New Orleans, an initiative of the Annie E. Casey Foundation, where her efforts are focused on the Central City neighborhood.

Tonya Randolph

Ms. Randolph is currently a resident of Central City where she is surrounded by her family and close friends. She appreciates being in a community with a long history of pride and unity. Ms. Randolph is relatively new to community development initiatives; however she is committed to neighborhood empowerment where residents and stakeholders are able to contribute to important decisions about their community.

A graduate of the University of New Orleans, Ms. Randolph has a bachelor's degree in Sociology with a minor in Psychology. She currently works with the Office of Family Support as a Social Service analyst. In this position, she was instrumental in establishing new organizational procedures and processes to better serve their clients. Her knowledge and awareness of community organizations and resources have enabled her to assist many families in need. She is enthusiastic about the opportunity to apply her skills and experiences to this community planning endeavor as a Concordia Fellow.

Steering Committee Participants

The charge of the Central City Community Planning Project Steering Committee was to analyze needs and opportunities, achieve a collective understanding about Central City's existing resources and build consensus around a master plan for their community's future. The CC Steering Committee is a group of community stakeholders with representation from youth, parents, educators, business representatives, labor representatives, social service providers, municipal employees, arts community members, religious leaders and individuals from the community-at-large. In Central City, this included local residents and business people as well as county representatives with an interest in Central City's future.

Gwendolyn Abair	Drew Chastain	Dionne Frey Smith
Hakeem Abdallah	James Clayton	Cindy Fromherz
Casey Adams	Terrell Clayton	Lou Furman
Donna Addkison	Barrington Coidney	Lester Gary
Essence Allen	Ronald Coleman	Shirley Gavin
H.M.K. Amen	Cecille Collins	James Gibson
Doug Anderson	Jack Conry	Renee Gill-Pratt
Kathleen Anderson	Tom Costanza	Willie Gilmore
Una Anderson	Joan Coulter	Daisey Grice
Nellie Atkins	Jack Cruz	Sandra Gunner
Njonjo Baham	Craig Cuccia	Henrietta Harrison
Diana Bajoie	Charlotte Cunliffe	Dorian Hastings
Clinton M. Baker	Mike Cutond	Charles Hubbard
Charmaine Baker-Fox	Olaycela Daste	Tonka Hudson-Foster
Ellen Baptiste	Abraham Davis	Campbell Hutchinson
Margaret Barbarin	Kennon Davis	Ahmad Jabari
Joshua Bates	Shawn Deggins	Danielle Jackson
Carol Bebel	Donovan Di Lorenzo	Sylvia Jackson
Ethel Bender	Landry Dixon	Yolland Jackson
Rita Bennett	Jonah Dowling	Sam Jacobs
Sandra Berry	Mark Drouin	Ben Johnson
Jared Boudreaux	Brad Dude	Patricia Johnson
Avis Brock	Jo Ann Duncan	Bernard Jones
Hei-Yesh Broom	Gina Dupart	Garry Jones
Pamela A. Broom	Jerry Dupas	Lnyah Jones
Keesha Broussard	Pricilla Edwards	Joseph Jora
Kysha Brown-	Yarrow Etheridge	Roberta Joshua
Robinson	Rosemary Facen	Zinyra Kelley
Tony Brual	Laura Ferguson	Leonard Kelly
Doris Bryer	Pyaam Ferguson	Sadelia Kelly
John Bryson	Wynecta Fisher	F. Owen Kendrick
Bertrand Butler	Lucinda Flowers	Patricia Kennedy
Gloria H. Calway	Carolyn Ford	Barbara King
Gwendolyn Campbell	La Trice Foster	Eric Knatt
Capt. Cannatub	Antoinette Franklin-Fall	Taylor Krieger
Donald Chapin	Roderick B. Franklin, Sr.	Kathy Laborde

Ireka Lacen
 Johnathan Lacen
 Monique Lacen
 Cathy Lambert
 Mary Laurie
 Arthann Lawrence
 Ellen Lee
 Arthur Lee, Jr.
 Willie Lemon
 Michele Lempa
 Rodney Littleton
 John Luck
 Maggie Maag
 Lily Mackey
 Richard Martiniez
 Clyde Mc Guires
 Sedrick Mc Kinley
 Forest Mc Neir
 Darren Mire
 Dipo Mosadomi
 Dwayne Muhammad
 Willie Muhammad
 Stanley Myers
 John O'Neal
 Echo Olander
 Mindy Parnes
 Alberta Pate
 Kim Paulino
 Donna Pearson
 Effie Peterson
 Rosalind Peychaud
 John Pierre
 Ralph Plaideau
 Asia Pleasant
 Fannie Pleasant
 Debra Polk
 Pabler Price
 Elston Ramie
 Agnes Reaux
 Edwina Reed
 Bart Reilly
 Michael Ricks
 Stanley Ridgley
 Donald Robinson
 Jermaine Robinson
 Michael Robinson
 Monica Roers

Chris Ross
 James Russ
 Tonya Sawyer
 Phillip Schaeffer
 Florence Schorenstein
 Sybil Schroeder
 Melissa Scott
 Lisa Sibal
 Charles E. Siler
 Bishop Simmons
 Carrie Singleton
 Gilbert Singleton
 Mack Slan
 Crystal Smith
 Gwen Smith
 Jaqueline Smith
 Robin Smith
 Tina Smith
 Sally Stevens
 Illinois Stevenson
 Allison Stewart
 Bernice Stirgus
 Byron Stirgus
 Gloria Swanier
 Mary Talbert
 Moriba Talbert
 Wayne Thomas
 Hazel Thompson
 Judy Thornton
 Mac Thornton
 Chidi Uzomah
 Melva Vallery
 Ruby Ventry
 Dominique Virgil
 Donna Virgil
 Daisy Wall
 Barry Walton
 Sharon Walton
 Audrey Warren
 Manyeu Washington
 Richard Webb
 King Wells
 Theresa West
 Judy White
 Deborah A. Wiggins
 Robert Wilcox

E. W. Williams
 Emma Williams
 Eric Williams
 Hilda Williams
 Leslie Williams
 Merlin Williams
 Tanisha Williams
 Diana Wilson
 Rosetta Winfield
 Gussie Woodest

Subcommittee Members

In Meeting #2, Steering Committee members selected a Subcommittee to join for the duration of the planning process. There were (6) Subcommittees organized by the elements of the Concordia Model. In these groups, participants would focus on the various needs and assets of Central City. Participants were encouraged to select a Subcommittee based on their interest, experience and/or expertise.

Physical

This subcommittee looks at the community's physical resources that encompass the total of the community's built and natural assets. These resources include buildings, bridges, highways and even telecommunications infrastructure as well as natural resources like parks and other outdoor recreation areas.

Cultural

This subcommittee of the interdependent community system encompasses all of the community's cultural resources. Included in this category is a broad range of cultural spaces, artifacts and programs related to the expression of individual and communal values and aesthetics.

Social

In this group, participants identify the community's social resources, where social space and programs developed largely by governmental and not-for-profit entities support the variety of the health and human assets needed to maintain a healthy community infrastructure. Included in this domain are programs involving a wide range of social services, housing, justice and healthcare.

Education

Educational resources are defined as encompassing all of the community's assets that are allocated to lifelong learning. Included in this category are functional space, curricula and instructional programs for all Pre-K to 12, community college and university programs, as well as more informal public and private learning spaces and activities such as civil service training or individual skills development programs.

Organizational

This subcommittee focuses on the community's organizational needs and resources. Included in this category are organizational spaces and programs that address the various components of community governance, including the school board, city and county board of supervisors, Rotary Club, Lions Club and a myriad of other civic organizations. This category also identifies how decisions made on behalf of the community-at-large are developed, deliberated and implemented.

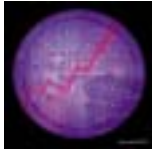
Economic

This subcommittee of the total community system addresses the economic environment. Represented here are economic spaces, programs and activities related to business and commerce. Included are activities ranging from regional and local economic development programs to innovations and initiatives developed by private interests.



Cultural

Kathleen Anderson
Diana Bajoie
Carol Bebelle
Bertrand Butler
Jerry Dupas
Dorian Hastings
Patricia Johnson
Pamela Laners
Lily Mackey
John O'Neal
Charles E. Siler
Sally Stevens
Patrick Thompson
Richard Webb
King Wells
Theresa West



Economic

Casey Adams
H.M.K. Amen
Tony Brual
Barrington D. Coidney
Craig Cuccia
Cindy Fromherz
Sylvia Jackson
Kathy Laborde
Ireka Lacen
Johnathan Lacen
Rodney Littleton
Stanley Myers
Effie Peterson
Michael Robinson
Chidi Uzomah



Educational

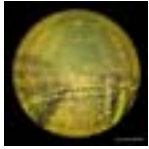
Gwendolyn Abair
Hakeem Abdallah
Gary Antoine
Avis Brock
Doris Bryer
James Clayton
Jack Conry
Donovan Di Lorenzo
Landry Dixon
Laura Ferguson
Carolyn Ford

La Trice Foster
Campbell Hutchinson
Danielle Jackson
Sam Jacobs
Garry Jones
Eric Knatt
Monique Lacen
Mary Laurie
Dipo Mosadomi
Echo Olander
Kim Paulino
Michael Ricks
Stanley Ridgley
Melissa Scott
Carrie Singleton
Illinois Stevenson
Allison Stewart
Byron Stirgus
Melva Vallery
Audrey Warren
Eric Williams



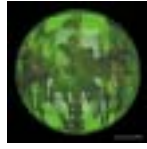
Organizational

Donna Addkison
Njonjo Baham
Joshua Bates
Kysha Brown Robinson
Tom Costanza
Abraham Davis
Shawn Deggins
Brad Dude
Lucinda Flowers
Tonka Hudson-Foster
Patricia Kennedy
Mindy Parnes
Donna Pearson
Tonya Sawyer
Sybil Schroeder
Jaqueline Smith
Rickey Sperman
Bernice Stirgus
Hazel Thompson



Physical

Essence Allen
Una Anderson
Rita Bennett
Jared Boudreaux
Drew Chastain
Yarrow Etheridge
Yolland Jackson
Bernard Jones
Lnyah Jones
Zinyra Kelley
Sadelia Kelly
Taylor Krieger
John Pierre
Asia Pleasant
Fannie Pleasant
Pabler Price
Chris Ross
Lisa Sibal
Bishop Simmons
Crystal Smith
Gwen Smith
Ruby Ventry
Tanisha Williams
Rosetta Winfield
Gussie Woodest



Social

Clinton M. Baker
Charmaine Baker-Fox
Ethel Bender
Irma Berry
Gloria H. Calway
Gwendolyn Campbell
Cecille Collins
Norman Dixon
Mark Drouin
Jo Ann Duncan
Pricilla Edwards
Antoinette Franklin Fall
Roderick B. Franklin, Sr.
Dionne Frey Smith
Lou Furman
Shirley Gavin
James Gibson
Willie Gilmore
Daisey Grice
Ronald James
Arthann Lawrence
Arthur Lee, Jr.
Willie Lemon
John Luck
Clyde McGuires
Forest McNeir
Dwayne Muhammad
Willie Muhammad
Debra Polk
Edwina Reed
Bart Reilly
Donald Robinson
Phillip Schaeffer
Mary Talbert
Judy Thornton
Mac Thornton
Sharon Walton
Emma Williams

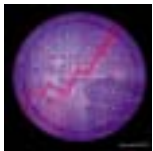
Subcommittee Co-Facilitators

The Subcommittee Facilitators Group is comprised of (2) people from each subcommittee. These individuals are in charge of assisting the facilitator at each meeting by knowing the agenda beforehand and assisting participants during the meeting with the activities.



Cultural

Patricia Johnson
John O'Neal



Economic

Stanley Myers
Michael Robinson



Educational

Jack Conry
Landry Dixon



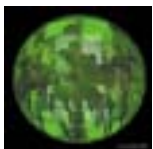
Organizational

Donna Addkison
Donna Pearson



Physical

Jared Boudreaux
Drew Chastin
Bernard Jones



Social

Charmaine Baker-Fox
Antoinette Franklin Fall
Dwayne Muhammad

Communications Task Force

One of the integral components of the Concordia Planning process is the creation of a Communications Task Force, a group of Steering Committee members who is responsible for directing the Communications and Public Relations strategy for the process. This task force is the public eyes, ears, and mouth of the Steering Committee.

