

**Neighborhood Planning
for Community
Revitalization**

**Aurora/St. Anthony
Neighborhood Development
Corp. Seventeen Year
Progress Report**

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

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Center for Urban and Regional Affairs
University of Minnesota
330 Humphrey Center

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Progress Report**

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November 1997

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Neighborhood Planning for Community Revitalization

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What is the Aurora/St. Anthony
Neighborhood Development Corporation
The
Aurora / St. Anthony
Neighborhood
Development
Corporation



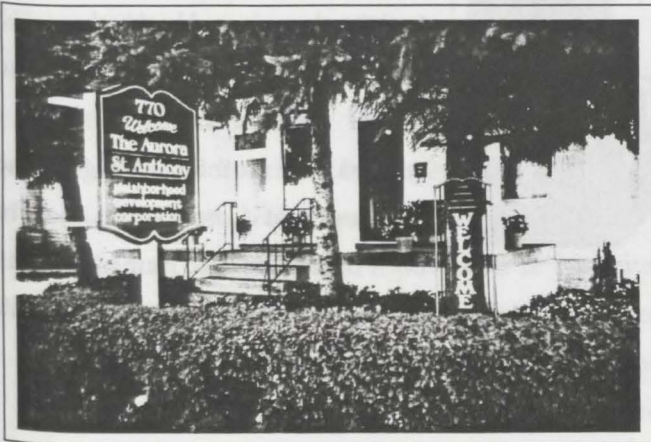
Seventeen
Year
Progress
Report



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I. What is the Aurora/St. Anthony Neighborhood Development Corporation?



Over the course of sixteen years, the Aurora/St. Anthony Neighborhood Development Corporation's main purpose has been, and continues to be, the fostering of a neighborhood that is a wholesome, vibrant, and safe place for all residents.

Founded in 1980 by Mr. Ronald Pauline, in response to his home being burglarized, the organization began as primarily a neighborhood watch group. They met weekly and organized nightly patrols of the neighborhood and identified and discussed "problem houses." Working together with the police, Mr. Pauline and other concerned residents effected a decrease in crime rates in their neighborhood.

Realizing that a neighborhood watch is only the first step in preventing crime, the Aurora/St. Anthony Neighborhood Development Corporation broadened its activities to include the planning of events aimed at bringing neighborhood seniors and youth together. In expanding its base of activities such that all residents might participate, the Aurora/St. Anthony Neighborhood Development Corporation hoped to create a sense of togetherness in the neighborhood. The guiding belief was that residents who actually knew each other would help each other and look after one another.



Programs for seniors would go far in creating a network of people who could give each other company (and care when necessary), and a coalition of residents for the continued neighborhood watch programs. The programs designed for youth provided children and teenagers with tutoring, as well as job training for those looking to enter the work force.

In addition to sponsoring programs bringing neighbors, young and old alike, together and offering them opportunities for personal improvement, the Aurora/St. Anthony Neighborhood Development Corporation saw another line of defense against crime and other symptoms of neighborhood deterioration: improving the housing stock and engaging in neighborhood beautification projects. Aside from aesthetic reasons, a beautiful neighborhood promotes neighborhood pride, a desire to maintain such a neighborhood, and welcomes both residents and visitors. To this end, the Aurora/St. Anthony Neighborhood Development Corporation began purchasing and renovating houses in various states of disrepair. They then sold the houses to owner-occupants. This program encouraged area home-ownership and promoted neighborhood stability. Other neighborhood beautification efforts have included the planting of trees and flowers throughout the area, the construction of a

tot lot for neighborhood children, the provision of low-interest loans for exterior home improvements, and the clearing of trash and debris from alley ways. All of these activities have served to increase neighborhood pride in the residents of the Aurora/St. Anthony area, and to improve the area's appearance and attractiveness.

There is another important result of the neighborhood beautification activities of the Aurora/St. Anthony Neighborhood Development Corporation: the clearing of alley ways and manicuring of bushes and hedges has fought crime by making it more difficult for criminals to hide and loiter.

