



This document is a rough outline of material that will be included in the Draft Plan. Organization may change based on final content.

Executive Summary

In December 2022, the City of Steubenville and the Jefferson Metropolitan Housing Authority (JMHA) were awarded a \$500,000 HUD Choice Neighborhoods (CN) Planning Grant for the Steubenville North neighborhood. Through the Grant, the City and JMHA are working with local residents and a variety of community stakeholders – including nonprofits, faith-based organizations, anchor institutions, supportive services agencies, businesses, and others – to create a forward-looking Transformation Plan with a strong commitment to diversity and inclusion.

The Plan will be centered on the redevelopment of JMHA’s John F. Kennedy Apartments and Elmer White Family Units, which includes 206 units of low-income housing in total. The CN Plan will seek to replace 100% of those housing units within the neighborhood, or in other areas of opportunity as part of new mixed-income developments.

This collaboration ensures a joint focus on the three core goals of the Choice Neighborhood Initiative: **Housing** – through the replacement of obsolete public housing with financially viable, energy efficient, mixed-income housing within a larger program of neighborhood reinvestment; **People** – creating and enhancing opportunities for JMHA residents and other low-moderate income families to improve their quality of life; and **Neighborhood** – transforming a distressed, high-poverty area to well-functioning mixed-use and mixed-income neighborhood.

Planning Process



The Steubenville North CN Plan process builds upon local strengths by engaging target housing and neighborhood residents, local businesses, and organizational partners in a comprehensive and collaborative way. The Process includes six phases overall, as outlined in the chart above. We have completed the first two phases of the project and are midway through the 3rd phase.

Community Engagement

The City, JMHA, and its strong group of partners are utilizing unique and effective outreach techniques and activities supplemented by online interactive tools and social media to keep residents engaged throughout the process.

Multiple forms of communication have been utilized to reach JMHA residents. A project website has been established (www.steubenvillechoice.com) to document the planning process and provide easy access to information. Flyers and notices have been distributed prior to meetings through our Community Ambassadors. Residents have been engaged at key points in the planning process as outlined in the timeline on the following page. Initial public housing resident meetings early in the planning process have helped to strengthen trust and instill confidence, so that JMHA residents can successfully engage with the larger community. The Planning Team has also engaged local youth to document their preferences for projects and programs that will directly benefit themselves and their peers.

Project Team

The Plan is being developed using a community-based, bottom-up strategic planning approach that: a) engages and empowers local stakeholders; b) builds on successful programs and investments already in place; and c) organizes implementation actions around the capacity of partners, stakeholders, businesses and residents. The City and JMHA are building on their established relationships with target housing and neighborhood residents, project partners and a variety of community stakeholders to establish a robust planning process. Planning Coordinator COLLABO and partner Vireo have served successful CN communities and are providing technical assistance throughout the process.



HUD

The U.S. Department of Housing and Urban Development’s mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; and build inclusive and sustainable communities free from discrimination.



City of Steubenville

The City of Steubenville is dedicated to providing a happier and healthier life for all of its residents. The City has extensive experience managing planning and development projects and federal grants across many government areas. As a Community Development Block Grant (CDBG) entitlement community, Steubenville has led the process of creating Consolidated Plan and Annual Action Plans. Through a collaborative process that engages local citizens in shaping housing and community development programming, the City created a strategic plan and developed resources to address identified needs.



Jefferson Metropolitan Housing Authority

The mission of the Jefferson Metropolitan Housing Authority (JMHA) is to promote adequate and affordable housing, economic opportunity, and a suitable living environment free from discrimination. JMHA believes that affordable housing is housing that a household can pay for, while still having money left over for other necessities like food, transportation, and health care.



COLLABO

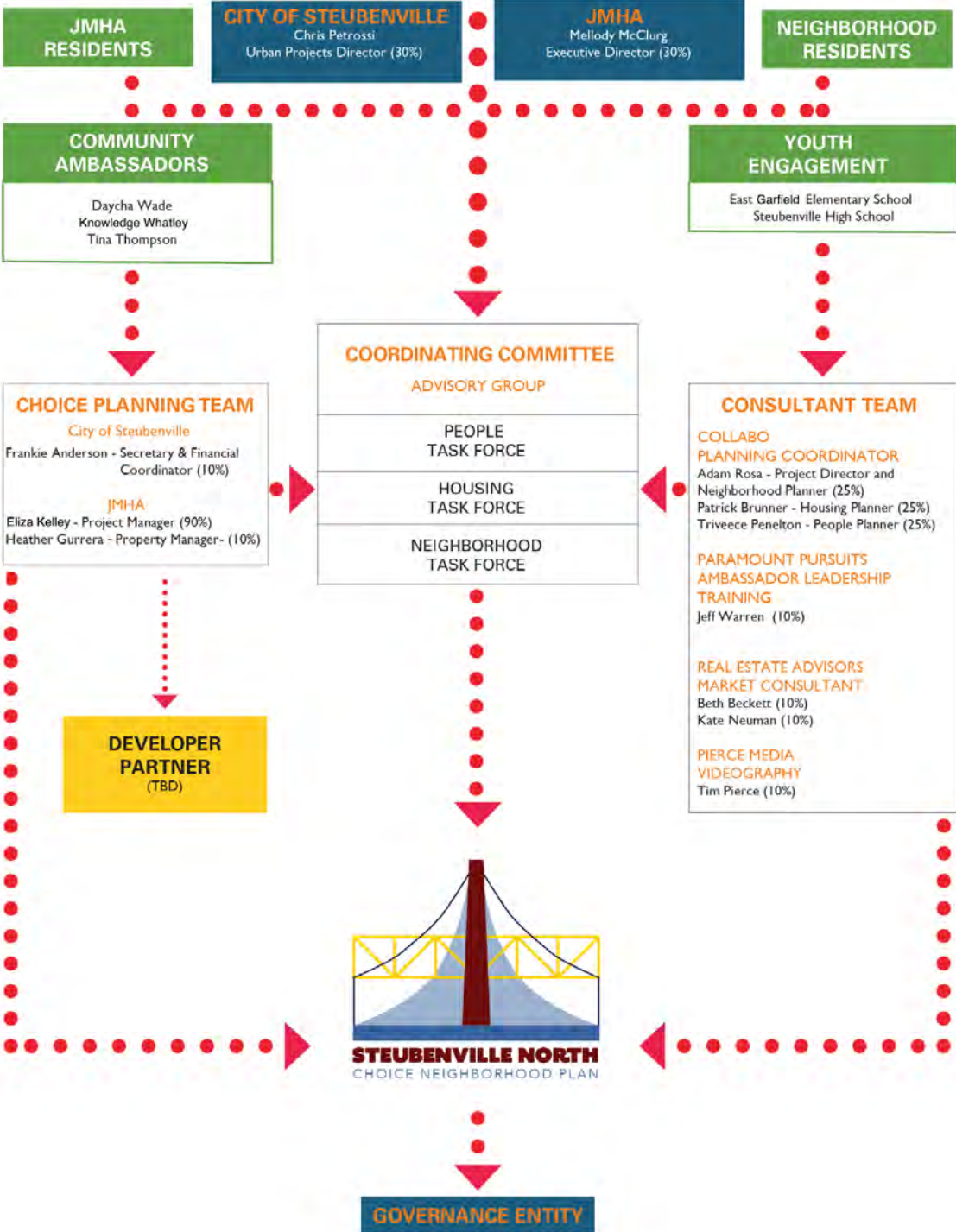
COLLABO is a dynamic planning and urban design practice leading innovative and equitable neighborhood revitalization projects that generate positive results and improve the lives of local residents. We make a difference and create a lasting impact through authentic collaboration, early action and community empowerment.



Vireo

Vireo aims to make a real impact, bringing life to open spaces and contributing to the livability and economic success of communities. The firm’s city planners, landscape architects, designers, and artists listen to the people who care about the places in their lives and create ways to make their cities more vibrant, welcoming, inclusive, and reflective of the people who live and work there.

Staffing Plan



Community Ambassadors

We strongly believe in resident empowerment, and have aimed to ensure that our team, our collaborators, and our actions represent the Steubenville North Neighborhood. Three Community Ambassadors have been identified through this process and have become part of the Planning Team, assisting with engagement, our early action projects, and decision making. The three ambassadors are Tina Thompson, Daycha Wade, and Knowledge Whatley. The Community Ambassadors include a representation of JFK and Elmer White residents, as well as the surrounding neighborhood. This work has allowed the Ambassadors to help build their leadership skills and make important connections within the neighborhood while receiving a stipend for their efforts. Paramount Pursuits, a leadership training consultant, has been training and coaching the Ambassadors on engagement techniques and working to increase their capacity throughout the project. The Ambassadors met for a total of 4, 3-hour sessions from June to September covering topics such as authentic engagement, communicating with diverse populations, leadership skills, and problem solving. Community Ambassadors continue to lead and carry out initiatives and actions within their neighborhood to help to ensure that revitalization efforts fully benefit the local community. The Community Ambassadors were instrumental in the high completion rate of the Needs Assessment Survey that was conducted at John F. Kennedy Apartments and Elmer White Family Units. The Planning Team has a better understanding of the Choice Neighborhood Plan Initiatives thanks to the Community Ambassadors.



