EAST END RISING
East End/Valley Street Neighborhood Visioning Project

MAY 6 & 20 and JUNE 3 &17, 2010

PROJECT REPORT

Executive Summary
East End/Valley Street Neighborhood Visioning Project
"East End Rising"

Overview of project:
In the spring of 2010, the City of Asheville joined with the re-vitalized East End/Valley Street Neighborhood Association to plan and conduct a neighborhood visioning process. Members of the neighborhood came together earlier in the year to recreate a sense of community and to ensure that they have a voice in any future development of the area.

The overall goal of the Visioning process was to involve a diverse group of members of the East End/Valley Street neighborhood in the process of developing a shared vision for the future of their neighborhood. More specific goals for the process were:

- Fostering relationships between neighborhood members through facilitated discussions; and
- Developing a clearer and more focused plan of work for the Neighborhood Association.

The effort was a collaborative process that involved Bill and Marianna Bailey, two local community members with extensive background in facilitating neighborhood and community development (for more information, see the appendix.) as facilitators, city staff as process facilitators and members of the Neighborhood Association's newly formed Steering Committee. Representatives from the following departments served as process facilitators for small groups:

- Planning and Development
- Administrative Services
- Transportation

The Project took place over 4 Thursday evenings in May and June. All sessions were held at St. James AME Church. Approximately 35 community members were involved in the process.

Session convened at 6:30 p.m. in the church's Fellowship Hall and adjourned at approximately 8:30 p.m. Each session started with social time and a potluck dinner provided by the community. At approximately 7:00 p.m. participants gathered in a large group to review the purpose of the evening and reflect on work done during the previous session. Participants then divided into small groups and were guided through a discussion on the focus question for the evening by a facilitator. During the small group period, each group developed a response to the question by discussion and consensus. At the end of the meeting the participants came back together and shared the results of the small group discussion with each other. The results for each of the sessions are listed in the Process Description section. Clean-up after each session required approximately a half hour.

Budget/Resources
The city budgeted $500 for the project and dedicated time of the Neighborhood Coordinator to oversee the project. City contributed funding for the project covered mailings, materials and food for the sessions and came to a total of $503. To upgrade the quality of the April mailing to color, the neighborhood raised $200 in donations. The community also provided potluck dinner at the beginning of each session. Details of the resources allocated to the project are located in the Appendix. The major resource for the project was the donated time of neighborhood and community members and city staff. It is estimated that 182 hours of volunteer time were donated to this project by neighborhood participants and city staff who served as small group facilitators. Using current estimated dollar value of volunteer time (calculated at $18.10 per hour for North Carolina in 2009) city outlay was matched by an investment of community members' time worth $3,294. In addition, St. James AME Church donated the use of its Fellowship Hall for a total of 16 hours and is continuing to provide space for the neighborhood association to meet.

Outcomes
The Neighborhood Visioning Project resulted in the identification of 4 goal areas:

- Strengthen the Association And Inspire Community Participation
- Record the Stories and History of East End/Valley Street Neighborhood
- Promote Activities for East End/Valley Street Neighborhood
- Develop An East End Land Use Plan

During small group work, long and short-term proposals were developed to address each of those areas. Teams were created to implement the more immediate actions. Task Team members are meeting outside regular Neighborhood Association meetings to organize efforts to implement the proposals. At the time this report was prepared the neighborhood has begun moving forward with four Teams to guide the implementation of the neighborhood vision and future activities of the Neighborhood Association. The four teams are:

- East End Neighborhood
- Historical Preservation
- Martin Luther King Park
- Land Use

Since completion of the East End/Valley Street Visioning Project, the East End/Valley Street Neighborhood Association has elected new officers and begun work on implementing their identified goals.