Some of the task force activities include:

- Develop a name for the project
- Develop a logo for the project
- Hold press conferences regarding the Steering Committee's progress
- Draft press releases about the project
- Identify and recruit Steering Committee members for radio, television or newspaper interviews
- Give interviews
- Organize information distribution campaigns
- Raise money for their efforts



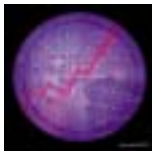
Cultural

Sally Stevens
Theresa West



Organizational

Njonjo Baham
Shawn Deggins



Economic

H.M.K. Amen
Craig Cuccia



Physical

John Pierre
Lisa Sibal



Educational

Hakeem Abdallah
Michael Ricks



Social

Clyde McGuires
Donald Robinson

Action Team

The Action Team is the group of process leaders who we train to take the recommendations, findings, and networks established during the process to the next level, beyond the Steering Committee planning process itself. In some cases, this has meant the establishment of independent 501(c)(3)'s which raise money or support for continuing to implement the ideas and spirit of the community planning process. In other cases, these are the individuals who continue to pressure and lobby elected officials until the recommendations of the Steering Committee are fully implemented. In all cases, they represent the continued need for community engagement to be a component of the decision-making process for their neighborhoods.

Peter Abbotsford
Hakeem Abdallah
Donna Addkison
H.M.K. Amen
Charmaine Baker-Fox
Ellen Baptiste
Ethel Bender
Audrey Browder
Gloria H. Calway
Drew Chastain
Tom Costanza
Craig Cuccia
Landry Dixon
Mark Drouin
Carolyn Ford
Willie Gilmore
Upenda Glover
Sylvia Jackson
Bernard Jones

Toni Jones
Barbara Lacen-Keller
Ernest Lewis
Dipo Mosadomi
John O'Neal
Donna Pearson
John Pierre
Tonya Randolph
Saundra Reed
Bart Reilly
Stanley Ridgley
Michael Robinson
Tonya Sawyer
Lisa Sibal
Charles E. Siler
Jessie Smallwood
Sally Stevens
Hazel Thompson

C. Growth and Quality of Life Report

This report was generated from an exercise during Meeting #1 where participants were asked to document their desires and hopes for their community and to articulate what their community is lacking. Their responses are then organized into the six elements of the Concordia Model. This report forms the basis for the community discussion that occurs within the Subcommittee groups formed during Meeting #2.



Educational

- Better Schools (6)
- Quality Education
- Educational Resources (better teachers)
- Programs that help people to get jobs not just entry level
- Improve Schools
- Training of residents
- Schools that are: safe, good learning experience, social services, parental involvement
- Job skills
- Literacy
- Better schools for community and kids
- Dedicated teachers
- Help the children realize they can have positive career goals/good jobs
- School attendance (violence)
- Improve the failing Middle School
- Improve educational opportunities particularly in the trades/vocational
- Expanded access to technology
- Leadership
- Improve the adult basic education programs
- More structure/disciplined system and parental involvement
- Increase the skills training for non-custodial fathers
- New parent training
- Mentors for Youth
- Young people need to be educated about the realities of life (dress code, manners, and respect)
- After school programs for youth
- Quality tutoring classes that teach universal knowledge on the (4) core subjects and critical thinking: Math, English, Social Studies, Science.
- There must be a family center that educates, supports, and for parents to brainstorm in

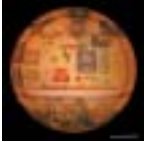


Economic

- Better retail options
- Development of O.C. Haley as vibrant commercial center
- Getting tobacco out of the community (helping people quit/prevention/removing advertising)

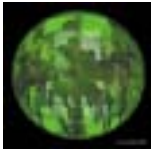
- Good job opportunities within neighborhood
- Access to capital for entrepreneurs & small businesses
- Eliminate/reduction of check-cashing & other predatory lenders
- Establish businesses
- More merchant participation
- Reinvestment into the community
- Connections with other neighborhoods and the larger economy in the city
- Creating an environment of economic opportunities for residents (through micro-loans and job shadowing)
- Decrease the child poverty (60%) by increasing business development/job creation
- Economic opportunities/new businesses
- Strong economy
- Money (3)
- Diversify economy (more than service & tourism)
- Financial literacy/planning
- Economic stability
- Resources (money, knowledge)
- Youth opportunities
- An assortment of successful small businesses
- More business development in area
- More small businesses/jobs
- Creation or support for creation for work opportunities for Central City residents (not necessarily jobs, maybe small businesses)
- Find jobs for our youth, this is very important
- Cultural arts businesses that are able to generate employment
- Jobs & training
- Funding for neighborhood businesses
- Quality jobs
- Partnerships outside of Central City
- Employment opportunities
- A lack of money
- This community needs blue-collar wealth building, jobs that are not tourism or food service oriented
- Diverse job opportunities that are viable to the community
- Economic resources/more jobs
- Diversity in employment industry beyond factories, tourism or retail
- Small business ownership/development
- Jobs appropriate to residents
- More small business incubators
- These must be businesses that are run/owned by Central City residents and are committed to hiring youth and adults from this area
- Industry/non-tourism

- Good pay
- Know where and what to spend your money on
- Use of residents to organize clean-ups & control crime



Organizational

- Accessible and integrated social service delivery system
- Blighted properties need to be torn down or rehab(ed) ASAP
- A community consensus
- A community newsletter
- Clean up New Orleans
- Health care! 'We need health care'
- Better opportunities
- Catalogue programs
- More community people need to own businesses in the area
- Speak to community about becoming homeowners because the 'renter rate' in CC is very high (credit repair) more homeowner education
- Expanded media attention for what is positive
- Building code enforcement
- Everybody should look out for every ones children
- Well funded organizations that use 'best practices' in making their contributions to families in CC
- More collaborative efforts in talent and resources
- Diversity of concerned people
- Improve public safety
- All constituencies working together, rather than separately
- Neighborhood projects for all age groups
- Youth organize block clean-ups
- More available police protecting community
- To get more families into organizations about City of New Orleans



Social

- Youth Serving Programs
- Positive Recreation
- Diversity Programs taught in Public Schools (i.e. Undoing Racism)
- Equal Distribution of Services
- Alternatives to violence
- Healthcare
- Stop Drug Traffic
- Friendlier Law Enforcement Presence
- Better Schools
- Community Oversight of Police, Courts, and Jails
- Home Renovation Programs for Elderly
- More Athletic Programs for Community Members

- Change Policies to reduce White Flight
- Home Ownership
- Property
- More Restaurants
- Utility Assistance
- St. Thomas Law Clinic
- Hope House
- St. Thomas Health Clinic
- JJPL (Juvenile Justice Project of LA)
- Community Pride and Involvement
- Strong population of elderly and youth
- A teen center
- We need health care!
- Drug intervention - if you see drug selling in front of your home, report it



Physical

- Improve green space add flowers and greenery to neutral grounds and parks
- Beautiful and historic structures need to be renovated and refurbished to their original beauty
- Revitalization of Oretha Castle Haley (4)
- Mailboxes or a post-office on O. C. Haley Blvd
- Restoration of the Handelman Building
- Rehabilitation of landmarks (i.e. B. T. Washington)
- Clean up (3)
- Improved green spaces (5)
- Recreational facilities (3)
- Better lighting and bike paths
- Consistently spaced both security lighting
- Decorative lighting for the streets
- Trash bins and incentives
- Recreational facilities for all ages (not just youth) (2)
- Bike paths
- Safe opportunities to exercise for all ages
- Get rid of blighted houses (6)
- Educating neighbors of empty/abandoned lots on the process of acquisitive prescription
- Renovate residential/blighted homes and fill in vacant and blighted lots (2)
- Educating neighbors of empty/abandoned lots on process of acquisitive prescription
- Safe/better/viable/good housing (7)
- Relocation of public housing residents to homes in Central City
- Unconventional lending practices

- Homeownership
- Renovate blighted houses into affordable homes (6)
- Upgrade housing (2)
- Renovating existing housing include comments for renovating blighted housing into affordable homes and rental units (2)
- Upgrade senior housing
- Repair homes of local residents
- Safety (3)
- Crime problem/reduction (2)
- Control of vicious and fighting dogs
- Light rail system
- Clean air
- Healthy lifestyle choice
- Use of residents to organize clean-ups & control crime
- Improve transportation system
- Identification of key parcels for redevelopment
- Affordable, quality housing



Cultural

- More classes taught in public schools that celebrate the unique culture of New Orleans, and just compensation for services rendered (education)
- Get as many ministers in community involved as well as their congregation
- Exposure
- More unified activities
- Arts and Cultural District
- Know your culture but at the same time know it with dignity and intelligence
- There is a Lack of Cultural Education appropriate to the ethnic demographic of the city. Central City needs more centers of Cultural Activity and Institutions (museums) that teach and preserve its history
- More effort, power, and resources to improve the lives of the people who have been here (there), as opposed to catering to moving new people in
- Creating more opportunities for artists and cultural events
- Respect and support for local artist
- Awareness and exchange of cultural diversity
- Unilateral exposure of all cultural expressions
- Create a Farmers Market to help improve health and nutrition
- More tourism money directed toward the communities (cultural)
- Help artist to make a living (money) with their art
- Religious Awareness and Artistic Development
- African American History Museum
- Public Cooperation
- Pride

D. Community Resources

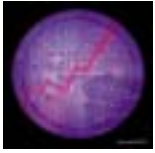
This section includes community resources that were collected by Steering Committee members using the Community Resource Card form. Additional resources were provided by the Greater New Orleans Community Data Center. The resources are organized by the six elements of the Concordia Model. The complete list of resources with addresses and contact information is included on the project's CD.



Cultural

ASHE CULTURAL ARTS CENTER
 BACK TO THE BIBLE CHRISTIAN
 BARRISTER'S GALLERY 1724
 BEREAN PRESBYTERIAN CHURCH
 BUNAVISTA MISSIONARY BAPTIST
 CASTLE ROCK COMMUNITY CHURCH
 CENTRAL CITY CHRISTIAN FELLOW
 CHRISTIAN LOVE BAPTIST CHURCH
 COMMUNITY CHURCH-GOD IN CHRIST
 CORINTHIAN BAPTIST CHURCH
 DAUGHTERS OF UNIVERSAL EASTERN
 FIRST AFRICAN BAPTIST CHURCH
 FIRST CHURCH OF GOD IN CHRIST
 FIRST EVANGELIST BAPTIST CHR
 FIRST STREET UNITED METHODIST
 GLORYLAND MT GILLION BAPTIST
 GOD PRINCE OF PROTECTION
 GREATER FULL GOSPEL CHURCH
 GREATER FULL GOSPEL CHURCH III
 GREATER MACEDONIA BAPTIST CHR
 GREATER MT ROSE BAPTIST CHURCH
 GREATER NEW ORLEANS GOSPEL
 GREATER SALVATION MISSIONARY
 GREATER ST STEPHEN BAPTIST CHR
 GUIDING LIGHT BAPTIST CHURCH
 HOLY GHOST CHURCH OF GOD
 HOUSE OF THE ETERNAL
 ISRAEL BAPTIST CHURCH II
 ISRAELITES BAPTIST CHURCH
 JEHOVAH'S WITNESSES
 JESUS CHRIST-ROCK EVANGELISTIC
 KID SMART
 LITTLE SOLID ROCK BAPTIST CHR
 LITTLE ZION BAPTIST CHURCH
 LIVING WITNESS COGIC
 LOUISIANA FREEDMEN MISSIONARY
 LOVING FOUR BAPTIST CHURCH
 MACEDONIA BAPTIST CHURCH
 MAGNOLIA FOOD CO-OP
 MARS HILL MISSIONARY BAPTIST
 MIRACLE FAITH TEMPLE CHURCH
 MOUNT EVEREST BAPTIST CHURCH
 MT ARARAT MISSIONARY BAPTIST
 MT ZION LUTHERAN CHURCH
 MY REDEEMER MISSIONARY BAPTIST
 NEIGHBORHOOD GALLERY
 NEW HOPE BAPTIST CHURCH
 NEW HOPE COMMUNITY DEV CORP
 NEW SAINT MARK BAPTIST CHURCH
 NEW ZION BAPTIST CHURCH

OUTREACH OF TRUTH MINISTRIES
 PEOPLES UNITED METHODIST CHR
 PILGRIM BAPTIST CHURCH
 PROGRESSIVE BAPTIST CHURCH
 ROSENWALD COMMUNITY CENTER
 SECOND BRIGHT MORNING STAR
 SECOND EVANGELIST MISSIONARY
 SECOND MACEDONIA BAPTIST CHR
 SECOND MORNING STAR BAPTIST
 SECOND MOUNT CALVARY BAPTIST
 SECOND MT EVEREST BAPTIST CHR
 SECOND NAZARETH BAPTIST CHURCH
 SECOND NEW LIGHT MISSIONARY
 SECOND ZION BAPTIST CHURCH
 ST FRANCIS DE SALES CHURCH
 ST JOHN BAPTIST COMMUNITY CTR
 ST JOHN INSTITUTIONAL BAPTIST
 ST JOHN INSTITUTIONAL MISSION
 ST JOHN THE BAPTIST CATHOLIC
 ST MATTHEWS BAPTIST CHURCH
 ST PAUL COMMUNITY BAPTIST CHR
 ST PHILIP BAPTIST CHURCH
 ST. JOHN THE BAPTIST COMMUNITY CENTER
 STAR HOPE BAPTIST CHURCH
 THIRD ROSE OF SHARON BAPTIST
 TRUE LOVE MISSIONARY BAPTIST
 UNION BETHEL AME CHURCH
 URBAN IMPACT
 WESLEY UNITED METHODIST CHURCH
 WILLING WORKERS BAPTIST CHURCH
 YOUNG LEADERSHIP COUNCIL
 ZEITGEIST/BARRISTER'S ARTS CENTER