Coordinating Committee

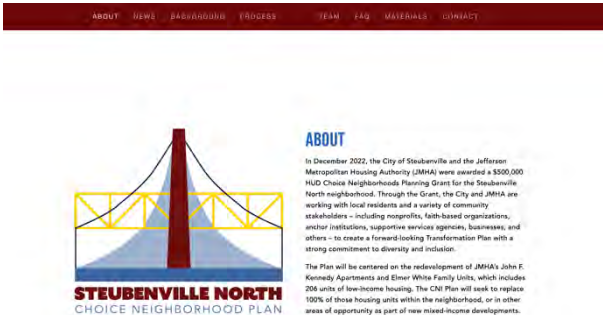
The City and JMHA have organized a CN Coordinating Committee, with members representing the full cross section of both neighborhood and citywide partners. The Coordinating Committee is comprised of City representatives, JMHA leadership, target housing residents, representatives of neighborhood organizations, institutional partners, nearby churches, businesses/employers, key service providers, potential funders and other planning partners. It serves as a sounding board for the project Planning Team and will allow for frequent and focused discussions with a smaller group of stakeholders. The Coordinating Committee also provides insights into community engagement activities and will help to establish the criteria and guidelines for project evaluation. Frank discussions are encouraged in order to build consensus around the emerging CN Plan. The Coordinating Committee represents the following groups or institutions:

- Steubenville Fire Department
- Steubenville Engineering Department
- Steubenville Police Department
- WesBanco
- Jefferson County Community Action Council
- Jefferson County Board of Developmental Disabilities
- Jefferson County Prevention & Recovery Board
- Steubenville Fair Housing Practices Commission
- Jefferson County Port Authority
- Franciscan University of Steubenville
- Urban Mission Ministries
- Steubenville Board of Education
- Steubenville Recreation Department
- Fraspada Company Limited
- Ohio Valley Health Center
- Jefferson Metropolitan Housing Authority Board
- Ohio Valley Youth Network
- Brooke-Hancock-Jefferson Metro Planning Commission
- Jefferson County Health Department
- The Harmonium Project
- Ohio Mid-Eastern Governments Association

Phase 1 - Listening and Learning

The Planning Team spent several months listening and learning from local residents and stakeholders about the history, culture, and character of the neighborhood before analyzing data or crafting recommendations. This phase included the development of a project website (www.steubenvillechoice.com) and social media pages, and other informational handouts and flyers to build awareness for the process. Phase 1 also included a community tour, in addition to meetings with the Planning Team, key stakeholders, and local residents in preparation for the HUD Site Visit. The Planning Team developed updated “Frequently Asked Questions” handouts for use during the planning process. This Phase also included additional key person interviews with neighborhood leaders, organizational partners, and other individuals critical to the CNI planning process and to gain insights into the neighborhood. Coordinating Committee Meetings have been held to identify desired outcomes for the process as well as resources that may be available to ensure that the Plan is successful.

Community Meeting 1 engaged residents from John F. Kennedy Apartments, Elmer White Family Units, and the neighborhood on identifying Assets, Challenges, and Opportunities in the area. The Planning Team held the event in February of 2023 in the community room of the John F. Kennedy Apartments. Residents were prompted to place game pieces on a map indicating assets (green game pieces), challenges (orange game pieces) and opportunities (blue game pieces). Residents could also add notes to the map giving context to the area/topic they chose. An interactive presentation was led by the Planning Team, with opportunities for residents to ask questions and learn about the Planning Process.



Phase 2 - Visioning

The Planning Team, led by the Community Ambassadors, both organized and facilitated Community Meetings in June and October of 2023. This inclusive, neighborhood-wide working vision for the future will serve to structure and guide the planning process and the identification of potential strategic initiatives. Community Meeting 2 was focused on generating creative ideas for the Neighborhood and Housing elements of the Plan. Using a model of the neighborhood, residents were able to identify the improvements they hoped to see using a game piece for each of the following elements; houses, apartments, stores, community uses/services, parks, and street or sidewalk fixes. Additionally, an image preference survey gave residents the opportunity to help determine the character, scale, and type of housing they would like to see in the future. Community Meeting 3 included two events, both held on October 28th. An afternoon meeting was held at East Garfield Elementary, and an evening event was conducted at the Trunk or Treat near Elmer White Family Units. The afternoon meeting focused on the Housing Element and the Early Action Project. The activities were hands-on, with a chance to place streets, housing, and parks on a map of the neighborhood. The engagement activity for the future of the Early Action Project followed a similar format. Residents were given markers, post-it notes, and game pieces to help demonstrate how the future of a vacant parcel, at the corner of Franklin Avenue and 5th Street, could be transformed to benefit the community.

The Planning Team, JMHA residents, Coordinating Committee members, and City officials visited the Larimer neighborhood of Pittsburgh on July 26th to learn about their Choice Neighborhoods Implementation Grant process. The day included an overview of the project by the Housing Authority of the City of Pittsburgh (HACP), a question and answer session, and a tour of the neighborhood. The visit ignited optimism around the Plan, helped residents better understand mixed-income housing, and showed the importance of forming strong partnerships early in the process.

With the momentum from the Pittsburgh trip, JMHA and the City of Steubenville asked HACP to visit with residents of the North End. On September 26th, representatives from HACP hosted an open discussion in the JFK Community Room for any JMHA resident or community member that wished to attend. Residents brought their questions, skepticism, and concerns about the process, which led to a frank discussion about what the future could hold for Steubenville North. This event was well attended and ultimately was a strong step towards continuing to build trust for the community. The opportunity for residents to hear that change is possible, from a team and community that has transformed their neighborhood, was invaluable. The same evening, HACP met with the City Council to discuss the role the City could play in the process.

During the Visioning Phase the Planning Team developed the target housing resident Needs Assessment Survey with questions that address CN program objectives, performance metrics, priority outcomes and base line data consistent with locally identified issues and needs along with the methodology that will be used to maximize resident participation. The Needs Assessment Survey was launched at Community Meeting 2, with staff, Community Ambassadors, and volunteers available for any resident that needed help completing the

survey. Community Ambassadors helped distribute the rest of the surveys through smaller JMHA events and door knocking.



Phase 3 – Strategies

In progress

As a vision for Steubenville North begins to emerge from numerous conversations, surveys, and engagement activities completed so far, we are formulating the strategies to bring the community’s visions to fruition. Three Task Forces have been organized around the three pillars of Choice Neighborhoods; People, Housing, and Neighborhood. The Task Forces are composed of Coordinating Committee members, neighborhood residents, and organizational partners to address the range of opportunities and challenges identified during the listening and learning and visioning process.

The Task Forces will first prioritize desired outcomes of the Plan relating to each of the three topic areas. Participants will identify measures of success for their preferred desired outcomes and reference a few case studies or example projects that were able to achieve one of their primary outcomes. As the Task Forces continue conversations the intent will be to brainstorm project ideas for implementation. These potential projects will be ranked with resources and potential partners identified at the end of the Task Force sessions. The working groups will act as the bridge between the larger community’s visions and the implementation strategies of the Plan.

Early Action Project – Community Garden and Learning Space

In progress

Based on community feedback, data collection, and opportunities within the neighborhood, consensus around an idea for the Early Action Project has started to take shape. There was a desire to create a beautiful, open-to-the-public space that could serve as a visual anchor for Steubenville North. This space could serve the community in multiple ways, by providing a place of nature, rest, and retreat within the city; an educational opportunity for young people; and an indoor/outdoor event center for area.

The proposed Early Action Project is the development of a Community Garden and Learning Space in partnership with the Steubenville Board of Education. The Garden and Learning Space would be located at the corner of 5th Street and Franklin Avenue one block from East Elementary School. The vacant lot is located at a prominent neighborhood intersection, and will help to strengthen the Franklin Avenue corridor, an area targeted for future mixed-income redevelopment and public improvements. This property is currently owned by Steubenville City Schools and the City and is near both JMHA's Elmer White Family Units and the John F. Kennedy Apartments.

Steubenville City Schools was awarded a Farm to School Grant in 2018, and now operates a 12-month Agricultural Education program for students in Pre-K through 12th grade. Through this grant funding, Steubenville City Schools implemented a 4-H program through the State of Ohio which established the Steubenville Seedlings Chapter. Overwhelmingly successful, there is demand from all sectors to expand Farm to School programming in urban Steubenville. Steubenville City Schools will continue to work with 4-H Ohio, and a growing cohort of Steubenville teachers, staff, parents, and students specializing in agricultural programming to build on and expand the Farm to School, Farm to Table, Sustainable living offerings.

In addition to educational programming through Steubenville City Schools, this project will help to forge partnerships and will leave a lasting impact in the neighborhood. In the long-term, the community garden and learning space will act as a central focus for surrounding mixed-income redevelopment. In the short-term the project could cultivate partnerships that include:

- Steubenville Workshop: A non-profit local maker's space and carpentry studio, could host timber-framing classes for young people and adults, and provide employment opportunities for Steubenville North residents to take part in a growing and lucrative market of timber-framing projects.
- The Harmonium Project: A music and arts event coordinator for downtown Steubenville, would be willing to commit to organizing and event-coordinating this aspect of the space.
- Sycamore Center: A Steubenville non-profit youth center, could be willing to host occasional after-school classes in this space.
- Steubenville North Residents: All would be welcome to utilize the space, on available days, for events such as but not limited to: wedding receptions, political meetings, birthday parties, lectures, etc.



The existing parcel at 5th Street and Franklin Avenue.



The specific park amenities, programs, and elements have not yet been determined. The Planning Team has hosted multiple sessions with JMHA residents and the Steubenville North community to determine what the future of the site could look like. This image is for illustrative purposes only and is intended to demonstrate that transformation is possible.

To further define the vision for the Community Garden and Learning Space, the Planning Team gathered ideas from the Neighborhood Task Force, and held an afternoon workshop with 25 6th graders from East Garfield Elementary. The students participated in a site visit and a hands-on charrette to envision the future of the space.



Neighborhood Context

Target Neighborhood

The Steubenville North neighborhood was selected for this grant for a multitude of reasons, including the proximity of the two public housing facilities within the neighborhood, the demographics and exhibited need of the community, and the alignment with both the City’s and JMHA’s goals and priorities. A focus on the housing infrastructure, which is severely distressed and has not seen any revitalization since its founding in the 1960s and 1980s, alone could lift the bar for Steubenville North. Despite the challenges faced by the community, there is momentum and drive to create change for the residents of the community.