TABLE OF CONTENTS

Executive Summary

Neighborhood Map

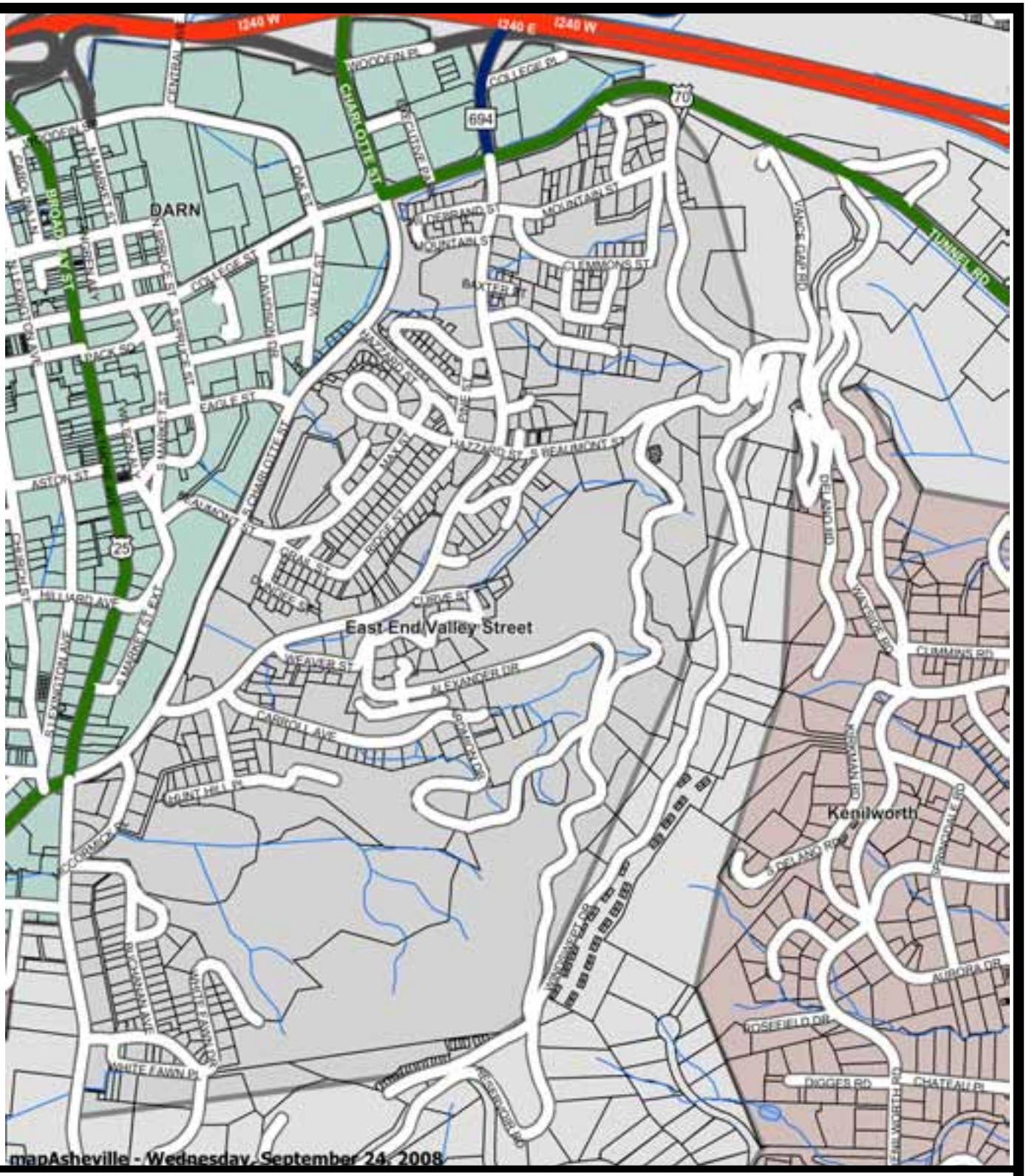
Neighborhood History

Introduction

Process Description for Meetings

- Session 1: Creating a Shared Vision
- Session 2: Identifying the Challenges
- Session 3: Preparing Proposals to Address Our Challenges
- Session 4: Implementing Our Proposals

Appendix



mapAsheville - Standard GIS

Disclaimer: The City of Asheville acquires, develops, maintains, and uses GIS data in support of its internal business functions and the public services it provides. The GIS data which City of Asheville distributes and to which it provides access may not be suitable for other purposes or uses. All GIS data sets are provided "as is" with no warranty. It is your responsibility to verify any information derived from the GIS data before making any decisions or taking any actions based on the information. Use of all GIS data and map services provided by the City of Asheville are covered by this disclaimer.
This map is intended for Display purposes only.

Map Created by: mapAsheville - Standard GIS
Data Source: City of Asheville GIS
Map Scale: 1:9900"
Printed on: Wednesday, September 24, 2008

N

The East End/Valley Street Neighborhood:
A Brief History

The East End/Valley St. neighborhood is the oldest and most historically significant African-American neighborhood in Asheville. It is here that almost all of the first African-American churches of various denominations were located—St. Matthias' Episcopal, Nazareth First Missionary Baptist, Calvary Presbyterian, St. James' AME, Hopkins Chapel AME Zion, and Berry Temple Methodist Episcopal. It is here that the city's first school for black students was established—at St. Matthias' in 1867. It was here that two of the most significant schools for African-Americans in the city were located—Allen High School, a private (Methodist) school for girls, and Stephens-Lee High School, a public school that became something of a community center and a center for black culture and education for the whole region in the mid-Twentieth Century.

In the beginning, the present East End neighborhood and the entire area surrounding the "Block" were all part of a single community. Valley Street (now South Charlotte Street) was a connecting street, not a dividing street, with houses and stores on both sides of the street and frequent pedestrian crossings from one side to the other.

Also in the beginning, there was a profound sense of community here. Residents, schools and churches all worked together for the common good; neighbors looked after each other's children; and people of different socio-economic backgrounds lived side-by-side.

All that changed rather dramatically in the 1960's and 1970's when Stephens-Lee was closed; when integration slowly undermined many black businesses in the area; and when both the appearance and the character of the present East End neighborhood were radically altered by the Model Cities' Conservation/Rehabilitation program.

The legacy of this rather extensive Model Cities project is mixed. There is little doubt that the neighborhood was rather dramatically improved and upgraded physically (in terms of better roads, housing stock, and sanitary conditions); and many people who had been living in squalid conditions were able to move into much better housing, either in the neighborhood or in new public housing units elsewhere in the city. But the perception still lingers that more houses could have been saved and upgraded; and even after more than thirty years, many long-time residents are still upset and grieving over what they perceive as the break-up of a once-cohesive neighborhood and the resulting loss of a sense of community.

In recent years, the East End neighborhood has continued to change. Increasing numbers of white people have moved into the neighborhood, and many residents are concerned about the effects of emerging "gentrification", which they see as a further threat to the neighborhood's history and character.

But now, in 2010, the East End/Valley Street Neighborhood Association has re-constituted itself. Old and new residents are now working side by side in a concerted effort to re-create that lost sense of community, preserve and protect our rich African-American heritage, re-connect the two parts of what was once a single unified neighborhood, and make sure that the neighborhood and its residents are actively involved in any decisions affecting their future. Once again (as the Association's new motto boldly proclaims) "The East End Is Rising!"

September 2010

INTRODUCTION

In order for neighborhoods to be strong and effective, neighborhood members need to be involved in ongoing dialog that connects them and helps them build relationships with each other. By participating in neighborhood based visioning and planning, neighborhood members are encouraged to connect and be accountable to each other by taking responsibility for coming together to have a positive impact on their neighborhood and larger community. More traditional models of neighborhood planning often focus on technical elements of planning by addressing important issues and concerns often best addressed only through public services. Planning that focuses on the vision and responsibility of members of the neighborhood can result in plans that are owned and driven by neighbor members and put neighborhood members into a central role in developing and implementing their plans. The following report represents the over ten (10) hours of work representatives of the East End neighborhood spent together creating such a plan.

