

YOUNGSTOWN **NEIGHBORHOOD**

DEVELOPMENT CORPORATION

Strategic Plan 2026-2030



FUNDERS

Core Funders

The Raymond John Wean Foundation
City of Youngstown

Program Investors

City of Youngstown, American Rescue Plan
City of Youngstown, City Council
Discretionary Funds
City of Youngstown, Community
Development Block Grant
City of Youngstown, HOME Investment
Partnership
Community Foundation of the Mahoning
Valley
Direction Home
Enbridge
Edward W. Barr Charitable Foundation
Farmers National Bank
Federal Home Loan Bank of Cincinnati
Affordable Housing Program
Federal Home Loan Bank of Pittsburgh
Affordable Housing Program
First National Bank Community Foundation
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Healthy Community Partnership
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HUD Older Adult Home Modification Program
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Program
USDA NIFA Gus Schumacher Produce
Perscription
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Introduction

YNDC is a community development corporation that has served Youngstown and surrounding communities for fifteen years. Founded as a resident-driven approach to revitalizing neighborhoods that suffered from disinvestment and decline, YNDC continues to develop, implement, and evolve its strategies to improve housing quality and increase the quality of life in the neighborhoods it serves.

Through resident surveys and collaborating with stakeholders, YNDC is steadfast in its commitment to address quality housing and neighborhood improvement. While its mission and values haven't changed, the organization has transformed from a small staff to a team of over 30 with an operating budget exceeding \$10 million dollars and management of over 100 properties. Periodic strategic planning paired with the nonprofit's approach towards engagement and programming have guided growth. This document serves as an overview of activities for the next five years to guide priorities while maintaining flexibility for adapting to new opportunities as they arise.

Through a thoughtful and collaborative planning process, shaped by YNDC's board, team, partners, and those the organization serves, YNDC has identified the following priorities:

Housing

Regionalize and scale services, including owner-occupied home repair and new construction.



Neighborhood Stabilization

Continue neighborhood improvement projects that address quality of life issues.



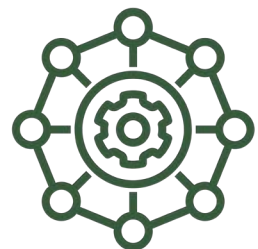
Advocacy

Sustain and broaden the organization's role as a respected voice on policies that support neighborhoods of choice for all.



Organization

Strengthen and adapt systems to ensure the team is well positioned to grow successfully.



YNDC is committed to improving quality of life by building and encouraging investment in neighborhoods of choice for all. Over the past fifteen years, YNDC's team has worked tirelessly to forge partnerships to advance neighborhood progress, to engage and empower residents and neighborhood groups to take action to address neighborhood challenges, and to develop its internal capacity to scale up effective programs that provide lasting impact in neighborhoods.

As YNDC prepares for its next chapter, the organization is reflecting on progress made under the 2023–2025 Strategic Plan Update. This plan reaffirmed and strengthened core program areas, including planning and organizing, neighborhood stabilization, healthy eating and active transportation, and housing. The following is a summary of key accomplishments, or milestones, achieved during this period.

Owner-Occupied Essential Repair



Housing Counseling



Grass Cutting



Roof Replacement



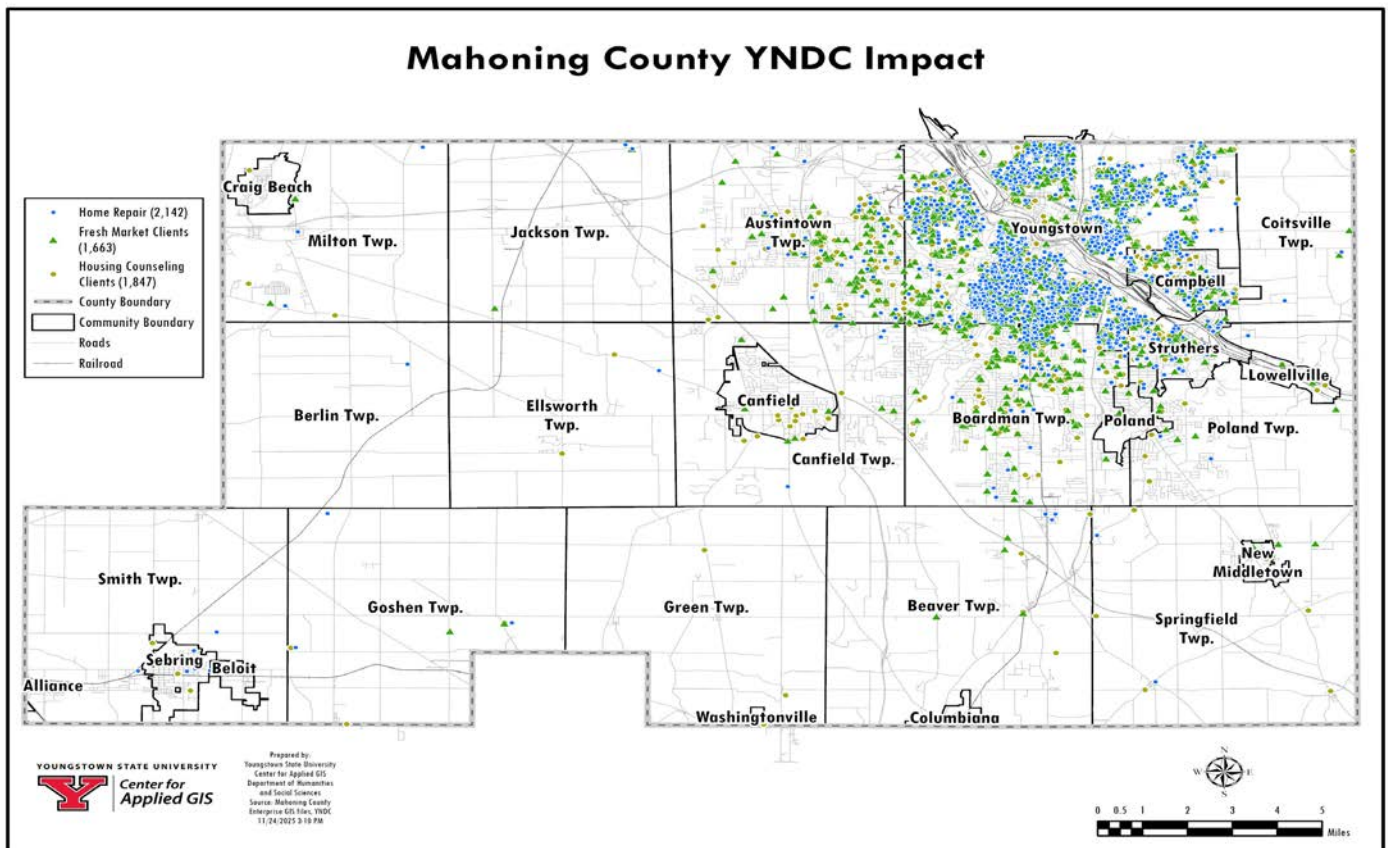
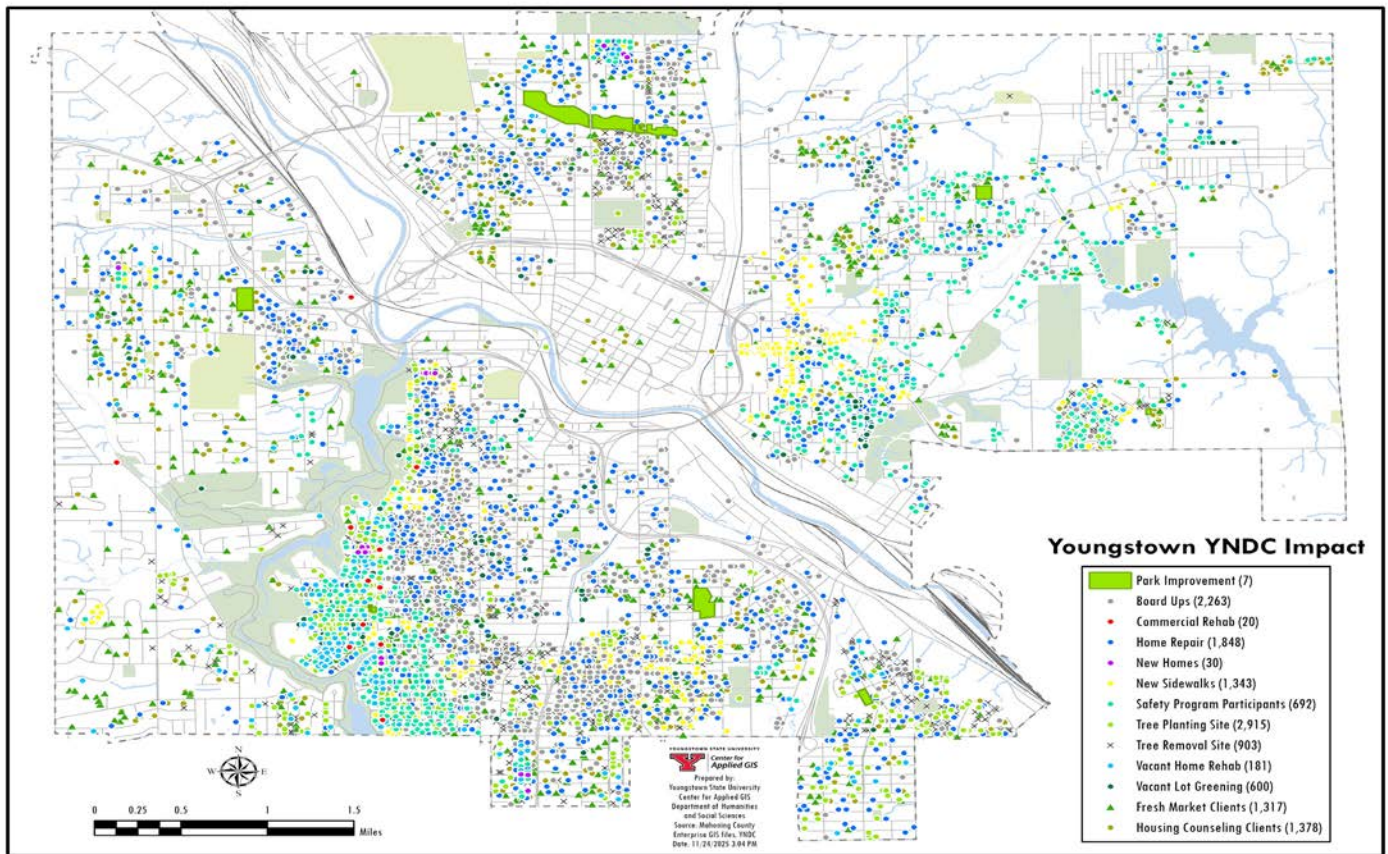
Property Survey



Mahoning Valley TreeCorps



YNDC's Impact 2012-2025





2023-2025 MILESTONES

Highlights of success in delivering on the previous strategic plan and advancing YNDC's vision.