The Aurora/St. Anthony Neighborhood

Development Corporation's programs have also extended to area businesses. Business owners have always been encouraged to attend neighborhood meetings and to participate in neighborhood beautification projects by maintaining the exteriors of their premises. Business owners have



had access to exterior improvement funds administered through the Aurora/St. Anthony Neighborhood Development Corporation, and have taken advantage of flowers made available through donations to the organization. In return, area businesses have shown their support by providing gifts and services to various programs organized by the Aurora/St. Anthony Neighborhood Development Corporation.

The Aurora/St. Anthony Neighborhood Development Corporation has traveled a long and consistent trajectory of neighborhood improvement since its inception. Under the guidance of Mr. Ronald Pauline, and with the support of residents, the Aurora/St. Anthony Neighborhood Development Corporation has been running programs that have not only reduced crime, but more importantly brought neighbors together, improved the lives of seniors and young adults, and made the Aurora/St. Anthony neighborhood a safer and more pleasant place for residents and visitors alike.

II. What has the Aurora/St. Anthony Neighborhood Development Corporation Done?

The Aurora/St. Anthony Neighborhood Development Corporation has accomplished a great deal since 1980 when it was founded as the Aurora/St. Anthony Block Club Inc. The organization's dedication to neighborhood programs, to fighting crime, to improving housing, and to commercial and neighborhood beautification have been unparalleled in the past 16 years.

These efforts have even earned the Aurora/St. Anthony Neighborhood Development Corporation the honor of fourth place in a *Neighborhood U.S.A.* competition. Because of the large number of projects accomplished by the Aurora/St. Anthony Neighborhood Development Corporation, they have been organized into four main activity

areas: the neighborhood, crime, housing, and neighborhood and commercial beautification.

The Neighborhood

The Aurora/St. Anthony Neighborhood Development Corporation's work within the neighborhood has been committed to activities and programs for senior citizens, children, young adults, and adults. As well as offering a place for neighbors of all ages to meet and form relationships, the Aurora/St. Anthony Neighborhood Development Corporation offers activities and programs for seniors, youth, and adults that are designed to be both educational and recreational. While the particular activities may have changed over the years, the organization's commitment and enthusiasm has remained steadfast.

Seniors:

The Aurora/St. Anthony Neighborhood



Development Corporation has forty-five active senior members who attend meetings and outings, as well

many more who receive the neighborhood newsletter and are engaged with the organization in other ways. Programs for seniors have always been a focus for the organization—even since the early years as the Aurora/St. Anthony Block Club Inc.

The Aurora/St. Anthony Neighborhood Development Corporation has organized and engaged in a variety of activities for seniors. The organization has helped in all arenas from the provision of basic needs and basic goods to the planning of recreational outings for seniors. The Aurora/St. Anthony Neighborhood Development Corporation also keeps in constant contact with shut-in seniors, offering a caring human hand to those who can benefit from such care. For others, the organization assists by offering a couple of helping hands for chores and other duties which the seniors may have difficulty completing themselves. For seniors who still feel the desire, and or need for employment, the Aurora/St. Anthony Neighborhood Development Corporation has offered Senior Citizen Chore Services, a program designed for people age sixty or older to help others maintain their homes. This project has been made possible in part by the Federal Older Americans Act through a grant from the Metropolitan Council under an area plan approved by the Minnesota Board of Aging.

In the hopes of bringing senior citizens of the



Aurora/St. Anthony neighborhood together, the Aurora/St. Anthony Neighborhood Development Corporation conducts craft gatherings where seniors share know-how and compare finished products. Aside from offering a chance to learn new skills, these gather-

ings are a great time for neighbors to meet and share conversation and companionship. The Aurora/St. Anthony Neighborhood Development Corporation also sponsors monthly senior luncheon meetings. These meetings offer seniors a chance to share in a meal, and the opportunity to hear guest speakers on topics as varied as health care options, caring for your feet, and assessing the need for and benefits of life insurance. In addition to gatherings, the monthly newsletters carry extremely useful information for seniors regarding new tax procedures and laws, and other legislative and political actions that affect them.