One of the strengths of the process used for this project was that it provided a structure that encouraged active participation and produced a plan that was a reflection of every participant's ideas and contributions. The process model provided clear steps and guidelines that freed the participants to be both creative and practical in their approach to addressing the future of their neighborhood. Having participated in the visioning process, the neighborhood has developed a plan that will have short and long term benefits for the neighborhood and individuals who live, work and visit it. As a result, city staff and the Baileys had the limited role of technical resource and provided process facilitation that provided the structure for the dialog. East End/Valley Street Neighborhood members provided the leadership and active participation that will serve as the foundation for future action.

Benefits of the project to the neighborhood include:

- The creation of a specific action plan
  At the end of the last session, the neighborhood had Teams and action plans to begin working on immediately. The plan gives neighborhood members a structure for their work together and priorities that are based on a shared understanding of what are the biggest challenges for their neighborhood. The plan gives them a starting point, the ability to organize work on an ongoing basis and information to evaluate how far they have come in achieving their vision.

- The establishment of greater commitment to the plan and improved ability to implement decisions and strategies.
  When people participate in a planning process, they are certainly more likely to be committed to the plans. And because they have been involved in defining the elements of the plan and the plans reflect their own thinking, it is easier for the group to develop consensus and move into action.

- The development of a plan that is more creative and includes a larger number of perspectives and experiences.

This process involved a reasonably large and diverse group of neighborhood members. This meant that the discussion included many different perspectives, which generated new insights into challenges and encouraged a fresh look at solutions and opportunities.

- The creation of a common framework for decision-making, communication, planning and meeting challenges.
  By participating in a sustained process, the participants experienced a common process for working together. This experience can be translated into an improvement in how the neighborhood works together, so that meetings can be more productive and teamwork enhanced.

- Encouragement of initiative and responsibility.
  This is the least tangible and longest-term benefit, and perhaps the most important. People who have been involved in participative planning are more likely to take action when they see a challenge or an opportunity, rather than assume it is someone else's responsibility. This is of benefit to the individual, the neighborhood and the community.

TIMELINE

- January 21, 2010 – Members of the East End/Valley Street neighborhood organized a meeting at the Stephens Lee Community Center to explore re-establishing the East End/Valley Street Neighborhood Association. A flyer was mailed out to residents in the area to invite them to the January 21st meeting. Approximately 45 neighborhood members attended the meeting and supported the creation of a 13 person volunteer steering committee to provide temporary leadership of the Association. The steering committee included: Jim Abbott, Mandy Broderick, Elise Carlson, Evelyn Herron, Elizabeth Huesemann, Nevada McCoy, Nita McDay, Carmen Ramos-Kennedy, Mike Sule, Renee White, Luella Whitmire, Sarah Williams, and William Young.
- The Steering Committee met and planned and carried out a series of Association meetings in the months of February, March and April.
- In April, Bill and Marianna Bailey were invited to a Steering Committee meeting to outline the Neighborhood Visioning Project process. The Steering Committee was supportive of the concept and presented it to Association members in April. Dates and a location were identified for the 4 sessions of the Visioning process.
- A flyer for sessions was designed by community member, Bruce Kennedy, and mailed to 450 households. The East End/Valley Street Neighborhood Association Steering committee raised $200 to help defray the cost upgrading the mailing to color. The Steering Committee and other neighborhood members were active in encouraging residents to participate in the process.
- The Baileys and Marsha Stickford, City of Asheville Neighborhood Coordinator, met and revamped the existing neighborhood visioning process to meet the needs and situation of this neighborhood group.
- 10 city staff members volunteered to serve as facilitators for the small group sessions that were a part of each session.
- The meetings were held at St. James AME Church for 4 Thursdays in the months of May and June 2010
    - Approximately 35 community members were involved in the process.
    - The group of folks who participated was very diverse. New neighborhood members and those who had lived in the neighborhood for a long time. Older folks and younger folks. White and black neighbors.
    - The neighborhood organized a potluck at the beginning of all the sessions.
    - All 4 sessions were held at St. James AME Church – which generously donated the space for 16 hours of neighborhood use.
    - The Neighborhood Association played an active role in the process by working with the Baileys to clarify the language used in the charts.
- The sessions resulted in the formation of 4 Teams, which have met by the time this report was completed.
- The Neighborhood Association elected new officers for the re-organized Association at their July meeting: Renee White – President, Mandy Broderick - Vice President, Carmen Ramos-Kennedy – Secretary, Jim Abbot – Treasurer. Officers will serve 1 year.

EAST END/VALLEY STREET NEIGHBORHOOD VISIONING PROJECT: PROCESS DESCRIPTION

PROCESS DESCRIPTION for the Neighborhood Visioning Project "EAST END RISING"

Process Overview

The Neighborhood Visioning Project was a series of 4 Thursday evenings (May 6, May 20, June 3, and June 17). All sessions were held at the St. James AME Church at the corner of Martin Luther King Jr. Drive and Hildebrand Street. Each session began at 6:30 and was scheduled to end before at 8:30. The participants were a very diverse group in terms of age, tenure in the neighborhood, race and economic status. Approximately 35 community members were involved in the process.

Each of the 4 sessions began with a neighborhood potluck and a time for neighbors to visit. This time served two functions: A time for neighbors to meet and a transition into the conversation about the neighborhood vision.

Once the visioning process for each session began, individual participants were asked to spend time considering the question for the session and write down their own personal response. The larger group was divided into smaller groups which each had a facilitator to guide the group through the small group exercises for the evening. The small group exercise descriptions for each of the sessions are located in the Appendix for this report.

In this section you will find a description of the session as well as the agenda and outputs from each of the sessions.

Description of Sessions

A description of each session complete with the materials developed by the participants as a result of the sessions follows.

Session 1: Creating a Shared Vision
May 6, 2010

Question: What is the vision for our neighborhood in 5 years? What would an attractive and healthy neighborhood for all whom live, work and visit our neighborhood look like?