Economic

ABBY'S WIGS & HAIRPIECES
 AIDA'S GROCERY STORE
 AL'S GARAGE
 ARCHITECTURAL ANTIQUE SALES
 ASSOCIATED NEIGHBORHOOD DEVELOPMENT
 AUTOMOTIVE AIR CONDITIONING
 B & L FRESH SEAFOOD
 BANK
 BARR INVESTMENTS
 BAYOU FOOD STORE
 BEAN BROTHERS CORNER
 BEATRICE'S BEAUTY SALON
 BELL EXTERMINATING
 BOOKER T. WASHINGTON HIGH
 BROWN'S DAIRY
 CAFÉ RECONCILE
 CALVIN J YOUNG FUNERAL HOME
 CENTRAL CITY HOUSING DEVELOPMENT
 CORPORATION
 CHICKEN MART
 CHOCOLATE FACTORY
 CIRCLE AUTO ELECTRIC CO
 CLUB BALI
 D & H DRUG STORE
 DELGADO (JOB) TRAINING PROGRAM
 DIAMOND SECURITY & TRAINING
 DRYADES GROCERY
 DRYADES YMCA SCHOOL OF COMMERCE
 EAGLE INC
 EMMA B. BROMON LIBERTY HOUSE
 ENTERPRISE RENT A CAR
 FELICITY STREET REDEVELOPMENT PROJECT, INC.
 FIELDS INTERNATIONAL FULL SVC
 FIRST EVANGELIST HOUSING AND COMMUNITY
 DEVELOPMENT CORPORATION
 FONTANA & FONTANA
 FOOD STORE
 FOREST INN
 FOSTER'S BEAUTY SALON
 G & A BAR
 G & T
 GATOR'S DISCOUNT STORE
 GENESIS HAIR CREATION & SVC
 GERTRUDE GEDDES WILLIS FUNERAL
 GOOD CITIZENS-RHODES FUNERAL
 GRANADA FOOD STORE
 GUNNER & ASSOC
 GWEN'S FABULOUS FOODS
 HAROLD'S BARBER SHOP
 HARRY'S BARBER SHOP
 HOPE CREDIT UNION
 HOT SPOT
 ITS ALL ON U
 JOB 1 ADULT CAREER CENTER
 JOE LANDRY CUSTOM PAINTING
 JUMBO PEANUT CO
 KELLER'S MARKET FOOD STORE
 KENNETH JOHNSON'S AUTO REPAIRS
 KID SHARE YOUNG CHRISTIAN
 KIDS CAFÉ
 KING'S FASHIONS
 LEIDENHEIMER BAKING
 LILI'S
 LIVING WITNESS CHURCH OF GOD IN CHRIST
 LOCKETT FEDERAL FUNERAL HOME
 MAGEE, YADA JUDGE
 MAGEE'S FUNERAL HOME
 MAGIC BEAUTY CARE
 MAGNOLIA FOOD CO-OP
 MAGNOLIA SUPER MARKET
 MAJESTIC MORTUARY SVC INC
 MAKING CONNECTIONS/ WEALTH BUILDING
 MANNY'S BAR
 MATTHEW CLAYTON BROWN INC
 MEGA FOOD STORE
 MIKE DISCOUNT STORE
 MIKE'S DISCOUNT
 MIKE'S DISCOUNT #1
 MILLENNIUM DIESEL CHROME INC
 MLK FOOD STORE
 MYERS & SONS ENTERPRISES INC
 NATIONAL COUNCIL OF NEGRO WOMEN
 NEIGHBORHOOD DEVELOPMENT FOUNDATION
 NEIGHBORHOOD GALLERY
 NELSON'S UPTOWN WASHER & DRYER
 NEW HOPE COMMUNITY BASED TUTORIAL
 NEW ORLEANS JOBS INITIATIVE
 NEW ORLEANS MINT
 NEW ORLEANS NEIGHBORHOOD DEVELOPMENT
 COLLABORATIVE
 NEW VISION CDC
 OCH DISCOUNT
 OMAR'S DISCOUNT MEAT MARKET
 ON THE AVENUE BARBER & BEAUTY
 OPA GRAPHICS
 PARISIAN BEAUTY SALON
 PETE THE FISH FRYING KING
 PIT STOP AUTOMOTIVE & TIRES
 PNP ONE STOP BEAUTY & GIFT
 PODNERS BARBEQUE

PRIMARY COLOR LABS
PROJECT FOOD STORE
R & B PACKAGE LIQUOR
RED ROOSTER SNOWBALL STAND
REYNOLDS, GAYLE
RHODES FUNERAL HOME
RHODES LIMOUSINE SVC
RIVERS REFRIGERATION HEATING
ROCK & ROY BEAUTY & BARBERSHOP
ROSEMARY'S BEAUTY SHOP
ROYAL LA SALLE LOUNGE
RUBY'S HIDE A WAY
SADIE'S BEAUTY SALON
SAINT'S PLACE
SAVE WAY FOOD STORE
SCOTTIE'S AUTO AIR COND
SINGLETON'S HOUSE OF STYLE
SOUTHERN LEATHER CO INC
SPIERS BROTHERS AUTO SALES
SPINNER BROTHERS WELDING
ST JOSEPH CEMETERIES
ST. JOHN THE BAPTIST COMMUNITY
CENTER
STAR NAILS
STRAIGHT UP HAIR
STUDIO 3101
SUNSHINE CLEANERS
SWANIER'S ELECTRONICS
TAMMY'S LOUNGE
THE NEW ORLEANS MISSION/REFUGE
WOMEN'S SHELTER
THREE STAR BARBER SHOP
TULANE/XAVIER NATIONAL CENTER FOR
THE URBAN COMMUNITY
TY'S JEWELERY SHOP
UGLESICH RESTAURANT & BAR
URBAN IMPACT
WALTER'S BARBER SHOP
WILLIE'S BARBER SHOP
WORLD LOUNGE



Education

3 R VISION TECHNOLOGY CTR
ANDREW H. WILSON ELEMENTARY
BOOKER T. WASHINGTON HIGH SCHOOL
CAFE' RECONCILE
CARTER G WOODSON MIDDLE SCHOOL
CENTRAL CITY CHILD DEV PROGRAM
CENTRAL CITY EOC HEAD START CENTER
CENTRAL CITY MULTI-MEDIA CTR
CENTRAL CITY PUBLIC LIBRARY
CHILDREN'S PLACE DAYCARE
CITY WIDE DAY CARE CTR
DELGADO (JOB) TRAINING PROGRAM
DIAMOND SECURITY & TRAINING
DR MW MC CALEB EDUCATION FUND
DRYADES HEAD START
DRYADES ST YMCA
DRYADES YMCA SCHOOL OF COMMERCE
DYNASTY ALTERNATIVE SCHOOL
EDUCATE THE CHILDREN FOUNDATION
EMMA B. BROMON LIBERTY HOUSE
GREAT EXPECTATIONS FOUNDATION
HARNEY ELEMENTARY SCHOOL
HOLY GHOST SCHOOL
JAMES M SINGLETON CHARTER MIDD
JOB 1 ADULT CAREER CENTER
KATIE'S SCHOOL OF BARBERING
KID SMART
KIDS CAFÉ
LITTLE PROFESSOR CHILD DEV CTR
LIVING WITNESS CHURCH OF GOD IN CHRIST
MAHALIA JACKSON ELEMENTARY
MAKING CONNECTION ORLEANS
NATIONAL COUNCIL OF NEGRO WOMEN
NEW HOPE COMMUNITY BASED TUTORIAL
NEW ORLEANS JOBS INITIATIVE
PARKWAY PARTNERS
ROSE'S 24 HOUR CHILDCARE
SOPHIE B. WRIGHT MIDDLE
ST JOHN THE BAPTIST PRE SCHOOL
ST. JOHN THE BAPTIST COMMUNITY CENTER
THOMY LAFON ELEMENTARY
TOTAL COMMUNITY ACTION INC
TULANE/XAVIER NATIONAL CENTER FOR THE URBAN
COMMUNITY
TURNING POINT PARTNERS
URBAN IMPACT
WILIAM J. GUSTE ELEMENTARY
YOUNG LEADERSHIP COUNCIL

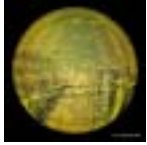


Organizational

B.W. COOPER RESIDENT MANAGEMENT
 BACK TO THE BIBLE CHRISTIAN
 BEREAN PRESBYTERIAN CHURCH
 BUNAVISTA MISSIONARY BAPTIST
 CASTLE ROCK COMMUNITY CHURCH
 CEMENT MASONS & PLASTERERS
 CENTRAL CITY CHRISTIAN FELLOW
 CENTRAL CITY EOC
 CENTRAL CITY EXCELLENCE IN ELDERLY
 CARE SENIOR CENTER
 CENTRAL CITY NEIGHBORHOOD HLTH
 CENTRAL CITY PARTNERSHIP
 CENTRAL CITY SOCIAL SVC
 CHRISTIAN LOVE BAPTIST CHURCH
 COMMUNITY CHURCH-GOD IN CHRIST
 CORE SOUTH
 CORINTHIAN BAPTIST CHURCH
 DAUGHTERS OF UNIVERSAL EASTERN
 DRYADES ST YMCA
 EDNA PILSBURY CLINIC
 EDUCATE THE CHILDREN FOUNDATION
 FAITH COTTAGE
 FIRST AFRICAN BAPTIST CHURCH
 FIRST CHURCH OF GOD IN CHRIST
 FIRST EVANGELIST BAPTIST CHR
 FIRST STREET UNITED METHODIST
 GENERAL PRACTICE CLINIC
 GLORYLAND MT GILLION BAPTIST
 GOD PRINCE OF PROTECTION
 GREAT EXPECTATIONS ADM
 GREAT EXPECTATIONS FOUNDATION
 GREATER FULL GOSPEL CHURCH
 GREATER FULL GOSPEL CHURCH III
 GREATER MACEDONIA BAPTIST CHR
 GREATER MT ROSE BAPTIST CHURCH
 GREATER NEW ORLEANS GOSPEL
 GREATER SALVATION MISSIONARY
 GREATER ST STEPHEN BAPTIST CHR
 GUIDING LIGHT BAPTIST CHURCH
 GUSTE RESIDENT COUNCIL
 GUSTE RESIDENT COUNCIL
 HOLY GHOST CHURCH OF GOD
 HOUSE OF THE ETERNAL
 ISRAEL BAPTIST CHURCH II
 ISRAELITES BAPTIST CHURCH
 JEHOVAH'S WITNESSES
 JESUS CHRIST-ROCK EVANGELISTIC
 JOHNSON BARNES COMMUNITY CTR
 JUVENILE JUSTICE PROJECT OF LA

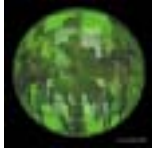
KELLER CENTER
 KID SMART
 LITTLE SOLID ROCK BAPTIST CHR
 LITTLE ZION BAPTIST CHURCH
 LIVING WITNESS COGIC
 LIVING WITNESS MINISTRIES
 LOUISIANA FREEDMEN MISSIONARY
 LOVING FOUR BAPTIST CHURCH
 M W ST ANDREW GRAND LODGE
 MACEDONIA BAPTIST CHURCH
 MAKING CONNECTION NEW ORLEANS
 MARS HILL MISSIONARY BAPTIST
 MARTIN LUTHER KING COMMUNITY OUTREACH
 MENTAL HEALTH CLINIC
 MIRACLE FAITH TEMPLE CHURCH
 MOUNT EVEREST BAPTIST CHURCH
 MT ARARAT MISSIONARY BAPTIST
 MT ZION LUTHERAN CHURCH
 MULTI SERVICE CTR-THE HOMELESS
 MY REDEEMER MISSIONARY BAPTIST
 NATIONAL COUNCIL OF NEGRO WMN
 NEW HOPE BAPTIST CHURCH
 NEW HOPE COMMUNITY BASED TUTORIAL
 NEW HOPE COMMUNITY DEV CORP
 NEW ORLEANS MISSION
 NEW ORLEANS NEIGHBORHOOD DEVELOPMENT
 COLLABORATIVE
 NEW ORLEANS POLICE DEPT
 NEW SAINT MARK BAPTIST CHURCH
 NEW ZION BAPTIST CHURCH
 OUTREACH OF TRUTH MINISTRIES
 PARKWAY PARTNERS PROGRAM
 PEDIATRIC CLINIC
 PEOPLES UNITED METHODIST CHR
 PILGRIM BAPTIST CHURCH
 PROGRESSIVE BAPTIST CHURCH
 RELOCATENEWORLEANS.COM
 SECOND BRIGHT MORNING STAR
 SECOND EVANGELIST MISSIONARY
 SECOND MACEDONIA BAPTIST CHR
 SECOND MORNING STAR BAPTIST
 SECOND MOUNT CALVARY BAPTIST
 SECOND MT EVEREST BAPTIST CHR
 SECOND NAZARETH BAPTIST CHURCH
 SECOND NEW LIGHT MISSIONARY
 SECOND ZION BAPTIST CHURCH
 SHEPHERDS FLOCK SHELTER
 SOUL KNIGHT'S MOTOR CLUB
 ST FRANCIS DE SALES CHURCH