A large part of the Aurora/St. Anthony



Neighborhood Development Corporation's philosophy for senior programming has been to offer activities that not only bring seniors together, but also get them beyond the confines of the neighborhood. The organization has organized countless field-trips for seniors throughout the years. Destinations have included the Minnesota Zoo, State Capitol, Canterbury Downs horse racing, dog tracks, Mystic Lake Casino, and the FBI headquarters.

These activities, aside from being educational and/or entertaining, have gone a long way in combating loneliness and depression in neighborhood elders.

Youth:

The Aurora/St. Anthony Neighborhood Development Corporation has sixty active youth who participate in the various programs for young children

and young adults. The advancement and preservation of youth has been an important goal of the Aurora/St. Anthony Neighborhood Development Corporation since its early years. The organization had an explorer scout troop from the beginning of the 1980s to the middle of the 1990's. The Explorer's program was for boys and



girls ages fourteen to twenty, with no prior Boy Scout experience necessary, and no uniform requirement. The program was designed to provide leadership training, as well as to inform participants of the various opportunities available to them for career and personal development.

In addition to the Explorer's program, the Aurora/St. Anthony Development Corporation offers many youth oriented programs through its Rolemodeling Center. Opened in June of 1995, the Rolemodeling Center was an outgrowth of the Block Club Training Program (began in 1987), a program initiated for the purpose of training young people in maintenance chores, with emphasis on lawn manicuring and yard clean-up. The Rolemodeling center's purpose is to go beyond teaching basic work ethics, and bring youngsters and seniors together and help them build relationships while learning how to sew, cook, set the table properly, wash dishes, wash and fold clothes, and wear proper attire. The Rolemodeling Center also provides employment exploration through mentorships. The Rolemodeling center has gone a long way in building self-esteem, and eliminating boisterous criminal activities for area youth, by providing them with outlets for their energy, as well as reinforcement and guidance in

their educational and employment goals.

Assisting young children and young adults throughout their stages of education has been a large part of the Aurora/St. Anthony Neighborhood Development Corporation's agenda. The organization has coordinated learning between residents of all ages, and even coordinated learning between residents and non-resident individuals and institutions. The Aurora/St. Anthony Neighborhood Development Corporation has been involved in a math and science tutoring program for sixth through twelfth graders, where students are given one-on-one tutoring sessions with 3M engineers. The students given individual attention that is not available at most schools, and are exposed to scientists "in the field".

Also with 3M, the Aurora/St. Anthony Neighborhood Development Corporation is involved with the Educational Initiative Program. The Educational Initiative Program is coordinated by the 3M company, Lakewood Community College and Metro State. The program seeks minority students who will commit to working two years in the 3M food service department and who will, in turn, receive two years of paid college education at the Lakewood Community College or Metro State. Summer Smith, a program participant, describes how "the program has given me a broad scale look at corporate America and what makes the corporate world tick. I've learned time management skills, and 3M and Lakewood have provided me with supportive staff with people of various backgrounds who can mentor me and give me advice on various situations."

Equally important to the concerns of the Aurora/St. Anthony Neighborhood Development Corporation is early childhood education. Along with supporting an area magnet school, the organization has been involved in the Wings Project since August of 1992. The Wings Project consists of a series of games that are engineered to teach younger children (birth to six years of age) some of the development skills needed in everyday living that

will help them when they begin school.

These programs all encourage young people to achieve their best in their educational, social, and professional situations, often affording youngsters invaluable encouragement and assistance in their personal development.

Adults:

The Aurora/St. Anthony Neighborhood Development Corporation also provides programs for adults looking for personal and professional advancement. Along with providing affordable housing for under-employed residents and area job listings, the Aurora/St. Anthony Neighborhood Development Corporation also runs a Micro-Entrepreneur Training program in conjunction with the Neighborhood Development Center.