Neighborhood Planning and Data Collection

- Completed surveying with responses from **315 households** from neighborhoods along the Glenwood Corridor to understand public perception and inform prioritization of revitalization strategies.

Neighborhood Organizing, Engagement & Advocacy

- Built a formal association, Glenwood Neighbors Business Association (GNBA), with over **35 businesses and institutions**, neighborhood stewards, and others along the Glenwood Corridor to work together and inform each other on challenges and resources.
- Glenwood Neighbors (GNBA) successfully advocated for the City of Youngstown to acquire the former Bottom Dollar property and repurpose it for community and economic development.
- Reconvened the Youngstown Housing Task Force to put pressure on absentee property owners and conducted a community action against Youngstown Houses, LLC to address serious quality of life concerns.
- Collaborated with the SOBE Concerned Citizens to pass a moratorium to thwart the construction of a tire chip pyrolysis plant that threatened environmental health.

Neighborhood Stabilization

- Launched a widely-shared and in-demand safety program to reduce violence in crime hotspots and increase communication with police that has served over **652 households and 43 businesses**.
- Assisted **20 businesses** in accessing grant funding for exterior improvements to their properties.
- Created maintenance agreements with Glenwood Corridor businesses to address problem properties for blight and crime.
- Launched the Mahoning Valley TreeCorps to restore and maintain the tree canopy in Warren and Youngstown. In its first year, over **1,644 dead and dangerous trees were removed** and over **1,247 new trees were planted**, surpassing the total number of trees planted over the previous decade.
- Maintained over **450 lots** with frequent grass cutting and trash removal.
- Repaired or replaced over **6.5 miles** of sidewalks.

Glenwood Fresh Market

- Provided over **\$623,000** in fresh produce to over **2,699 individuals**.
- Completed third-party evaluation of the market that found that over **77 percent** of participants were eating more fruits and vegetables and experiencing improved health outcomes as a result of the program.

Housing Services

- Deployed the HUD Older Adult Home Modification Program that will serve **200 households**.
- Rapidly grew the city-wide roof replacement program by utilizing City of Youngstown American Rescue Plan funds and multiple other sources, resulting in a four-fold increase in the number of roof replacements from approximately **50 to 200 annually**.
- Provided HUD-approved housing counseling to over **702 clients, 104 of whom have become homeowners**.

Real Estate Development and Property Management

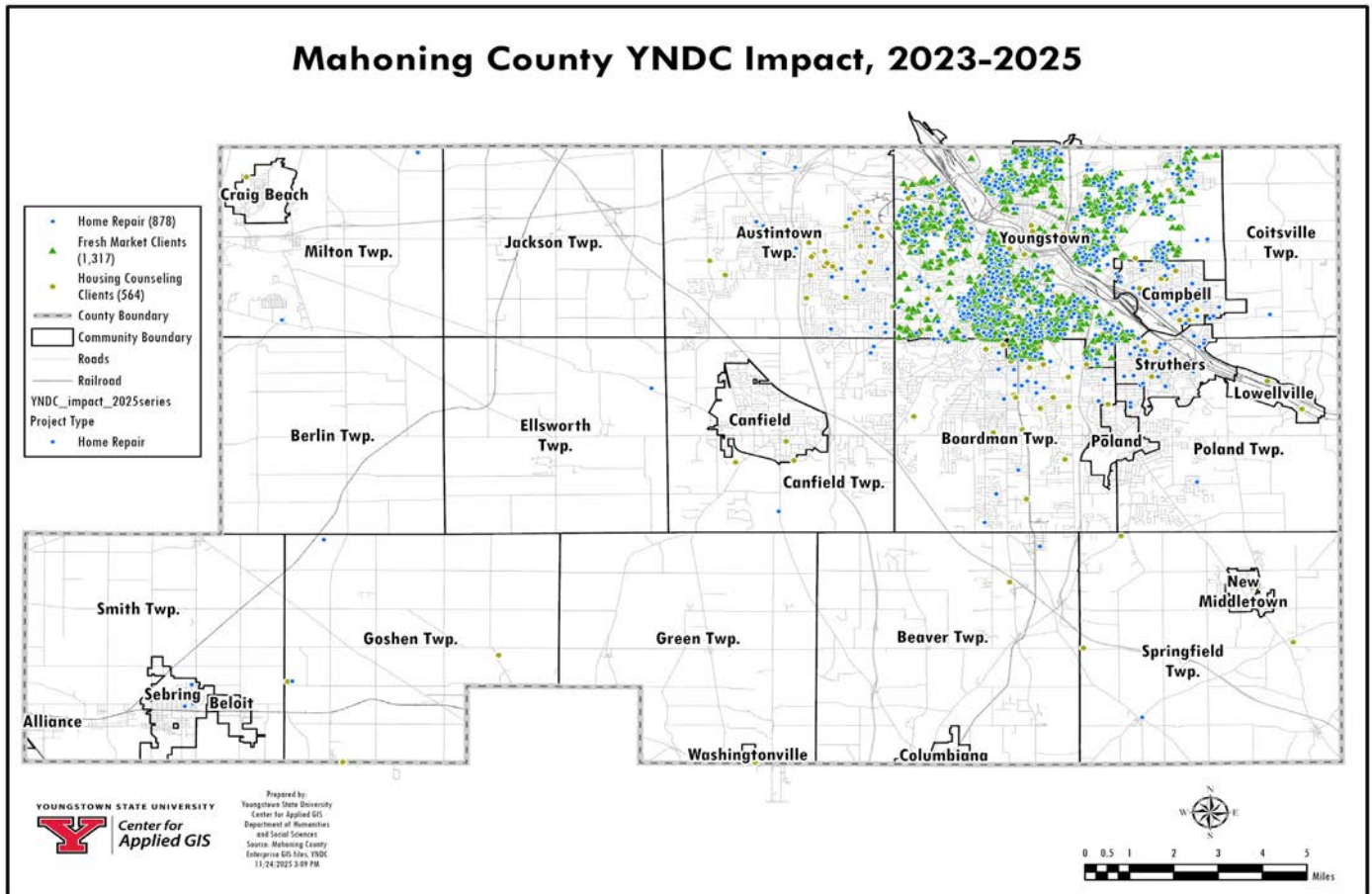
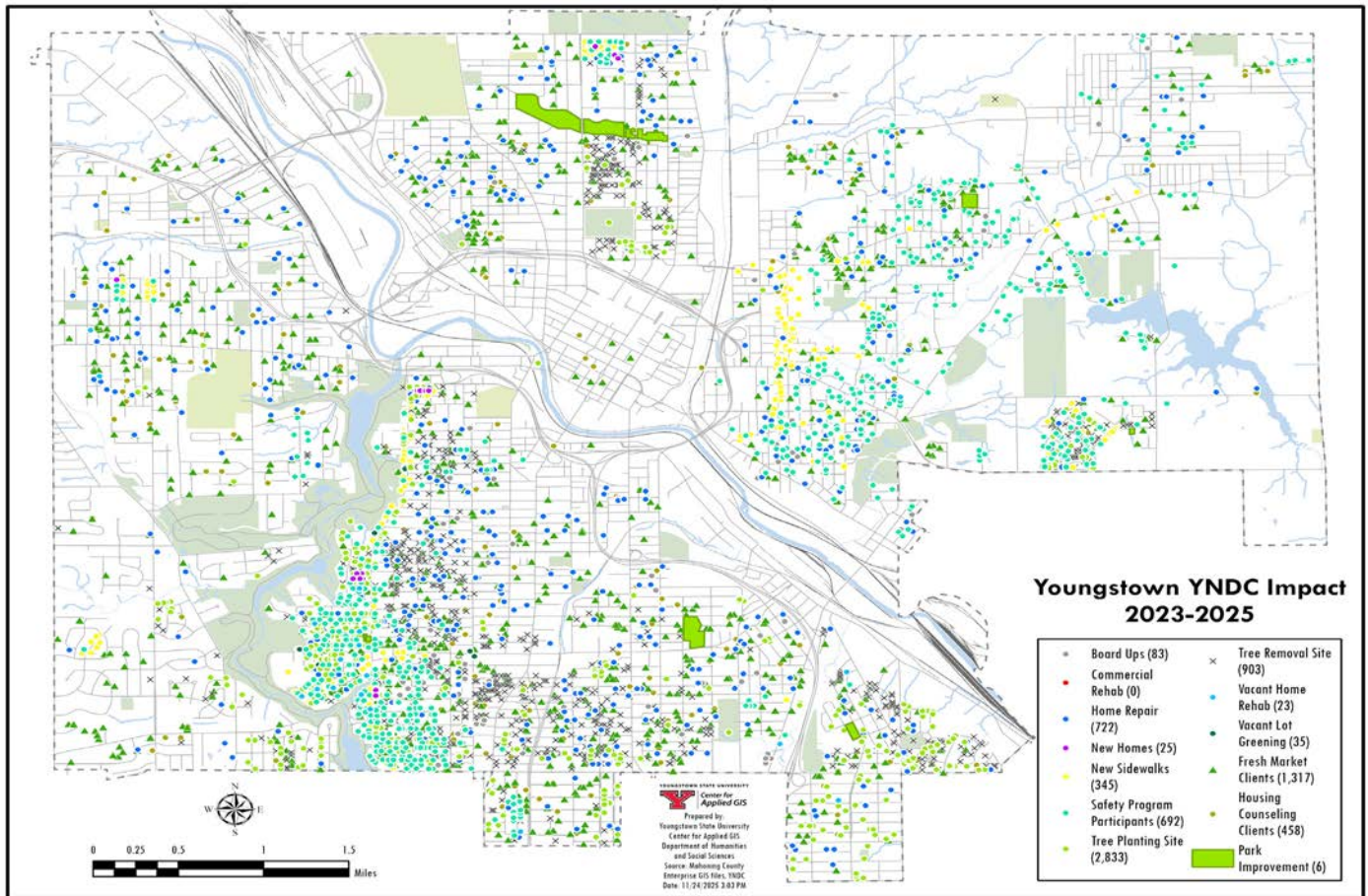
- Grew new construction capacity and number of units built from **2 in 2021 to 44 in 2025**.
- Completed infill single-family housing construction on Cliff View Street and Mineral Springs Avenue, proving the viability of new housing in constrained markets.
- Completed construction of **30 new single-family homes** in multiple neighborhoods throughout the City of Youngstown, Struthers, Campbell, and Sebring.
- Constructed **5 energy efficient duplexes** on Glenwood Avenue, the first of their kind in the region.
- Partnered with the Mahoning County Land Bank to receive **\$7.4 million from the Welcome Home Ohio**, the largest total award statewide.