ST JOHN BAPTIST COMMUNITY CTR
ST JOHN INSTITUTIONAL BAPTIST
ST JOHN INSTITUTIONAL MISSION
ST JOHN THE BAPTIST CATHOLIC
ST MATTHEWS BAPTIST CHURCH
ST PAUL COMMUNITY BAPTIST CHR
ST PHILIP BAPTIST CHURCH
STAR HOPE BAPTIST CHURCH
THIRD ROSE OF SHARON BAPTIST
TOTAL COMMUNITY ACTION
TRUE LOVE MISSIONARY BAPTIST
TULANE/XAVIER NATIONAL CENTER FOR
THE URBAN COMMUNITY
TURNING POINT PARTNERS
UNION BETHEL AME CHURCH
UNITED MOST WORSHIPFUL LODGE
URBAN IMPACT
WDSU
WESLEY UNITED METHODIST CHURCH
WILLIAMS, YOLANDA ANN DDS
WILLING WORKERS BAPTIST CHURCH
WSHO
XAVIER UNIVERSITY D & H
YOUNG LEADERSHIP COUNCIL



Physical

A.L. DAVIS "SHAKESPEARE" PARK
ARCHITECTURAL ANTIQUE SALES
ASHE CULTURAL ARTS CENTER
ASSOCIATED NEIGHBORHOOD DEVELOPMENT
CABBAGE ALLEY APARTMENTS
CARTER'S RENOVATION
CENTRAL CITY HOUSING DEVELOPMENT
CORPORATION
CENTRAL CITY MULTI MEDIA CENTER
CENTRAL CITY NEIGHBORHOOD
DRADES YMCA
EMMA B. BROMON LIBERTY HOUSE
FELICITY ST REDEVELOPMENT
FELICITY STREET REDEVELOPMENT PROJECT, INC.
FIRST BANK & TRUST CDC
FIRST EVANGELIST HOUSING AND COMMUNITY
DEVELOPMENT CORPORATION
GUSTE HOMES RESIDENT MGMT CORP.
HOPE CREDIT UNION
JOHNSON BARNES COMMUNITY CTR
KALIOPE, LLC
KID SMART
LIVING WITNESS CHURCH OF GOD IN CHRIST
MECCA REALTY INC
MYERS & SONS ENTERPRISES INC
NEIGHBORHOOD DEVELOPMENT FOUNDATION
NEIGHBORHOOD GALLERY
NEIGHBORHOOD HOUSING SERVICES
NEW ORLEANS NEIGHBORHOOD DEVELOPMENT
COLLABORATIVE
NEW VISION CDC
ORLEANS METROPOLITAN HOUSING
PARKWAY PARTNERS PROGRAM
ROSENWALD COMMUNITY CENTER
ST JOSEPH CEMETERIES
ST. JOHN THE BAPTIST COMMUNITY CENTER
THE NEW ORLEANS MISSION/REFUGE WOMEN'S
SHELTER
URBAN IMPACT
VAN MCMURRAY PARK
WILLIAM J GUSTE SR HOME
YOUNG LEADERSHIP COUNCIL



Social

A.L. DAVIS "SHAKESPEARE" PARK
ASHE CULTURAL ARTS CENTER
ASSOCIATED NEIGHBORHOOD
DEVELOPMENT
CEMENT MASONS & PLASTERERS
CENTRAL CITY CHILD DEVELOPMENT
CENTRAL CITY EOC HEAD START CENTER
CENTRAL CITY EXCELLENCE IN ELDERLY
CARE SENIOR CENTER
CENTRAL CITY HOUSING DEVELOPMENT
CORPORATION
CENTRAL CITY MULTI MEDIA CENTER
CENTRAL CITY NEIGHBORHOOD HLTH
CHILDREN'S PLACE DAYCARE
CITY WIDE DAY CARE CTR
CLUB BALI
DRADES YMCA
DYNASTY ALTERNATIVE SCHOOL
EMMA B. BROMON LIBERTY HOUSE
FELICITY STREET REDEVELOPMENT
PROJECT, INC.
FIRST EVANGELIST HOUSING AND
COMMUNITY DEVELOPMENT CORPORATION
GENERAL PRACTICE CLINIC
GREAT EXPECTATIONS FOUNDATION
HOPE CREDIT UNION
JOHNSON BARNES COMMUNITY CTR
JUVENILE JUSTICE PROJECT OF LA
KID SMART
LITTLE PROFESSOR CHILD DEV CTR
LIVING WITNESS CHURCH OF GOD IN
CHRIST
LIVING WITNESS COMMUN. SOC. SE
M W ST ANDREW GRAND LODGE
MAGNOLIA FOOD CO-OP
MAKING CONNECTIONS
NATIONAL COUNCIL OF NEGRO WOMEN
NEIGHBORHOOD DEVELOPMENT
FOUNDATION
NEIGHBORHOOD GALLERY
NEW HOPE COMMUNITY BASED TUTORIAL
NEW ORLEANS HEALTH CORPORATION

NEW ORLEANS NEIGHBORHOOD DEVELOPMENT
COLLABORATIVE
PARKWAY PARTNERS
ROSENWALD COMMUNITY CENTER

E. The Planning Process, Steering Committee Meetings and Youth Engagement

The Central City planning process began with research and organizing of the resources and needs of Central City. Initially, a 20 person Recruitment Team was established to frame the process. This team was responsible for developing the strategies to recruit support from the community and local government entities. The Recruitment Team was a diverse collective of professionals, activists, politicians, artists, ministers and residents. Over four months, this group has identified over 500 individuals to invite to participate on the Steering Committee.

While the Recruitment Team was working diligently on forming the Steering Committee, Concordia and its staff began collecting data about Central City, examining the neighborhood through the six elements of the Concordia Model: Physical, Social, Economic, Organizational, Cultural, and Educational. Concordia collected reports, brochures, statistics, publications, and other documents that listed organizations, businesses, churches, and schools in Central City. This information was used to inform the Central City community about the existing assets and identify what is needed as well as to improve the quality of life in this community.



During the initial phase, Concordia also created a meeting schedule for nine meetings, that was to begin in January 2004 (the last Thursday of each month from 6-9 p.m.). The meetings were held at the Allie Mae Williams Multi-Service Center located at 2020 Jackson Ave. The Fellows were responsible for coordinating the meetings and recruiting community members to join the Steering Committee. Flyers and leaflets were posted throughout the community to inform residents, neighbors, and others of the project as well as to invite people to the meetings. Moreover, numerous meetings and presentations were made to churches, social organizations, youth groups, and city officials. Reporters from the *Times-Picayune* newspaper wrote articles about the project.

Meeting #1

Meeting #1 was an introduction to the Concordia process and the research and data on Central City that had been collected during the Research/Organizing phase. Concordia introduced the Central City Project and the baseline data, which included community demographics and an annotated bibliography of planning reports collected.

Concordia distributed a process handbook to all individuals present and asked participants to sign a Memorandum of Understanding (MOU) affirming their dedication to the planning process. By signing the Memorandum, participants joined the Steering Committee and committed to attend all nine meetings and invite two individuals to a meeting.

Attendees were given the opportunity to get to know each other through an exercise in which they shared past experiences of feeling a strong sense of community. This exercise allowed participants to explore the many circumstances and conditions that create a sense of community and helped them begin to build relationships. Participants also completed an exercise in which they brainstormed answers to the question of what Central City needs to support growth and improve quality of life. Answers were collected to create documentation that would guide and support the Steering Committee's further exploration and work.

Additionally, the group watched a video of "*Sweet Auburn*" that profiles the rebuilding and restoring of an historic neighborhood in Atlanta, Georgia. The video helped participants to think more freely and creatively. Moreover, this video motivated participants to commit to this process that will work to transform Central City to its "hey-day" once again. Following the video, participants completed an exercise in which they brainstormed ideas and issues to support and improve Central City's growth and quality of life. The responses were collected to create a document to guide the Steering Committee's further exploration and work (see Growth and Quality of Life Report included in the Appendix).

At the end of the meeting, participants completed an After Action Review (AAR), a feedback tool designed to help the facilitators and Fellows understand the strengths and weaknesses of each meeting. Schedules and agenda were adjusted in response to AAR comments. The summary of the AAR results for each meeting is included in the Appendix. Between Meetings #1 and #2, Concordia, the Fellows and the Recruitment Team continued to recruit new participants to increase community representation at future meetings.

Meeting #2

The second meeting began with participants organizing in subcommittees and exploring community assets. The Steering Committee divided into six work subcommittees, each one representing one of the six Concordia Model elements: Physical, Cultural, Social, Organizational, Educational, and Economic. The subcommittees were charged with focusing on the needs, resources and opportunities in Central City. Each subcommittee was also directed to select two representatives for the Communications Task Force (CTF) and two Subcommittee Co-facilitators to help facilitate their group work during the meetings.

In this meeting, the subcommittees received a summary report on the "Growth and Quality of Life" exercise from Meeting #1 to begin their work. Each subcommittee also received the section of the Community Profile research that pertained to their subcommittee focus area. Using this information as a starting point, subcommittees began discussing which assets they should explore to ensure their representation, or to respond to the Growth and Quality of Life Summary Report. This work was conducted with Community Resource Cards.

Community Resource Card

Recorder: _____

Resource Name: _____

Resource Category (check all that apply):

_____ Physical _____ Economic _____ Organizational

_____ Educational _____ Cultural _____ Social

Resource Location: _____

Address: _____ State: _____ Zip: _____

City: _____

Contact/Owner Information:

Name: _____ Address: _____

Phone: _____

General Description (check all that apply):

_____ Retail _____ Office _____ Industrial _____ Vacant Land

_____ Public Agency _____ Health Services _____ Arts Facility _____ Religious

_____ Social Services _____ Not for Profit _____ Vacant Bldg _____ Park

_____ Business _____ Transportation _____ Ethnic Institute _____ Educational

Other: _____

Potential Educational Use (check all that apply):

_____ Theater _____ History _____ Engineering _____ Technology

_____ Architecture _____ Science _____ Agriculture _____ Mathematics

_____ Government _____ Health _____ Economics _____ Science

_____ Education _____ Art _____ Computers _____ Music

_____ Teacher _____ Industry _____ Biology _____ Community Development

Other: _____

Concordia, LLC

At the end of the meeting, each subcommittee reported out to the group as a whole. For homework, Steering Committee member were assigned to identify additional community resources relevant to their subcommittee.



After Meeting #2, Communications Task Force members and Subcommittee Co-facilitators began meeting monthly. Between Meetings 2 and 3, CTF members decided on a process for naming the planning project and creating a logo. They also discussed possibilities to recruit more community members. The Subcommittee Co-facilitators met to review the Meeting #3 agenda and discuss how to organize their subcommittee to continue the work.

Meeting #3

This meeting began with a presentation by the Communications Task Force on their public relations strategy for the upcoming months. The Steering Committee discussed the process and some of the complications and benefits of extensive community engagement. To illustrate the challenges and opportunities ahead for Central City, Concordia shared a best practice example of an innovative urban redevelopment project called the "Learning Corridor" in Hartford, Connecticut. Concordia also presented the neighborhood footprint confirmed by the Steering Committee and explained how the Central City neighborhood boundary is defined by the city and other governing organizations.

The greater portion of Meeting #3 was spent in subcommittees, reviewing the collected resources and planning any further resource collection. Participants discussed new information that was collected and new themes for the Quality of Life and Growth report. The subcommittees made action plans to collect additional information to share in preparation for sharing their work with other subcommittees during Meeting #4.

The Communications Task Force created a list of potential project names to reflect community's ownership of the planning effort, which was shared with the whole Steering Committee. The Steering Committee was asked to vote for their favorite or submit alternative names to consider. The CTF also discussed hosting a logo contest for the community's youth. In the Co-facilitators meeting, the Round Robin exercise was explained for Meeting #4.



Meeting #4

The fourth meeting began with a brief report from the CTF about their work and the selection of the project's name, the Central City Renaissance Alliance. The name was selected from over 15 names submitted by the Steering Committee. The majority of this meeting was spent in a Round Robin exercise, where members of each subcommittee had

the opportunity to visit the other subcommittees and discover what they had worked on and considered to date.