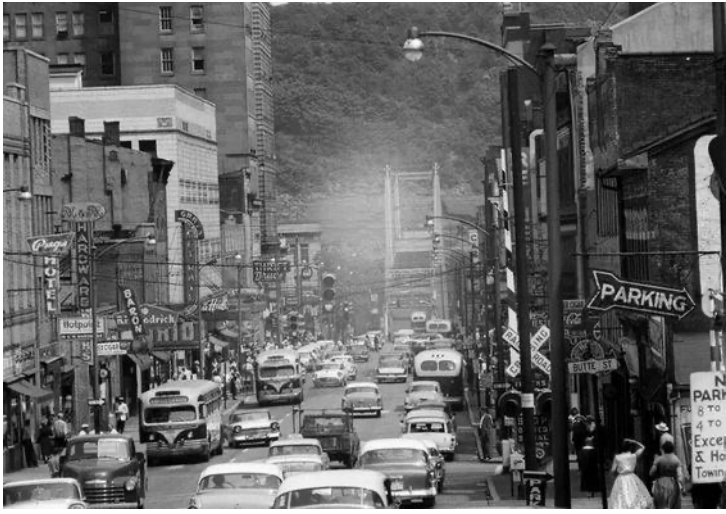
The 0.45-mile neighborhood is adjacent to Downtown Steubenville, with Washington Street acting as the divider between the two neighborhoods. The eastern edge of the neighborhood follows the shores of the Ohio River, the western edge is a heavily wooded hillside, and the northern edge roughly follows University Avenue. This area has an estimated population of 1,367 and the City of Steubenville has a population of 18,161 according to the 2020 Census. A once thriving city with a booming steel industry, Steubenville is roughly half its population from its peak in the 1940s, due to a lack of job opportunities. One in four Steubenville residents is considered impoverished. Although all areas of the city have been affected by the economic downturn, low-income families and individuals have suffered most from decades of disinvestment, especially in the Steubenville North neighborhood. The neighborhood is lacking in many amenities and is one of the city’s largest food deserts. At \$14,732 the median household income for residents living in Steubenville North is very low by city (\$39,432) and national (\$74,580) comparison. 17% of neighborhood residents aged 25 years and older have not earned a high school diploma, or the equivalent. 29% of the housing units in the neighborhood are vacant, and 73% of units are renter-occupied. 58% of neighborhood residents identified as white, 33% as black, 5% as multi-racial, 2% as Hispanic, and 1% as Asian.





Neighborhood History

Government lands were surveyed by an Act of Congress starting in 1785, with the first sale of lots following shortly after on August 25, 1797. A fort was built along the banks of the Ohio River in 1786 and garrisoned with three companies of U.S. Army troops to protect the surveyors of the Northwest Territory. It was named after Major-General Baron Friedrich Wilhelm Von Steuben, a Prussian soldier who was a supporter of the American Revolution. There have been many industries in Steubenville’s history including coal mining, paper mills, glass factories, potteries, nail factories, and steel mills. These industries brought many immigrants to the Ohio Valley making it a melting pot of many nationalities, with many of these families still living in the region. The City reached in peak population in the 1940s and has slowly declined in population for the past 80 years.



Demographic Profile

DEMOGRAPHICS: JOHN F. KENNEDY APARTMENTS

TOTAL NUMBER OF HOUSEHOLDS

149

TOTAL NUMBER OF HOUSEHOLD MEMBERS

166

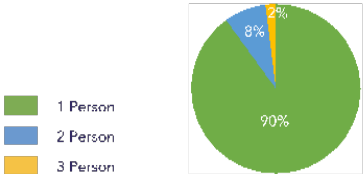
RACE

62% White
37% Black/African-American
1% Indian

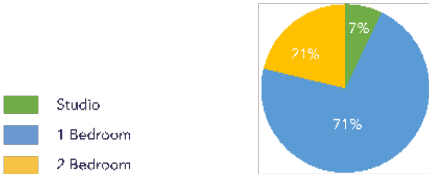
ETHNICITY

3% Hispanic/Latino
97% Not Hispanic/Latino

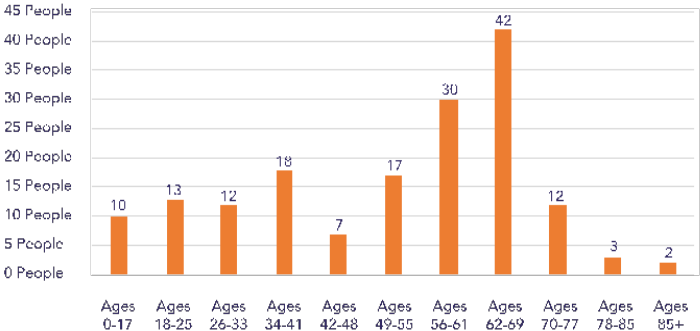
DISTRIBUTION OF HOUSEHOLD SIZE



DISTRIBUTION OF NUMBER OF BEDROOMS



DISTRIBUTION BY HOUSEHOLD MEMBER'S AGE

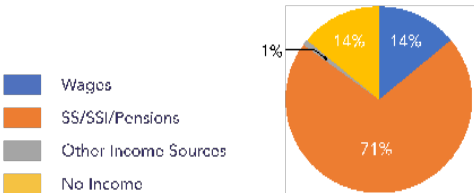


ECONOMY: JOHN F. KENNEDY APARTMENTS

AVERAGE ANNUAL INCOME PER HOUSEHOLD

\$11,146

DISTRIBUTION OF HOUSEHOLD MEMBER INCOME BY TYPE



DEMOGRAPHICS: ELMER WHITE FAMILY UNITS

TOTAL NUMBER OF HOUSEHOLDS

56

TOTAL NUMBER OF HOUSEHOLD MEMBERS

177

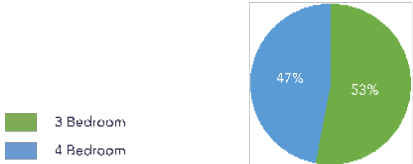
RACE

42% White
58% Black/African-American

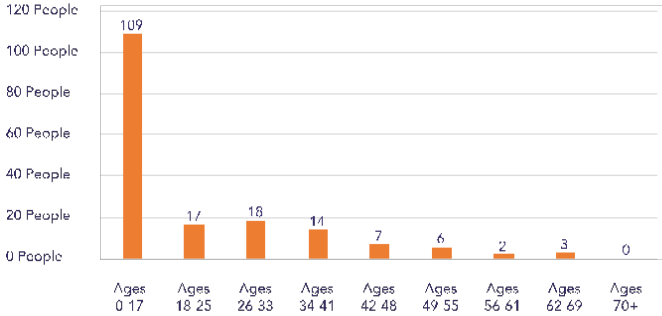
ETHNICITY

1% Hispanic/Latino
99% Not Hispanic/Latino

DISTRIBUTION OF NUMBER OF BEDROOMS



DISTRIBUTION BY HOUSEHOLD MEMBER'S AGE

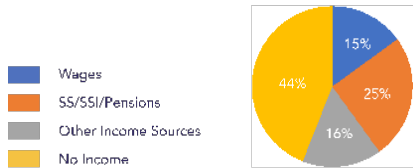


ECONOMY: ELMER WHITE FAMILY UNITS

AVERAGE ANNUAL INCOME PER HOUSEHOLD

\$9,371

DISTRIBUTION OF HOUSEHOLD MEMBER INCOME BY TYPE



Summary of Previous Efforts

The Urban Mission Vision Plan (2022) The Urban Mission Vision Plan outlines a transformative framework for an interconnected community in Steubenville. It presents a vision for five key properties: The Urban Mission Opportunity Center, a multifaceted hub for learning and nourishment; The Big Green, aimed at enhancing community-driven food production; The Food Warehouse, which proposes to expand access to quality food while educating on nutrition; The Historic Church, which strives to reinvest in its historical significance and community engagement; and The War Memorial, which honors and supports community servers. Each location is accompanied by recommendations regarding economic sustainability, social engagement, and physical improvements - including suggestions like creating community gardens, installing solar panels to offset costs, and improving building envelopes and systems for longevity. The initiative emphasizes the importance of accessibility and walkability throughout its properties, proposing streetscape improvements to create a connective path for ease of service access. The Plan also discusses redevelopment options for existing shelters and considers additions that focus on community support and spaces that foster transformation. Examples include the Men's Shelter and Hutton House, where renovations aim not only to provide shelter but also to nurture a sense of community and empowerment. Additionally, concepts like co-living spaces and transitional housing are considered for the Former Urban Thrift and Joshua House, blending historic preservation with modern needs. The overarching strategy prioritizes creating a restorative environment through economic, social, and physical interventions, thereby seeking to uplift and transform the broader Steubenville community.

North End Neighborhood Revitalization Strategy (1986): The North End Neighborhood Revitalization Strategy, prepared for the City of Steubenville in January 1986, aims to guide the rejuvenation of a historically and architecturally significant area. Acknowledging the neighborhood's notable residential past and its possession of a sound housing stock and other amenities, the document recognizes the recent issues of economic fluctuation, disinvestment, and property abandonment. At the heart of the strategy is a commitment to nurturing an improved housing market, stable property values, and a positive identity for the North End Neighborhood, while preserving its distinctive commercial, residential, and cultural mix. Surveying and historical research outline the intricate development of this neighborhood from the 1850s to around 1940, with a special focus on the architecturally significant corridor of North Fourth Street. Current conditions reveal a diverse but aged building stock and issues with some dilapidated properties, absentee ownership, and limited homeowner resources. Strategies and recommendations include enforcing stricter building codes, incentivizing property rehabilitation through tax credits, and fostering public and private efforts. These recommendations are designed to cultivate neighborhood identity and pride, ensure the availability of quality rental housing, and maintain the socio-economic diversity that characterizes the North End. A coordinated effort with the revitalization of the central business district is proposed to synergize the residential and commercial upliftment of Steubenville.