Community Impact

- Provided guidance to various communities both regionally and nationally on how to stabilize neighborhoods, implement effective programs for homeowners, and access funding for affordable housing.
- Joined state and national boards to guide policies and enact agendas that impact neighborhood reinvestment (ex. Ohio Community Development Corporation Association, Middle Neighborhoods National Steering Committee).

Operations

- Expedited service delivery during times of change and uncertainty, such as deploying over **\$4 million in American Rescue Plan dollars** quickly and efficiently for a variety of neighborhood improvements.
- Secured **\$3 million low interest community investment loan** through Bon Secours Mercy Health that allows for more funding to be dedicated to outcomes rather than financing.



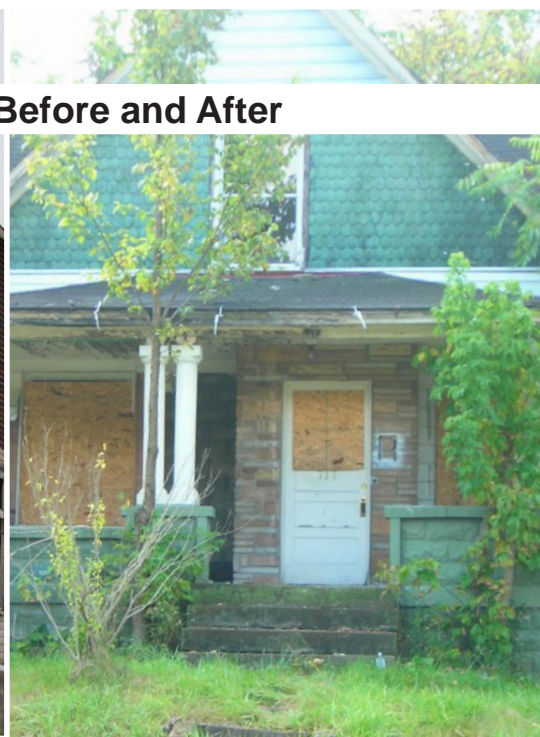
Cliff View Street Before and After



Glenwood Avenue Duplexes Before and After



Mineral Springs Avenue Before and After

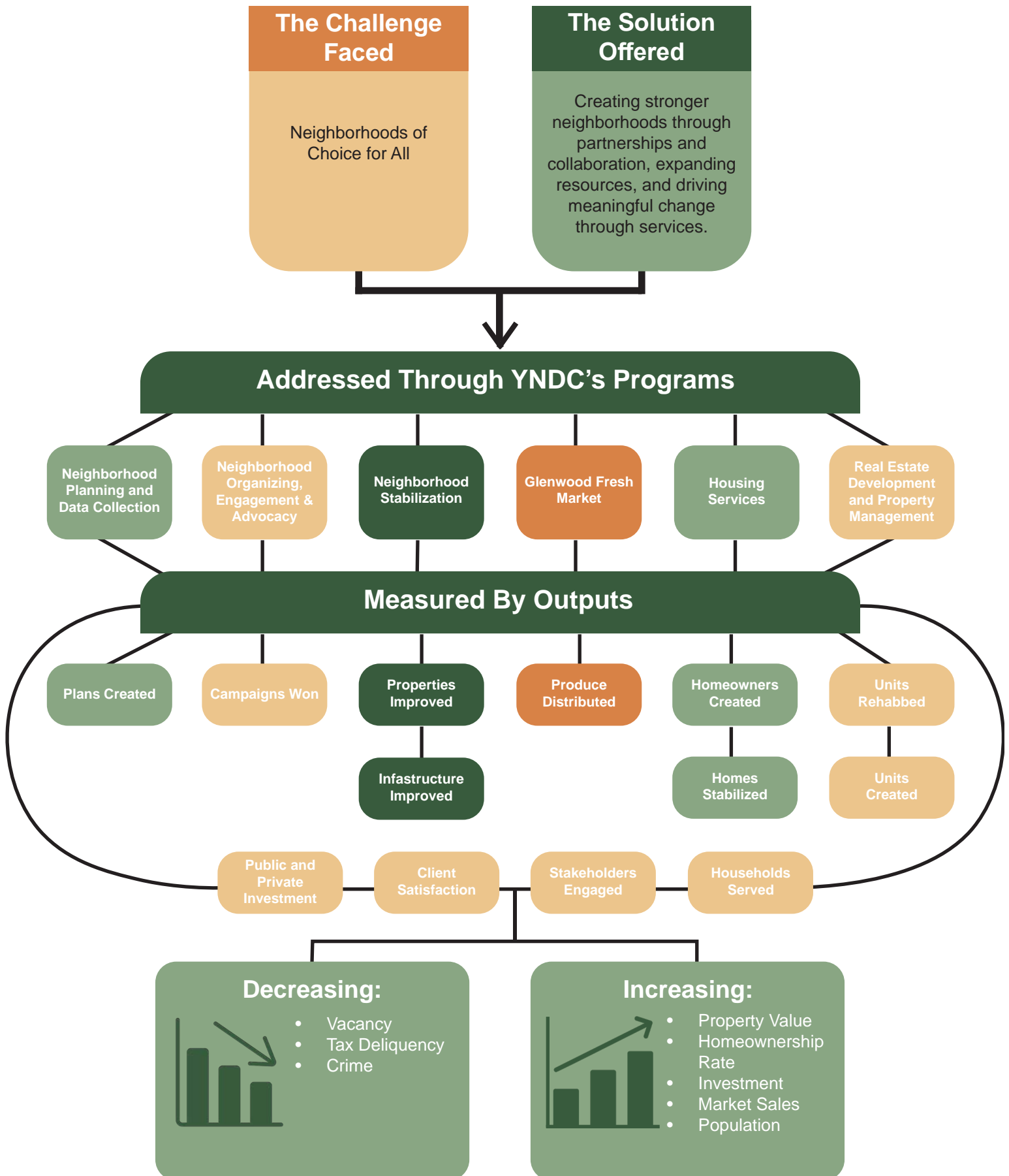


Overview and Outlook

Through more than fifteen years of on-the-ground work, public feedback, and data-driven decision-making, YNDC has refined its programs to maximize impact and ensure long-term sustainability. Building on past successes and lessons learned, YNDC's initiatives support the full neighborhood revitalization cycle for advancing neighborhoods of choice for all. The process begins with a broad lens, where neighborhood planning and data collection establish priorities and metrics for investment. Organizing, engagement, and advocacy, combined with Neighborhood Stabilization, the Glenwood Fresh Market, and Housing Services, work together to enhance quality of life and strengthen market conditions for real estate development. YNDC's programs include the following:

- **Neighborhood Planning and Data Collection:** Provides neighborhood planning services and implements publicly-adopted strategies through data-driven decision-making to align resources, guide revitalization, and evaluate the success of community initiatives.
- **Neighborhood Organizing, Engagement and Advocacy:** Mobilizes residents and builds capacity for collective action to influence policies affecting neighborhood issues such as quality housing and public safety.
- **Neighborhood Stabilization:** Strengthens neighborhoods by securing and cleaning blighted and vacant properties, improving and replacing public infrastructure, addressing safety, and working with property owners to improve the exterior of their homes and businesses.
- **Glenwood Fresh Market:** Offers very-low income households free access to fresh produce that is complimented by healthy lifestyle education and services to address food insecurity.
- **Housing Services:** Provides home repairs, accessibility modifications, housing counseling, and access to quality rentals to support safe, stable, and affordable housing for older adult, disabled, and low- and very-low income residents.
- **Real Estate Development and Property Management:** Rehabilitates and constructs residential and commercial properties, while managing a portfolio of assets, including rental properties, near the Greater Glenwood Corridor to ensure access to quality housing and business space.