The Communications Task Force and Subcommittee Co-facilitators met between Meetings 4 and 5 to continue their work to support the process. The CTF identified a number of neighborhood associations, community groups and service organizations to keep the community-at-large abreast of the Steering Committee's work and progress as well as obtain community feedback and concerns to share with the Steering Committee. In collaboration with the Mayor's Office, the Fellows and CTF played a critical role in the recruiting residents and Steering Committee members to attend a community forum hosted by Mayor C. Ray Nagin to discuss their concerns and learn about new city initiatives.



Additionally, the CTF created buttons with the project's name and the catchphrase "Working Toward Solutions" for participants to wear and to distribute at community functions and events, promoting the collaborative effort taking place.

Meeting #5



The fifth meeting began with a midpoint review and assessment of the planning process. Fellows brought participants up to speed on the Steering Committee's progress. Concordia gave a presentation highlighting the emerging themes, the partners gained during the process and attendance numbers (for residents, city officials, and youth) to date. Additionally, Concordia informed participants of the next steps in the process.

Subcommittees reconvened and discussed the notes from previous meetings that outlined Central City's assets, needs, and possible recommendations. During these sessions, subcommittee members were urged to clarify noted items. Subcommittee members looked closely at the information and revised or condensed it so that it was clear and concise. The homework for Meeting #5 was to seek input from community members who had not participated in the process to date.

Meeting #6

In the sixth meeting subcommittees reconvened and participated in a conceptual planning exercise to develop preliminary goals and objectives. Subcommittee members worked diligently on the revised notes from Meeting #5 and prioritized the goals and objectives developed. In addition, the subcommittee's

challenge was to think creatively about possible recommendations. Ideas, solutions and recommendations were generated that considered potential implications and initial action steps. The homework for Meeting #6 was for the Steering Committee to continue seeking input from the broader community.

Between Meeting # 6 and # 7, the Communications Task Force, Subcommittee Co-facilitators, and Fellows met and together formed the Action Team whose purpose was to continue the process and implement the plan after the final meeting.

Meeting #7

In the seventh meeting participants further developed recommendations in small groups. The groups were organized by the ingredients of gumbo to allow the groups the benefit of having all viewpoints of the Steering Committee work together. They participated in a hexagon exercise to identify which theme each preliminary recommendations should go under. Using maps, research data, their findings from the Round Robin and other resources aiding them to think critically and creatively as possible, the groups began to finalize recommendations for their selected theme. Ideas and solutions were generated that considered possible implications and initial action steps.

A second Action Team meeting allowed the group to identify the various city, governing boards and organizations to inform about the project's progress. They crafted a message to describe the planning project and formed presentation groups to implement this communication effort.

Meeting #8

At Meeting #8, a draft of the preliminary recommendations was presented to the Steering Committee. The recommendations were organized into seven themes: Strengthen Community Connections, Telling the Community Story, Housing in the Community, Community Beautification, Employing the Community and Community Wealth Building, An Educated Community, and a Healthy and Safe Community.

In six small groups, participants worked on a mapping exercise to identify sites and locations related to the recommendations generated during the previous meeting. The groups also reviewed and prioritize the draft recommendations.

Throughout this meeting, the groups worked diligently clarifying, modifying, and prioritizing the recommendations in order of importance. After the recommendations were prioritized, participants were able to visit the table with the theme they were most interested in to begin developing action steps.

This meeting allowed participants to take a recommendation and formulate an action plan for its implementation. The groups considered and decided on the following for each recommendation:

- Establish a timeline for each phase of implementation.
- Identify possible resources and collaborators.
- Identify who will be held accountable for the implementation and sustainability (individuals, organizations, businesses, and governmental entities).

In addition, this exercise generated some great strategies and ideas, which yielded clear and specific action steps when implementing this process.



Meeting #9

The theme for Meeting #9 was “Second Line to the Future” to celebrate the transition of the planning phase of the project to the implementation while recognizing the importance of this tradition and its relationship to the community. The meeting began with a presentation of the final recommendations. The Steering Committee members were provided with the prioritized recommendations and together discussed and refined the recommendations. This process generated a lively discussion which yielded clearer and more specific recommendations. Following this exercise, the Steering Committee came to consensus on the recommendations and worked to refine the action steps for implementation.

The Fellows delivered an important presentation during this meeting about the next steps and what Steering Committee participants could expect from joining the Action Team. The meeting came to a close after the group second lined in celebration of the community's achievement.



Youth Engagement Summary

For the last nine months, over 60 youth from Central City have participated in the Concordia process. They were outspoken, civic-minded and progressive individuals who desire a better Central City. Throughout the five meetings, the youth identified issues that threaten their well being while working towards long-term positive resolutions. Youth participants came from various organizations including Living Witness, Central City Church, Castle Rock, Dryades YMCA, St. John Community Center, Efforts of Grace and Café Reconcile.



Participating in this process has assisted in helping the young residents to learn how to be proactive about correcting problems in their communities such as blighted property, drugs, failing schools, and lack of adequate recreational facilities. The process also helped these young people in overcoming negative images they see in Central City by sharing their concerns with other youth and learning from their peers. Moreover, this process provided youth with a comfortable atmosphere to express themselves honestly and openly, and with opportunities to plan and implement strategies to address problems they identified.

Some of the topics presented during their meetings include:

- “What’s Going On Session?” – In this session, youth looked at newspaper articles and videos of news clips. They then analyzed issues that related to them and how it affected Central City
- “Community Resources”- In this session, the group learned about community assets to discuss the resources in Central City; an
- “Youth Expressions”- The youth shared their views and thoughts about solutions using neighborhood assets for addressing Central City’s needs.

From this process, we hoped to accomplish the following:

- Provide youth with an opportunity to strengthen Central City;
- Cultivate opportunities for youth to be resources to Central City; and
- Create a community of leaders.



The youth were an integral part of this process. In most cases, the notes from the youth meetings guided several conversations in the Steering Committee sessions around such topics as education, safety, and recreation. Their voices were heard and suggestions were taken seriously. In addition to their contribution to the development of the recommendations, the youth created logo designs to represent the spirit and purpose of the Central City Renaissance Alliance. Out of the eight entries submitted, three youth were awarded prizes for their designs. A local graphic designer volunteered to refine the image for the Action Team to use.

F. Process Evaluation

At the completion of each meeting, Steering Committee members are asked to complete an After Action Review (AAR). The AARs are used by Concordia to evaluate the project in order to make any necessary adjustments in the planning process to fit the group's needs. There are four basic questions we ask in all AARs:

- Please list three positive outcomes.
- What are your concerns?
- Do you have suggestions for improvements?
- How would you explain, in two sentences, what we have accomplished at this meeting?

Additionally, there is a fifth question that asks for responses pertaining to a specific activity which occurred during the meeting.

Central City Community Project

AAR Report Meeting #1 – January 29, 2004

POSITIVE OUTCOMES

Participation

- Commitment of Stakeholders (3)
- Variety of Stakeholders (3)
- Participation/Turnout (5)
- Networking (3)
- I want to be apart of the process
- Determination

Process

- Great Video (8)
- Interactive Process (8)
- The Idea Board (3)
- Community stories (3)
- DeMorris' explanation of why were doing this work (5)
- Information given (2)
- Chance to improve Central City (3)
- More peace and organization
- Development of entrepreneurial associations

Accomplishments

- Meeting new people (12)
- Positive response
- Getting started (2)
- Enthusiasm about project (6)
- Selection of Issues
- Taking pride in community
- Focused thinking
- Developing the Steering Committee

Logistics

- Great food (2)
- Relaxed atmosphere (2)
- Setting a time line

CONCERNS

Participation

- Being able to make each meeting (2)
- Less talk from facilitators (2)
- More dialogue

Central City Community Project

AAR Report Meeting #1 – January 29, 2004

- The collective energy and focus of this body of workers will flourish and prosper and not fizzle
- I desire this "Think Tank" concept to produce solutions to enhancing Central City
- People waiting to criticize
- Not enough Community members (3)
- Representation of large organizations
- More inspiration from group
- Less interruption from fellows when group members are in discussion
- Lack of youth at meeting
- People will disengage from process

Process

- Keep it moving (2)
- This process will not lead to action (7)
- A lot of nebulous ideas but no concrete facts (2)
- Holding homeowners responsible for care of their property
- Rebuilding Central City
- Government financial investment (2)
- Homework is really over the top
- Not recognizing gifts or individuals

Logistics & Other

- More lighting in area
- Healthy food is a real concern (if we are ill we can not progress)
- People just holding space (2)
- Poverty (2)
- Lack of opportunity for youth
- Blighted property (2)
- Better community living quarters (2)
- Safety for all/crime (3)
- Greater education for all

SUGGESTIONS FOR IMPROVEMENT

Participation

- More participation from audience
- More community participation (3)
- More mixing in audience
- Keeping people involved once they began working
- Sense of pride
- Strong leadership

Central City Community Project

AAR Report Meeting #1 – January 29, 2004

Process

- More fun/ambience
- Keep it moving
- Design that respects adult learners
- More complete resource list
- Explain more concrete ideas
- More about how process was successful in other areas
- Two hour meetings tops (3)

Logistics

- Leave the hot stuff from the cornbread
- Put more space between tables (3)
- Numbered pages in packet
- Need coffee
- Kosher food needs to be supplied (2)
- Start on time
- Forward agenda for next meeting before the next meeting
- Money
- Meeting was too long... too many breaks...too much wasted time. After work people are tired. Make effective use of their time so they don't have to stay for 3 hours.

MEETING ACCOMPLISHMENTS

- Stakeholders committed to planning process (4)
- Timeframe established
- Established a focus (3)
- We set the vision and the mission of this community initiative (11)
- Opportunity to learn about the steering committee process (5)
- Encouraged to think about how I can make difference (4)
- Start of a process that has great potential for Central City and Greater New Orleans (9)
- Crossed first hurdle by launching this forum (6)
- A healthy economic stability for our future generations
- Continued engagement and real empowerment must happen
- A cross section of people can share ideas and work together (7)
- We have taken the first steps together in transforming our reality. Creating for the present and the future. Overturning unfairness, racism, cheating economic equality.
- Lots of information given
- Created a sense of Central City's character

Central City Community Project

AAR Report Meeting #1 – January 29, 2004

- Developed a sense of community

HOW WOULD YOU DESCRIBE THIS PROCESS
--

- Intensity
- A committed group of inner city leaders and residents have decided to redefine their community (6)
- Community organizing , bringing back Central City (5)
- Holistic community planning (3)
- Give it a chance. See it to believe it (2)
- A new beginning for all people regardless of race or religion
- There is a hope that good people with good ideas and the community's best interest at heart can accomplish what they will.
- Getting people to come out, get involved (2)
- A positive motivated group

Central City Community Process

AAR Report Meeting #2 - February 26, 2004

POSITIVE OUTCOMES

Participation

- | | |
|--|--|
| <ul style="list-style-type: none"> • Community involvement • Active discussion among participants • Began getting to know each other better • Getting more familiar with committee members • made connections across organizations in the room • Getting to know the activists • Hearing the ideas and watching them take shape • good energy • Turn out • Participation (3) • Different committee groups working | <ul style="list-style-type: none"> together • Exposed to other ideas • Meeting new and old faces • The repertoire of each group • Recognized some of the organizations active here • Started participants in action process of the problem solving • Interaction between different interest groups and types of people that one wouldn't ordinarily interact • Feedback from other groups • Met cool people • Met new people |
|--|--|

Process

- | | |
|---|--|
| <ul style="list-style-type: none"> • Identifying themes within each category • exchange of ideas • Began to list themes • Dialogue of potential • More focus on concern and greater familiarity amongst us and evolution of working structure • Identified 5 themes | <ul style="list-style-type: none"> • Identified assets in the community • Initiated problem resolution • great ideas for community enhancement • Wonderful exchange of ideas • Identified goals • Identified resources |
|---|--|

Accomplishments

- | | |
|---|---|
| <ul style="list-style-type: none"> • Focus on issues • Pride in neighborhood • Began to clarify emerging themes • Subcommittee groups • Organized and structure accomplished • Inclusiveness, lots of ideas, good understanding • Team efforts | <ul style="list-style-type: none"> • Understand important issues in the community • Committee got organized • Better understanding of committee arrangements • Focus on social concern • Building relationships based on shared concerns |
|---|---|

Logistics

- Good location, food and amenities

Central City Community Process

AAR Report Meeting #2 - February 26, 2004

CONCERNS

Participation

- Participation by all present (3)
- more turn out
- People losing interest in helping
- Do many of the participants actually live in the central city community?
- Continuity of commitments by participants
- To see my community better and get more involved