The Aurora/St. Anthony Neighborhood Development corporation began the Micro-Entrepreneur Training and Loan Program in July of 1993. The training program consists of eight classes in which the participants meet every other week to learn what small business owners need to be concerned with as they plan their new business ventures. In addition to attending classes, each student has several one-on-one sessions with the instructors to review class material and to work on the development and implementation of their own individual business plan. If their plan is approved by the Neighborhood Development Center, the successful students are eligible to apply for a loan of up to ten thou-

sand dollars to help launch their new business, each of which will be located somewhere in the Aurora/St. Anthony neighborhood.

The Aurora/St. Anthony Neighborhood Development Corporation is also instrumental in bringing together not only seniors and youth, but adults as well, for recreational purposes. The organization holds monthly neighborhood meetings, as well as potluck lunches and dinners. Unlike many other neighborhood and community groups which hold large gatherings outside their neighborhoods at banquet halls or convention centers, the Aurora/St. Anthony Neighborhood Development Corporation always holds functions locally and with the help and support of neighborhood residents. Such steadfast devotion to neighborhood programming goes a long way in reinforcing neighborhood pride and commitment to improving and maintaining the Aurora/St. Anthony Neighborhood.

Crime

Unfortunately, crime, it can be said, is the main reason the Aurora/St. Anthony Neighborhood Development Corporation came into existence. Ever since the burglary of Mr. Ronald Pauline's house, and the founding of the Aurora/St. Anthony Block Club Inc., reducing crime has been one of the organizations main goals.

Since 1980, and the beginnings of the neighborhood watch programs, burglaries have been reduced substantially. The crime rate from 1982 to 1985, alone, saw a decrease of fifty percent. The Aurora/St. Anthony Neighborhood Block Club has been instrumental in removing thirty-eight crack houses with the help of the police department and code enforcement, as well as the closing of five after-hour houses where liquor and drugs were sold, and where gambling took place. Most recently, the organization successfully closed the Badger Lounge, an establishment which catered to elements of

the population that were infringing on neighborhood safety. As well as serving this population, the lounge attracted related "industries" such as prostitution and drug-dealing. The Badger Lounge had been the sight of many citizens' complaints, and was a thorn in the side of the neighborhood. Instead of approaching this establishment in a reactive way, such as picketing and neighborhood boycotts, the Aurora/St. Anthony Neighborhood Development Corporation was pro-active and achieved the closing of the lounge through the utilization of due process and the enforcement of neighborhood nuisance codes.

The closing of the Badger Lounge was a success and an example of the Aurora/St. Anthony Neighborhood Development Corporation's belief in pro-active, versus reactive, means to effect change. The late Mr. Lee Douglas (97), resident for over 40 years, and Aurora/St. Anthony Neighborhood Development Corporation's oldest Board member, noted that "the Block Club does things that people can see. We don't do a lot of marching down the street, holding up signs and making big speeches, but we are doing positive things to make this a wholesome neighborhood. We put it in action, we don't just talk."

This approach has also worked to close two mismanaged bars, as well as two adult theaters, the Faust and the Flick, and the Belmont club—a club that included nude dancing. The closing of these establishments have gone a long way in freeing the Aurora/St. Anthony area of loiterers and unwanted solicitors, and making the streets safer and more pleasant for young and old alike. These improvement activities have allowed women, children, and seniors to walk in these areas with less fear of harassment.

In residential areas, the Aurora/St. Anthony Neighborhood Development Corporation has made it a point to monitor residences with blatant disrespectful behavior, loud music, drugs, prostitution, and excessive and abusive traffic. Officer Thomas Smith, of the St. Paul Police Department, wrote to the Aurora/St. Anthony

Neighborhood Development Corporation's newsletter in December of 1992: "Because of your group's active involvement and caring for their area, over seventy narcotics and gun-related arrests have been made. We also conducted search warrants on some of your problem properties, helping rid the area of people with little regard for the law abiding, long-time residents."

