



YNDG STRATEGIC PLAN UPDATE

2014-2016

CORE FUNDERS

The Raymond John Wean Foundation
City of Youngstown, Community Development Block Grant
City of Youngstown, HOME Investment Partnership

PROGRAM INVESTORS

Americorps NCCC
AmeriCorps VISTA Project Site and Support Grant
AmeriCorps Operational Grant, Direct Service
City of Youngstown City Council Discretionary Funds
Community Foundation of the Mahoning Valley
FHLB of Cincinnati Affordable Housing Program
Finance Fund
First National Bank
Florence Simon Beecher Foundation
Home Savings Charitable Foundation
HMHP Foundation
HUD Comprehensive Housing Counseling Grant
Huntington National Bank
J. Ford Crandall Foundation
John F. and Loretta Hynes Foundation
JPMorgan Chase Foundation
Mahoning County Lead Hazard and Healthy Homes
Ohio Capital Impact Corporation Place-Based Strategies Initiative
OCDCA Microenterprise Grant
Ohio Housing Finance Agency (OHFA)
PNC Foundation
Ruth H. Beecher Charitable Trust
Senator Maurice and Florence Lipscher Charitable Fund
The Youngstown Foundation
Thomases Family Endowment
US Department of Health and Human Services CED
USDA Community Food Projects
United Way Community Impact
Vallourec Star
Walter E. Watson Charitable Trust
Ward Beecher Foundation
Wells Fargo Housing Foundation
William Swanston Charitable Fund

ORGANIZATIONAL PARTNERS

Catholic Charities Housing Opportunities
City of Youngstown
Common Wealth Inc.
Compass Family & Community Services
Grow Youngstown
Home Depot
Humility of Mary Health Partners
Mahoning County Land Bank
Mahoning Valley Food Coalition
Mahoning Valley Organizing Collaborative/
Ohio Organizing Collaborative
Mahoning-Youngstown Community Action Partnership
Ohio State University Extension, Mahoning Valley
The Raymond John Wean Foundation
Tabernacle Evangelical Presbyterian Church
Treez Please
Youngstown Metropolitan Housing Authority
YSU Center for Urban and Regional Studies

NEIGHBORHOOD GROUPS

7th Ward Citizens' Coalition
Crandall Park South Neighborhood Association
DLZ Block Watch
Fifth Avenue Boulevard Neighbors
Garden District Neighborhood Association
Handels Block Watch
Idora Neighborhood Association
Indian Village Block Watch
Lincoln Knolls Community Watch
Love Your Neighbor Block Watch
Newport Neighbors
Northeast Homeowners and Concerned Citizens
Parkside Neighbors
POGO Block Watch
Powerstown Block Watch
Rocky Ridge Neighborhood Association
Upper North Heights Block Watch
Wick Park Neighborhood Association

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ADOPTED: SEPTEMBER 15, 2014

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Over the past four years, YNDC has built significant capacity to stabilize and revitalize Youngstown neighborhoods. This plan will guide the next three years of YNDC's development, as the organization endeavors to increase the scale of its impact through the development of stronger organizational and programmatic capacity, diverse and effective partnerships, and continued use of a strategic and data-driven approach. REVITALIZE.



MISSION STATEMENT



YNDC is committed to improving the quality of life in Youngstown by building and encouraging investment in neighborhoods of choice for all. We aim to accomplish this mission through a dual approach that includes strategic investments to rebuild market confidence in neighborhoods with strong assets, and broader partnership strategies to strengthen Youngstown's community development capacity and the citywide infrastructure supporting neighborhood revitalization.

YNDC's central purpose is to foster the transformation of vulnerable, undervalued and transitional neighborhoods into healthy neighborhoods of choice – places where people are willing to invest their time, energy and resources and where residents can manage their own problems. YNDC has set the following goals to guide its neighborhood transformation agenda:

1. To rebuild market confidence in neighborhoods through strategic reinvestment and neighborhood improvement activities in focus neighborhoods.
2. To strengthen the social fabric of neighborhoods through the active participation and involvement of residents and neighborhood organizations in planning and activities of YNDC.
3. To encourage all community development actions in Youngstown to have a clear strategic outcome and every outcome to be leveraged to maximize its impact.
4. To forge strong partnerships and effective collaboration among stakeholders to layer the resources necessary to be successful.
5. To increase wealth and asset building through the appreciation of home values and other advancements.
6. To foster the development of a new language for community development and revitalization.
7. To operate in a manner that cultivates hope for positive community change among all residents of Youngstown.
8. To expand the pool of public and private resources directed toward the revitalization of Youngstown's neighborhoods.

ACHIEVEMENTS



Between 2010 and 2013, YNDC has developed significant capacity and expertise in several program areas focused on neighborhood revitalization and stabilization. YNDC has grown from a staff of 2 and a budget of \$200,000 to an organization with more than 40 staff and AmeriCorps members and funding support from over 50 unique public and private sources. Over the past four years, YNDC has coordinated comprehensive and successful neighborhood stabilization efforts in Youngstown, the highlights of which include the following:

**Completed over 175 home repairs
for low-to-moderate income
households since 2010**

**Rehab
35 hom
to ho**



**Facilitated over
homes for sale
homeowners**

**Launched a \$1 million
Community Loan Fund
for low-to-moderate
income homeowners
that carries 19
mortgages**

**Engaged more
than 200 clients in
training for future
homeownership**



Repurposed nearly 300 vacant lots for gardens, side lots,

**Created over 70 construction
throughout the city in 2013 and**

**Redeveloped a 1.7 acre
blighted property into
an urban farm and
training center**

native plantings, and green space

**jobs
done**

**Trained 45
at-risk young
adults new
work skills to
obtain gainful
employment**

A close-up photograph of a person's hands using a large paintbrush to apply white paint to a wall. The wall is made of horizontal wooden planks. The brush is positioned in the lower right quadrant, with the bristles touching the wall. The person's hands are visible on the right side of the frame. The background is slightly out of focus, showing more of the wall and a window frame at the top right.