Process

- Need to raise understanding among participants
- Participation by all present
- Include as many residents and organizations as possible
- Over commercialization of arts
- Some concern about who controls the dialogue
- Danger of gentrification
- That all things were not considered
- That we should revisit the issues
- That the subcommittees have more time to interact
- That all issues/concerns that arise get addressed by proper committee when they come up in other committees
- Learning about what is going on and checking whether people are prepared to effect change
- That we work harder at generating a buzz in the community about this effort
- Fuzzy on where we go from here
- Not following directions
- Conversation often takes a tangent
- Continuing commitments by participants
- Sincere focus for best practices at all times
- Willingness to learn from those who know
- expected outcome of process should be constantly put before the group
- Assignments were given with suggestions to accomplish
- Chaotic

Logistics

- More time

SUGGESTIONS FOR IMPROVEMENT

Participation

- To keep getting information out about community affairs
- Call to remind folks about meetings

Process

- Things went smoothly
- Perhaps we should not try to cover so much at one time
- Stay focused on the community needs: rehab housing, crime, education (school/teenage pregnancy)
- Develop a way to get ideas to other committees when they pop up so they are not lost
- Keep up good work! I saw good background organization to facilitate ideas on change
- Media campaign
- During the subcommittee groupings, we should leave with at least 3 plans to start on before the next meeting
- Keep on keeping on. You're on the right road.
- Give more time for group interaction and dialogue

Central City Community Process

AAR Report Meeting #2 - February 26, 2004

MEETING ACCOMPLISHMENTS

- Beginning dialogue
- Commitments: people getting involved and willing to meet more than once a month to discuss the issues.
- We self-selected sub groups based on large community themes and reached consensus on emerging themes therein.
- We accomplished the designation of six themes to begin our work.
- We identified the process and began the work of making cohesive plans for reaching objectives.
- We met each other. We began to set an agenda. Very exciting.
- Networking and dialogue; great ideas; collaboration.
- New faces and good energy
- Bringing together people with a common interest.
- We have begun to crystallize the issues and problems and assess of the community.
- Relaxed atmosphere and appreciation of all persons and their concerns.
- More focus on concerns, and greater familiarity amongst us and evolution of working structure
- I can look forward to the next meeting.
- I have only a germination of my position.
- Expansion of problem solving amongst all participants.
- We organized around community domain and challenges and began thinking through possible approaches.
- We assigned 2 homework assignments to bring up to date at the next meeting. We (as a unit) have a commonality regarding issues surrounding education.
- We have designed a focus. We have assigned a workforce.
- Shared understanding of social issues and began discussing approaches to address these.
- We identified the area of concern to us.
- We have noted our strengths.

"Concordia Process" Power Point

- Commitment
- I don't remember any specific ideas.
- Advises how other communities have successfully negotiated this process.
- It assists to better understand where we are trying to go and where we want to get.
- An organized process of love to go about getting to the revolution.
- Verbalization and definition of our needs.
- Seeds of a viable vision for Central City.
- Methods to community organize and needs and assessment.
- Hope and possibilities of meaningful sustained growth.
- Confidence that this process can be successful.
- I don't know yet.

Central City Community Project

AAR Report Meeting #3 – March 25, 2004

POSITIVE OUTCOMES

- | | |
|---|---|
| <ul style="list-style-type: none"> • Collaboration with individuals of divergent backgrounds • Educational component re: the subject matter and the process • Collective effort was made to move forward in an organized way • Good discussion in small groups/committees • People listening to each other and learning from each other • Good example in "Block by Block" video of Hartford Conn. • We recognized a need to involve more organizations in our group • To secure the organization's name, leaders, telephone, etc. • Commitment to change in the community • Dedication to our cause of revitalization • Received specific tasks for next meeting • Some additional direction was achieved • New, less formal organizations were added to the list • Meet new people • Identification of organization types • Clarification of organization resources • Getting up to speed on issues • The group came up with excellent ideas: 1) Parents becoming involved with the schools, 2) More community care, and 3) Parents and | <ul style="list-style-type: none"> community education empowerment • Realization of possibilities • Realization that we have to work through problems, opinions, many ideas. We have to figure out how to be inclusive of all • Sharing our experiences in the neighborhood • Giving us all a better understanding of resources and ways to connect them and needs of a wide range of cultures and ages • Passion about quality of life issues • Networking • Hearing felt needs of community • Making resources available • Learned about churches activities and how they can impact community • Have a community connector to get organizations to work together • Got deeper into the challenges, needs, and assets • More dialogue than last week • New participants brought new ideas • Refined assets and needs • Solidification of our domain group • We all agree that the education of the parents are important • The notion of the "other" New Orleans • Achieve recruitment of young people |
|---|---|

Central City Community Project

- Some concrete plans and tasks emerging
- A plan to market the community which plays its strong points
- Developing a focal visual (Hayden Sculpture) that

AAR Report Meeting #3 – March 25, 2004

- speak to the history of the neighborhood
- Became motivated to get involved
- New innovative ideas of the new resources
- Greater participation by those at the table

CONCERNS

- Takes a lot of time to bring people up to speed when new people are in the group
- Not enough time for the development of assets
- That the person or persons responsible for managing the discussion process be assisted by a facilitator assigned to the group to avoid getting bogged down
- That the resource documents regarding our subject area be available at a convenient location to review prior to the monthly meeting
- That other forms of collaboration be encouraged outside of the meeting such as via email or chat rooms
- Relating more to persons outside of organizations
- Helping persons outside of organizations to get involved more in community issues
- I am concerned about the homeless issues being addressed effectively with all the revitalization efforts taking place
- Do we meet again?
- Lack of structure
- Direction of process is too abstract
- That the effort is focused on addressing specific issues (e.g. housing, crime), but not on more general "important" efforts
- My chief concern is the children and the opportunities available to them in the future
- There people who seem uncomfortable with the amount of people of color in the city
- I am concerned that people come with hidden agendas
- That locals will move on instead improve with the neighborhood
- Time- we spent a considerable amount of time catching the new participants up to the process
- Political involvement
- Too much duplication; all the papers are somewhat confusing
- Still very broad. When will we get to specifics?
- Repaired houses and access to financing
- Communicating opportunities to those who need them
- Need more people in process

Central City Community Project

- Better community for all people
- Attendance seems to be dwindling
- Planning exactly what we want to do
- Clear goal and instructions
- Making maximum use of time spent to produce true analysis and solutions
- Getting parents more involved in schools and after school
- The dominant culture- that Central City has so much potential, that potential might be appropriated by the power brokers who may create a situation where the residents do not benefit

AAR Report Meeting #3 – March 25, 2004

- How to get down working faster?
- Central City Partnership should recruit at each meeting
- Central City Partnership should use this Thursday night after the process as the evening meeting dates
- Time, community consciousness, and cultural institutions as "anchors"
- How to engage the youth?
- Housing
- Safer Neighborhoods
- Crime (Heavy Traffic on the Corner)
- Meeting specific needs of the elderly (New Situations)

SUGGESTIONS FOR IMPROVEMENT

- More time for group discussion
- Shorten agendas
- More facilitation/structure for discussions
- End goal should be defined
- Identification of what success looks like in Central City
- Revisiting the organization structure of the School Board System
- There should be more reflection individually than sharing.
- More needs to be done to bridge gap between races
- A neighborhood resource booklet for local providers to use
- Begin meetings with committee overviews
- Knowing what our goals are for physical improvements
- By asking groups to help in various ways
- Start with the video. It was inspiring
- Put discussion before the video on agenda
- Clear instruction
- Continue to have a representative sit in and help explain the process
- Less fluff in the beginning, more work
- Give workshops at the Center for parents to encourage them to get up and get moving

Central City Community Project

AAR Report Meeting #3 – March 25, 2004

- | | |
|--|--|
| <ul style="list-style-type: none"> • Need investment from City Government, business community, residents, and groups of Central City • People could be mindful of time when giving their ideas | <ul style="list-style-type: none"> • Youth added • Later starting time • Shorter session with emphasis on focus • Identify more information in distribution to all citizens in each neighborhood |
|--|--|

MEETING ACCOMPLISHMENTS

- Verification and confirmation of themes and expansion of themes
- Greater clarity regarding the process
- Rapport with people from all walks of life
- Group members connected on issues of importance
- Identifying the considerable numbers of improvements in Central City
- Get to meet more members of the community
- Learned more about organizations in Central City
- I feel that have made a cohesive stride to renew the education of New Orleans, LA
- I found out that there are so many assets in Central City. Something that is an asset can be viewed by others as a weakness
- Identifying needs and solutions and deciding where we will focus on the next meeting
- Proactive assignments aimed at analyzing community improvements and how they have been accomplished
- We decided to attempt to identify organizational leaders and invite them to the next meeting
- Started the ball rolling towards finding answers
- We looked more holistically at the community
- We identified specific community needs and a plan for action
- We explored the basic themes, assets, and needs identified at Meeting #2 and refined them
- Getting on the same page
- Seeing that people with different ideas and backgrounds can come together
- Good suggestions about names for the process
- I felt a better sense of structure and direction
- More concrete appreciation of the potential for cultural solutions
- I learned how to help people and my neighborhood
- We identified the newly important needs

Central City Community Project

AAR Report Meeting #3 – March 25, 2004

WHAT WAS LEARNED DURING THE REPORT OUT?

- Different neighborhoods in Central City have different issues and concerns
- We are missing great amounts of assets in our community that need to be identified
- Learned the rationale behind certain view points that allowed for a greater tolerance for even opposing view points
- Some very important information not known before. Also, made aware of problems that exist
- We are concerned about issues with city government as far as rebuilding is concerned
- The Other New Orleans
- How diverse the views are on the same subject
- That the education of Orleans Parish is in need of serious help
- Everybody see things from where they are. People have good ideas. There is a need to tap into those ideas of passionate and concerned individuals
- That we need to be focused together to stay balanced in fulfilling the neighborhood's development
- This task is very accomplishable. We can do this
- The tremendous resource of people
- I like the concept of the Other New Orleans and that Parents Community Involvement Empowerment Workshop
- Everyone is getting a better feel of the situation in Central City
- Learned in much more detail about Central City's assets and needs
- We want to continue to come together to make our community more healthier
- I didn't hear any work plan on collecting additional information
- A lot of necessary personalized history
- A lot! Experienced members
- That crime is a big issue in Central City

POSSIBLE TITLES FOR PROJECT NAME

- Central Alliance of Neighborhoods (1 vote)
- Central City Renaissance Alliance (3 votes)
- Central City CommUnity on the Rise (1 vote)
- Central City Connection (1 vote)
- Central City Community Revitalization (1 vote)
- Central City Community Rising Up (3 votes)
- Central City Revival Project, Additional names, Central City Upstarts, Central City the Other New Orleans

Central City Renaissance Alliance

AAR Report Meeting # 4 – April 29, 2004

POSITIVE OUTCOMES

- | | |
|--|--|
| <ul style="list-style-type: none"> • Communications • Networking • Emerging hope & empowerment • Dialogue between various committees • Better idea of what other committees are doing • Understanding common goals & purposes • Vigorous discussions • Find out what others think • Creation of new ideas that apply to each area, particularly where major overlaps exist • Improved understanding of similarities that can be strengths • Excellent cooperation between participants • Sharing ideas for increasing more community participation • Met new people that are concerned about problems in the city • Looking forward to expanding group • Some new momentum • Round-robin allowed info sharing • New assets discovered • New additions to theme • More discussions occurred • Introduced to process • Met new people | <ul style="list-style-type: none"> • Heard community concerns • Gained knowledge on general & social • Problems with means for corrections • Shared vision/Networking/Possible solutions • Learning more about Dryades Street • Learning more about culture/social process • Ideas were exchanged in Darwin type fashion (good or bad, I'm not sure) • Got themes more in line with what was actually discussed • Integration of the subcommittee topics (e.g., organization, education, economic development) • Continued to get to know participants • Learning more about Central City • Clarity of committee's progress and goals • Input from other committees • There were some great viewpoints expressed by older persons • Chance to see other committees • Brought excitement back |
|--|--|

CONCERNS

- | | |
|---|--|
| <ul style="list-style-type: none"> • That the grassroots concerns of the community are honored and addressed. That each community identify their own | <p>problems and be empowered to solve them.</p> <ul style="list-style-type: none"> • Failure to address lack of investment into C.C., and to find |
|---|--|

Central City Renaissance Alliance

AAR Report Meeting # 4 – April 29, 2004

creative ways to generate it; for individuals and community as a whole.

- Not enough time to talk
- Organizing strategy
- I am concerned that many in the community are out of the information loop.
- Crime wave that is taking the lives of our young people.
- Helping senior citizens
- Clarity re: where this is heading.
- Disorganization
- Lack of consistent attendance (i.e. consistency of understanding)

- All organizations meet and discuss ideas for problem solutions
- Action Plan
- Info coming together
- Participation, no ??, continually
- Themes “appear to be” problem statements—but, all of them are not stated that way
- Not enough data to support themes
- More of some push on the outside meetings
- That people might think more is going to come out of this process than actually is.