Theory of Change



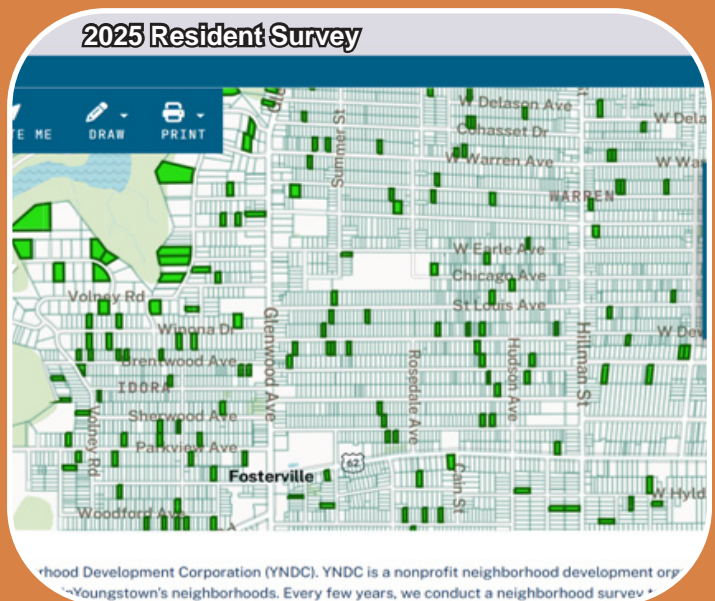
Neighborhood Planning and Data Collection

Neighborhood planning services help residents and stakeholders communicate and align resources for revitalization. The creation of publicly-adopted plans guide implementation, including the deployment of capital for physical infrastructure and services.

This work primarily focuses on the neighborhoods along the Greater Glenwood Corridor as part of YNDC's place-based strategy. Rather than pursuing trends, YNDC ensures that each plan or strategy reflects resident priorities and aligns with the organization's broader mission and desired outcomes. Other initiatives such as regional housing demand analysis and requests for technical assistance are also part of this responsibility. Near-term projects include an updated plan for the Greater Glenwood Corridor and supportive strategies in surrounding neighborhoods to guide new housing construction, business retention, and improved safety that complements city investments such as roadway resurfacing and streetscape improvements as a result of the upcoming interceptor sewer project. YNDC will also continue to support updating and creating neighborhood action plans where stabilization and/or reinvestment is sought.

Data collection is integral to planning, enabling YNDC to track neighborhood conditions, evaluate program effectiveness, and guide decision-making. Staff log daily program outputs, building a comprehensive 15-year record of quantitative and qualitative feedback. This approach identifies where resources are most needed and demonstrates whether programs and services achieve meaningful outcomes for residents.

YNDC's strengths include deep community trust, professional expertise, and a proven record of producing resident-driven plans that lead to actionable outcomes. Opportunities exist to expand contracted planning services such as property condition surveys to neighboring communities. Internal improvements in efficiencies such as staffing planning roles and continuing partnerships with entities like the YSU Center for Applied GIS are underway. Limited funding and inconsistent support for planning implementation from public offices will remain challenges; however, YNDC will continue to integrate planning and data collection where it can to further assist in decision-making and advancing impact. The organization will also integrate its economic impact more regularly in its reporting.



Neighborhood Planning and Data Collection



STRATEGIES

- Neighborhood Planning
- Data Collection



OUTPUTS

- Stakeholders Engaged
- Plans Adopted



OUTCOMES

Resident-led decision-making in creating neighborhoods of choice for all.



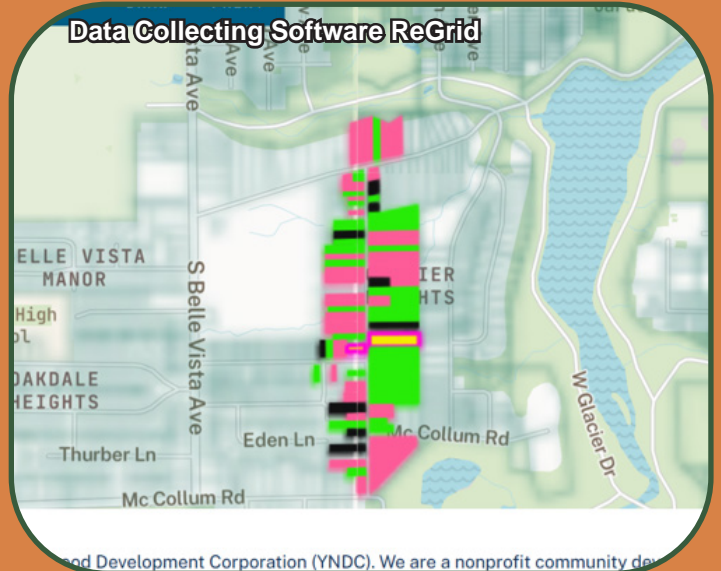
MILESTONES

- Adoption of the “Greater Glenwood Plan” by Glenwood Neighbors (GNBA), neighborhood groups, and the City of Youngstown.
- Integration of organization-wide neighborhood metrics with internal project management systems.
- Update templates and tools for efficiency and communication, namely public-facing online reporting on strategy implementation.
- Update economic impact calculations and include in YNDC impact and performance reports.
- Create and actively update neighborhood action plans.

Property Surveying



Data Collecting Software ReGrid



and Development Corporation (YNDC). We are a nonprofit community de

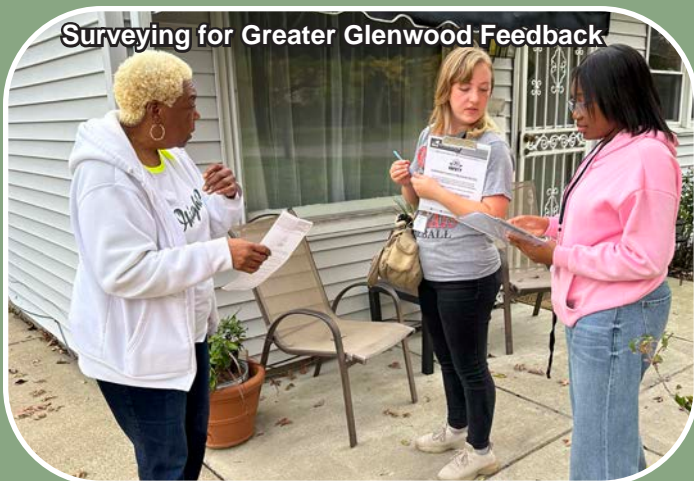
Neighborhood Organizing, Engagement, and Advocacy

YNDC organizes residents to take collective action to overcome barriers that impede neighborhood progress, such as quality housing, community safety, and other neighborhood-specific concerns identified through outreach. This work includes support for neighborhood taskforces and Glenwood Neighbors (GNBA). Additionally, YNDC builds resident-led and organizational capacity for advocacy at all levels of government. Central to this effort is the ability to build strong relationships and communicate effectively with stakeholders. By meeting residents where they are, YNDC builds trust and ensures programs reflect real community priorities rather than top-down directives.

Organizing and engagement are core to YNDC's mission, producing both immediate and long-term impacts. While YNDC brings considerable strength and the ability to mobilize, reoccurring challenges limit the influence of this work. Challenges include a limited pool of willing neighborhood leaders, the time and intensity needed for effectively training neighborhood organizers, and competing agendas that collectively limit the ability to grow strong movements.

YNDC will remain integral to this work, continuing to convene taskforces and stakeholders of the Greater Glenwood Corridor. YNDC will also implement corridor improvements on behalf of and through the engagement of the Glenwood Neighbors (GNBA) through its Neighborhood Infrastructure, Housing Task Force, and the Safety Program. The organization also has a growing role in more formal engagement and advocacy with consortiums and tables set to meet with elected officials and government bodies. For example, YNDC has taken a leadership role on the Ohio Community Development Corporation Association's (OCDCA) policy committee and helped to guide the creation of a state-wide policy agenda. Going forward YNDC will continue to remain engaged with OCDCA and other state partners to ensure a robust policy and resource agenda for CDCs at the state level. YNDC will assist in mobilizing state and local partners and residents to conduct effective advocacy. YNDC will also begin state advocacy in Pennsylvania as its work expands.

Surveying for Greater Glenwood Feedback



Glenwood Neighbors Meeting





STRATEGIES

- City and Region Campaigns
- Glenwood Neighbors (GNBA) Stewardship



OUTPUTS

- Residents Engaged
- Businesses Engaged
- Legislation Enacted



OUTCOMES

The adoption and implementation of policies and programs that improve quality of life and the health of neighborhoods.



MILESTONES

- Continue to address and document issues raised by citywide/regional task forces and resident surveys through collaborative campaigns.
- Continue to address and document issues raised by Glenwood Neighbors (GNBA) through collaborative campaigns and technical support for business owners.
- Continue to communicate and advocate for state policy platform with OCDCA, sharing how specific issues impact communities YNDC serves.