**Cleaned and boarded over 150
abandoned homes with boards painted
to resemble doors and windows**

**Completed four murals and
new neighborhood signage**

**Completed 14 stabilization plans for strategic
neighborhoods throughout the city**

**Catalyzed over
\$13 million in reinvestment in
Youngstown's neighborhoods
as a result of these efforts**

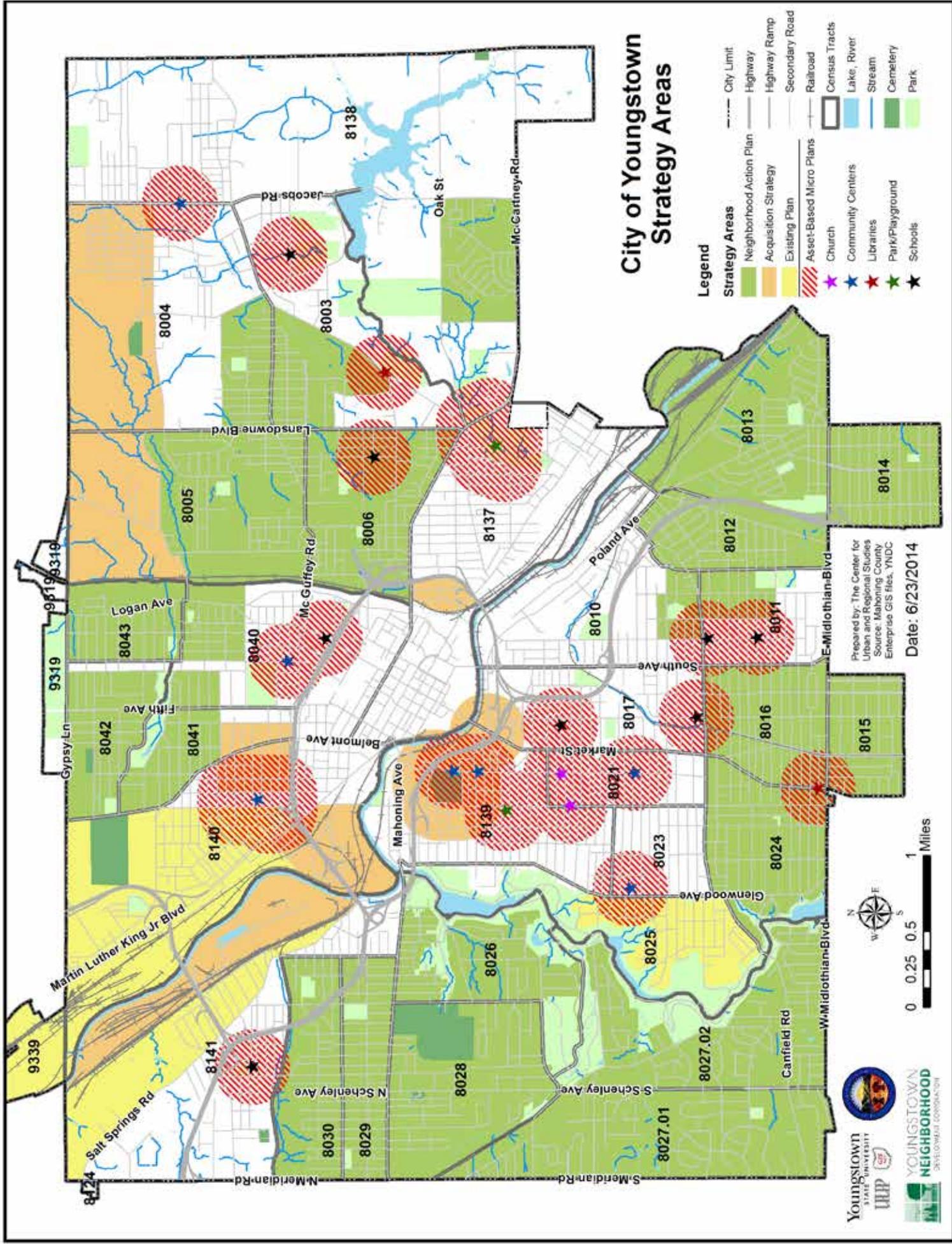
**Engaged over 5000 residents and volunteers
in over 100 community projects**



In its first four years, YNDC utilized a targeted approach balanced with citywide services such as Lots of Green 2.0 available to residents and neighborhood groups throughout the city. Over the next three years, YNDC will continue to utilize its successful approach of targeting strategic neighborhoods and it will also increase the scale of its citywide services through existing efforts and the addition of new programs such as the AmeriCorps REVITALIZE program.

The neighborhood action plans and other strategies developed through YNDC's planning partnership with the City of Youngstown will guide the work. This strategy is outlined in the map on the following page.

