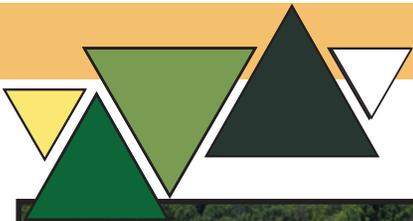


# YNDC STRATEGIC PLAN UPDATE

2023-2025



Over the past three years, YNDC continued its work to stabilize and revitalize neighborhoods and to provide critical neighborhood services throughout a pandemic. These services are now more important than ever as they directly impact many of the social determinants of health including: food, housing, and the physical environment. Our work was not slowed by the pandemic, rather our team worked diligently to increase the scale of our services and impact more residents than ever before.

Over this time, we also continued to advance our real estate development capacity and have completed some of our most impactful real estate projects yet including the renovation of the plaza at 2915 Glenwood Avenue that is now home

to five diverse neighborhood serving businesses including the Glenwood Fresh Market. We will continue to increase our real estate development capacity, so we can continue incrementally addressing the needs and opportunities of our residents and businesses.

This progress is not possible without the contributions and effort of the many thousands of city residents that have engaged and participated in our work; the continued support of many funders, stakeholders, and volunteers; critical partnerships with the City of Youngstown, The Raymond John Wean Foundation, and the Mahoning County Land Bank; and the tremendous effort of our team and Board of Directors.

As we emerge from the pandemic we will continue prioritizing the social determinants of health and equitable neighborhood revitalization by: listening to residents, developing and preserving quality affordable housing, increasing consumption of healthy food, building commercial corridors with businesses that serve community needs, and improving physical conditions across all of our neighborhoods. Achieving the sustained incremental results that lead to long term change in neighborhood and individual health will not be easy, and we need you and your neighbors to continue supporting and engaging in our work to put neighborhood first and increase the quality of life for all.

## ***REVITALIZE! NEIGHBORHOODS FIRST!***

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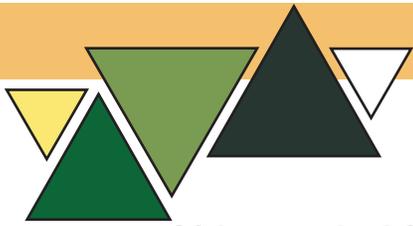
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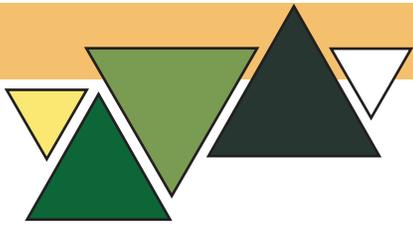
## CORE FUNDERS

The Raymond John Wean Foundation  
City of Youngstown

## PROGRAM INVESTORS

Aimee and Lulu Seidel Foundation  
Bernard and Elaine Soss Family Charitable Trust  
CareSource  
Citizens Bank  
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  
Denise Debartolo York  
Direction Home  
Dominion Foundation  
Eastgate Regional Council of Governments  
Farmers National Bank  
Federal Home Loan Bank of Cincinnati Affordable Housing Program  
Federal Home Loan Bank of Pittsburgh Affordable Housing Program  
Fibus Family Foundation  
Finance Fund  
First National Bank Community Foundation  
First Energy Foundation  
Florence Simon Beecher Foundation  
Frances Schermer Charitable Trust  
Frank and Pearl Gelbman Foundation  
George and Virginia Pugh Foundation  
Healthpath Foundation of Ohio  
HUD Comprehensive Housing Counseling Grant  
Huntington National Bank  
J. Ford Crandall Memorial Foundation  
John S. and Doris M. Andrews Memorial Fund  
John D. Finnegan Foundation  
John F. and Loretta Hynes Foundation  
Key Bank Foundation  
Mahoning County Commissioners