Neighborhood Organizing



Glenwood Neighbors Meeting



Surveying for Greater Glenwood Feedback



Neighborhood Stabilization

YNDC's neighborhood stabilization strategies are designed to maintain and improve the physical environment of the communities it serves, with a focus on the Greater Glenwood Corridor. The organization provides these services in other neighborhoods as opportunities arise and support is sought from other localities. Below are each of YNDC's key strategies that enhance neighborhood appearance and safety:

Vacant Lot Clean Up and Grass Cutting includes maintaining properties along key corridors by boarding up vacant properties to prevent unauthorized entry, theft, vandalism, and weather-related damage; greening vacant lots through landscaping and planting; and providing regular maintenance such as grass cutting, removing litter and debris, and installing or maintaining split rails forcing these efforts not only improve the perception of neighborhoods but also address safety concerns, reduce crime, and provide residents with spaces for recreation.

YNDC's strengths in neighborhood stabilization lie in its trusted reputation, efficiency, and record of deliverables. As the need for blight eradication decreases, YNDC can transition its resources towards neighborhood improvements such as the Mahoning Valley TreeCorps, the Safety Program, or replacing sidewalks and other aging infrastructure. Near-term opportunities for Vacant Lot Clean Up and Grass Cutting include expanding community benefit agreements with property owners, electrifying service vehicles and equipment, and transitioning more lots to new housing development.

This work aligns closely with YNDC's mission by providing low-barrier, replicable strategies for stabilizing neighborhoods, building market confidence, and strengthening local capacity. Grass cutting and lot greening prepare properties for future development, while board-ups protect existing assets, ensuring that neighborhood improvements are sustained and incremental revitalization efforts continue.



Mahoning Valley TreeCorps focuses on planting and maintaining healthy trees, removing dead or hazardous trees, monitoring overall tree health, and providing workforce training to residents. By actively managing the tree canopy, the program delivers multiple benefits, including crime reduction, enhanced health and well-being, and broader environmental improvements.

Through early 2029, YNDC is actively implementing a U.S. Department of Agriculture (USDA) Forestry Grant, which requires dedicating staffing and oversight. The grant has provided tremendous capacity building for the organization. Beyond this grant period, it is assumed that funding will be limited and the program will adjust and prep accordingly. YNDC will need to evaluate how to continue implementing and monitoring the program.



Neighborhood Infrastructure and the Safety Program work hand-in-hand to improve the physical environment, enhance public safety, and foster long-term neighborhood revitalization. The Safety Program is a component of Neighborhood Infrastructure and stands alone due to its demand and near-term opportunity for expansion. These efforts are mission-aligned with YNDC's vision of building neighborhoods of choice, where residents feel safe, valued, and supported. By addressing both physical infrastructure and community safety, YNDC strengthens community development capacity, fosters conditions for sustainable reinvestment, and signals care and stewardship to residents and stakeholders.

The main activities include identifying infrastructure and safety needs, advocating for improvements, coordinating with the City of Youngstown and local governments to implement projects, and tracking outcomes. Sidewalk repair and traffic-calming measures promote pedestrian safety. Upgraded street lighting and strategically placed security cameras reduce crime, and improve residents' perception of safety. Per surveying of neighborhoods, this service addresses the community's largest concern. Other physical improvements, such as traffic signage, crosswalks, and enhanced lighting in public spaces, also improve property values and contribute to a stronger sense of place. In addition to the activities mentioned above, YNDC will coordinate infrastructure, safety, and technical assistance improvements with property and business owners along the greater Glenwood Corridor with Glenwood Neighbors (GBNA) and other commercial districts as requested. Specific near-term opportunities include property management agreements for maintenance and improvement, such as landscaping, lighting, and signage.

YNDC's strengths in this area include established relationships with local governments and a known successful history of coordinating infrastructure and safety improvements efficiently. YNDC will continue to further integrate these programs near housing rehab and new construction sites to further catalyze impact. Opportunities exist to communicate the value and outcomes of projects more effectively, particularly to the philanthropic community. Other opportunities include expanding these services into additional communities.



STRATEGIES

- Vacant Lot Clean Up and Grass Cutting
- Mahoning Valley TreeCorps
- Neighborhood Infrastructure and Safety Programs



MILESTONES

- Continued transition from blight reduction to neighborhood improvement strategies.
- Continued maintenance of properties to encourage reinvestment and increased positive neighborhood perception.
- Electrification of maintenance fleet.



OUTPUTS

- Non-compliant property reduction and tax delinquency reduction
- Tree coverage
- Crime reduction
- Leveraged economic multiplier for neighborhood infrastructure



OUTCOMES

Neighborhoods of choice where residents have opportunity, are safe, and gain wealth.

Glenwood Fresh Market

Through the Glenwood Fresh Market, YNDC provides reliable, no-cost access to fresh produce and nutritious foods, ensuring that residents can meet their basic health needs regardless of income. The program is rooted in resident feedback and is designed to respond to the specific challenges faced by the community, particularly food insecurity and limited access to affordable, high-quality groceries. This evidence-based program has a **95% positive experience rating and has served over 3,000 households**. Beyond providing food, the market serves as a platform for connection and engagement. Participants receive education on nutrition, cooking, and healthy lifestyles, while also accessing supportive services and information about local resources.

The audience for these efforts includes families and individuals living at or below 200% of the poverty line, as well as local farmers and vendors who benefit from the market's economic activity. Through this work, YNDC also engages public health entities and nonprofit partners, ensuring that the program's impact extends beyond the immediate neighborhood. Funding partners, including public grants and philanthropic organizations, help sustain the program and support its growth.

The strengths of this approach lie in YNDC's ability to implement a program that has been independently evaluated and recognized as effective. YNDC continues to seek partnerships to secure additional funding, such as the USDA's Gus Schumacher Nutrition Incentive Program (GusNIP), which will provide funding through 2028. This will allow YNDC to further strengthen the market's model and document its success, which are critical for identifying and securing a more sustainable financial model. YNDC will provide and review recommendations for the future of the Market by the end of 2027. Another key aspect of the Market's success is retaining qualified staff.



Operating the Market as a social enterprise requires knowledge in food distribution and safety, cooking and nutrition, and community engagement, which is a unique blend of skills that is difficult to replicate.

Glenwood Fresh Market



STRATEGIES

Glenwood Fresh Market



MILESTONES

- Update business plan by the end of 2027 to address market's mid-term sustainability.



OUTPUTS

- Client satisfaction and participation
- Dollars spent



OUTCOMES

Improved health outcomes through healthy food consumption and a reduction in food insecurity.



Housing Services

YNDC's Housing Services are designed to help residents maintain safe, stable, and affordable homes. By providing direct assistance, coaching, and resources, YNDC ensures that families are able to stay in their homes. The services include Housing Counseling, Down Payment Assistance, and Owner-Occupied Home Repair. This work addresses urgent needs, such as essential repairs, while also equipping residents with the tools that help neighborhoods preserve and increase owner-occupied housing.

Across these three service areas, YNDC's strengths include a trusted reputation, HUD certification and other qualifications, established operational systems, and rapid deployment capacity. Opportunities exist to expand outreach beyond Youngstown and Mahoning County and diversify funding sources to support program sustainability. Below are each of YNDC's key strategies:

Housing Counseling provides individualized guidance to residents on overcoming barriers to homeownership. Participants receive support in areas such as pre-purchase education, home maintenance, and financial management. This service aligns with YNDC's mission by promoting sustained homeownership, reducing foreclosure risk, and encouraging reinvestment in neighborhoods. By equipping residents with the knowledge and resources to navigate the housing market successfully, counseling helps maintain neighborhood stability and enhances long-term property values. The audience includes residents of Mahoning and surrounding counties, with referrals coming from local community stakeholders and financial institutions.

Down Payment Assistance, including partnerships with Huntington Bank and the Federal Home Loan Bank of Cincinnati, provides first-time homebuyers access to funds for purchasing a home. These programs extend opportunities to low- and moderate-income households, complement counseling services, and reinforce the vision of neighborhoods of choice and wealth building. By layering multiple assistance programs, YNDC maximizes access to homeownership while strengthening local market confidence and supporting neighborhood revitalization. This service will ebb and flow as incentives vary and are largely influenced by local and state incentives. Expanding services in Western Pennsylvania and furthering the volume of agreements through the Federal Home Loan Bank system and state funding will increase this activity.



Housing Counseling Client Cheryl Kelly

Owner-Occupied Home Repair focuses on maintaining the existing housing stock by addressing urgent needs such as roof replacements, emergency repairs, and healthy-aging modifications. These services help residents remain safely in their homes, preserve neighborhood housing quality, and prevent further property deterioration. This component of Housing Services builds both market confidence and local capacity, leveraging local contractors and partnerships to efficiently deliver repair services to qualifying households.

Funding limits how and to what extent YNDC is able to support homeowners with critical services. Ongoing deterioration of the region's housing stock and rising costs create a constant demand for repairs and support. The organization is aggressive in seeking new and innovative funding, financing, and partnerships to expand its reach and impact. The organization is transitioning from a single-issue repair approach to a comprehensive whole-home assessment model that leverages multiple funding sources. Rather than treating a roof repair as an isolated need, additional building envelope, mechanical, and accessibility improvements will now be evaluated. YNDC will seek to continue to expand these services and integrate them more fully with supportive services and stabilization efforts through client management software and leverage YNDC's outputs to demonstrate impact.



Roof Replacement Before



Roof Replacement After



Owner-Occupied Home Repair



Owner-Occupied Home Repair

Housing Services



STRATEGIES

- Housing Counseling
- Down Payment Assistance
- Owner-Occupied Home Repair



MILESTONES

- Connecting to prospective client base that historically hasn't been served, including working with realtors and communities beyond the Mahoning Valley.
- Began whole home approach to home repairs.
- Integration of client management tracking across programs.
- Expansion of services provided and qualified contractors to perform work.