The first step in the visioning process is to create a shared vision. In this session, individual participants were asked to think of how they would like their neighborhood to look and be in 5 years. Then neighborhood members formed small groups to share their personal vision and come to agreement on elements that would make up a shared vision. At the end of that process each group presented their elements and the participants joined together to group the vision elements into categories. The categories were developed into the Vision Chart for this session.

Documents from this session:

- Agenda
- Vision Chart
- Additional Notes

East End Rising
Neighborhood Visioning Project
Agenda for Session 1
May 6, 2010

Session 1: Creating a Shared Vision

Questions for Session: *What is the vision for our Neighborhood in 5 to 10 years? What would an attractive and healthy neighborhood for all who live, work and visit our neighborhood look like?*

6:30 – 7:00 Community Potluck for participants

7:00 Individuals will be asked to think about what they would like the future of their neighborhood to be. Each person will be asked to create a list of 4 or 5 "vision elements".

7:05 – 7:40 Small Group: Sitting in groups of 5 to 8, participants will be asked to use both their own vision elements and those generated by the group to identify the 5 vision elements they agree on.

The group will write their 5 elements on the 4 x 6 sticky notes provided.

7:45 – 8:30 Each group will present their vision elements back in the large group.

8:30 – 9:00 Naming of Vision Elements and reflection on Session

Session 2: Identifying the Challenges – May 20th

NOTE: The vision chart will be shared with members of the neighborhood not present at the first meeting during the week between session 1 and 2.

EAST END RISING
NEIGHBORHOOD VISION CHART
May 6, 2010

Develop a Comprehensive Neighborhood Plan	Maintain Our Historic, Diverse Neighborhood	Expand Neighborhood Structures

Strengthen Economic Opportunities
• Stable property taxes for long-term residents
• East End membership on Eagle/Market Streets Development Corp
• Small businesses in the area
• Bus service
• Thriving local businesses
• Continue to have affordable Housing
 	
Improve Safety
• Lower traffic congestion and increase safety
• Improved safety
• Safe, crime-free
• Adequate and clearly defined parking
	Celebrate Culture
	• Neighborhood Feel:
	  ○ Affordable
	  ○ Diverse
	  ○ Like Family
	• A Diverse Neighborhood that really IS a Neighborhood
	• Diversity of backgrounds, ethnicities, and ages
	• Celebrate Diversity of Neighborhood
	• Friendly neighbors who know each other
	• Cooperative and respectful communication
	
	Enhance Environment
	• Beautiful, functional neighborhood
	• Clean and green
	• Art in Community
	• Clean and Trash-free neighborhood
	• Maintain neighborhood garden
	• Walkable neighborhood with trails, trees, parks, community gardens, etc
	
	Preserve History And Heritage
	• Stephens-Lee placed on historic register (preserve history)
	• Historic trail highlighting history and heritage
	• Neighborhood Kiosk
		Develop Recreation
		• Activities for children and youth
		• More recreational equipment for children
		• Use of MLK Park for the East End community
		• Improve park areas to meet neighborhood needs
		• Programming for senior citizens
		
		Increase Communication
		• Communication
		• Neighborhood Newsletter and Festivals
		• Community Events to bring people together
		• An active, functioning Neighborhood Association

EAST END FUTURE QUEST NOTES
MAY 6, 2010

INCREASE COMMUNICATION

- Communication
- Neighborhood Newsletter and Festivals
- Community Events to bring people together
- An active, functioning Neighborhood Association

STRENGTHENING ECONOMIC

- Stable property taxes for long-term residents
- East End membership on Eagle/Market Streets Development Corp
- Small businesses in the area
- Bus service
- Thriving local businesses
- Continue to have affordable Housing

CULTURAL/CELEBRATE CULTURE

- Neighborhood Feel:
    - Affordable
    - Diverse
    - Like Family
- A Diverse Neighborhood that really IS a Neighborhood
- Diversity of backgrounds, ethnicities, and ages
- Celebrate Diversity of Neighborhood
- Friendly neighbors who know each other
- Cooperative and respectful communication

ENVIRONMENTAL/ENHANCE ENVIRONMENT

- Beautiful, functional neighborhood
- Clean and green
- Art in Community
- Clean and Trash-free neighborhood
- Maintain neighborhood garden
- Walkable neighborhood with trails, trees, parks, community gardens, etc

IMPROVE SAFETY

- Lower traffic congestion and increase safety
- Improved safety
- Safe, crime-free
- Adequate and clearly defined parking

PRESERVE HISTORY AND HERITAGE

- Stephens-Lee placed on historic register (preserve history)
- Historic trail highlighting history and heritage
- Neighborhood Kiosk

DEVELOP RECREATION

- Activities for children and youth
- More recreational equipment for children
- Use of MLK Park for the East End community
- Improve park areas to meet neighborhood needs
- Programming for senior citizens

Session 2: Identifying the Challenges
May 20, 2010

Question: What are the challenges WE will face as WE move toward accomplishing our Vision?

The second session focused on identifying the challenges that could act as barriers to the neighborhood realizing the Vision they created in the first Session. Challenges can be seen as boulders in the road to the future – parts of everyday life that can keep the neighborhood from working together to reach their vision.

The participants again identified challenges individually and then worked together in small groups to refine the factors that might keep them from achieving the vision. The discussion was designed to help participants turn the blocks into challenges that can eventually be addressed by creating strategic proposals.

Once small groups had identified the most important challenges, the groups came together to share their results and combine them into Challenge categories that would be the basis for developing strategic proposals at the next session.

Documents from this session:

- Agenda
- Challenges Chart

East End Future Quest
Neighborhood Visioning Project
Agenda for Session 2
May 20, 2010

Identifying the Challenges

Question for Session: *What are the challenges WE will face as WE move towards accomplishing our Vision?*

6:30 – 7:00 Potluck and review of 1st Session

7:05 – 7:15 Review Vision Chart: Brief discussion and opportunity to make clarifications or additions to chart

Description of agenda for the evening

7:15 – 7:20 Individual work on Question for session:

- Looking at the Vision Chart, what do you think will be the challenges and barriers to our achieving our vision?
- Write down at least one challenge per Vision category.
- Think in terms of challenges that can be addressed in 12 to 18 months.