Needs Assessment Survey

During the Visioning Phase the Planning Team along with the Community Ambassadors developed the target housing resident Needs Assessment Survey, which address CN program objectives, performance metrics, priority outcomes and base line data consistent with locally identified issues and needs. The 61-question Needs Assessment Survey was launched at Community Meeting 2 and was completed in September of 2023. At the time, there were 197 occupied units of the 206 total units owned and managed by JMHA at the property in the Steubenville North Neighborhood. 81% of the JMHA households at John F. Kennedy Apartments and Elmer White Family Units completed some or all of the survey.

48% OF RESIDENTS HAVE HEARD ABOUT THE **CHOICE NEIGHBORHOOD PLAN**



RESIDENTS PREFER TO PARTICIPATE IN **AFTERNOON** MEETINGS

RESIDENTS PREFER TO PARTICIPATE IN MEETINGS ON **WEEKDAYS**





51% OF RESIDENTS ARE **55+** YEARS OLD



29% OF HOUSEHOLD MEMBERS ARE **UNDER 18** YEARS OLD



37% IDENTIFY AS **AFRICAN AMERICAN**



54% IDENTIFY AS **WHITE**

32% MALE



78% ARE **SINGLE**

61% FEMALE



65% ARE **SINGLE PERSON** HOUSEHOLDS

19% IDENTIFY AS **VETERANS**

52% **DON'T HAVE**
INTERNET ACCESS
AT HOME BY
COMPUTER



66% OF RESIDENTS
HAVE **INTERNET**
ACCESS BY
SMARTPHONE

THE GREATEST REPORTED BARRIER
TO INTERNET ACCESS IS **COST**

28% ARE INTERESTED
IN **DIGITAL**
LITERACY
TRAINING



36% OF RESIDENTS HAVE A **CHECKING**
OR SAVINGS ACCOUNT AT A
BANK OR CREDIT UNION

59% RESIDENTS VOLUNTEER AT **CHURCH /**
RELIGIOUS ORGANIZATIONS AND **NON-**
PROFIT / COMMUNITY CENTERS



HOUSEHOLD REPORTED NEEDS:



1 MENTAL HEALTH COUNSELING



2 PHYSICAL FITNESS / EXERCISE



3 BUDGETING / FINANCIAL LITERACY / CREDIT REPAIR



4 SENIOR OR DISABILITY SERVICES / CAREGIVER SUPPORT

RESIDENTS ARE INTERESTED IN RECEIVING ASSISTANCE WITH:



1

TRANSPORTATION



2

HOUSEKEEPING



3

SHOPPING



4

MONEY MANAGEMENT

THE GREATEST REPORTED BARRIER TO ACCESS TO SUPPORTIVE SERVICES IS **AVAILABILITY OF SERVICES** FOLLOWED BY **TRANSPORTATION**

AREAS OF THE HOME RESIDENTS LIKE THE BEST:



1 LIVING ROOM



2 BEDROOM



3 KITCHEN

INDOOR COMMUNITY AREAS THAT ARE NEEDED:



1 GYM / FITNESS CENTER



2 GAME ROOM



3 MOVIE ROOM

OUTDOOR COMMUNITY AREAS THAT ARE NEEDED:



1 COMMUNITY GARDEN



2 LIBRARY



3 BBQ / PICNIC AREA



4 SIDEWALKS AND CROSSWALKS

43% OF RESIDENTS HAVE LIVED AT JOHN F. KENNEDY APARTMENTS OR ELMER WHITE FAMILY UNITS FOR **1-5 YEARS**



73% OF RESIDENTS ARE **SATISFIED** WITH THEIR LIVING ARRANGEMENTS



AFFORDABILITY IS THE MAIN REASON WHY RESIDENTS CHOOSE TO LIVE AT JOHN F. KENNEDY APARTMENTS OR ELMER WHITE FAMILY UNITS

40% OF RESIDENTS HAVE LIVED IN **OTHER PUBLIC HOUSING SITES** BEFORE JOHN F. KENNEDY APARTMENTS OR ELMER WHITE FAMILY UNITS

28% ARE INTERESTED IN **LIVING IN A UNIT** SPECIFICALLY DESIGNED



FOR **SENIOR / DISABLED** RESIDENTS



70% OF RESIDENTS ARE INTERESTED IN **RETURNING TO A RENOVATED UNIT**



30% OF RESIDENTS **HAVE** CONSIDERED MOVING TO ANOTHER PART OF THE **CITY OF STEUBENVILLE**

31% ARE INTERESTED IN BECOMING **HOMEOWNERS**

DURING REDEVELOPMENT, ABOUT **ONE-THIRD** OF RESIDENTS WOULD LIKE TO BE RELOCATED TO A **PRIVATELY-OWNED UNIT WITH A SECTION 8 VOUCHER**

RESIDENTS RATED THE TOP STRENGTHS OF THEIR NEIGHBORHOOD AS FOLLOWS:



1
HOUSING
AFFORDABILITY



2
PUBLIC
TRANSPORTATION



3
LOCATION

THE MOST NEEDED THINGS IN THE NEIGHBORHOOD ARE:



GROCERY



PHARMACY



SIT-DOWN
RESTAURANT



BANK

RESIDENTS GET FOOD FOR THEIR HOUSEHOLDS FROM **GROCERY STORES** AND **DISCOUNT GROCERY STORES**



62% HAVE A HIGH SCHOOL **DIPLOMA / GED**



6% ARE ENROLLED IN **COLLEGE / TECHNICAL / VOCATIONAL SCHOOL**

RETIREMENT / SOCIAL SECURITY IS THE MAIN SOURCE OF INCOME FOR RESIDENTS FOLLOWED BY FULL TIME JOBS



A RESIDENT'S **DISABILITY** IS THE MAIN BARRIER TO FINDING AND KEEPING A JOB FOLLOWED BY **TRANSPORTATION**

TOP JOB SKILLS OF RESIDENTS:



1

HEALTH CARE



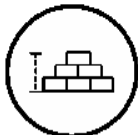
2

CUSTOMER SERVICE



3

COMPUTER SKILLS



4

BUILDING TRADES



5

SERVICE / RETAIL INDUSTRY



6

HOSPITALITY

RESIDENTS WITH KIDS HAVE THE FOLLOWING CHILD CARE ARRANGEMENTS:



- 1 PRESCHOOL
- 2 HEADSTART PROGRAM
- 3 EARLY HEAD START PROGRAM

RESIDENTS WITH KIDS RANKED THE FOLLOWING YOUTH PROGRAMS IN ORDER OF NEED:



1

ARTS / MUSIC



2

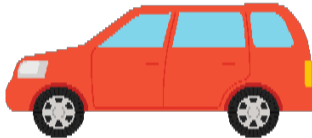
AFTER SCHOOL PROGRAM



3

SPORTS / RECREATIONAL PROGRAM

18% OF RESIDENTS REPORTED **NOT HAVING ACCESS** TO TRANSPORTATION



RESIDENTS DRIVING THEIR **OWN VEHICLE** IS THE MOST USED FORM OF GETTING AROUND THE CITY FOLLOWED BY **PUBLIC TRANSPORTATION**



49% OF RESIDENTS HAVE **FAIR HEALTH**



49% OF RESIDENTS HAVE A **PHYSICAL OR MENTAL DISABILITY**



83% HAVE HEALTH **INSURANCE**

TOP REPORTED MEDICAL CONDITIONS:

HIGH BLOOD PRESSURE OR HYPERTENSION



EXTREME STRESS OR ANXIETY

26% OF RESIDENTS EAT FRESH FRUITS OR VEGETABLES **ONCE A DAY**



THE **TRINITY FAMILY CARE CENTER** IS THE CLINIC OF CHOICE FOR RESIDENTS

HEALTH CONDITIONS AND **PHYSICAL DISABILITY** KEEP RESIDENTS FROM BEING MORE PHYSICALLY ACTIVE



42% FEEL **VERY SAFE** IN THE NEIGHBORHOOD DURING THE DAY

19% FEEL **VERY SAFE** IN THE NEIGHBORHOOD AT NIGHT



67% VIEW THE POLICE AS SOMEONE THEY **CAN CALL** WHEN THEY NEED ASSISTANCE

TOP IMPROVEMENTS RESIDENTS FEEL WOULD MAKE THE COMMUNITY SAFER:



1

MORE FREQUENT / VISIBLE POLICE PATROL



2

BETTER SECURITY CAMERAS



3

COMMUNITY POLICING

CRIMES RESIDENTS HAVE EXPERIENCED IN THE NEIGHBORHOOD:



1

THEFT



2

BULLYING

TOP THREE RECREATION AREAS VISITED BY RESIDENTS:

- 1** NORTH END PARK
- 2** BELLEVIEW MUNICIPAL PARK
- 3** BEATTY PARK



TYPES OF PARK SPACES NEEDED IN THE STEUBENVILLE NORTH AREA:

1 
POOL OR SPLASH
PARK

2 
COMMUNITY
GARDENS / FARMS

3 
ATHLETIC FIELDS

4 
NATURE AREAS

Findings from Market Study

Real Estate Strategies, Inc. was hired to complete a residential market analysis for the Steubenville North area. This summary market analysis documents market support for mixed-income residential development in the neighborhood.

“RES estimates that potential PMA rental demand over the seven-year Choice Neighborhood implementation time frame could be at least 50% higher than the replacement demand figure above—**approximately 500 rental units**. Because of its location relative to employment as well as the lack of competitive rental development elsewhere in the PMA, it would be possible for a large-scale development effort in the CN to capture 80% to 90% of this estimated demand.”