OUTPUTS

- Homeowners created
- Households stabilized
- Quality contractors engaged



OUTCOMES

An increase and preservation of quality, safe, and attainable owner-occupied housing.



Real Estate Development and Property Management

Real estate development is a natural progression from YNDC's neighborhood stabilization work, having begun by stabilizing and then renovating vacant homes in neighborhoods through out Youngstown over a decade ago and expanding into new construction of homes in 2019. Beyond preserving neighborhood character, YNDC has also filled the market voids of quality rental and commercial properties in its original target area to support long-term neighborhood stability. Partnerships with local governments, land banks, contractors, and funding agencies are critical for project success, enabling efficient property acquisition, construction management, and long-term maintenance. Partnership strength combined with YNDC's proven track record, ability to secure and stack innovative subsidy and low-cost capital, and integrated systems for project delivery is the right combination for expanding these services regionally. Each of YNDC's key strategies of Vacant Housing Rehabilitation, New Construction and Construction Management, Commercial Redevelopment and Targeted Construction, and Property Management are as follows.

Vacant Home Rehabilitation secures and rehabilitates vacant properties so they can be returned to productive use as either homeownership opportunities or quality rental housing. By preserving existing housing stock and maintaining the character of local neighborhoods, the program strengthens community stability and builds confidence in the housing market. These efforts not only improve neighborhood appearance and conditions but also expand wealth-building opportunities for residents. YNDC prioritizes working with local contractors to build community capacity and partners with local governments, referral agencies, and subcontractors to ensure that resources are aligned. Eligible households are served according to funding requirements and geographic priorities.

New opportunities are emerging, such as expanding support to communities beyond Mahoning County, utilizing recently established funding streams like the Welcome Home Ohio program to acquire additional properties, and incorporating solar upgrades into rental units as resources allow. At the same time, the program faces challenges, including a shrinking supply of acquisition targets and rising construction costs. YNDC will continue to be strategic and innovative in securing resources for this service.

733 Lake Drive



870 Canfield Road



New Construction and Construction Management builds high-quality, affordable, and accessible housing to strengthen neighborhoods of choice and support long-term community stability. By introducing new housing units, the program enhances neighborhood appearance, builds confidence in the local market, and creates wealth-building opportunities for residents. YNDC works closely with local contractors to increase community capacity and partners with local governments and land banks to secure sites. YNDC internally manages all predevelopment activities. Funding is supported primarily through federal and state programs, as well as competitive resources such as the Federal Home Loan Bank's Affordable Housing Program. Eligible households are served according to specific funding requirements and geographic priorities.

Opportunities continue to grow, including expanding support to communities beyond Mahoning County and utilizing innovative funding mechanisms such as, the New Market Tax Credit program, Single Family Tax Credit, Welcome Home Ohio program, the Pennsylvania Neighborhood Assistance Program (NAP), and the Pennsylvania Housing Affordability and Rehabilitation Enhancement Fund (PHARE). To strengthen outcomes, YNDC has identified several important milestones. These include securing greater access to low-cost capital to expand the number of projects the organization can undertake at one time. Another milestone is expanding beyond only internally managing predevelopment activities to the entire development cycle, by implementing a construction management that will decrease the cost of construction. This entity will be a joint venture with regional nonprofits that will act as a general contractor and require YNDC to fully understand each step of the construction process, including securing key subcontractors such as electricians, framers and excavators. This entity will also allow YNDC to purchase building supplies in bulk. Additional goals include exploring the feasibility of multifamily housing, developing internal ownership of architectural drawings and housing templates to streamline production, and creating a clear housing market model to guide where new construction will take place.



Commercial Redevelopment and Targeted New Construction acquires and renovates properties along the Glenwood Corridor and other strategic locations to restore vitality to one of the South Side's most important streets. By investing in vacant and underutilized buildings, the program aims to attract and expand neighborhood-serving retail, services, and job-creating businesses, while preserving the character of the corridor. These improvements strengthen neighborhood stability, build market confidence, and enhance quality of life for nearby residents and property owners. The program is carried out in close collaboration with Glenwood Neighbors (GNBA), residents, neighborhood leaders, and the City of Youngstown.

YNDC brings important strengths to this effort, including its delivery of commercial redevelopment through projects such as the Glenwood Plaza and the presence of a built-in maintenance team that can support ongoing operations. Opportunities include aligning available real estate with market demand from businesses seeking a presence on the corridor, exploring new construction where rehabilitation alone is insufficient, and supporting third-parties in creating social enterprises and community-oriented spaces that can be developed by YNDC. Because this type of commercial development is relatively new for YNDC, building internal capacity and expertise will be essential, particularly for projects that require combining rehabilitation with new construction. Two specific challenges that have been identified are one, the misalignment between neighborhood industry and available sites / building envelopes with state program targets; two, determining how to best build-out flexible spaces for potential tenants that are future-proof. Success will depend on securing the right partners who can help structure complex projects, such as the redevelopment of the Park Inn, where expertise in layering resources like New Markets Tax Credits and other financing tools will be critical. It will also require identifying and supporting the right tenants for social enterprises or small businesses that can succeed in a constrained market with limited disposable income.

Property Management is a key component of YNDC's strategy to maintain neighborhood stability and support the long-term viability of housing and commercial investments. The work focuses on the ongoing maintenance and upkeep of residential and commercial properties, particularly those in close proximity to the Glenwood Corridor. This ensures that properties remain safe, attractive, and functional, fostering market confidence and supporting the retention of residents and small businesses.



The main activities include routine maintenance and repairs, and oversight of tenant and owner-occupied properties to ensure compliance with safety and quality standards. Through consistent, high-quality management, the organization strengthens the stability of neighborhoods, enhances the perception of safety, and supports the overall revitalization of the community. Strengths of YNDC's property management program include its operational systems and experienced staff capable of delivering consistent services. Opportunities exist to expand the portfolio of managed properties and to integrate software for tenant management and communication.

Real Estate Development and Property Management



STRATEGIES

- Vacant Home Rehabilitation
- New Construction and Construction Management
- Commercial Redevelopment
- Property Management



MILESTONES

- Launch of new construction entity and ownership of building plans.
- Securing additional low-cost capital financing.
- Upgrading property and tenant software systems.
- Development of multifamily housing.



OUTPUTS

- Units rehabbed and constructed
- Greater Glenwood parcel vacancy reduction
- Block- and neighborhood level comp value, population, and homeownership increase



OUTCOMES

A vibrant Glenwood Corridor that retains and attracts residents, services, and other assets and attainable housing in other neighborhoods of choice.

Organizational Capacity

Staffing

YNDC's growth and performance over the next several years will depend on retaining talent and building the right team to manage increasing demand and complexity. Priority hires include finance, home repair, and construction management, along with additional team members across programs to support expansion. As the federal funding landscape evolves and American Rescue Plan dollars sunset, the organization will need to reassess staffing levels and consider how to shift roles to other programs and services. This includes determining the appropriate size of the Housing Services and Real Estate Development and Property Management teams and ensuring continuity through succession planning and intentional efforts to capture institutional knowledge as the organization matures.

To remain competitive, YNDC will continue to assess salaries and benefit packages. Staff health and well-being remain a priority. The organization will have a better sounding board by implementing periodic anonymous and third-party surveys to provide feedback on workload, culture, and organizational needs. As the team grows, YNDC will update its onboarding system for new hires so that they and the rest of staff are aware of resources and communication channels. Additionally, the organization will evaluate the level of responsibility and support training in human resource management needed for senior staff, directors, and program managers as roles are further defined and the roster expands. An organization chart with proposed additional positions in one-year and three-years is included in the appendix.

Learning

The organization is committed to providing staff with training that enhances technical skills, strengthens professional growth, and builds overall organizational capacity. This commitment includes program-specific training for each individual and project management training for directors, managers, and coordinators. Office staff will receive additional training in internal communication systems and project delivery tools, while organization-wide initiatives such as racial equity training, safety, and cybersecurity awareness will continue.

To better structure this effort, YNDC will develop a learning and development strategy that includes individualized skill-building plans, mentorship opportunities, and on-the-job training supported by position binders that document core competencies. Quarterly staff gatherings will celebrate accomplishments, provide program overviews and updates, and offer accessible training.

Technology

Technology upgrades will continue to play a critical role in improving communication, efficiency, and security across YNDC. The organization will work toward a transfer to cloud-based storage. Clarifying the use of platforms such as Microsoft Office 365, Google Drive, and server-based storage will help eliminate redundancies and strengthen consistency. YNDC will create a content governance plan to ensure files remain current and organized.

A key consideration during this period is the turnover of legacy client systems, particularly housing counseling. Individual management software remains necessary for security and grant reporting. However, YNDC will consider integrating a Customer Relationship Management, or CRM, to streamline internal communication to better refer and track participants of YNDC's programs and support other outreach such as marketing and advocacy. Although not a technology issue, data accessibility and actionability will be key because the digital divide is so wide in the community that YNDC serves. YNDC will continue to provide and expand ways of communicating opportunities by adding signage at project sites, creating sign-up lists, and further establishing systems to ensure program lists and resources are updated. Gathering need and interest will further help in identifying unmet needs and opportunities for expansion.

YNDC is in the early stages of adopting project management software. Continued adoption and use of tools, like Asana, will streamline project management and internal reporting, providing a clear picture of progress and backlogs across programs. At the same time, ongoing education and training will ensure staff are confident in using technology appropriately, with cybersecurity identified as a priority area for assessment and improvement. AI adoption will be considered carefully, with clear guidelines on when and how it should be used to add value.