7:25 – 7:55 Small group work: Share identified challenges and, as a group, identify at least one challenge per category.

7:55 – 8:20 Back in large group;
Each group will share the major challenges they identified

Group Discussion:

- Why do these challenges exist?
- What makes them so hard to address?
- What things get in the way of addressing these challenges?

8:20 Reminder of next session and Adjourn

East End Neighborhood Challenges

A. Create Recreational Plan
B. Generate Voice in Local Government
C. Preserve Neighborhood legacy
D. Develop a land use plan
E. Explore funding Options
F. Inspire community participation

A. Challenge: Create Recreational Plan
- Recreation opportunities are under-developed, under-used and not well thought out
- Getting the park up to date
- Visitors (not residents) leave a mess on the park & on the streets

B. Challenge: Generate Voice in Local government
- Getting City & County to open discussion about stabilizing taxes for long-term elder residents
- Water utility bill is too high
- City regulation of taxes & parking
- City of Asheville trying to be a destination city
- Getting city and county to have an open discussion about tax values
- Never cut off the utilities of the elderly for being late in making payment
- Governments lack of commitment to diversity
- Lack of clearly defined parking for residents
- Poor Maintenance of City owned property

C. Challenge: Preserve Neighborhood Legacy
- Celebrating & collecting "Community living history stories" from the elders before their stories are gone
- History itself is painful
- Suspicion about how information might be used

D. Challenge: Develop Land Use Plan
- Location and (size) of any commercial businesses
- Location of trails & parks, Where to put?
- Disagreements about land use
- Gentrification by local and outside investors
- Attracting more permanent residents
- Some streets have no on street parking (ex. Dundee)
- Making good use of vacant lots
- Maintaining small and non-buildable lots
- Vision is too broad

E. Challenge: Explore Funding Options
- The need for adequate funding
- Lack of government funding and budget cuts

F. Challenge: Inspire Community Participation

- Crime brings animosity and suspicion
- Isolationist attitudes
- Lack of community from past attempts
- Lack of interaction
- Initiative to organize activities
- Lack of long term commitment
- Getting entire community to participate in community events
- Better communication between EMSDC and community
- Lack of community participation
- Conflict of visions
- Effective communication
- The perception that the neighborhood voice isn't strong enough to make an impact or have an influence
- The perception that the neighborhood is not safe

Session 3: Preparing Proposals to Address Our Challenges
June 3, 2010

Question: What proposals can we develop that will ensure we overcome our challenges and realize our Vision?

In Session 3, participants work together to develop proposals for actions to overcome the challenges they identified in Session 2. Proposals, in the form of programs and actions, act like a rudder guiding an organization into an advantageous direction. The exercise of creating proposals is where innovation happens and creativity is released. When a neighborhood is clear about their strategies they experience a renewed conviction about their beliefs and a sense that they can really make a difference.

Participants once again answered the question by writing down their personal list. Small groups were formed by neighborhood members choosing a Challenge category to address. Once each of the groups had developed their list of proposed actions for their category, they joined together in a large group to share their work.

Documents from this session:

- Agenda
- Proposal Statements by category

East End Rising
Neighborhood Visioning Project
Agenda for Session 3
June 3, 2010

PREPARING PRACTICAL ACTIONS TO ADDRESS OUR CHALLENGES

Question for Session: *What proposals can WE develop that will ensure WE meet our challenges and realize our Vision?*

6:30 pm Supper and conversation

7:00 Review the last 2 Sessions – review of Vision and Challenges

Description of focus for this session

7:00 – 7:05 INDIVIDUAL WORK: What practical actions can we propose that will ensure we meet our challenges and realize our vision?

- Looking at the Challenge, think about actions that can be taken to address the challenges and achieve our vision.
- The proposed actions must be "doable" and practical – things that WE can accomplish in our neighborhood with this group.
- We are aiming to create proposals that can be accomplished within 6 to 18 months
- Each participant will be asked to think of at least one practical action per challenge and write them on separate sheets of paper.

7:05 – 7:40 SMALL GROUP WORK: Groups will be asked to identify 1-3 Action Statements that will address their assigned challenges.

7:40 – 8:10 Proposals will be reported to the larger group.

8:10 – 8:20 Review of session and preparation for next session

8:20 – 8:30 Association business

East-End Neighborhood Proposals
June 3, 2010

- *East End Neighborhood Team*: in order to **STRENGTHEN THE ASSOCIATION AND INSPIRE COMMUNITY PARTICIPATION** we propose to:
  - Organize volunteers
  - Create a monthly (quarterly) newsletter
  - Apply for a 501(c) status
  - Divide the neighborhood into 5 sections with a name and small area captains
  - Seek grants for specific for specific projects
  - Attend City Council meetings

- *Historical Preservation Team:* in order to **RECORD THE STORIES AND HISTORY OF EAST END NEIGHBORHOOD** we propose to:
  - Preservation Committee to collect stories and History of the East End Neighborhood to be used in a booklet and /or film
  - Collect stories from elders/Find interns to help collect stories
  - Create historical neighborhood signage/"urban trail"
  - Meet with YMI regularly to discuss (YMI Director has agreed to this)
  - Rename South Charlotte to Valley St

- *MLK Park Team*: in order to **PROMOTE ACTIVITIES FOR EAST-END NEIGHBORHOOD** we propose to:
  - Partner with Park's Department
  - Explore funding opportunities,
  - Seek business to sponsor park events
  - Research successful parks
  - Appoint volunteer(s) from the neighborhood to attend Parks and Recreation Commission meetings
  - Create shared community garden space in the park
  - Seek Park volunteer to create youth activities events in a timely manner
  - Form a volunteer park patrol group for clean-up
  - Post sign-up sheet for leading group activities in the park
  - Network with Bountiful Cities project to do community workdays

- *Land Use Team*: in order to **DEVELOP AN EAST-END LAND USE PLAN** we propose to:
  - Work closely with the City and other land use organizations
  - Conduct a neighborhood trolley ride/walk to map the areas and for possible uses
  - Research ways of stabilizing taxes for long term elder residents
  - Use Neighborhood Association meetings to discuss City plans and land use issues
  - Invite City and County people to our neighborhood meetings
  - Create Neighborhood map and develop prioritized list of land issues for the neighborhood
  - Ask city to review parking designations for the area
  - Identify vacant lots and potential uses

Session 4: Implementing Our Proposals
June 17, 2010

Question: What actions do WE need to take to make sure we reach our Vision?