City of Youngstown Strategy Areas



COMMUNITY ENGAGEMENT AND INCLUSION

YNDC has developed a strong record of community engagement and inclusion. YNDC will continue this commitment through the following actions and activities:

Multiple Options - Providing multiple options for residents to engage with YNDC through participation in project meetings, input meetings, YNDC's Board of Directors, training programs, community workdays, cooking classes and demonstrations, or volunteering at YNDC's Iron Roots Urban Farm among many other activities.

Partnership with MVOC – YNDC will continue to work with MVOC on critical neighborhood issues such as code enforcement, neighborhood economic development, and others. This may lead to the execution of projects related to problem properties.

CHDO – YNDC must maintain appropriate low to moderate income representation on its Board of Directors to maintain a certified Community Housing Development Organization (CHDO) and be representative of the communities we serve.

Transparency and Access to Information – YNDC will maintain a robust website, regular publications, and clear documentation of how community resources are being utilized to positively impact neighborhoods.

Prioritize the Use of City and Minority Contractors – YNDC will continue to identify and work with city and minority contractors and make purchases in the City of Youngstown to the extent reasonably feasible.

Increase Partnerships – YNDC will increase partnerships with neighborhood groups, churches, schools, businesses, and other civic minded institutions to strengthen and scale the capacity of its existing programmatic activity. Additional and specific responsibilities will be added to current staff to achieve this outcome.

HOUSING AND NEIGHBORHOOD STABILIZATION

Housing and neighborhood stabilization will remain the core focus of YNDC's work, as reemphasized by the recent citywide neighborhood planning meetings. Issues related to housing are among the top challenges voiced by residents throughout the City of Youngstown. YNDC has developed a strong portfolio of programs related to housing and neighborhood stabilization. These programs must be further strengthened and amplified with additional resources and partnerships. All of these programs and services will be aligned with detailed neighborhood action plans developed during the citywide planning process and guided by collaborative Neighborhood Action Committees.



Code Enforcement – YNDC has developed an ongoing partnership with the city’s property code enforcement office. YNDC needs to continue to strengthen this relationship through the alignment of programming, the development of more formal and informal partnerships with the property code enforcement office, advocacy for new code enforcement related policies, integration of new and efficient technology, the development of detailed neighborhood and housing action plans and detailed databases, and the creation of committees such as the Powerstown Housing Action Committee to ensure impact and accountability among all partners.

Strategic Demolition – YNDC will continue to demolish properties that need to be quickly demolished as part of targeted model block efforts. YNDC seeks to keep its demolition activity to a minimum as there will be significant demolition activity by the Mahoning County Land Bank over the next three years in all of YNDC’s strategic neighborhoods.

Strategic Acquisition and Rehabilitation – YNDC will continue to acquire and rehabilitate vacant properties to create quality homeownership opportunities. This activity will increase and YNDC will rehabilitate at least 50 properties over the next three years.

REVITALIZE Rentals – YNDC will begin developing a small number of high quality rental properties. Youngstown has an abundance of rental properties, but the significant majority are low quality. YNDC’s rental properties will set a high standard, providing quality market rate and affordable rental options and an ongoing revenue source for the organization. YNDC intends to develop approximately ten rental units in the next three years in close proximity to YNDC’s office, so they may be more easily managed.



Paint Youngstown, Limited Home Repair

– YNDC will continue to complete limited home repair projects in strategic areas in each of Youngstown’s wards. The program will continue to focus on exterior code violations primarily: roof replacement, exterior scrape and paint, wood replacement, porch repair, gutter replacement, and other critical exterior repairs. YNDC will complete 75 projects over the next three years.

Paint Youngstown, Owner-Occupied Rehabilitation

– YNDC will continue to complete owner-occupied rehabilitation projects in strategic areas in each of Youngstown’s wards. The owner-occupied rehabilitation projects include the complete rehabilitation of properties with significant deficiencies. These properties also receive lead abatement and the occupants must be temporarily relocated for the lead abatement work to be completed. YNDC will complete 15 projects over the next three years.

Vacant Home Boarding – YNDC will continue to board vacant homes to increase neighborhood safety and preserve the homes, particularly in strategic neighborhoods. Homes that are not secure and stripped are often not salvageable. YNDC will board up more than 200 homes over the next three years.

Foreclosure Bond Repairs – YNDC will begin working with the City of Youngstown to make necessary repairs to abate exterior and interior code violations on properties for which cash foreclosure bonds have been provided.



Community Workdays – YNDC will continue utilizing community workdays to address housing and basic neighborhood conditions. YNDC has engaged thousands of volunteers in workdays throughout the city and will continue to build further volunteer capacity. YNDC will execute at least one large scale workday each year with several hundred participants and multiple partners such as the United Way Day of Caring. YNDC will complete more than 50 community workdays over the next three years.

Home Maintenance Workshops – YNDC will launch workshops on home maintenance and repair issues at its Community Workshop. Loan fund clients will have minimum attendance requirements and the sessions will also be open to the public. YNDC will hold a minimum of ten workshops over the next three years.

Model Blocks – YNDC will continue its Model Blocks activity, which refers to the coordinated engagement, planning, and implementation of YNDC’s housing and blight eradication activities on target blocks throughout the City of Youngstown.

Corridor Improvements – YNDC will continue activities along the Glenwood corridor, initiate the US422 corridor plan, and begin improvements along other corridors through the strategic demolition of blighted structures, clean up and reuse of vacant land, introduction of public art and professional wayfinding, and the coordination of activities such as the Idora Farmers’ Market. These activities will also include the development of a stronger partnership between the City of Youngstown Public Works, Eastgate COG, and YNDC.