Some of the major recommendations from the report include:

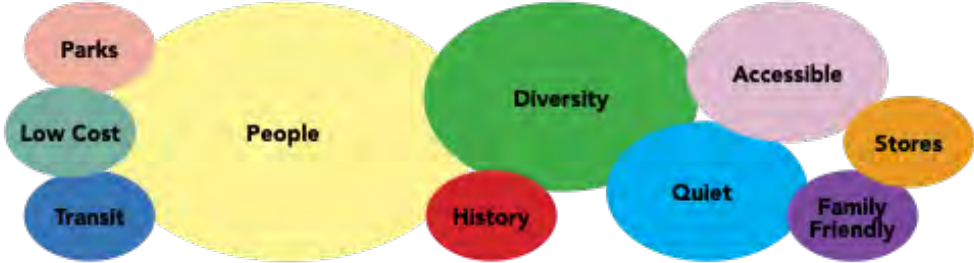
- The focus on one-bedroom units is responsive to the HISTA data as well as the reports of property managers that large numbers of households on their waiting lists are looking for this type of unit. It is also in response to projections of an increase in the senior population aged 65 and older.
- An age-restricted senior LIHTC building is a recommended part of the development program. There are 61 individuals aged 62+ currently living in JFK Apartments and Elmer White.
- Part of the housing program should be built on the available lots owned by JMHA and the City of Steubenville that are within the CN. These would be ideal locations for outdoor space, including parks, playgrounds, active exercise equipment, and tennis/basketball courts. Design features in the community that would encourage active and passive recreation would also enhance safety in the community and attract visitors to the area.
- The overall CN housing strategy should include home repair training and funding for local homeowners, both to both preserve and increase the current level of homeownership in the CN. Specifically in the North 4th Street historic district, an exterior façade grant program could encourage homeowners to make long-needed repairs to the exterior of homes.
- Although immediately outside of the CN boundaries, the vitality of downtown Steubenville will impact the success of the housing strategy in the North End. Consideration should be given to locating a component of mixed-income rental units in upper stories of downtown buildings if the block groups meet Choice requirements.
- While it may be difficult to attract a full-service grocery store to the downtown area, every effort should be made to support fresh food retailers locating in areas convenient to the CN.
- Key features and amenities recommended for new residential units include kitchens with ranges, refrigerators, dishwashers, and garbage disposals. Although washer/dryer hookups are standard in this market; in-unit washers and dryers would be recommended at a minimum for any townhouse units or units with two or more bedrooms. Window blinds, security systems and off- street parking are also recommended.
- Market-rate homeownership units should be priced under \$200,000. A percentage of units should be reserved for affordable homeownership targeting households with incomes below 80% AMI with forgivable second mortgages to write down the cost to the household and encourage long-term owner-occupancy.

Our Vision

In progress

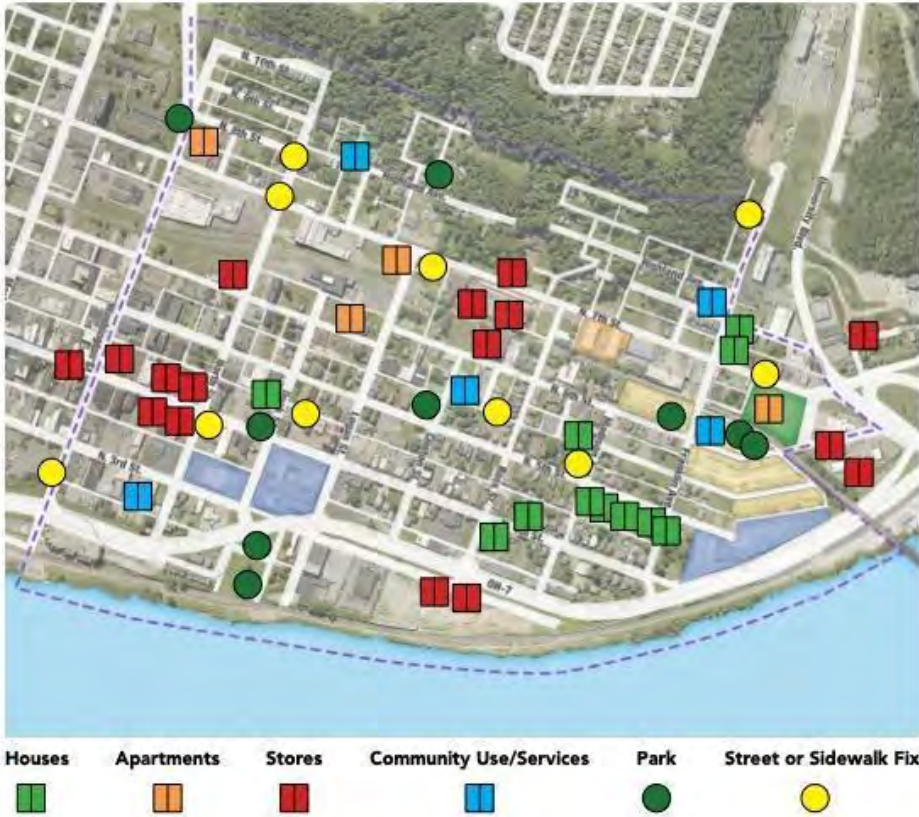
The vision for the neighborhood has started to take shape and will continue to be refined as the Plan is developed. Interactive activities, surveys, and conversations at community meetings were used to create some of the initial concepts for the Vision.

What is one good thing about your community?



Community feedback from Community Meeting 1 visioning activity

What is your vision for the future of Steubenville North?