Governance

Strong governance will remain central to YNDC's ability to achieve its mission. The organization will continue to cultivate directors who are connected to its work and who bring valuable relationships and partnerships to strengthen impact. Where specialized technical expertise is required, YNDC will rely on consultants rather than permanently building this capacity into the board, ensuring directors remain focused on governance and mission. Potential areas where technical expertise will be needed include legal for developing joint partnerships, subsidiaries, and other agreements to expand work, and maintain Community Housing Development Organization (CHDO) compliance. Ongoing opportunities for board learning and engagement will be prioritized, including training provided through local philanthropy on effective nonprofit leadership and attendance at ribbon-cuttings and other community events.

Facilities

As YNDC continues to expand, the organization's physical space must evolve to support both staff and the nonprofit's assets. With the acquisition of 818 Billingsgate for Housing Services and Real Estate Development and Property Management staff, YNDC will relocate the Neighborhood Stabilization team to 820 Canfield Road and update 822 Billingsgate into a convening space for staff meetings, client interactions, board gatherings, and stakeholder events. The transition will allow for greater collaboration and communication across staff and address practical needs such as delivery space, sorting areas for materials, and improved accessibility for clients. Staff has created a site and relocation plan for this transition, including technology upgrades and expanded parking and infrastructure for fleet electrification. Staff is also updating two key items as part of this planning process. First, its asset management system for capital planning of operational facilities, residential and commercial properties, equipment, and vehicles. Second, its disaster preparedness and response policy, including considerations for backup power.

Financial Stability

YNDC's long-term financial sustainability relies on strong management systems, careful oversight of program expenses, and strategic investments in organizational capacity. Maintaining excellence in financial oversight and board governance remains a top priority, ensuring accountability, transparency, and confidence among funders, partners, and the community. Each program and development initiative is evaluated not only for financial cost but also for opportunity cost and community benefit, ensuring that resources are deployed in ways that maximize impact while advancing the organization's mission.

Strengthening management systems will ensure financial practices keep pace with organizational growth and increasingly complex development projects. Capital needs are central to sustaining and expanding YNDC's work. Adequate support for program expenses is essential to deliver housing and real estate services at scale. Access to low-interest capital is a critical priority, as it will enable higher project delivery volume and support the rapid deployment of resources in alignment with community needs. In 2025, Bon Secours Mercy provided a \$3 million zero-interest loan for YNDC. There are opportunities for this model to be replicated through other initiatives for impact investing on health outcomes and other objectives like repopulation.

YNDC must also continue to strengthen its financial position and asset growth year over year to position itself for these opportunities and expanded growth of its services. Near-term, key milestones include growth in organizational assets and equity, securing low-interest capital for repair, rehab, and new construction projects, continuing to diversify and grow revenue streams, and implementing technical assistance to explore innovative investment strategies. As previously mentioned, a critical need is adding a staff person in finance and accounting to assist with this growth and complexity.

Operations



STRATEGIES

- Staffing
- Learning
- Technology
- Governance
- Facilities



MILESTONES

- Hiring of key positions
- Updating onboarding and cadence of organization-wide training
- Integrating employee surveys
- Adoption of internal reporting through project management software
- Completing campus improvements to allow for the relocation of staff and onsite meetings



OUTPUTS

- Maintaining overhead, including management and administration, at under 10%
- 90% of employees rating YNDC as a great place to work



OUTCOMES

A well-run organization that delivers its programs and initiatives efficiently and effectively, where staff feel satisfied, supported, and valued.

