



Working Groups Guide

Role and Mission

Working groups are where the technical solutions to problems are formulated and where initiatives to improve the neighborhood are discussed and proposed. Over the course of the Working Group process, members will collaborate with their colleagues to come up with solutions that will address key challenges facing the Junction Neighborhood. The members of each Working Group have expertise in their respective topics and have the technical knowledge to advance proposals to address problems, issues and needs in the neighborhood. Membership on the Working Groups will be comprised of community stakeholders and target neighborhood residents who have expertise in the topic area. Resident Ambassadors will also be members of some Working Groups.

This guide to the conduct of the Working Groups is offered by the Project Team to help advance ideas, initiatives and proposals that will inform the final Junction-McClinton Nunn Choice Neighborhoods Plan.

Proposed Groups and *potential* topics for discussion

These sub-topics are only suggestions. It is up to the working groups to decide their topics of discussion.

1. Housing
 - a. Neighborhood/infill housing initiatives and programs
 - b. Potential housing amenities (ex. Community room, athletic courts, laundry, etc.)
 - c. Neighborhood amenities that will attract new residents and new housing
 - d. Home repair and rehab network
 - e. Connecting homeowners with funding for home repair
2. Transportation
 - a. Public transportation (ex. route location, frequency, etc.)
 - b. Customizing bus service and/or bus shelters to the Junction Neighborhood
 - c. Elevating bicycle transportation
 - d. Promoting walkability
 - e. Solutions to better connect residents to job centers and resources
3. Human Development
 - a. Early-childhood education and how to ensure all students are enrolled
 - b. Teen education and college, post-secondary education or job placement
 - c. Youth & adult programming
 - d. Positioning residents of all ages for a lifetime of personal and professional success
 - e. Strategies for reducing/eliminating the “learning gap” for low income families
 - f. Increasing awareness of existing support services
4. Workforce Development
 - a. Job training for adults and teenagers
 - b. Connecting residents to jobs/ job placement services
 - c. Empowering residents for a fulfilling career through skill training and other means
5. Open Space & Recreation
 - a. Improving and expanding parks and greenspace
 - b. Activating existing green space
 - c. Locations for potential new parks
 - d. Potential new amenities for the neighborhood
 - e. Activating Swan Creek as an amenity
 - f. Interim open space uses of vacant lots
6. Public Safety
 - a. Addressing crime in the neighborhood
 - b. Lighting and “eyes on the street”
 - c. Community-focused safety programs
 - d. Safe routes to school
 - e. Potential use of LMHA security service for neighborhood safety
7. Health & Mental Health
 - a. Identifying gaps in health services
 - b. Understanding how health affects personal achievement in the Neighborhood
 - c. Mental health and how it supports personal growth and success

8. Economic Development

- a. Supporting historic businesses in the neighborhood
- b. Attracting new businesses to the neighborhood
- c. Creating a neighborhood commercial district
- d. Improving grocery options in the neighborhood
- e. Other Neighborhood businesses/amenities
- f. Housing as an economic development initiative
- g. Programs for financial assistance to low-mod home buyers
- h. Potential for a Junction Neighborhood TIF District

9. Doing While Planning/Early Action Projects

- a. Local outreach on ideas for EAPs
- b. How can EAPs advance neighborhood transformation
- c. Building consensus on one or multiple Early Action Projects
- d. \$290,000 Budget (\$150k Grant, \$55k County, \$85k City)
- e. Physical short-term improvements to the neighborhood
- f. Park improvements, signage, façade improvements or other highly visible physical improvements to create amenities and improve the image of the neighborhood

How Working Groups will influence the direction of the Transformation Plan

Like the Steering Committee, Working Group members are meant to be an informed extension of the broader interests of the community. However, they go beyond the oversight role of the Steering Committee and are tasked with recommending projects, initiatives and policies that address key challenges related to their topic area. The Project Team is ultimately responsible for assessing and incorporating these recommendations, but Working Group members will provide insight and ideas that the Project Team would not be able to generate otherwise. The issues and proposals addressed by each working group will be discussed at Steering Committee meetings, endorsed or modified by the Committee, and finalized by the Project Team for incorporation into the Transformation Plan.