Community feedback from Community Meeting 2 visioning activity

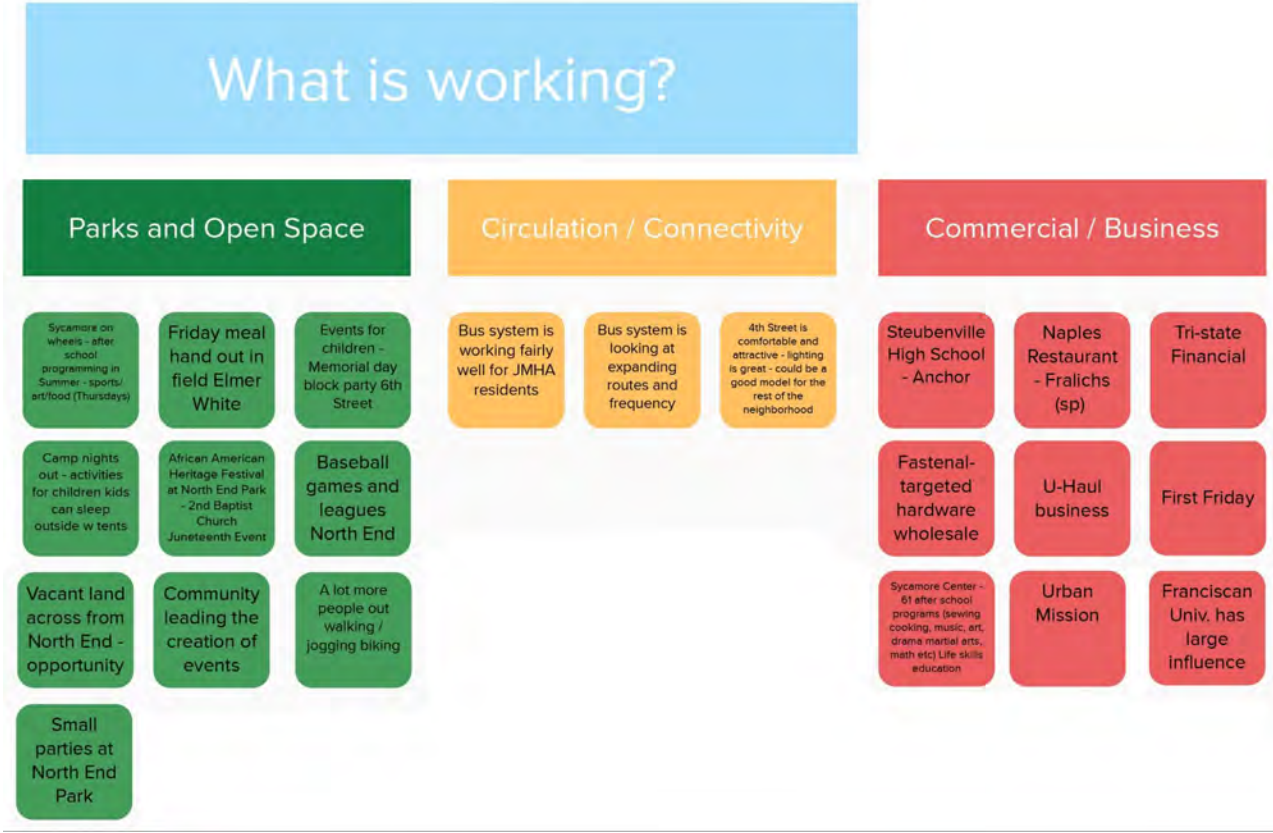
Neighborhood Plan

In progress

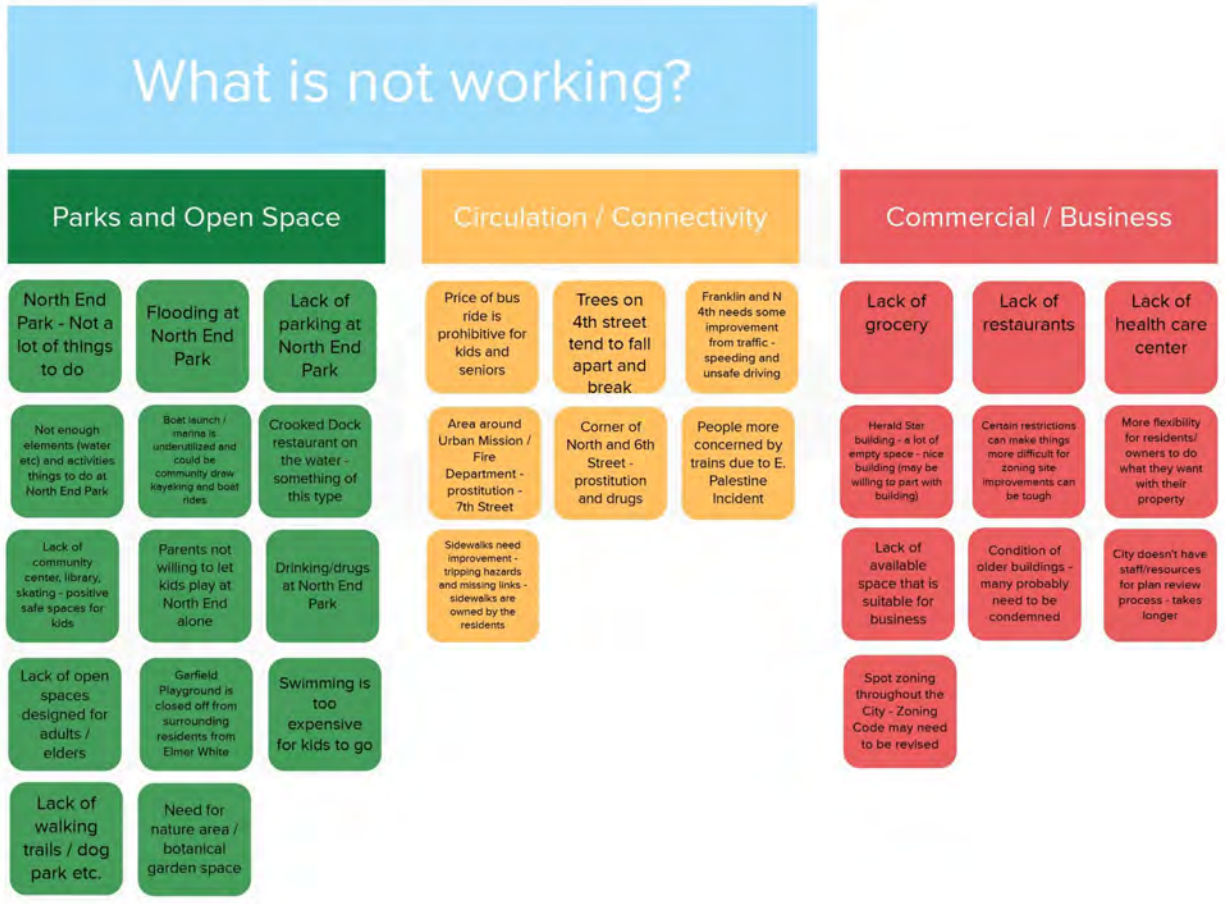
Neighborhood Assets and Challenges

This Plan will create a framework for transformation that will uplift and empower local residents by enhancing the existing assets, addressing the challenges, and connecting opportunities with the organizations and entities capable of creating change. The neighborhood has numerous strong assets, which will create a strong foundation for this Plan. The neighborhood has two schools, East Garfield Elementary and Steubenville High School, both of which are among the best in the state. There are 12 active religious organizations, the Sycamore Youth Center, and the Urban Mission which provide food, activities, and support for families in the community. The North End Historic District contains a beautiful collection of historic homes along 4th Street. The neighborhood is well located, just a few minutes from downtown, but it lacks connections to the Ohio River. There are two parks, the Flats Tot Lot and North End Park, which are not easily accessible to residents. There is one new grocery store, NorthEnd Market, which has limited hours and produce. The neighborhood does not contain a pharmacy and lacks access to many medical services. There are numerous vacant properties, which provide opportunities for redevelopment and new construction in the neighborhood.

Physical + Social Assets (as identified by the Neighborhood Task Force)



Physical + Social Challenges (as identified by the Neighborhood Task Force)



Themes for Revitalization

Three overall Themes for Revitalization are beginning to emerge, guided by community feedback:

Community Crossroads: Identifies targeted revitalization strategies along the Franklin Avenue, N 6th Avenue, and North Street corridors, focusing on key anchors including Urban Mission’s Ministry Corridor, Steubenville High School, North End Park, and recent development along University Avenue.

Schoolyard Rock: Focuses improvements around the key educational anchors of Steubenville High School and East Garfield Elementary, while defining corridor-based revitalization strategies along portions of N 4th Street, N 5th Street, N 6th Street, Franklin Avenue, and Logan Street. This theme also includes the development of a new North End Park adjacent to East Garfield Elementary.

Northside Alive: Defines a geographical focus area for revitalization initiatives from Ross Street north. It includes a strong connection between East Garfield Elementary School, and the existing North End Park, while identifying opportunities for significant infill development along Franklin Avenue and surrounding blocks.

Connectivity

In progress

Parks and Open Space

In progress

Private Investment

In progress

Housing Plan

Existing Conditions

Between the two JHMA properties, John F. Kennedy Apartments and Elmer White Family Units, there are 206 units of JMHA low-income housing in the Steubenville North Choice neighborhood. This housing infrastructure is severely distressed and has not seen any revitalization since its founding in the 1960s and 1980s. The neighborhood is lacking in many amenities and is one of the city's largest food deserts.

Brdigeview Apartments, which was built from 1971 to 1972, was purchased by JMHA in 2011 and is in the process of being sold to a private developer. All of the families in this 112 unit building have been included in the Planning Process, even if the building itself is not part of the Housing Plan.

In progress





JFK Apartments



JFK Apartments



Elmer White Family Units



Elmer White Family Units



Elmer White Family Units



Bridgeview Apartments



Bridgeview Apartments



Bridgeview Apartments

Housing Principles

At the May 30th Task Force Meeting participants shared their thoughts on what was working in the neighborhood, what was not working, and what their desired outcomes for the housing plan were. The specific feedback is documented below:

WHAT IS WORKING AND WHAT IS NOT WORKING

The purpose of this discussion is to help you make a general assessment of the condition of the neighborhood.

What is working?	Staff maintenance, genuine concern for those that live	Security is excellent, monitor what is happening, personable	Proximity	Multi-size units	Location of schools within walking distance	SVRTA does a good job in the North End for grocery	More like a neighborhood and not the projects	If something is broken, people work hard to fix it	No control of traffic, lack of parents running around	In the neighborhood there are not	Do not want to see laundry in unit	Laundry facility in building	Community Room in JFK, it would be nice if Elmer White did
What is not working?	Yards, and private space missing	Speed bumps and things to slow down	Access to convenience store for necessities	Healthcare clinics in the area	Playground much closer, on their side of railroad tracks	Utility closets are a must	Community Space inside or outdoor green space	Windows that work	Sewer Line issues	More ADA units	Institutional feel	Services: healthcare, clinic	
	plumbing in JFK building	More parking at both locations	More 2- bedroom and less 4- bedroom units	drug and alcohol addiction and counseling services right in line	more personal and hidden from view	more personal and hidden from view	incorporate single-family homes	incorporate single-family homes	walking trail from EW and JFK to the schools	Housing next to railroad tracks	Office in the JFK building, altogether services		

DESIRED OUTCOMES

Write one desired outcome. What is your vision for future housing? What are the principles that should be part of the housing plan?

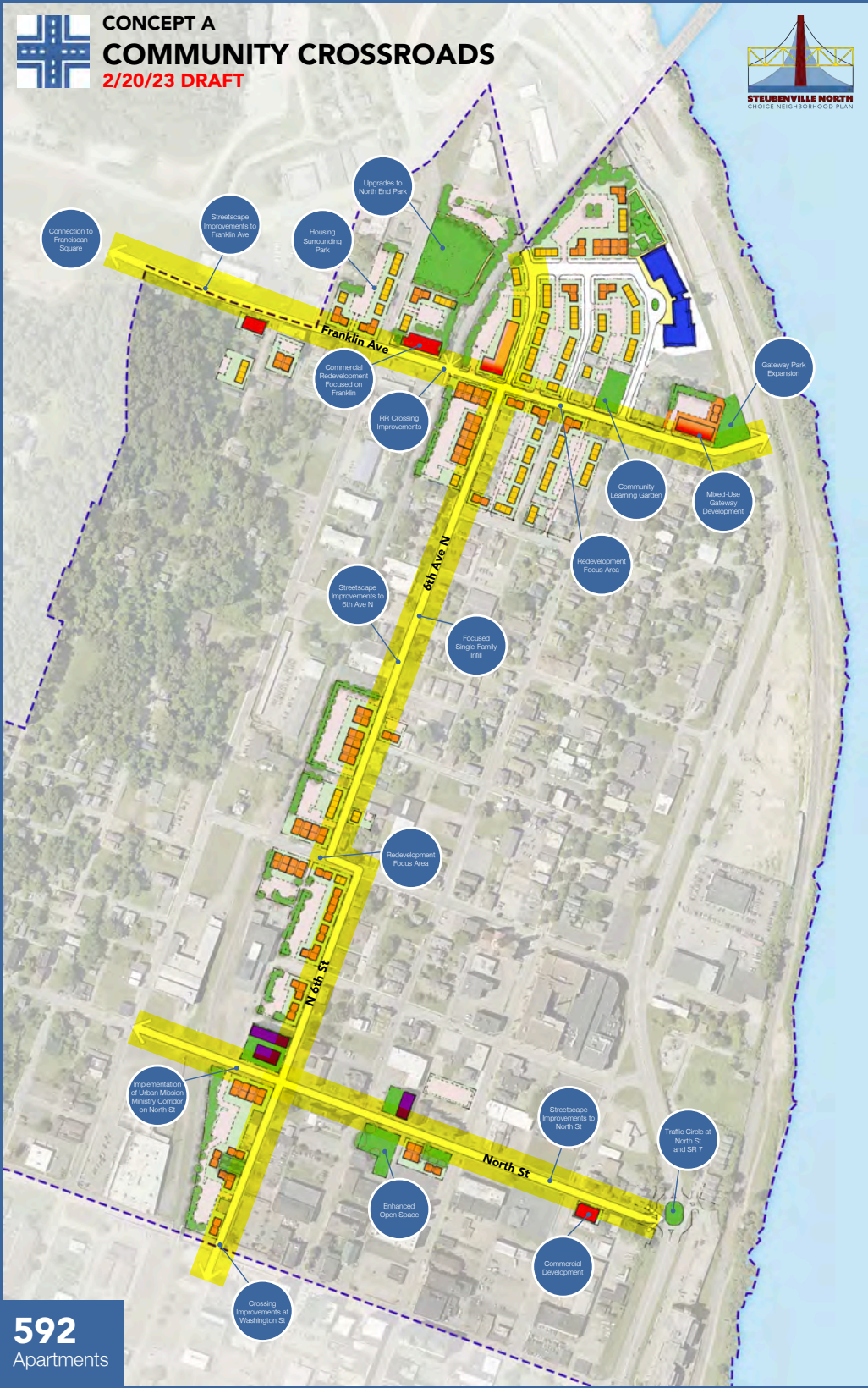
What is your desired outcome?	No use of eminent domain for new development	Housing should act as a gateway to the community	Shared parking agreements with surrounding property owners	Create Senior / disabled middle with assisted living	Nothing needs to be preserved at Elmer White	Evaluate cost to renovate vs. redevelopment at JFK	Potential connection to North End Park
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Replacement Housing