The Aurora/St. Anthony Neighborhood Development Corporation has known from the start that neighborhood watches and other pro-active methods of deterring crime are only useful to a point. To prevent crime one must not only monitor criminal activity, but more importantly, unite as residents and members of a neighborhood, and take responsibility for one another. In this respect, all of the Aurora/St. Anthony Development Corporation's activities may be seen as steps in fighting crime and neighborhood deterioration. Mrs. Maxine Jasmine, a forty-nine year resident, observes that "people are receptive when you treat them like human beings. You will always be afraid if you don't get to know people."

Housing

From the mid nineteen eighties, the Aurora/St. Anthony Neighborhood Development Corporation has identified improving the housing stock as a means to create a more beautiful, safer, and more stable neighborhood. Indeed, the acquisition and renovation of dilapidated houses in the neighborhood have been instrumental in the reduction of criminal activity. The organization has purchased, renovated, and sold over twenty five properties throughout the years, and facilitated the demolition of fifteen other properties. The group has established nine units of housing for under-employed men, and purchased and directed the renovation of a sixplex which was sold to Project for Pride in Living.

Along with the completed renovation of houses, the Aurora/St. Anthony Development Corporation has been providing public funds for home improvements for all



residents. They have administered exterior improvement grants to over one hundred seventy two houses, with a maximum of one thousand five hundred

per dwelling. They have also offered two percent exterior loans for home improvements, with a ten thousand dollar maximum loan limit.

Equally as important as renovating and selling homes, and offering home improvement loans, has been the Aurora/St. Anthony Development Corporations dedication to educating homeowners and prospective homeowners by presenting timely and practical housing tips, provided by a "housing specialist," in the organization's



monthly newsletters. These tips have ranged from explanations of banking and loan terminology, to step by step



instructions of purchasing a new home, to the reporting of low interest loans available to first time home-buyers. All have served to inform the community of what to expect when purchasing a new home

and to provide encouragement for those seeking to become home-owners.

The acquiring, renovating and selling of houses at affordable rates in order to improve the housing stock of the neighborhood have gone a long way in both providing affordable housing for neighborhood development and stability, and fighting neighborhood deterioration

and crime, at the same time. The grant monies administered through the Aurora/St. Anthony Neighborhood Development Corporation have helped home-owners

restore their home and increase both the monetary value of their homes and their pride in the neighborhood.



Commercial and Neighborhood Beautification

In March of 1986, billboards were placed throughout the neighborhood, providing a positive welcome to persons entering the Aurora/St. Anthony area. The billboards were funded in part by a Naegele Public Service donation, along with the assistance of local businesses.

In striving to improve its area, the Aurora/St. Anthony Neighborhood Development Corporation has reached out not only to home-owners and residents, but to business owners, as well. In addition to providing improvement grants for homeowners, the Aurora/St. Anthony Neighborhood Development Corporation has provided fourteen business exterior improvement grants, at a maximum of five thousand dollars per busi-



ness.

The organization developed a comprehensive plan for development around the intersection of University and Dale. The development plan centered around a Global market place and Cultural center, as well as high volume parking facility. The project was estimated at seventeen million dollars. The organization was unable to raise the capital for this venture, though. For the time being, the Aurora/St. Anthony Neighborhood Development Corporation has leased land from the city of Saint Paul on the southwest corner of University and Dale and built an open market which is called the Urban Market and presently sells fruits and vegetables. The organization, is, however, also pursuing a new larger-scale development plan in this area, as well.



Aside from helping homeowners and businesses with exterior improvement grants, the Aurora/St. Anthony Neighborhood Development Corporation has been busy planting trees and flowers to change the visual perception of parts of the neighborhood. With money from the Bigelow Foundation, the organization built a Tot Lot designed for kids six years of age and under. The project was also made possible in part by the Forestry Department of the City of St. Paul and the Horticultural Society-Minnesota Green. The Aurora/St. Anthony Neighborhood Development Corporation has also been instrumental in the yearly clean-up of trash and debris in the neighborhood's alley ways. Along with making for a beautiful neighborhood, such clean-up efforts also aid in reducing crime by eliminating areas that attract loiterers, drunks, prostitutes and johns.