The responsibilities of each member

Each Working Group will have a chairperson appointed by the project team to preside over the meetings and organize the discussion and work performed. Working Groups will meet on their own time over the coming months. Members will be responsible for attending meetings and offering their thoughts in these meetings in a productive and meaningful way. With the help of the Project Team, chairs will be responsible for ensuring meetings are scheduled, productive, and result in high-quality deliverables that will contribute to the Transformation Plan.

Each member is responsible for working with group chairs to complete the deliverables that will be submitted to the Steering Committee for consideration and referral to the Project Team for inclusion in the Plan. Each member should attend as many working group meetings as possible and contribute to work performed.

Process and Work Products

Key products that the Working Groups produce will be: **a) the assets, challenges and opportunity assessments; b) potential proposals memos;** and **c) Final Proposal memos** Under the direction of the Project Team and the respective Working Group chairs, each group will work toward the following schedule:

- An assets, challenges and opportunities assessment (**End of August 2021**)
- Desired Outcomes and potential proposals memo (**End of September 2021**)
- Proposal memos that frame the key issues and a refined list of solutions with potential action steps, project partners and funding sources for the Plan (**End of October 2021**)

Working materials will be produced by the Project Team to facilitate discussion in Working Group meetings.

Analyzing assets, challenges, and opportunities

In order to create viable solutions for the problems facing the neighborhood, it is important that members first reach a consensus on the assets, challenges and opportunities of the neighborhood. By identifying assets, challenges and opportunities, the working groups will begin to frame options for Junction's transformation into a neighborhood of choice for people of all income levels and backgrounds.

Defining terms would be useful. **An asset** is an existing resource or element of the neighborhood that positively contributes to the quality of life for residents. **A challenge** is just the opposite, something that detracts from the quality of life. Assets and challenges can come in many forms, including physical, financial or human resources (or the lack thereof). Examples of assets could include the Frederick Douglass Community Association or the multiple of Black-owned businesses. Examples of challenges could include the high number of dilapidated buildings in the neighborhood or the lack of sufficient grocery options for residents.

An opportunity is an existing or emerging condition that could be leveraged to potentially improve the quality of life. Like assets and challenges, opportunities come in many forms including underutilized physical spaces, changing market forces, or underutilized social programs. Examples could include the rising economic development in Toledo, the underutilized creek, or the proximity to Downtown.

To begin analyzing assets, challenges and opportunities, working group members should use their expertise and experiences in the neighborhood to work together to individually identify five to ten *general* assets, challenges and opportunities each, without regard to their specific topic area. The working group should use a map of the neighborhood to help facilitate discussion. After considering the *general* assets, challenges and opportunities of the neighborhood, members should discuss and come to a consensus on the key assets, challenges and opportunities *specific to their topic area*. Understanding and agreeing upon these factors will allow members to begin forming solutions. A simple spreadsheet with a row/column for each member should be used to document both the general and topic-specific assets, challenges and opportunities. **At least one meeting** of each working group should be devoted to assessing assets, challenges and opportunities.

Desired Outcomes and Potential Proposals

Once the neighborhood's assets, challenges and opportunities are understood, the working groups can then consider specific issues they want to formulate proposals for. First, group members will agree on a set of desired outcomes and then they will propose multiple ideas that have the potential to address the issues and meet the desired outcomes. This step is meant to emphasize brainstorming where all ideas are welcome. Each member should individually decide on at least 5 potential proposals that they think will address the key issues that were agreed upon in the first round of meetings. The final work product will be a large list of proposals that will be refined and prioritized by the steering committee, the public, or both.

Proposal memos

Finally, each working group will select 3-5 proposals for which they will recommend solutions to improve quality of life and outcomes for the residents of the Junction Neighborhood. These recommendations will be explained in detail in the form of **proposal memos**. Each **proposal memo** will: a) frame the issue; b) describe desired outcomes/ improvements; c) identify potential partners, d) suggest action steps for the proposal; and e) identify funding sources (if applicable). Worksheets will be provided to help members from their issues and proposals. These more detailed proposals will be refined by the project team and Steering Committee and will heavily inform the final Transformation Plan.