Facilitate the Reactivation of Critical Parcels/Properties – YNDC will continue to work to unlock key parcels of vacant land or vacant buildings that offer a significant opportunity to continue revitalization. There are properties throughout the city that will require ongoing advocacy and facilitation.



Mobilizing capital was emphasized in YNDC's first strategic plan and led to the development of the Community Loan Fund. YNDC has clearly identified the Community Loan Fund as a critical tool to stabilize neighborhoods and increase market activity. This has been reinforced by the provision of 19 first mortgages in the past 24 months and further market data compiled and analyzed during the neighborhood conditions report process. YNDC will continue to mobilize capital by doing the following:

COMMUNITY LENDING AND FINANCIAL STABILITY

Pursuing Community Development Financial Institution (CDFI) Certification – YNDC must successfully pursue CDFI certification from the US Treasury. This will enable YNDC to access new sources of capital for the loan fund. YNDC has applied for a CDFI Technical Assistance grant, which enable the organization to more adequately position itself to become certified.



Continue Providing an Alternative Mortgage Option in Youngstown –

Given that many neighborhoods throughout the City of Youngstown have very limited market activity, it is critical that YNDC grow its Community Loan Fund, so that it can continue to provide an alternative first mortgage lending option that positions clients for success. YNDC will need to consider multiple options for funding including selling existing loans, seeking grants from foundations and banks, partnering with banks to offer YNDC-like products, and seeking Financial Assistance funding from the US Treasury once CDFI certification is obtained.

Develop a Sustainable HUD Certified Housing Counseling Program –

YNDC has recently been certified as a HUD-Certified Housing Counseling agency. Staff must receive appropriate training and certification to provide training, a fee schedule and sustainability plan must be in place, and a robust counseling pipeline developed with the potential to benefit YNDC's loan fund, housing programs, micro business and other lending activity.

Determine the Demand for Micro loans and Other Commercial Loan

Products – In 2014 YNDC will begin providing micro loans for food based entrepreneurs. This is a yet untested market and the demand has not been determined. YNDC will also analyze the need for other targeted commercial loan products particularly those that have an opportunity to benefit the many underutilized corridors throughout the city. This may include the pursuit of another HHS CED grant to provide a below market-rate commercial loan product or make an equity investment in an economic development project along a neighborhood corridor that will benefit low-income people.

Economic Development Consolidation of Information –

YNDC will work with partners including the City of Youngstown Office of Economic Development, the Mahoning Valley Economic Development Corporation, and the Small Business Development Center to consolidate information on economic development programs and incentives that may want to locate in city neighborhoods.



VACANT LAND REUSE AND HEALTHY FOOD ACCESS



YNDC has become widely known for its vacant land reuse efforts. YNDC must focus on the efforts that are the most impactful and sustainable. Over the past four years YNDC has learned that the demand for community gardens is not as significant as initially thought and that community gardens require significant resources if there is not a clear garden leader. Based on this, YNDC has worked to empower residents to own and take control of community garden properties. YNDC's current focus is on basic vacant land stabilization, urban farmer and food entrepreneur development, community cooking and agriculture training, and the sustainability of Iron Roots Urban Farm.

Basic Vacant Land Stabilization – Vacant land stabilization is the clearing, fine grading, seeding, planting of trees, and installation of rot resistant split rail fencing on vacant lots. Stabilized vacant lots can be seen throughout the Idora neighborhood. YNDC must determine how more vacant lots can be stabilized in other key transitional or constrained areas. YNDC has funded its vacant land stabilization efforts primarily with CDBG funds, but for the scale of basic vacant land cleanup to be significantly increased, additional funding sources must be developed. A new opportunity exists to partner with the Mahoning County Land Bank through the OHFA demolition funding program. YNDC will stabilize 100 lots over the next three years.

Lots of Green 2.0 – YNDC provides financial and technical assistance to neighborhood groups through this citywide project competition. YNDC began this effort to provide greening services to all of the city’s wards and residents. Projects can be any type of vacant land reuse or cleanup, and projects will be maintained and managed by applicants.

Community Cooking and Agriculture Programming –YNDC will continue to engage a diverse audience through a wide selection of healthy cooking and community agriculture training. As the program develops, an increasing number of partnership programs and classes will be taught in the HMHP Foundation Demonstration Kitchen.





Food Entrepreneur Development – YNDC will continue to advance from its initial market gardener training program to a more focused program to develop the skills of a smaller and more committed group of individuals starting sustainable businesses. These individuals will also have access to YNDC’s newly developed micro-loan program. In addition, YNDC will focus on one-on-one technical assistance and problem solving for new food entrepreneurs.

Iron Roots Urban Farm – IRUF will continue to develop, and its highest priority is to become financially sustainable through the sales of produce and potentially other products, such as nursery stock for revitalization projects, to cover necessary staff and expenses.

Idora Neighborhood Farmer’s Market – YNDC launched a new farmer’s market on the Glenwood corridor in 2014, meant to bring activity onto the corridor, provide new entrepreneurs with a sales outlet, and bring a new fresh produce source into the Idora Neighborhood. This seasonal market will continue to be developed through 2016.