III. The Future of the Aurora/St. Anthony Neighborhood Development Corporation

The future of the Aurora/St. Anthony Neighborhood Development Corporation is inextricably linked to its past. The issues of Neighborhood, Crime, and Commercial and Neighborhood Beautification will continue to be central concerns for the organization. As Mr. Pauline is quoted as saying, "the Aurora/St. Anthony Neighborhood Development Corporation not only deals with renovation of houses, but we also deal with the social aspect of the neighborhood problems. CDC's have recognized that just dealing with brick and mortar is not the answer to urban deterioration. That puts us in a unique position."

Indeed, the Aurora/St. Anthony Neighborhood Development Corporation is in a unique position to con-



tinue social programs it has been involved with since the organization's beginnings. To this end, the Aurora/St. Anthony Development Corporation will merely facilitate the logistics of renovating and selling homes, while Dayton Bluff NHS and Habitat for Humanity will now handle the execution of these properties. The Aurora/St. Anthony Neighborhood Development Corporation will instead invest more of its time and energy into Neighborhood programs for seniors and youths, Crime fighting programs, as well as Commercial and Neighborhood beautification projects. The organization will also continue to publish a monthly newsletter, hold neighborhood meetings, and distribute Thanksgiving

and Christmas baskets in a continuation of neighborhood outreach programs.

Neighborhood

For 1997, and the coming years, the Aurora/St. Anthony Neighborhood Development Corporation will continue and enhance many of the activities already running for the benefit of seniors and youth.

Seniors:

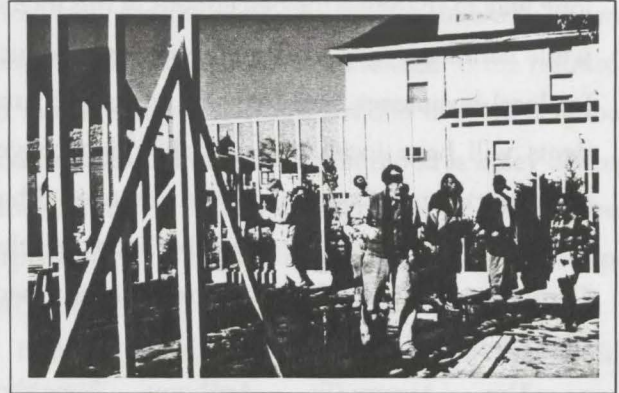


Continuing programs include field trips, networking with other seniors, craft and hobby days, and the continuation of programs associated with the Rolemodeling center. These include tutoring youth in domestic chores, social skills, gardening, sewing and cooking. The Aurora/St. Anthony Development Corporation, in conjunction with the Ronald M. Hubb Center for Learning, will also offer seniors classes in computer training.

Youth:

Continuing programs for youth include those associated with the Rolemodeling center, tutoring in math and science, mentoring with other neighborhood residents and businesses, as well as instruction in trade skills such as carpentry, painting, plumbing, sewing and electrical wiring in the newly built garage adjacent to the Aurora/St. Anthony Development Corporation's offices. This will help young people become proficient in the use of tools and help them learn basic home maintenance skills.

In conjunction with the Urban Market and the education of trade skills, there will be a new entrepreneurship program for the sale of vegetables, bird houses, collectable furniture and quilts. Organic produce will be



collected by participants in the Farm at Wilder Forest for sale at the Urban Market. The computer lab at the Ronald M. Hubbs Center for Learning is also made accessible for interested youth.