A housing workshop was held with the Planning Team to get initial feedback on replacement housing options. In progress.



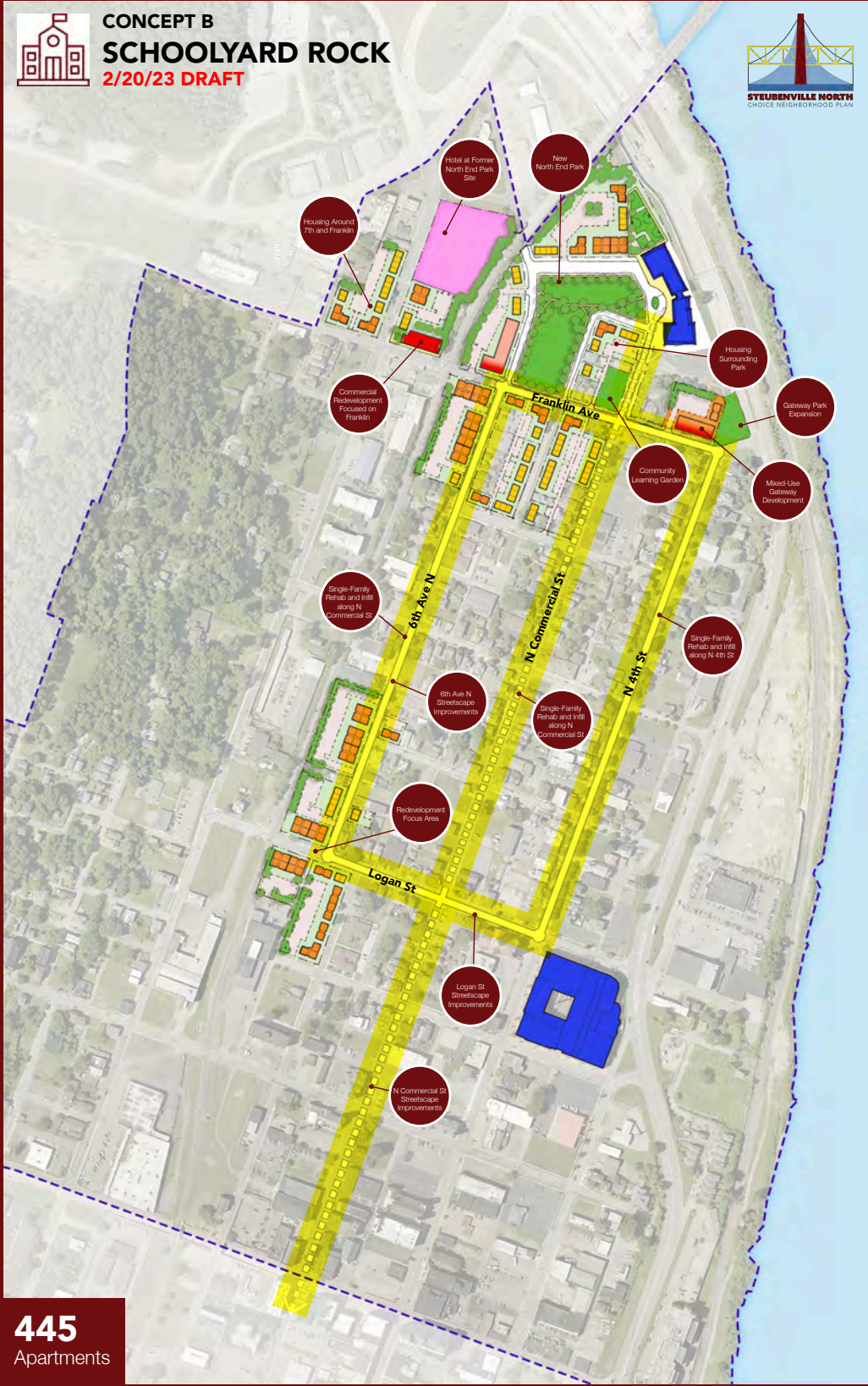
CONCEPT A
COMMUNITY CROSSROADS
2/20/23 DRAFT



592
Apartments



CONCEPT B
SCHOOLYARD ROCK
2/20/23 DRAFT



445
Apartments



CONCEPT C
NORTHSIDE ALIVE
2/20/23 DRAFT



360
Apartments

Housing & Commercial Development

Impact Statements

Baseline Metrics

Expected Outcomes

Project Strategies

Financing

In progress

Accessibility/Free from Discrimination

In progress

Energy Efficient/Sustainable/Healthy

In progress

Housing Design

In progress

Findings from geotechnical, engineering, and environmental studies (if applicable)

In progress

People Plan

Introduction

In progress

Education

Task Force Feedback

EDUCATION: What GAPS should be taken care of? 12 Answers

- Pre-K: May be available but not sure how many are accessing it (need data)
- Play is integral to learning - Need safe, accessible green space
- Sidewalks are missing; streets in disrepair in some areas
- Railroad tracks hinder transportation access
- Birth to 3, Headstart, Learning Library are all available for younger kid access to education. But do parents know about it?
- Vocational rehab for those with behavioral health and mental illness but the services are not available to others
- High school doesn't have much access to green space
- Transportation issues - Some high school parents don't feel safe with their kids walking
- Awareness about transportation options to available services
- Holding more than 1 job limits time for additional education (re: adult education opportunities). How do you get training while working at Wendy's to support your family? Limited growth opportunities.
- Explore partnership with the library or Eastern Gateway; Make programs available for adults and kids, study/tutoring center with internet access and computers
- Internet access

EDUCATION: What BARRIERS should be tackled? 6 Answers

- Internet access
- Not having a computer and/or knowing how to fully use it
- People don't necessarily know about available internet service programs, e.g. from Xfinity (affordable programs)
- Is tutoring available? Can people students/adults access help beyond the Sycamore Center?
- Can't do all of your schoolwork on the phone
- The Underground provides tutoring and Franciscan U works through the school district to help tutor students

EDUCATION: Ideally, what OUTCOMES should be achieved when gaps and barriers are addressed? 4 Answers

- Build in the center where children can come and get assistance, e.g. via tutors, mentors, mental health services (some residents have PTSD)
- Having meaningful activities, e.g. community garden/garden center, could be something everyone gets involved in and might help improve mental health
- Ability to take online night classes in a place where adults and children can receive services in the same building
- Everyone would have a job and they self-contributed something that they want to do for the surrounding neighborhood - People would have a job to be excited about (meaningful activities)

EDUCATION: What's working? 10 Answers

Steubenville Schools STEM Program

East Elementary is very close - kids have easy access to school

East Elementary doesn't have the range of activities that other elementary schools offer

Activities need to become stronger - More need to be offered beyond end-of-the-year parties, field trips, and Grandparents Day

What's East Elementary School's specialty? East may also not have a PTO for parent involvement.