PLANNING

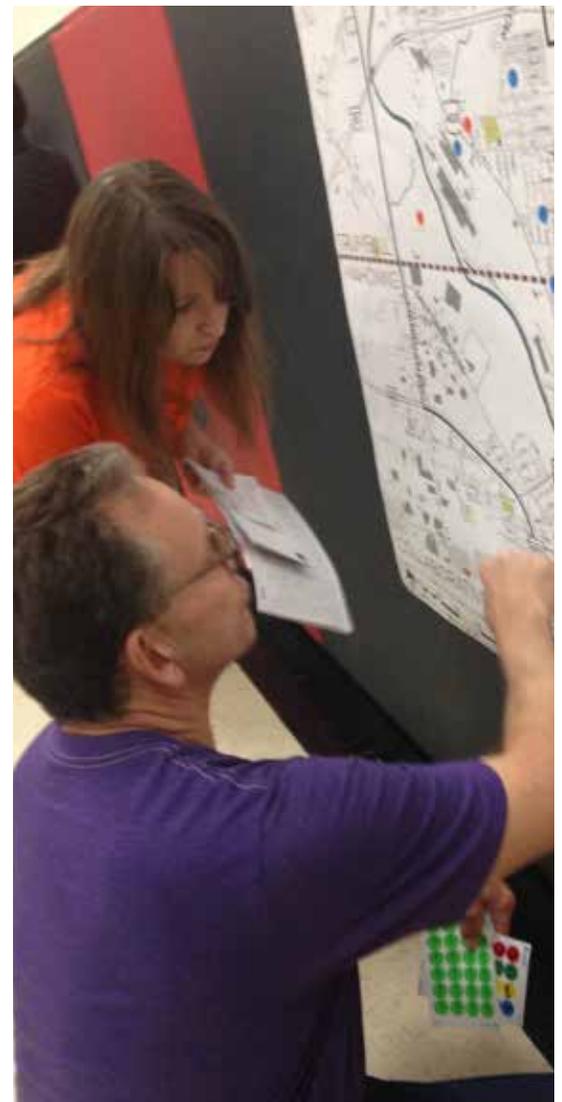
City of Youngstown Neighborhood Planning Services

– YNDC has a 15-month agreement with the City of Youngstown to provide neighborhood planning services. YNDC has completed a thorough analysis of Youngstown’s neighborhoods which will serve as a baseline for further planning activities. YNDC has completed a citywide neighborhood engagement process to gather priorities and input from residents and will develop citywide policy and strategy recommendations and more targeted neighborhood action plans, acquisition strategies, and asset based micro plans.

Model Block Plans – YNDC will continue to develop detailed plans for the streets identified as Model Blocks. These currently include Upland Avenue and Winona Drive.

Brownfields – YNDC will continue to work with the City of Youngstown and other partners to assess conditions along corridors, particularly through neighborhoods. YNDC has previously completed an assessment of possible underground storage tanks throughout the city and used this to leverage the application of a USEPA grant. YNDC will continue working with the city to assess and clean up key sites that can be used for neighborhood economic development.

YNDC has continued to grow its planning activity from its informal internal project planning to a formal relationship with the City of Youngstown to provide neighborhood planning services. YNDC will continue to grow its planning and data analysis capacity.



Neighborhood and Housing Action Plans – These are a critical tool that YNDC will continue to refine and develop through a multi-year process. Comprehensive surveys are completed to record the condition of every residential structure in a particular neighborhood and compile relevant crime and infrastructure information. Then all relevant data related to each property is compiled and used to develop a detailed strategy for the property. These plans serve to ensure accountability and create partnerships among many actors including the City of Youngstown and other relevant partners. YNDC has catalyzed the improvement of hundreds of properties through this process and continues to evolve the sophistication of the plans. These collective partner approaches are critical to achieving larger scale impact throughout the city.

Historic District Planning – YNDC will work with residents and Rebecca Rogers, a historic district preservation expert to develop at least one new National Register Historic District in the City of Youngstown. This designation will create an opportunity to rehabilitate several vacant multi-family properties through eligibility for federal and state historic tax credits for qualified rehabilitation.

Other Planning Efforts – YNDC will continue to work with partners on plans for specific topics or quality of life issues such as city parks. It will also continue as a critical partner in the implementation of the multi-jurisdictional US422 Corridor Redevelopment Plan.



ORGANIZATIONAL DEVELOPMENT

Less than five years ago, YNDC was merely a good idea backed by hardworking volunteers and supporters. Since its inception in 2009, the organization has built robust internal systems, a talented team of professional staff, and a diverse set of over 50 funders that support over \$3 million of investment in Youngstown's neighborhoods annually. YNDC will continue this pattern of exceptional organizational development by maintaining an entrepreneurial mindset and urgency in responding as significant opportunities arise.