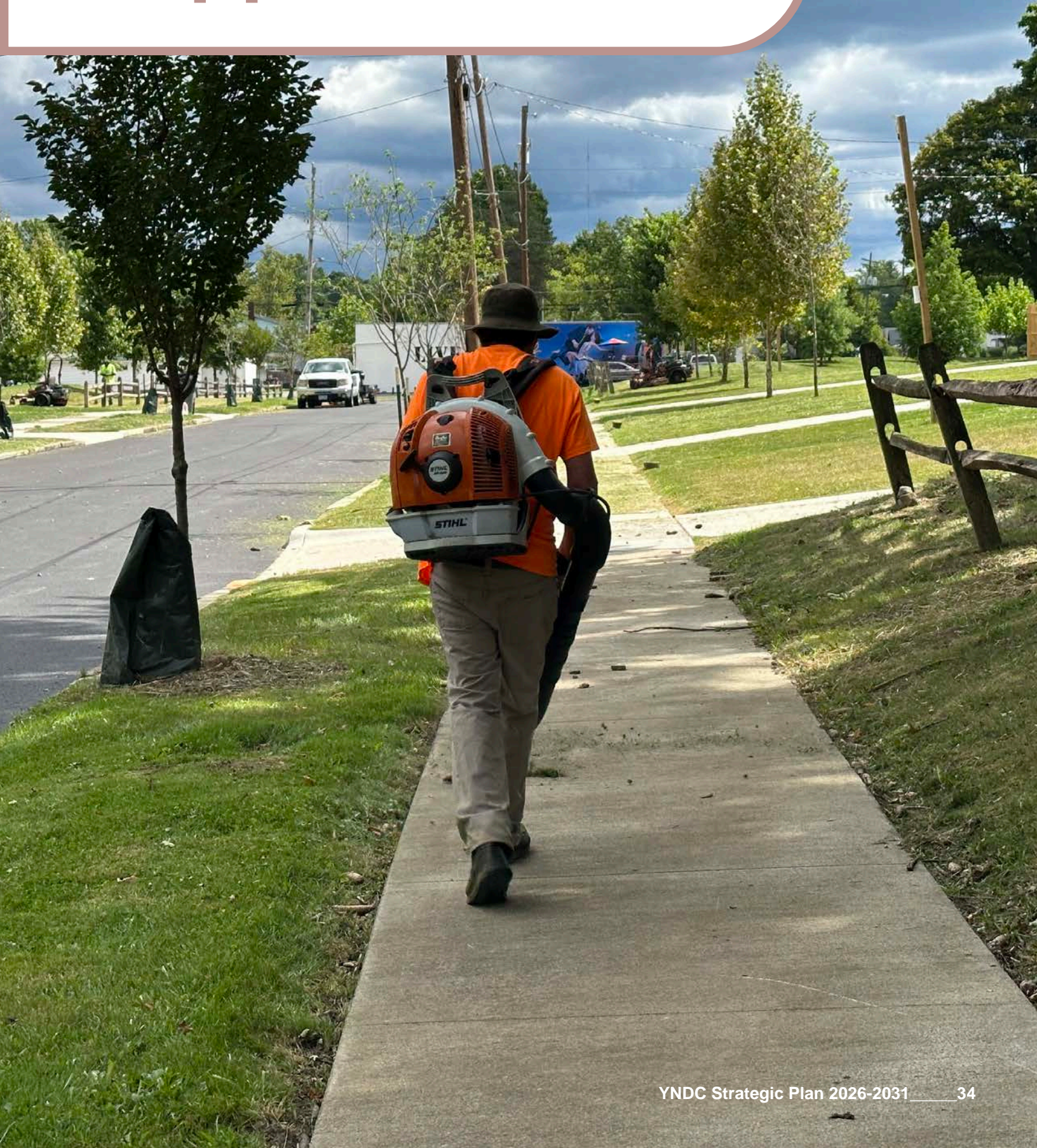
820 Canfield Road Office



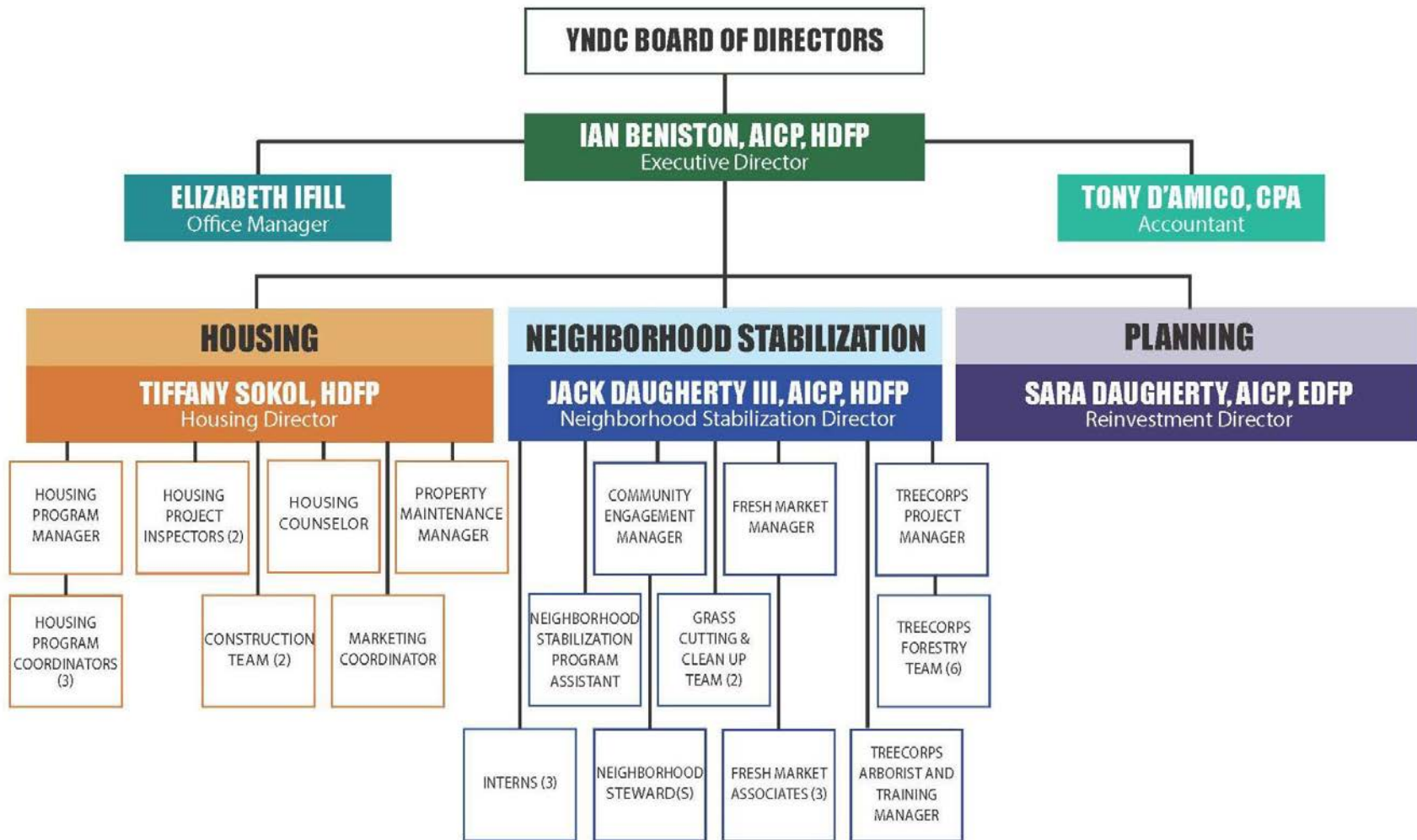
820 Canfield Road Office



Appendix

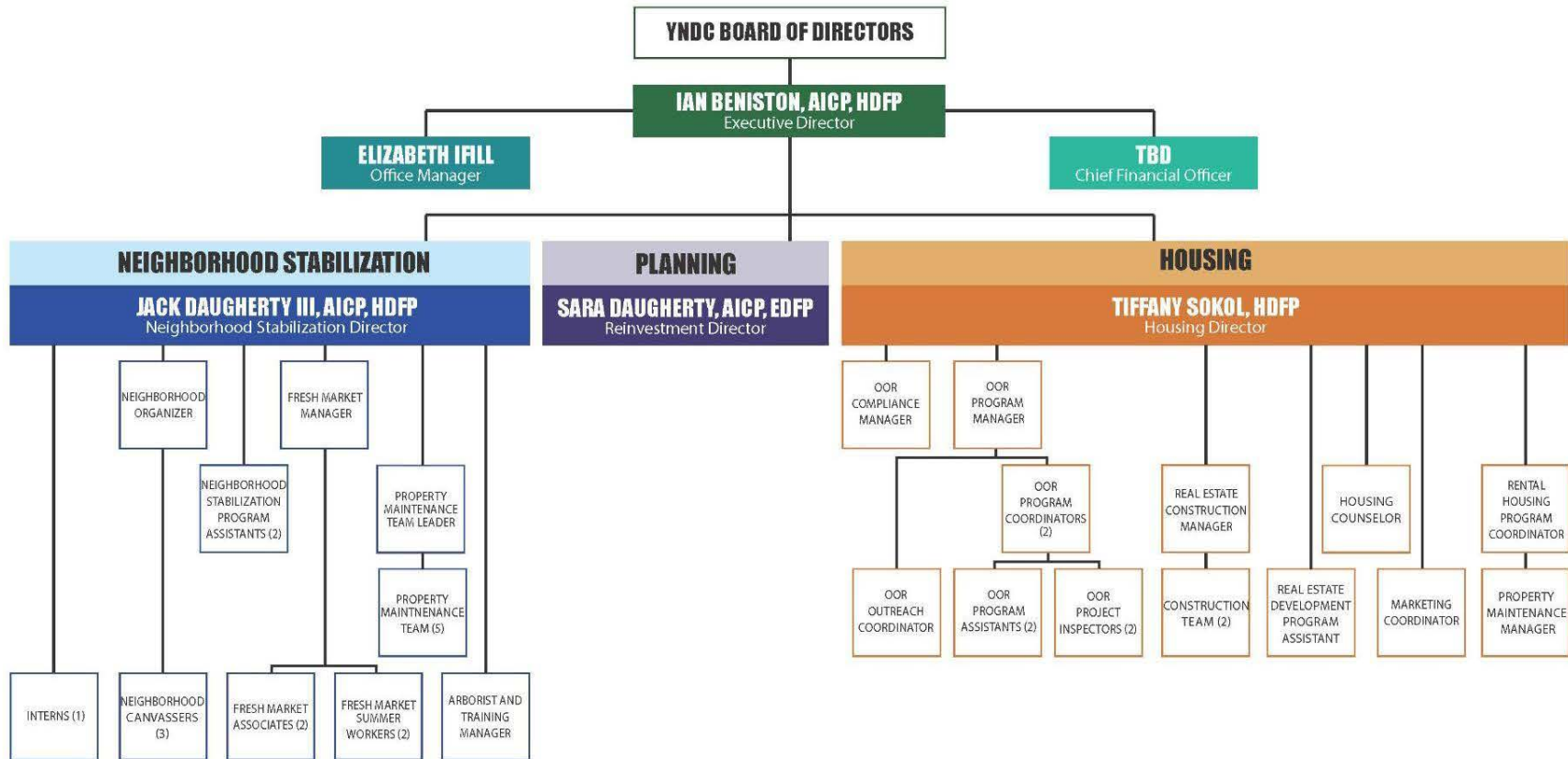


Fall 2025 Organization Staff Chart



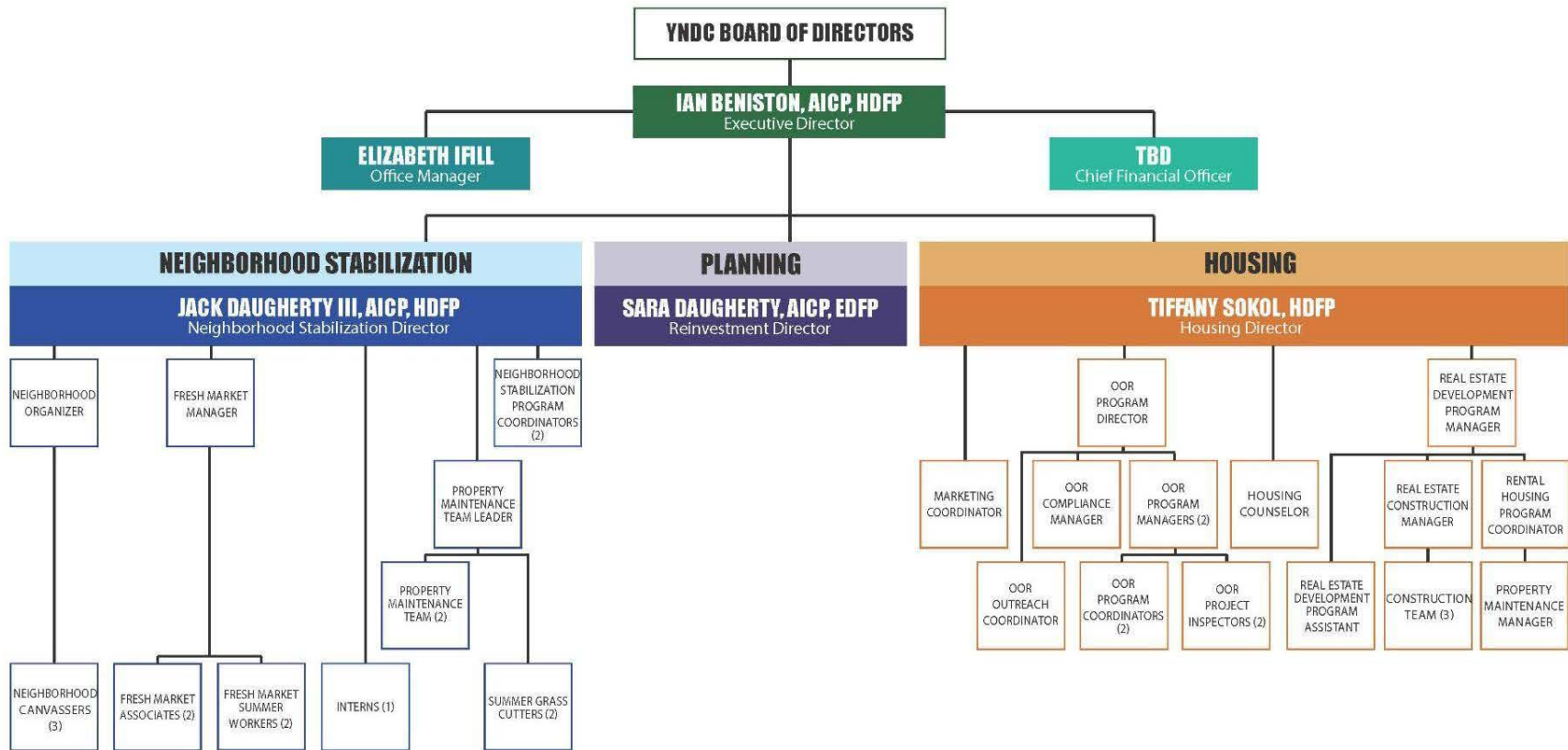
TOTAL EMPLOYEES
FULL-TIME: 28
PART-TIME: 7

1-Year Organization Staff Chart (2026)



TOTAL EMPLOYEES
FULL-TIME: 33
PART-TIME: 9

3-Year Organization Staff Chart (2028)



TOTAL EMPLOYEES
FULL-TIME: 32
PART-TIME: 10



YOUNGSTOWN NEIGHBORHOOD

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