If East Elementary School had a specialty, it should be related to helping students move into honors/scholars academics - Need after school program

Sycamore Center is a positive because of the programming it offers, involving students, e.g. via drama programs, workshops in auto mechanics, etc

Need people who truly have programs to offer the community and workers/leaders who are trained to offer them to students and others

Franciscan U (re: tutoring) but more neighborhood-level connections are needed

Eastern Gateway Community College - Offer tuition assistance (free or 50% off for people from the neighborhood); also offers GED classes

EDUCATION: What key strategies would help? 18 Answers

Provide more education, e.g. on budgeting - Help people help themselves

Day-to-day care instructions for families to help them raise their children, etc

Program to help parents teach their children how to behave themselves, make better decisions, etc

Work with the Make Your Mark Program, which is a chapter/associated with Students Against Destructive Decisions (SADD) and focused on youth (See Duncan Waitts)

Jefferson Recovery and Prevention Board - Need more focus and productivity in the North End

North End Peer-to-peer programming provided in the neighborhood's own community center

Include computers / computer room, tutoring, meal provision, and water recreation in the future community center - Ensure the facility operates at hours that work for the neighborhood

Provide support groups that build up the people and help them get out of bad situations rather than exploiting

Emphasize "quality of life after the struggle"

EDUCATION: Is there a successful example? If so, what? Where is it? 3 Answers

24/7 Mom and Dad

North Carolina's housing authority offers a life skills program that combats evictions by taking a social approach built into the lease that requires class attendance for housekeeping violations

Local person (Heather met during the June 27 Community Meeting) met someone who wants to start a life skills program in the North End - Need to follow-up with her

- Impact Statements
- Baseline Metrics
- Expected Outcomes
- Project Strategies

Health & Safety
Task Force Feedback

HEALTH & SAFETY: What GAPS should be taken care of? 6 Answers

Grocery store

Need at least a part-time clinic (even if it's only open a couple of days a week)

Increased streetlighting and the brightness of it - would help with the perception of crime

Clinics for mental health

Medical facilities, especially for primary care services, but there's a workforce shortage

Help people understand how to ask for and/or access mental health services - overcome the stigma of asking assistance

HEALTH & SAFETY: What BARRIERS should be tackled? 4 Answers

Public Relations - The image of it all, change the stigma of having to get available help (re: mental health)

Perception that it's not safe at night in the North End

Money to put into 7th Street improvements like they did along 4th Street (would improve how people feel)

Some service providers are concentrated in the North End and it hinders the perception of the area. Moving/providing those services to other areas of town would be helpful.

HEALTH & SAFETY: Ideally, what OUTCOMES should be achieved when gaps and barriers are addressed? 5 Answers

Wholistic community with well-lit streets, environmental depression gone, and people feel healthier and safer because they're comfortable getting out more, walking, etc

People want to be here for festivals, to live here, and more. Would be nice if there were bidding wars for homes because of the area's increased popularity.

People want to live here

Everyone coming together and moving forward with an established plan.

Integrated approach is utilized

HEALTH & SAFETY: What's working? 3 responses

Health Dept. is doing everything they can - Participating in JMHA events / Choice Nhoods events; giving out Narcan

Change Inc relationship is work for JMHA - They come to the properties monthly, checking blood pressure, etc but resident turnout isn't going

Sharing information in the newsletters is finally starting to work - getting readership. Content will begin focusing on what's JMHA has going on.

HEALTH & SAFETY: What key strategies would help?
30 responses

Shift from a mobile vehicle to a medical facility located in the neighborhood that can provide health services

Note: Change Inc provides the mobile health services now

Would like pharmacy services

Would like an urgent care or a pharmacy location where urgent care and medical services are near one another.

JMHA Admin offices could serve as medical / clinic space - Jefferson Co. General Health District could help with this and restart conversations with Franciscan U and staff with a nurse practitioner

Case management - Help by taking people by the hand through the process, getting more information. Note: People want a private setting and privacy in general.

Clinic would also be beneficial for children - transportation to Trinity is expensive

Consistency - Build trust thru a provider who's available more than 1X a month Needs to be more than a PCP. Want to trust / believe "this is my doctor".

Need preventive measures (re: fresh foods, veggies). Residents need education on health, diet, food, and proper rest provided to them.

Provide exercise trails, etc and ability to provide customized approaches to physical fitness. Work with Health Dept and City to provide exercise opportunities to the community.

Preventive measures in health and wellness and having more education, walking programs the with MLK Center and health center have age suggested workout's

Develop a farmers market in the neighborhood, so people don't have to walk downtown

Grocery store that provides fresh food

Note: Survey results on safety seem questionable, as crime in Steubenville is going down. Needs expressed may be different based on demographics.

Safety: Streets in general need to be opened up, providing sidewalks, streetlighting, clean, etc - Don't want kids in unsafe conditions (re: kidnapping)

More streetlighting

Active transportation: focused on improving Heritage trail in the north end.

Improved active transportation in the community, focusing on the Heritage Trail, going up through S. 4th to N. 4th and along Franklin - Jefferson Co. has a grant to do the work.

HEALTH & SAFETY: What key strategies would help?
30 responses

Organizing a Community Watch Group that meets regularly, capitalizing on similar efforts residents are already doing for the neighborhood. Need to talk to each other about issues, eg. prostitution

Have conversations about issues and possible solutions

Having a community watch group, meeting regularly having unity and talked more about what is going on in the community. Doing it a positively and going in with solutions

Find a small committee of volunteers focused on helping the elderly meet their needs - Just make a call, help each other as neighbors

Be cautious about "policing" people who walk through the neighborhood - Proposed trail will bring new people to and through the neighborhood

Want to protect children and families - Don't always have to call the police. Use other methods, eg. friendly Neighborhood Watch.

Address tripping hazards (health and safety hazard) caused by litter. Provide education. Install more trash cans. Hold neighborhood clean ups - Green Team can provide supplies and offers a grant.

Green Team grants can be used for trash cans, picnic tables, etc.

Trees and leaves preventing the sidewalks to be leveled trees removed, possibly getting grants for sidewalk owners.

HEALTH & SAFETY: What key strategies would help?
30 responses

BHJ (planning commission) can assist in creating a school safe travel plan.

Worshipping Centers promoting them and more participation in worship.

Pittsburg housing authority, there department of health and human services helped in choice neighborhoods planning, they helped really to connect people with resources

- Impact Statements
- Baseline Metrics
- Expected Outcomes
- Project Strategies

Jobs & Economic Development

Task Force Feedback

Jobs & Eco. Dev: What GAPS should be taken care of? 9 Answers

- Middle jobs are missing: We have lots of entry-level jobs, skilled positions. Limited opportunity to elevate (re: Wendy's).
- Processing or light industrial companies that are located in spots that enable people to walk to work
- Haven't properly prepared areas of the community to be seen by employers, e.g. light industrial, for workers
- Need to prepare and market available land to employers
- Limited locations for new employers to create a brick and mortar facility
- Need to define areas of the community, e.g. for employment, live/work, residential, etc - Hard to know what's going on now
- Employers don't want to invest in areas where it's unclear what's around them. Improve clarity with zoning, aesthetics, walkways, bike paths, things that make spaces inviting, enjoy activities
- Area has a big, persistent problem with perception
- We don't have a plan for the areas we want to focus on and bring businesses

Jobs & Eco. Dev: What BARRIERS should be tackled? 9 Answers

- Not having a plan for employment
- Perception that people don't want to live on this end of town, it's not safe
- Dilapidated buildings are unused/not cleaned up - Prevent people from being able to see the opportunities
- Curb appeal is missing
- North End is the first thing you see coming into town - Need to improve appearance via welcome sign, improved park, buildings, etc
- Looks like a ghost town: Build buildings back up and make it more presentable, increase motivation to be in the area, and bring hope
- Not having a grocery store indicates that other things are impossible
- Having a grocery store indicates the area's a more viable place for other businesses
- Not having medical services is another drawback

Jobs & Eco. Dev: Ideally, what OUTCOMES should be achieved when gaps and barriers are addressed? 6 Answers

- Grow a middle class of residents in the North End
- A feeling of community. There's a lot of very involved, community-minded people who together make the area actually feel like a community. Having a middle class is a big part of it.
- Take advantage of available land, infrastructure, and marketing potential. "You can walk to jobs and schools living here."
- Improved community perception that's also marketed well and sells the neighborhoods appeal: walkable, safe, beautiful, with amenities, and transportation access
- A cleaned up / brightening of the North End: Buildings/homes painted, vacant lots are cleaned up with mowed lawns (livable neighborhood with curb appeal)
- A clean-looking area with planned/designated areas, jobs, and more

Jobs & Eco. Dev: What's working? 5 Answers

Nothing

Desire to get additional education

Desire for a computer center that also provides childcare services, training for childcare, adult day health services

No. 5310 transportation provider in Jefferson County, so Mel reached out to the Ohio DOT and learned Amazon has a ride-share arrangement to help bring people to work and take them home

People have the skills to work at Amazon (\$15/hr approx) and wouldn't have to go through the barriers associated with other types of jobs - People can buy homes working at Amazon

Jobs & Eco. Dev: What key strategies would help? 12 Answers

Coordinating with transportation providers and employers (re: Amazon offers rideshare)

Bring additional employers to the North End

Project ID provides identification cards to people free of charge - Just need birth certificate and proof of residency (see Duncan Waitts)

Temporary to permanent hire service should be added / established in the North End again - Previously there were no places of employment that could utilize the services

Retailers have looked for North End sites but weren't able to find locations or provide family-level wages

Build mixed-use development - Retail on the first floor; affordable housing above

Look for outside employers who want to come to the North End / Steubenville and employ the neighborhood residents not just certain people (re: segregation, racism, issues & diversity, equality needs)

Job sites for youth and summer study programs tied to employment

Community Action Council (CAC): Provides utility assistance and computers for people to apply for jobs but their rental building needs modernization because it's falling apart & isn't in the North End

North End needs its own CAC

A North End version of the CAC would have a diverse workforce that pays well over CAC's current \$11/hr

Consider hiring a JMHA social worker who could help connect people to resources - JMHA could apply for the Ross Grant to fund the position

Jobs & Eco. Dev: Is there a successful example? If so, what? Where is it? 2 Answers

Project ID

Jobs and Hope Program works with people under the poverty level and helps reintegrate them into the community, helping them meet their needs, etc see Duncan Waitts)

- Impact Statements*
- Baseline Metrics*
- Expected Outcomes*
- Project Strategies*

Implementing the Plan

Governance Structure

In progress

Partner Roles and Responsibilities

In progress

On-going Resident and Community Participation

In progress

Budget/Financing Strategies

In progress

Implementation Process and Schedule

In progress

Land use Approvals and Site Control

In progress

Data collection and Performance Tracking

In progress

Appendixes

Market Study

Complete

Geotechnical studies (if applicable)

In progress

Copy of Residents Needs Assessment

Complete

Completed LEED-ND checklist

In progress