STAFF

BOARD OF DIRECTORS AND PARTNERSHIPS



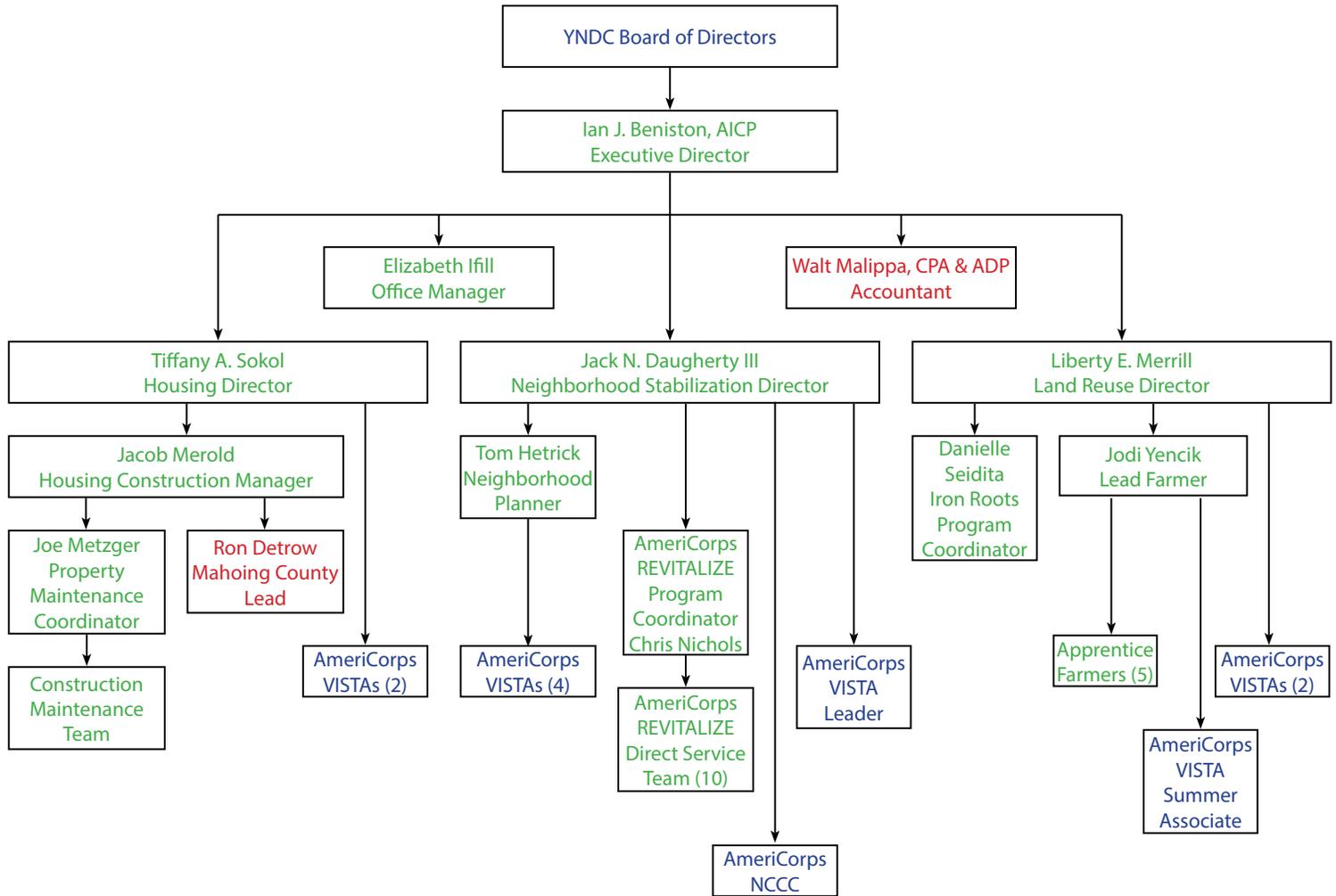
Strengthen Board of Directors – Ensure YNDC Board of Directors is in compliance with CHDO and other funding requirements. Reserve non-CHDO seats for those that add value to YNDC through specific skills and training or access to new resources.

Training and Development – Ensure all staff and members of the board of directors receive necessary training and development. Staff training and professional development will be focused on the acquisition of new and specific skills. An example of this is completion of Housing Development Finance Professional training and certification, which provides high level skills in real estate development.

Succession Plan – A succession plan should be developed and approved over the next three years for the Executive Director position, so a clear and known process can be executed if YNDC is without an Executive Director. The succession plan will also address the retention of key staff.



Staff Reporting and Communication – YNDC staff will begin utilizing a more efficient and disciplined reporting mechanism to organize work and document performance. Additionally, twice weekly meetings will be held with senior staff to debrief work accomplished during the week, performance against goals, impact, necessary tweaks, and scheduling.



Key:
 • Employee of YNDC
 • Consultant/Contractor
 • Volunteer

2014 YNDC Organizational Structure

Restructure YNDC Staff Management Structure – Given the promotion of YNDC’s Deputy Director to Executive Director, YNDC’s organizational structure will be reassessed and restructured to maximize the abilities and skills of YNDC’s current staff and create new time for the Executive Director to effectively meet the demands of the position and maximize his value. Existing staff capacity will be assessed and key staff will have increased financial and management responsibilities.

In-House Construction and Property Maintenance Team – YNDC is currently in the process of developing an in-house construction and property maintenance team. This will reduce the organization’s reliance on contractors, decrease the costs of rehabilitation, and increase opportunities for impact. The team will conduct general finish work on rehabilitation properties, manage sub contractors for skilled trade work, board up of vacant properties, limited home repair projects, lead abatement, vacant lot grass cutting and routine maintenance, vacant home grass cutting and routine maintenance, rental and rehab property maintenance, snow plowing, and other projects relevant to neighborhood stabilization. This new addition will generate revenue, increase YNDC’s impact, create jobs, and increase YNDC’s sustainability.

AmeriCorps – YNDC will continue to strengthen its capacity for neighborhood development by seeking all available AmeriCorps resources including: VISTA, VISTA Summer Associates, National Civilian Community Corps, and AmeriCorps. YNDC has recently been awarded a VISTA (capacity building) and an AmeriCorps (direct service) site in addition to NCCC and VISTA Summer Associate resources. YNDC will create a new staff position to manage and direct the AmeriCorps direct service team. This position may be filled with a member of YNDC’s Construction and Property Maintenance Team.