The fourth Session was the time for Visioning Project participants to develop Action Teams to prioritize the strategies they proposed to address neighborhood challenges. Each participant was asked to join one of the four proposal areas developed at the last session. Once in small groups, neighbors prioritized actions and selected three (3) actions they felt members of the neighborhood could accomplish in 6 months to a year. Once the action items were selected, the group developed a clear description of each action, why it was to be done, who would do it and when it would be completed.

Each Action Team also created a timeline for the actions. A time line is a chart of tactical actions synchronized and grouped to have maximum effect on establishing strategies. A timeline lets the group reflect on the most effective way to do their tactics. Members also share contact information with each other in the small groups.

The participants came together to share the action plans and timelines at the end of the meeting. And to reflect on the process and evaluate the impact they felt the process would have on their neighborhood.

Documents from this session:

- Proposal statements by category
- Task Team Action Plans
    - East End Neighborhood
    - Historical Preservation
    - MLK Park
    - Land Use

East End Future Quest
Agenda for Session 4
June 17, 2010

Implementing Our proposals

Question for Session: What actions do We need to take to make sure we reach our vision?

6:30 pm Start with Pot Luck

7:00 - 7:05 REVIEW OF LAST SESSION and description of this week's workshop

5 min. Break

7:10 – 7: 15 Each participant will select a Task Team to work with and join their Team at the table labeled for that area

7:15 – 8:00 Small Group work: develop action plans which consist of 3 actions that can be completed in 6 months. The plan will include a description of the action and who will complete and when it will be completed. The group will fill in provided forms and a Team membership form.

8:00 – 8:20 Large group: Report on Action Plans and Develop Next Steps

HISTORICAL PRESERVATION TEAM ACTION PLAN			
ACTION	HOW	WHO	WHEN
1. Collect Stories	• Use YMI as a gathering space • Write down stories • Film stories/evens • Gather documents etc for archives	• Intern – Jessica S from Design Center • Bruce	
2. Introduce people to Hx of Neighborhood	• Trolley tour of East End • Create booklet • Put East End Hx at Welcome Center • Online map of tour	• Allen School • Trolley donation is available • Sara and Andria working on black Hx (Twilight) • Mary Parker	
3. Signs	• Partner with groups to change S Charlotte St to Valley St • Put signs up to mark old streets • Plexi-glass waist height signs with pictures and explanation or sanbourne maps (from Housing Authority)	• Sasha/downtown masterplan can use East End's partnership • Model after the urban trail • City partnership	

ACTION PLAN TIMETABLE
Month Completed

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
ACTION 1						
ACTION 2						
ACTION 3						

HISTORICAL PRESERVATION TEAM MEMBERSHIP SIGN IN

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS
Jessica Stringfield	46 Norwood Ave Apt 3 Asheville, NC 28804	712-1411	stringfieldjb@appstate.edu
Bruce Kennedy	24 Curve St	253.2454	bkennedy@eastpacific.com
Jim Abbott	27 Hildebrand St	254-7265	matthiasrector@mtnarea.net
Andrea Clarke	27 Max St	253-6241	Aclarke68@gmail.com
Sarah Williams	30 Ridge St	253-4100	twice@bellsouth.net

EAST END LAND USE TEAM ACTION PLAN			
ACTION	HOW	WHO	WHEN
1. Work closely with city and use association meetings to discuss city plans and land use issues	• Review existing plans • Research land use organizations	Association officers to set agenda and invite city	November meeting
2. Invite City and County people to our neighborhood meetings	• Once a month • Use Marsha to help identify some staff liaisons	Neighborhood Association officers	September meeting
3. Ask City to review parking designations for the area	• Contact Traffic Engineering to discuss parking problems and speeding concerns, traffic calming and signage	Use neighborhood subcommittee	August meeting

ACTION PLAN TIMETABLE
Month Completed

	July	August	September	October	November	December
ACTION 1					City staff to review plans that pertain to the neighborhood	
ACTION 2			Invite City Manager and Chief of Police			
ACTION 3		Invite Traffic Engineer to meeting				

LAND USE TEAM MEMBERSHIP SIGN IN

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS
Barbara Murphy	41-A MLK Jr. Dr.	258-1508	
Sarah Crump	51 Ridge St	252-3917	
Annie Williams	41.D MLK Dr	252-1768	
Alberta Williams	30 Ridge St	258-3508	Albrw.1@bellsouth.net
Willie M. Brown	93 White Fawn	254-0475	

MLK PARK TEAM ACTION PLAN			
ACTION	HOW	WHO	WHEN
1. Research Successful parks	• City's website • Meet with city staff liaison • General online research	Paul Kern	• July-Sept: Research • Oct-Dec: Proposal
2. Appoint volunteer from the neighborhood to attend Parks and Rec Commission meetings	• Rotate attendance and identify more volunteers from Association to attend.	Renee White	• During Association meetings • Use newsletter • Get started July and August
3. Form a volunteer park patrol group for clean ups	• Association for volunteers • Support from Asheville Greenworks	Paul and Renee	Same as above

ACTION PLAN TIMETABLE
Month Completed

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
ACTION 1						
ACTION 2						
ACTION 3						