SUGGESTIONS FOR IMPROVEMENT

- Invite more informal leaders to our sessions
- A matrix with the issues and answers for each domain, side by side
- Better coordination, improve facilitation efforts toward effective collaboration—avoiding duplication
- Use story circle process
- Organizing strategy
- We need to target and develop specific strategies to implement specific project needs
- After meeting with each group, have a general assembly and have a representative from each group give a report.
- Input must be captured and structured to encourage more thinking

- Make greater commitment to the senior citizens
- More copies of materials (enough to go around)
- More clarity, re: what we are trying to emerge with each evening
- Some preparations prior to meetings
- Collaborative effort
- Meet earlier in the evening—5 p.m.
- Identify on what the key topics/problems are; are we focusing on everything?
- No, thanks for sitting in.
- Continue to have Fellows based in groups

Central City Renaissance Alliance

AAR Report Meeting # 4 – April 29, 2004

MEETING ACCOMPLISHMENTS

- Cross pollination, interchange, refinement, overview of the land
- We have made a small step towards discovering what there might be, a strong enough consensus to organize around.
- We have improved communications. Conversations are becoming more honest.
- Organization of committees
- Making plans for future development of community renovation of homes and businesses
- We reviewed more details as to accomplish our themes.
- Seen that each group has a great deal of common ground.
- I found new interest in community action.
- More focus on the problems and movement towards solutions.
- Seeing a goal for Central City.
- Awareness of different concerns and plausible solutions.
- We've continued to learn about the CC dreams held by the subcommittees. Success will result in a brighter Central City.
- I feel more informed about this community.

IDEAS DISCOVERED DURING ROUND ROBIN
--

- I prefer the other method where a report is given to a general assembly instead of going with the Round Robin session.
- That a library is needed in this CC area (availability)
- The entrepreneurial spirit of CC and the need to build upon that.
- To attend more meetings.
- Let's look at the reason for decline.
- Mentoring ? Mentioning young people and elderly together
- Economics are secondary where people are concerned
- That organizational investment is critical to the success of this effort
- Concrete job training ideas such as a construction collaborative
- That at one time there was a full library in this community.
- Laws dealing with trash in this community.

Central City Renaissance Alliance

AAR Report Meeting #5 - May 27, 2004

POSITIVE OUTCOMES

CONVERSATION

- Animated conversation
- Being truthful
- Positive conversation
- Positive exchange about needs
- More passion for positive change
- Open and honest conversation
- Taking questions seriously
- Varying opinions

CLEAR VISION

- Getting down to the real deal
- Clearer vision
- Seeing the presentation and everything sounded clear
- People getting seriously involved
- Felt like we were going somewhere
- Communication of purpose
- Desire to establish new and purposeful elements
- Saw the "road map" for the first time
- Sense of focus introduced/discussed concrete issues

OVERVIEW

- Good map of future meetings
- Good summary of where we are
- Good review
- Oral history
- Overview by De Morris

SUBGROUPS

- Planned subgroup mtg.
- Getting to know more and more about people on subcommittees
- Good discussion with our subgroup
- Greater clarity of mission of subgroup
- Met in subgroups
- Better idea of what other committees are doing
- Got to know my groups collective expertise - impressive
- More sharing by members

- Met new people engaged in meaningful conversation

IDENTIFIED

- Identification of need to clarify some themes
- Identification of elements that must be included in strategies for action plan
- Identification of problems with historic designations

LEARNED

- Learned about mapping
- Learned more about central city
- Learning about other committees

GENTRIFICATION

- Determine where gentrification will take place
- Work with social aid and pleasure clubs to educate them about gentrification

CULTURE

- Focus on preserving neighborhoods and culture
- Re-focus concept of historic districts
- Save the culture not just buildings
- Spread cultural and keep it

HOUSING

- Shelter
- Find/locate groups in are that deal with housing and funding for housing
- Housing

LAGNIAPPE

- Mixing of races, classes
- I found out some things
- More data collection evidenced
- Networking
- Next additions of themes
- Strategies for involvement of churches

Central City Renaissance Alliance
May 27, 2004

AAR Report Meeting #5 -

- To meet before next June meeting
- Understand common goals and purpose
- Willing to pick up those who don't have a ride to come to meetings
- Interested in developing plans to help cultivate community

CONCERNS

COMMUNITY

- Attendance and involvement by central city residents (4)
- Community input
- How is the word/message getting out to the local residents?

CRIME

- Crime wave that is taking the live of our young people (3)

CHURCHES

- Effective strategies for church recruitment/Role of churches

HOUSING

- Housing/ Low-income housing (2)

CULTURE

- Cultural - retaining control of the community level
- Loss of a culture to either too much historic hubbub or progress pushing aside
- Maintaining central city's cultural vitality within the framework of the larger dominant

THEMES

- Some themes are vague/Vagueness behind themes
- One of our themes was unclear but we await clarification

LAGNIAPPE

- Missing community gatekeepers/leaders
- My concern is for seniors and the youth
- Saratoga basketball court. Why an outdoor facility?
- School system exit exams
- That New Orleans stays New Orleans
- That systemic racism which is at the root of Central City and city wide problems is not addressed of[n] a given honest discussions.
- Health care
- Hoping funding will be available to do everything we discuss
- None at this time
- Instigating between time communications and meetings
- Juvenile delinquency
- Long range member buy into process continuity of attendance
- Gentrification

Central City Renaissance Alliance

AAR Report Meeting #5 - May 27, 2004

IMPROVEMENTS

- Need better strategy for getting more residents involved (2)
- Need better strategy for getting more church reps involved
- Getting the seniors involved
- More meeting with residents, business of Central City Area
- Educate community on what gentrification
- Seems folks need extra time before and after the actual meeting for social and catching up time
- Improve the economic situation
- Clean up
- Flowers
- Have a discussion on the issues mentioned above (*The issue mentioned above is: That systemic racism which is at the root of Central City and City wide problems is not addressed on given/honest discussion*)
- Yes- pray and work with each other to improve things in our area concerning youth and education
- Challenging community gatekeepers/leaders
- Raising topical issues for each domain
- Shorter meetings
- We need to target and develop specific strategies to implement specific project needs
- Need for more motivational pieces to periodically impact members

MEETING ACCOMPLISHMENTS

- Focused on homes/housing
- Most of the community is making an effort to get the program out to people
- Learning more about the importance of the church's role
- A concise need [for] necessary strategy/statement/filter that will preserve and protect the cultural vitality of Central City
- We have been made aware of other than just our own concerns
- How to keep cultural
- That it or we should not be puritans but keep it looking like New Orleans
- We have begun conversations. We need to expand on the conversations.
- Narrowing focus for recommendations and action plans
- Developed a plan to cultivate community
- Discussed ways to preserve historical areas
- Rolled our sleeves up and began going for the deeper issues
- Togetherness for the moment
- We are willing to get more involved. Being committed to area.
- Organization of committee
- We reviewed progress to date and planned our future work.
- Started to deal with some of the tougher issues of figuring out exactly what we will do
- Summary of where we have been and where we are going.

Central City Renaissance Alliance

AAR Report Meeting #5 - May 27, 2004

- We achieved a better understanding of where we are in terms of Central City assets and needs.
- We are closer to becoming more organized. We are beginning to look at real issues.

WHAT ARE YOUR THOUGHTS ABOUT THE THEMES OF YOUR SUBCOMMITTEE?
--

- We are OK with our themes. We will let you know how we address our concerns.
- Concern are being addressed.
- My concerns are being addressed, I hope the enthusiasm continues
- I love this committee and my concerns and concerns that hadn't even occurred to me are being addressed!!
- It's good. Yes.
- Yes. My concerns are being addressed.
- I thought the themes were very appropriate.
- Yes. They are being met.
- A new beginning in a needful direction.
- Social committee willing to canvass the area to do what needed.
- Yes, our concerns are being addressed.
- Very bright group. Note taker appears to be on task. Only one person who doesn't talk - that's OK though.
- One theme is vague - we will get help to clarify
- Need clarity on first theme. It should be two instead of one theme.
- Organization: 1. Was vague and unclear 2. Was fine.
- No comment at this time

Central City Renaissance Alliance

AAR Report Meeting #6 – June 24, 2004

POSITIVE OUTCOMES

- New people were involved in the process.
- White and black coming together for a positive issue. Young people not only come but they stayed for the entire meeting.
- Voicing opinion from all walks of life. More involvement.
- Finding a way to reduce crime in the central city community. Helping to create a mentoring program to save our youth. Will help to find programs to help the seniors and the low income families.
- Review and consenting of needs. Identify/clarify more concerns. Varieties of input.
- Good communication. Youth participation. Different opinions.
- Agreement on topics discussed. Everyone participated. Everyone shared ideas.
- Concern for central city area. Concern for the juveniles in the area. Getting all the churches together.
- Opportunity to plan. Dialogue in group. Focus our issues.
- We discussed positive ways to engage neighborhood residents and the churches.
- Good participation and involvement from community residents. Good attendance. Good solid strategies were formulated.
- Much more concrete conversation. More innovation expressed. More data in maps – needs to be explained.
- Every meeting has more specific ideas. Very active participation. Attendance by young people.
- Great participation and discussion. New members. New youth.
- Renewed focus. Identified problem of solutions. Intergroup ethnic interaction.
- Covered a lot of ground. Story telling.
- Meet new people. Learn about other programs in central city. Provoke thinking process.

CONCERNS

- Only one participant in the educational workgroup had attended previous meetings – no continuity.
- Seventh Street Brownfield – develop that site into an tourist attraction (cultural, historical). Cleaner environment. Cameras. !!!!No Basketball court at that Seventh Street Brownsfield site!!!
- The discussion process was too complicated. Participants were not able to stay focused because the topic was too broad or not well defined.
- My concern is we all are or have a responsibility under God to help those who are less fortunate than us and I don't matter if you have rented houses or live in this district we are going to have to answer to God for it.
- Lack of homeownership, poor education, lack of community involvement.
- Let us not just come together on 4th Thursday for meeting.

Central City Renaissance Alliance

AAR Report Meeting #6 – June 24, 2004

- How can I fix my house?
- Concerned about the tape recording of dialogue within the group.
- Not helping real people "elderly" to renovate their homes.
- Being able to put all of these concerns together.
- Timelines to reach goal and objectives.
- Steps to implementation still needed. Who will implement. How complete plan/picture?
- Will anything really happen after this process? Who will implement? Who will follow them? How will residents be a part of that?
- Land lord accountability to uncontrollable renters. More police control around Holy Ghost Elementary School. Have a representative from Central City to help make phone calls to city agencies.
- I am concerned that one of the underlying causes of problems in the area (region) is persistent racism and an attempt to melt African Americans into the larger pool. I think this needs to be a discussion item.
- Some group members monopolize the discussion. Not staying on course. Personal ideologies.

SUGGESTIONS FOR IMPROVEMENTS

- Start on time. Advance notice of topics to allow people to have it some though.
- Create more focused discussion questions.
- We have been complaining for years and years but until the powers that be stop being afraid of what they may lose, things will never change.
- Raise the standards for education system, total community involvement, homeownership.
- Refurbish the Dew Drop inn to it grand splendor.
- More advertisement about what's going on in community.
- Change the 20,000 sq ft requirement for community centers/churches to 10,000 sq ft.
- That we will have meetings at least twice month until we are really moving forward.
- Eliminate the tape recorders. Give groups more time to work or give them fewer issues to work on. Need to understand context of issues from other groups.
- Invite the media or Times Picayune to report the positive things discussed at these meetings.
- Time limits to discuss report from group sessions.
- More presentation of best practices that lifts the conversation to new heights. Introduce facilitators/fellows at beginning of meetings.
- We took the ideas from the Round Robin session relevant to our focus group and fleshed them out further and in more details.
- Jobs are needed in community.
- Have school children each learn planting, past history and people.

Central City Renaissance Alliance

AAR Report Meeting #6 – June 24, 2004

MEETING ACCOMPLISHMENTS

- Some of the workgroups were able to synthesize their ideas and came up with a few specific solutions.
- Just coming here accomplished a lot we have to start some where but stick with it, because the poor is the big picture.
- We have accomplished inroads towards getting the community involved.
- Joining together our concerns. Try to make a difference in our live, community.
- We all came together to help better serve our community and finding solutions to make it a much better place to live.
- Make new projects to help revitalize the Central City committee.
- Built relationships brought new people with interest in getting more involved (especially as a result of the meeting).
- We have discussed the subjects that are more important to the rebuilding of Central City.
- Everyone came together. Need more people from the around the area.
- Made a start in planning for the future by generating ideas.
- Discussed the idea of a Central City Directory.
- Talked about a neighborhood council for Central City.
- Suggestion and good ideas were expressed among members. Good strategies were listed to address prevalent issues.
- New ideas that can be implemented in the near future the view is becoming clearer for all around the table.
- We have created an opening door to address the possibilities of Central City. That we have to continue addressing the poor of the community has received consideration.
- Work in progress. The process to be continued.
- How to get history out, to the people.