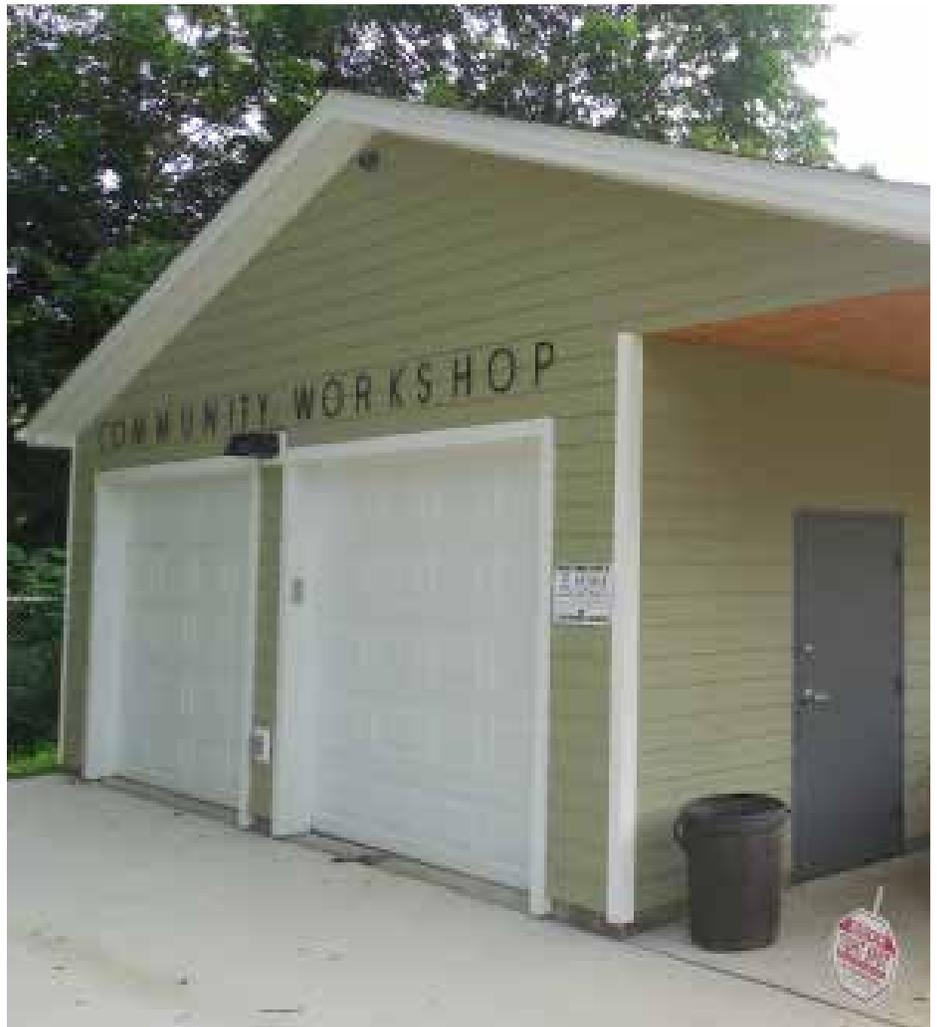
Partnerships – YNDC will continue to pursue more significant partnerships that can further maximize our work. These may include more robust partnerships with United Way, Interfaith Home Maintenance, YMHA’s YouthBuild program, Habitat for Humanity, and workforce development organizations throughout the region.



FACILITIES AND EQUIPMENT

In May 2013, YNDC moved from its rented downtown office space to its newly renovated and owned office space at 820 Canfield Road. While YNDC continues to grow and needs additional space, it must be very cautious about committing to additional real estate for office usage. YNDC must determine how to fully maximize use of its facilities at the 820 Canfield Road Neighborhood Revitalization Campus. Additional organization facilities over the next three years will include the following:

Community Workshop – YNDC will complete construction on its Community Workshop in spring 2014. This will further enhance the development of YNDC's in house construction and property maintenance team. The facility will also be used by residents and community groups for vacant home boarding, farm and community agriculture projects, small wood working and painting projects, classes in home maintenance and repair projects, and other community uses.





Community Revitalization House – To sustainably access AmeriCorps and other volunteer human capital resources, YNDC in some cases must provide free housing to the AmeriCorps teams. The Community Revitalization House will be used to house the AmeriCorps teams. It will also be used for the relocation of residents of YNDC owner occupied rehabilitation projects. These individuals must be temporarily relocated during lead abatement and YNDC incurs thousands of dollars in hotel fees during this time. Additionally, such a property will enable YNDC to access volunteers through the Worldwide Opportunities on Organic Farms. These individuals volunteer 25 hours per week on farms. YNDC can also use the house for visitors and consultant visits. YNDC has acquired 866 Canfield Road for this purpose. The property is a duplex five houses from YNDC’s office, so it can be easily managed and integrated into the Neighborhood Revitalization Campus. The top unit of the duplex will be rented to sustain the structure and bottom unit reserved for the purposes noted above.

Billingsgate Avenue Repair – Billingsgate Avenue is the primary entrance to YNDC’s parking lot for the Neighborhood Revitalization Campus. YNDC will work with the City of Youngstown to install the curbing for the boulevard that was formerly located on the street. YNDC will take responsibility for maintaining the grass and planting in the boulevard. YNDC will also work with the City of Youngstown to repave Billingsgate.