MLK PARK TEAM MEMBERSHIP SIGN IN

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS
Paul D. Kern	23 Tuskeegee St	273-9821 (c) 225-4083 (h)	Dawgtor@aol.com
Renee White	29 Max Street	(252) 258-9744 (c) 253-6389 (h)	Remeew17@ymail.com

EAST END NEIGHBORHOOD
TEAM ACTION PLAN

ACTION	HOW	WHO	WHEN
1. Divide neighborhood into 5 sections with a name and small area captains	• Obtain a map (from the city). Recruit captains from Steering Committee. • Create job descriptions for captains.	William (Bill)	ASAP
2. Create a monthly (quarterly) newsletter	• Obtain information via contact list • Format newsletter • Enlist help from neighborhood captains • Most likely a quarterly newsletter	Carmen	ASAP
3. Organize Volunteers	• Create a Volunteer list • Brainstorm/explore different volunteer activities (contact other committees for suggestions) • Post opportunities in newsletter	Mandy	ASAP

ACTION PLAN TIMETABLE
Month Completed

	July	August	September	October	November	December
ACTION 1	• Obtain map • Determine areas • Research density	• Job descriptions developed • Assign Captains	• Captains conduct outreach			
ACTION 2	• Obtain information • Research funding	• Set launch date	• Obtain help from Captains			
ACTION 3	• Create list • Research activities and job descriptions		• Post in newsletter			

East End Neighborhood TEAM MEMBERSHIP SIGN IN

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS
William Young	18 Martin Luther King	828-252-0799	WilliamYounghj@gmail.com
Mandy Broderick	2 Hunt Hill Pl	301-3087	earthlvr@hotmail.com
Carmen Ramos-Kennedy	24 Curve St	310-463-4807	carramken@eastpacific.com

APPENDIX FOR THE REPORT

APPENDIX

- Acknowledgment
- Biography of Bill and Marianna Bailey
- Forms and Instructions for Small Group Exercises
- Resources for Project

Acknowledgement
Thanks to:

- St. James AME Church and Renee White
    - For the use of the Fellowship Hall of the Church for the 4 Thursday evenings of the project and for the attention and support for setting up the meeting room and ensuring a good experience for the neighborhood

- Community Volunteers
    - Neighborhood members
        - Who made this such a successful and enjoyable process.
    - Paul Kern - Sandwich Board Sign for meetings
    - East End Neighborhood Association Steering Committee
        - Technical assistance with getting the neighborhood involved
        - Help with set up and clean up for sessions
        - Their enthusiasm and support for the project
    - East End Neighborhood members
        - Dedicated participation
    - Marianna and Bill Bailey – Project Facilitators
        - For their expertise in bringing neighborhoods together to create a vision of a better future!

- City Staff members who served as Facilitators for the 4 Sessions:
    - Phil Kleisler, Administrative Services
    - Amy Sawyers, Homeless Initiative Coordinator
    - Barb Mee, Transportation
    - Brenda Mills, Administrative Services
    - Kendra Turner, Administrative Services
    - Alan Glines, Planning
    - Jessica Bernstein, Planning
    - Angie Cullen, Community Development, Planning
    - Julie Cogburn, Planning
    - Shannon Tuch, Planning

BIOGRAPHY: Bill and Marianna Bailey

Bill and Marianna are natives of Mt. Airy, North Carolina. Bill earned his degrees from Duke University (BA), Garrett Theological Seminary (BD), and Northwestern University (MA) in Evanston, Illinois. Marianna earned her BA degree from the University of Texas-Dallas and her MA in communications from the Northern Illinois University, De Kalb, Illinois.

As a United Methodist pastor Bill served congregations in North Carolina, New York, and Illinois. During his years in the ministry Bill and Marianna both served on the staff of the Institute of Cultural Affairs (ICA), which developed the Technology of Participation (ToP methodology and training). As ICA staff they facilitated neighborhood and community planning in Los Angeles, Chicago, Washington DC, Oklahoma, Canada, the Marshall Islands, Western Samoa, New Zealand, Guam and Australia. They both have close to four decades of facilitating community planning.

Bill and Marianna moved to Asheville in 1997 and both have served on the Planning Committee for the Center for Creative Retirement. In addition Bill has served on the Buncombe-Asheville Community Relations Council and Marianna has served on the Board of the public access television station, URTV. The Baileys also served as Co-Presidents of the Coalition of Asheville Neighborhoods for two terms 2008-2010. In 2009, they partnered with the city to facilitate a Pilot Neighborhood Visioning Project with the South French Broad Neighborhood Association.

SESSION 1: CREATING A SHARED VISION
Focus Question: "What is the vision for our Neighborhood in 5 to 10 years?"

Small Group Process Overview – this process will be used for all 4 sessions

You will have 30 minutes to complete this process so watch your time carefully.

- There will be between 5 to 8 people in each small group.
- Before they go to the small group, they will have been asked to individually list 3 to 5 elements of their vision for their Neighborhood.
- They will be asked to star (*) their best one. The "best one" is anything they decide to be their "best one."

IN THE SMALL GROUP:

- Work with the group to identify a list of unduplicated elements by going around the circle so everyone contributes their ideas.
    - Ask them to listen for which ideas are similar and to suggest ideas that are different
- Make a written list of the ideas.
- Read the list back to the group and ask them to talk through the list, listening for connections and relationships between ideas/elements.
- From the list of related ideas, ask the group to identify 3 to 5 Vision elements that they can agree on. (it is okay if there are more).

IDEAS TO SHARE WITH LARGE GROUP:

- Using the 4 x 6 pad of sticky notes at your table write 4 to 5 of the Vision Elements that address the focus question.
- Write **one idea** per sticky note.
- **WRITE BIG!** People will need to see the writing from across the room
- Try to use 3 words to describe the idea/Vision Element.
  (Example: Dynamic Community Organization)
- If the group has come up with more than 5 elements, be sure to include all ideas
- Final step after completing your cards: ask the group which card is their "best one". Put a star on it. That will be the first card asked for when they return to the large group.
- Ask for a volunteer to talk about/explain the group's ideas.