G. Sustainability Guide

CENTRAL CITY RENAISSANCE ALLIANCE

Prepared by Concordia LLC

October, 2004

Action Team Sustainability Guide

Congratulations! As Concordia has facilitated planning work around the country, we still find that the excitement of seeing ten months of authentic democracy put to the test by community Steering Committees is an incredibly exhilarating experience. We also know, as you do, that this is only the beginning.

The Concordia framework provides a method for communities to evaluate themselves and make a series of recommendations which will help them improve the quality of life in their neighborhoods. The next phase of work comes in making these recommendations vibrant components of communities' present and future, rather than static recommendations written down in a Community Plan report.

Concordia has worked hard over the last several months to give you and your community some of the tools which you will need to accomplish this. We also cannot overstate the value of your skills and the skills of your relatives, colleagues, neighbors and friends. We think that the combination of your skills, the new tools garnered from the Concordia process, your new understanding of your community and a continuing flexible and organized approach to implementing your initiatives can insure the success of a new breed of grassroots implementation in your community.

This guide is provided to help you develop your flexible and organized approach to implementing your vision. Just like your style should be flexible, this guide is meant to be flexible as well. These steps may happen simultaneously, or in a different order than presented. This is to be expected. Overall, we hope that it helps you realize your recommendations. And remember, before you move forward; congratulate yourself and your fellow community members on a job well done!

Step One: Organizational Structure

Your community planning process began with the identification of facilitators (Concordia), local infrastructure for administrative and logistical support (the Central City Partnership, the City and the School District), a Recruitment Team, Community Facilitators (Concordia Fellows) a Steering Committee and Steering Committee leadership.

Similarly, the Central City Renaissance Alliance (CCRA) will need a structure to flourish. You can start with the Action Team, as you have done. You then should appoint facilitators for the Action Team. Your facilitators are in charge of calling meetings, maintaining your membership list and the CCRA Steering Committee membership list, convening meetings and managing other logistical concerns.

Using your facilitators group as a base, you should elect or appoint an executive team. This group is important to ensure that important decisions can be made in a timely fashion. This group should set meeting schedules and make recommendations about crucial strategic decisions to the Action Team as a whole. They also should be empowered to make shorter-term day-to-day decisions.

As we have mentioned many times, the best way to raise money for The Central City Renaissance Alliance and maintain a structure is to become affiliated with a 501 (c) (3) tax-exempt organization. You should consult with community-based non-profits and the Nonprofit Resource Center to do this. Look within the community for resources first, such as organizations as the Central City Partnership and Making Connections. The experience of these organizations in the process to date can provide important insight as to your organizational future.

You may want to appoint officers and create an Advisory Board to help insure your continued efficiency. The base for your Board can be the Action Team. Other individuals should be recruited based on your need to bring in additional organizational and personnel resources to support your goals. Creating an Advisory Board can help in building your credibility, keeping the CCRA's effort in close coordination with related community initiatives and continuing to strengthen your broad base of support.

You will also want to draft a mission statement. Consider using the Central City Manifesto as a starting point for creating a brief mission statement. It also should be written so that it can support the Central City Renaissance Alliance's work over the next several years. Supporting goals and objectives should follow the mission.

Step One: Organizational Structure *Checklist*

- ☐ Create an Action Team
- ☐ Appoint Action Team facilitators
- ☐ Appoint or elect Action Team Executive Team
- ☐ Affiliate with a 501 (c) (3)
- ☐ Appoint officers and create an Advisory Board
- ☐ Create a mission statement with supporting goals and objectives

Step Two: Taking Resource Inventory In the Concordia Planning Process, we focus on discovering what we already have in our communities before we begin planning for new entities. Similarly, we should take inventory of what the Action Team has before new efforts, recruitment or acquisitions are attempted.

Information to support recommendations

Considerable new and old data was collected to assist the Steering Committee through the Planning Process. Taking an inventory of this will help the Action Team in recruiting new participants and explaining the Steering Committee's work to the community-at-large. Concordia will provide the Action Team with an additional Community Plan addendum with information and handouts that support the recommendations. The Community Profile will continue to be housed at the Central City Partnership (Central City EOC) for community use. The Action Team should collectively discuss what sorts of information resources they have and will need in beginning to implement their recommendations.

Personnel

The Action Team should take an inventory of its members to understand what individuals' specific skills, affiliations, interests, and availability is. This will help you problem-solve as well as determine who else to recruit in the coming months. Action Team members should also inventory the Steering Committee and other interested individuals to discover their interest and availability in helping with the Action Team's work.

Infrastructure

The Central City Renaissance Alliance will need to facilitate public relations, receive inquiries and information via mail, email, and telephone, send out mailings, photocopy and accomplish other administrative functions. The Action Team should inventory what resources are available to them and make an action plan for acquiring other resources.

Step Two: Taking Resource Inventory

Checklist

- ☐ Compile data received from Concordia and others during the planning process
- ☐ Inventory other data available to Action Team members
- ☐ Take an inventory of Action Team members' skills, affiliations, interests, and availability
- ☐ Inventory Steering Committee members for skills and interests
- ☐ Take an infrastructure inventory
- ☐ Plan to acquire infrastructure needs

Step Three: Establishing a Timeline and Strategic Plan

The Community Plan report document for the planning process includes a suggested implementation timeline. This will serve as a basic outline for the beginning of CCRA's work. However, once the organizational structure, mission, and goals are in place, CCRA will need to establish a more long-term outlook on the implementation of its recommendations and goals.

Create a Draft Timeline

The first step to creating this timeline will be to determine what the major activities, events, and initiatives CCRA hopes to accomplish over the coming years, to determine how long, and what resources they will take, and to line them up together to see what the best manner to approach these activities is given CCRA's projected resources. Consider creating formal partnerships with organizations that can help accomplish the objectives.

Writing Your Strategic Plan

The ideas and events in the timeline should serve as the foundation of your strategic plan. There are a number of excellent resources on the internet as well as books available which discuss approaches to drafting strategic plans. Also, be sure to look for resources in the Central City community and to seek assistance from organizations and individuals who have experience writing strategic plans. The main goal of this exercise is to have written documentation of your plans and your approach for implementation. This will assist you in ensuring that Board members have a consistent understanding of your goals and approach. By documenting your planned approach, you help to keep project momentum going as Board members, coordinators and volunteers may change. Another benefit of this exercise is being able to clearly explain your work to potential funders and supporters.

Familiarize Advisors, Volunteers, and Staff with Strategic Plan

When your strategic plan is done, organize an event to build support for it and gather you participants to announce its completion. An event can be planned which has copies of the plan available, has a brief speech about the plan from one of its authors, and provides CCRA participants a chance to gather, celebrate, and build excitement for future work.

Step Three: Establishing a Timeline and Strategic Plan

Checklist

- ☐ Create a multi-year timeline which evaluates goals and the resources needed to reach those goals
- ☐ Write a strategic plan
- ☐ Create formal partnerships with organizations
- ☐ Celebrate the completion of your strategic plan with a community celebration

Step Four: Community Relations Strategy

The communications between the Central City Renaissance Alliance and the community-at-large will be crucial to successful implementation of CCRA's recommendations. It is essential to have a unified message which is concise and consistent with the data used to make each decision.

Letter Writing Campaign

Individual donations are going to play a key role for CCRA. One of your first community relations opportunities will be announcing your recommendations through a letter, which can also serve as a fundraising tool.

Your letter should be short (1 ½ pages maximum, 1 is ideal). If you are using the letters for fundraising, you should allude to this in the beginning of the letter and close with a plea at the end of the letter. The letter should include references to the data considered during the planning process and the participation in the process. It should include a discussion of the recommendations. It would also be good to give individuals a phone number or website to look at for further information. If you are asking for money in the letter, you should include a self-addressed stamped envelope for donations to be returned.

Getting the Word Out

The Times-Picayune's Uptown section and *The Louisiana Weekly* are great starting points to spread information about the results of the planning process and the activities of CCRA. Local radio and television should also be used. An inventory should be taken of these potential sources for communication to use for all public relations efforts. Disseminating information through the media can be done in a number of ways. Most media have community calendars or message boards where you can distribute information about meetings and events. You can also contact reporters through press releases and phone calls to regarding events and activities. For some activities, you may wish to buy advertising.

A website for Central City is currently underdevelopment by the City and will be housed through Neighborhood One, formerly the Department of Housing and Neighborhood Development. This will be an important tool for the initiative. Early on, the Action Team

should establish a mechanism to post new items on the website and maintain it to support your ongoing work.

It will be a good idea to establish a Communications Committee of about 5 members of the Board to oversee communications efforts and serve an advisory role to track contacts with media outlets and the message which is given to these outlets, as well as advise other communications efforts.

Step Four: Community Relations Strategy

Presentations to Local Organizations

One activity of the Action Team which was very helpful was a series of presentations to organizations, elected officials, and clubs. This should be continued to ensure that community leaders have a thorough understanding of the CCRA initiative. As with pursuing media coverage, a unified message and list of talking points should be established for all presentations. You may want to request to be on some organizations' agenda on a regular basis (perhaps every six months). Be sure to keep a calendar of presentations and confirm presentations at least one week in advance of their schedule date.

Maintain Your Grassroots

The Central City Renaissance Alliance is a grassroots community planning effort. During the process, we used a grassroots communications strategy, relying largely on word-of-mouth communication and public relations initiatives supported by volunteers and in-kind contributions. In many ways, these efforts will still be your most successful. They also may demand the most creativity. Have fun with your communications, and constantly try to think of new ways to communicate your efforts to the community. It will be important to maintain a unique direct connection to the community as your work continues toward implementation.

Step Four: Community Relations Strategy

Checklist

- ☐ Determine audience for letter-writing campaign
- ☐ Draft letter explaining process and asking for support
- ☐ Send out letters with self-addressed stamped envelopes
- ☐ Inventory local media outlets to track communication with them
- ☐ Establish mechanism for maintaining website
- ☐ Create Communications Committee to oversee communication with media and other efforts
- ☐ Establish schedule for presentations to organizations and groups
- ☐ Use grassroots strategy to maintain close lines of communication with the community

Step Five: Taking Steps towards Success

Once the Central City Renaissance Alliance has made it to Step Six, be sure to congratulate yourselves once again on a truly remarkable effort. Starting new organizations and implementing community planning recommendations is extremely hard work. Concordia has tremendous faith in Central City's potential, and we look forward to hearing about your successes in the years to come. There are a few general pointers which we can give you as you process beyond your initial phases of work. We hope that this guide was helpful and we hope that we can continue to be of help in the future.

Some components to success:

- **Use your Steering Committee as a foundation**
Be sure to leave the door open for new participants, but consider your Steering Committee as your core group (they are the people who have made the greatest investments in this process, after all) and focus on keeping them updated and engaged. You may also consider ways for youth and young adults to get involved.
- **Use data to support your work**
We hope that, during the community planning process, you were able to rely more on data than on community perceptions to understand what Central City looks like to all of its community members and determine potential for growth and quality of life. In this spirit, continue to support your message with both data from the process and new data collected along the way.
- **Maximize your resources**
One of the primary goals of the planning process is to focus on the systemic connections between organizations and initiatives in our communities and to strengthen communities by strengthening connections rather than by recreating existing programs or resources. Your innovation in relying on existing organizations, infrastructure, and human capital will not only continue this work but will also save you money and time. Whenever you begin a new activity, ask yourselves how students, organizations and other community members might be involved.
- **Be a resource to the city**
The goal of this process was to make a plan for Central City that recognized its full potential to become a thriving and self-sustaining community. Your leadership as a connected and collaborative community in the city and an interested friend of organizations that serve the community is imperative. Sharing your findings, tools and new understanding of Central City can only help to increase the strength of your community and everyone's quality of life.

Step Five: Taking Steps towards Success

- **Be both organized and flexible**

Your ability to chose a course and stick to it can help distinguish you from other community planning efforts, which will help build support for your work. It will also keep you on track in implementing your goals. However, within this organization you must have tremendous flexibility. More than likely, opportunities will arise wherein one recommendation can be implemented earlier than planned, while another cannot be implemented until later than planned. This is okay. The recommendations should be your framework, but accomplishing as much as possible while still maintaining an ability to continue your work should be the goal. Also, as the Central City Renaissance Alliance grows, other initiatives and efforts may develop which fit into your mission and goals and need community leadership. The directions in which CCRA can grow to support community-based grassroots efforts are limitless, as long as your organizational structure is maintained to grow at a steady and manageable pace.

- **Continue to be creative and have fun**

We hope that, over the last ten months, you have made new friends, laughed at an idea or a video, considered something which you previously thought was not feasible, and had some fun along the way. The best ideas come when we allow ourselves to discuss wild ideas and be as creative as possible. Maintaining this spirit of creativity is an important component to your success.

Good luck! We look forward to hearing about your success!

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