Mahoning County Land Reutilization Corporation  
Mahoning County Lead Hazard and Healthy Homes  
Mark Fusillo  
Meisel & Pesses Family Foundation  
Mercy Health Foundation  
Ohio Housing Trust Fund  
PNC Foundation  
Pollock Company Foundation  
Pollock Personal Foundation  
Premier Bank  
Produce Perks Midwest  
Robert H. Reakirt Foundation  
Ruth Beecher Charitable Trust  
Schwebel Family Foundation  
Senator Maurice and Florence Lipscher Charitable Fund  
Seven Seventeen Credit Union  
The Big Lots Foundation  
The William M. Neckerman, Jr. Charitable Foundation  
The Youngstown Foundation  
Thomases Family Endowment of the Youngstown Area Jewish Federation  
United Way of Youngstown and the Mahoning Valley  
USDA Gus Schumacher Nutrition Incentive Program COVID Relief and Response Program  
USDA Rural Housing Preservation Grant  
USDA Food Insecurity Nutrition Incentive  
U.S. Department of Housing and Urban Development  
W. and H. Bender Memorial Fund  
Walter and Caroline Watson Foundation  
Ward Beecher Foundation  
Wells Fargo Housing Foundation  
Western Reserve Health Foundation  
William Swanston Charitable Fund



## BOARD OF DIRECTORS

**Ms. Marguerite Douglas** *President*

**Mr. Juan Santiago** *Vice President*

**Ms. Debbi Grinstein** *Treasurer*

**Mr. Phil Kidd** *Secretary*

**Mr. Steve Avery**

**Mr. Julius Bennett**

**Ms. Rosetta Carter**

**Ms. Mary Danus**

**Ms. Dollaine Holmes**

**Mr. Matt Strang**

**Mr. Chris White**

## FULL TIME STAFF

**Ian Beniston** *AICP, HDFP, Executive Director*

**Tiffany Sokol** *Housing Director*

**Jack Daugherty** *AICP, HDFP, Neighborhood Stabilization Director*

**Liz Ifill** *Office Manager*

**Kayshia Washington** *Community Engagement Fellow*

**Jennifer Evans** *Housing Program Manager*

**Susan Payton** *Glenwood Fresh Market Manager*

**Alex Viglio** *Housing Counselor*

**Sara Tkac** *Marketing Assistant*

**Nikos Hodnicky** *Neighborhood Stabilization Program Assistant*

**Jeff Kramer** *Construction Team Member*

**Mike Ondo** *Construction Team Member*

**Joshua Potkay** *Construction Team Member*

**Patrick Willis** *Construction Team Member*

**Juan Morales** *Grass Cutting & Clean Up Team Member*

**Juan Tejada-Tavera** *Grass Cutting & Clean Up Team Member*

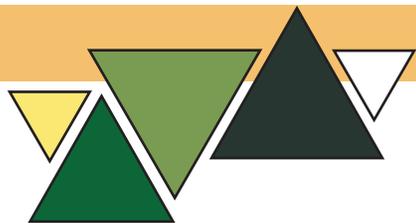
**Earnest Croom** *Grass Cutting & Clean Up Team Member*