SESSION 2: IDENTIFYING THE CHALLENGES
Focus Question: "What are the challenges WE will face as WE move towards accomplishing our Vision?"

Small Group Process Overview (This process will be used for all 4 sessions)

You will have 30 minutes to complete this process so watch your time carefully.

- There will be between 5 to 8 people in each small group.
- The Vision Chart created last session will be shared with the group at the beginning of this session.
- Before they go to the small group, participants will have been asked to individually list 1 challenge per each of the Vision categories on the Vision Chart (they can list more if they like).
- They will be asked to star (*) their best one. The "best one" is anything they decide to be their "best one."

IN THE SMALL GROUP:

- Go around the group and have each person give the most urgent current or anticipated challenge they feel will be a block to achieving the shared vision for the neighborhood within the next 12 to 18 months. Do this separately for each of the **3** Vision categories. Create a list as these challenges are shared.
- Read the list back to the group and ask them to listen for connections, and relationships between challenges.
- After this discussion ask the group to reach agreement on at least one challenge for each of the **3** Vision Categories to share with the larger group (it is okay if there are more)

IDEAS TO SHARE WITH LARGE GROUP:

- Using the 4 x 6 pad of sticky notes at your table write at least 1 challenge for each Vision categories.
- Write **one idea** per sticky note.
- **WRITE BIG!** People will need to see the writing from across the room
- Try to use 3 words to describe the idea. (Example: Dynamic Community Organization)
- If the group has come up with more than 1 challenge per Vision category, be sure to include all ideas
- Final step after completing your cards: ask the group which card is their "best one" for each category if there is more than one. Put a star on it. That will be the first card asked for when they return to the large group.
- Ask for a volunteer to talk about/explain the challenges the group has identified.

SESSION 3: ACTION STATEMENT SMALL GROUP PROCESS
Focus Question: "What proposals can we develop that will ensure WE meet our challenges and realize our Vision?"

Small Group Process Overview (This process will be used for all 4 sessions)

You will have 30 minutes to complete this process so watch your time carefully.

- There will be between 5 to 8 people in each small group.
- Before they go to the small group, participants will be asked to individually list 1 practical action for each of the Challenges (they can list more)
- Each participant will be asked to write each of their practical actions on a separate paper.
- The actions will be handed up by Challenge.
- Participants will count off for a group – the tables will have a BIG letters for each Challenge (each group may be asked to work on 2 Challenges)
- Each group will receive all the actions for the Challenge(s) they are to work on together.
- The goal of the small group exercise is to develop 1 to 3 Action statements related to the practical actions the group determines are the most important.

In the small group:

1. Have someone read the collected actions you received from the big group for each of the assigned Challenges
2. Make a list of unduplicated actions
3. Develop Action Statements:
   - Group the similar actions and develop a descriptive name for each of the groupings. Each of the named groups represents a separate Action Statement.
   - By the end of this part you will have a list of Action Statements that are related to your challenges.
4. **Discussion: What is the one most important reason for doing these proposed actions? In other words, what is the one thing these actions are intended to accomplish?**
   - The aim in this discussion is to connect each of your action statements back to the group's assigned Challenges.
5. The Baileys will give instructions on how to record the work of the small group in preparation for sharing it with the whole group.

Session 4: Implementing Our Proposals
Focus Question: What actions do We need to take to make sure we reach our vision?

Role of the Facilitator:
Your role this week is to keep your group focused on things that can be accomplished in 6 months to a year. You will also be acting a resource person for the group – to share pertinent information about the tasks they are discussing but keep it general unless they are putting forward ideas that are clearly not "doable".

The participants identified 4 areas to work on during the 3 session. They will be asked to choose one of the teams to work with and will gather at tables marked with the title of that area. The group will become the Task Team for one of these areas:

1. East-End Neighborhood Team
2. Historical Preservation Team
3. MLK Park Team
4. Land Use Team

1. In the small group read the proposals and actions listed on the Team Workshop sheet
2. Have each person star the actions they think are most doable and could be put on a 6 month timeline for completion.
3. Go around the table and ask each one to give their stared item. List as they go around the table.
4. Compare the three with the most stars to see if they overlap
5. Discussion: Which three (3) of the actions we have listed will be most effective in moving us towards our Neighborhood Vision? Decide as a group what would be the most important to signal success. What would victory look like?
6. Think of the next 6 months and prioritize the 3 actions.
7. Fill out the chart for all three actions.
8. Fill in the timeline to show when the actions would be completed.
10. Fill in the Task Team membership with names and contact information.
11. Set a date for the next time to get together
12. Select a person to act as the Team Convener – to call/email with a reminder.
13. The Convener will read the action chart to the larger group.

EAST END NEIGHBORHOOD
TASK TEAM ACTION PLAN

ACTION	HOW	WHO	WHEN
1.			
2.			
3.			

ACTION PLAN TIMETABLE
Month Completed

	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
ACTION 1						
ACTION 2						
ACTION 3						

_____ TASK TEAM MEMBERSHIP SIGN IN

NAME	ADDRESS	PHONE NUMBER	EMAIL ADDRESS

RESOURCES FOR PROJECT:

Supplies for 4 sessions

Mailings and notification		$393 for mailings (this includes December and April mailings)
Supplies for sessions	$ 30	
Contribution to Potluck	$ 80	
Total	$503	

Funding allocated for project by city: $500

Volunteer Support :
$200 Donated funding to help pay for upgrade of 2nd mailing to color
Items for 4 Potluck Dinners

Volunteer Support – estimated volunteer hours

Community volunteers - Bill and Marianna Bailey	30 hours
East End/Valley Street Neighborhood Members	
Average of 12 participants per session for 2.25 hours x 4 sessions	108 hours
Representative of the Church and help to set up	4 hours
City Staff hours for sessions (7 staff members)	40 hours
TOTAL VOLUNTEER HOURS	182 hours

MEETING SPACE WAS DONATED BY ST. JAMES AME CHURCH