Crime

The Aurora/St. Anthony Neighborhood Development Corporation will continue to focus on crime as a major issue in the neighborhood. Loitering, vagrancy, blatant street drug dealing and street prostitution will not be tolerated. Along with the continued neighborhood watch programs, surveillance of problem properties, such as crack houses, Olson Brother's Liquors, Ecstasy Video & More will serve to keep these properties in check, and aid in prosecuting any illegal activities that are recorded.

Commercial and Neighborhood Beautification

To further its dedication to commercial development, the Aurora/St. Anthony Neighborhood Development Corporation will focus on the development of the intersection at University and Dale. The organization has already outlined a commercial development with retail stores applicable to the various cultures

that exist in the surrounding neighborhoods. In the past, the intersection of University and Dale has served as the location of unsavory establishments such as the Faust and Flick theaters. This development project will go a long way in changing the perceptions of this intersection, while simultaneously creating a viable economic outlet for local businesses, artisans, and artists. In turn, residents will have local, one-stop shopping convenience and entertainment options in their own neighborhood. The Aurora/St. Anthony Neighborhood Development Corporation is also looking to improve the intersection of Lexington and University.

The Aurora/St. Anthony Neighborhood Development Corporation also plans to continue its seasonal distribution of flowers to neighborhood businesses and residents as a means of maintaining, and increasing levels of expectations, for neighborhood pride.



IV. How to get in touch with the Aurora/St. Anthony Neighborhood Development Corporation?

The Aurora/St. Anthony Neighborhood Development Corporation is located at 770 University Avenue, St. Paul, MN 55104. Their phone number is 612-222-0399. Please do not hesitate to call if you would like to volunteer your time, enroll in one of their programs, if you are a possible funder, or if you have any suggestions for Mr. Ronald Pauline and the Aurora/St. Anthony Neighborhood Development Corporation staff.

Appendix A - Thank You For Your Support

The Aurora/St. Anthony Neighborhood Development Corporation has, throughout its history, not only relied on the kindness of individuals to achieve its goals, but also on the kindness of other businesses, foundations, and unions who volunteer their time, labor, and supplies. Of course, we would like to extend our sincerest gratitude towards all who have helped the Aurora/St. Anthony Neighborhood Development Corporation in one way or another.

Without help from the following organizations much of what the Aurora/St. Anthony Neighborhood Development Corporation has accomplished would have been hindered in one way or another. For their gracious support, the Aurora/St. Anthony Neighborhood Development Corporation would like to thank in particular:

3M Foundation
American Bank
Bailey Nursery
Bigelow Foundation
Carpenters District Council of Southern Minnesota
Cemstone Products Co.
Dayton Hudson Foundation
LISC
Minneapolis Foundation
Minnesota Cement Masons Local 633
The Naegele Foundation
National Americorps
Neighborhood Development Center
Northwest Area Foundation
NSP
City of Saint Paul
Saint Paul Coalition for Community Development
Saint Paul Companies
Saint Paul Foundation
Sentence to Service
Shaw Lumber
Western Bank

Appendix B - A Note to Possible Funders

The Aurora/St. Anthony Neighborhood Development Corporation began as a grass roots organization, and continues to function successfully as one. From the start, the organization looked to the resources and intelligence of the neighborhood to solve neighborhood problems. Indeed, neighborhood is a key concept to the Aurora/St. Anthony Neighborhood Development Corporation. A Neighborhood is something you can put your arms around, something akin to a family.

In dealing with neighborhood problems, Mr. Pauline and the Aurora/St. Anthony Neighborhood Development Corporation found out early on that it is difficult to plan and implement large scale activities on a year to year basis. For this reason, the Aurora/St. Anthony Neighborhood Development Corporation does not publish formal annual reports. The success of these programs has always been most apparent several years down the line - change and progress do not occur instantaneously at any given programs inception. For this reason, the Aurora/St. Anthony Neighborhood Development Corporation ideally seeks funding that looks beyond annual reports and focuses more closely on the big picture, and acknowledges the inherent limitations to programs funded annually.

Appendix C - Additional Statistics about the Aurora/St. Anthony Neighborhood Development Corporation