Maintenance Reserve Account – YNDC will develop a maintenance reserve account for all its capital facilities. YNDC will make a monthly deposit into this account which will be used solely for capital improvements and repairs to existing YNDC facilities.

Upgrade of YNDC's IT Hardware – YNDC must begin upgrading its computers and servers as it continues to grow. Many of YNDC's original laptop computers are more than four years old and have surpassed their useful life. YNDC's server is also inadequate for the current size of the organization. The office manager must develop a phased plan to upgrade all equipment over the next three years and find a new and professional company to advise management on the development of a sustainable IT, computer, and network plan.

Hard Filing System – YNDC's hard filing responsibilities continue to grow as the organization expands and evolves. The office manager and senior staff will develop a plan to ensure hard copy file are safe, secure, highly organized, and readily accessible. The plan will include storage conditions, storage equipment, and other relevant information.



RESOURCE DEVELOPMENT

Rehabilitation of REO and Donated Properties

– YNDC has developed cost effective methods to rehabilitate many properties and generate a profit. This ability varies by property depending on the condition and location of the property. YNDC will likely generate more than \$100,000 in 2014 from this activity through the work of its in-house construction and property maintenance team.

Fee for Service – YNDC will continue to develop its fee for service activity. This may include planning services, grant writing services for the City of Youngstown, grass cutting, home repair, or other services. YNDC has made significant progress in this area with the planning services, grass cutting, home boarding, and foreclosure bond repair contracts with the City of Youngstown. A significant opportunity exists to provide further services in Youngstown and surrounding communities.

Low Income Housing Tax Credits (LIHTC) – YNDC will begin to investigate a LIHTC allocation that will enable the acquisition and rehabilitation of multiple single-family homes or a large underutilized structure as part of a broader targeted and comprehensive neighborhood stabilization strategy. This multimillion dollar project will provide a more thoughtful planned approach to LIHTC development in the City of Youngstown and increase the number of vacant properties impacted. Predevelopment of such a project will begin in the next three years.

YNDC has developed a robust portfolio of funding sources and has obtained funding from over 50 different sources over the past three years. YNDC has also increased its ability to obtain human capital resources such as becoming a VISTA and AmeriCorps site. YNDC's grant writing capacity has become very successful and is highly disciplined and organized. YNDC should continue to build on its already successful resource development ability.



Historic Tax Credits (HTC) – YNDC will create an environment where HTC’s will become accessible for projects outside of downtown. This will include the creation of historic districts. YNDC will begin the pursuit of this funding source over the coming three years.

Rental Housing Revenue – As previously noted, YNDC will begin the development of rental housing. The total income will be modest, but YNDC will also significantly increase its asset base with the rental units.

Farm Revenue – Farm revenue from the sale of produce is projected to significantly increase. New outlets for sales will be continually developed.

CDFI TA and FA – As previously noted, YNDC will continue the pursuit of CDFI certification. Becoming a CDFI will enable YNDC to access Financial Assistance funds only available to certified CDFIs. The FA funds will be used to recapitalize the Community Loan Fund and leverage additional private investment. These leveraged resources may come from local banks, foundations, the City of Youngstown, the Ohio Housing Finance Agency, or other methods such as the sale of current loans.

Pursuing NeighborWorks Certification – YNDC will begin to pursue NeighborWorks certification from the NeighborWorks America. This will enable YNDC to access new grant sources and technical assistance only available to NeighborWorks organizations.

IMPACT



As YNDC continues to increase its impact and scale, it will strengthen internal systems to track outputs and neighborhood level change. The systems include the routine and consistent collection of clear data for all YNDC projects and programs, continued partnership with Youngstown State University's Center for Urban and Regional Studies, annual internal program evaluation, and work with professional program evaluators as resources allow. A list of critical short term outputs and long-term outcomes is provided below.

Over next three years, YNDC will achieve the following outputs:

- Rehabilitate at least 50 properties
- Develop ten rental units in close proximity to YNDC's office
- Complete 75 Paint Youngstown limited repair projects
- Complete 15 Paint Youngstown owner-occupied rehabilitation projects
- Bring 500 or more homes into code compliance in collaboration with Youngstown Code Enforcement
- Board and clean up more than 200 vacant homes
- Create 60 homeowners
- Stabilize 100 vacant lots
- Complete 15 resident driven vacant land reuse projects
- Complete more than 50 community workdays
- Hold a minimum of ten home maintenance workshops
- Develop 5 microenterprises through micro-loans
- Provide job training skills to 30 residents
- Complete planning for one significant job creating project
- Sustain an ongoing marketing effort for strategic neighborhoods
- Facilitate 5 public art installations
- Complete 8 Neighborhood Action Plans
- Complete a citywide Neighborhood Conditions Report and Analysis

The following long-term outcomes in strategic neighborhoods will result from these efforts. To fully achieve the desired outcomes will take sustained work beyond the three year time frame of this plan.

- Decrease vacancy
- Decrease calls for police service and violent crime
- Vacant land and buildings returned to productive use
- Stabilize property values
- Increase homeownership
- Increase private market driven investment in commercial and residential properties
- Create jobs for city and low-income residents
- Increase in personal assets for homeownership, local businesses, and neighborhood equity
- Increase access to healthy food
- Foster a positive perception of strategic neighborhoods as places on the rise
- Increase resident engagement and activity in strategic neighborhoods



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