**Alex Wagner** *Grass Cutting & Clean Up Team Member*

**Patricia Tate** *Neighborhood Steward*

**Anika Jacobs-Green** *Glenwood Fresh Market Associate*

**Henrietta Lewis** *Glenwood Fresh Market Associate*

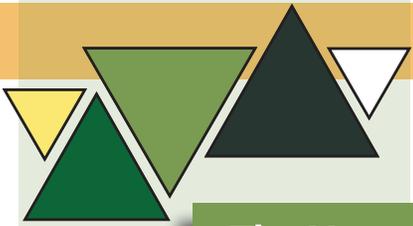


## ***OUR MISSION***

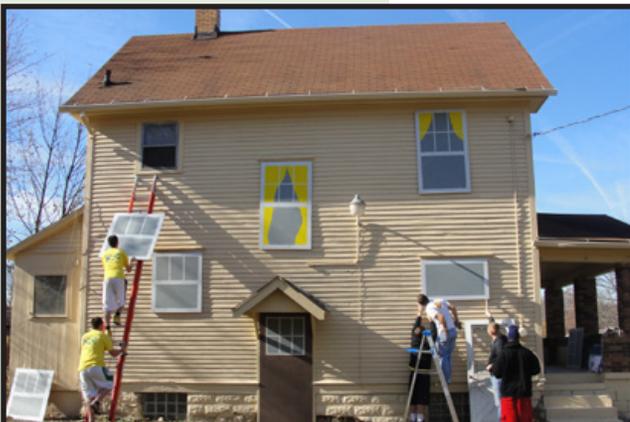
YNDC is committed to improving the quality of life in Youngstown by building and encouraging investment in neighborhoods of choice for all. We aim to accomplish this mission through a dual approach that includes strategic investments to rebuild market confidence in neighborhoods with strong assets, and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

# REVITALIZE

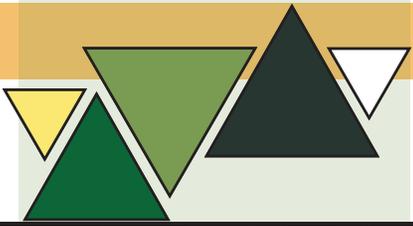
# HISTORY AND ACCOMPLISHMENTS



The Youngstown Neighborhood Development Corporation (YNDC) began professional operations in 2010 and has worked tirelessly to forge citywide partnerships to advance neighborhood improvement, to engage and empower residents and neighborhood groups to take action to address neighborhood challenges, to develop our internal capacity and scale up our programs to improve the quality of life and economic condition for residents, and to deliver a tangible and lasting impact on the revitalization of Youngstown's neighborhoods.

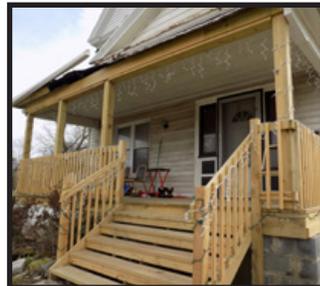


# HISTORY AND ACCOMPLISHMENTS



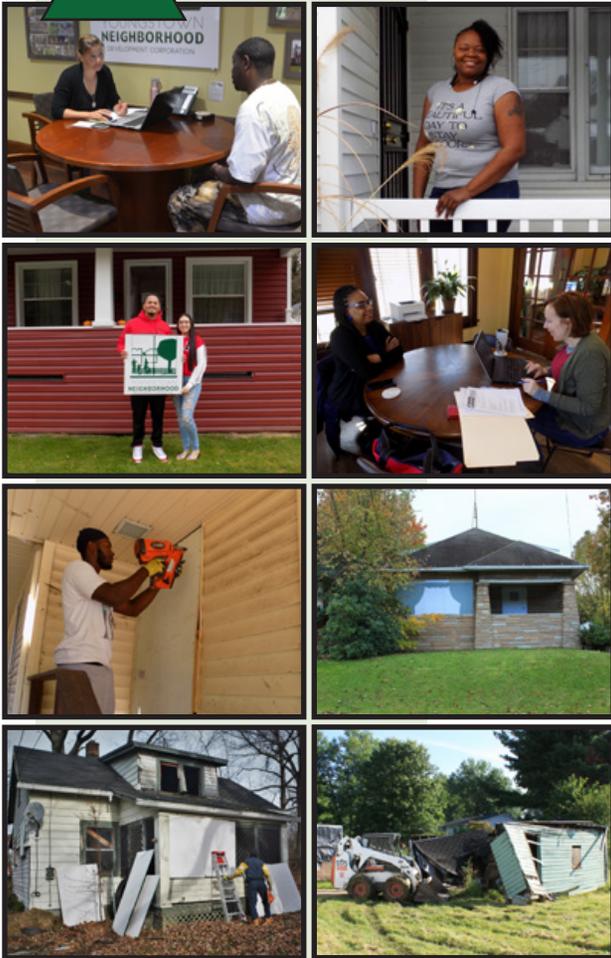
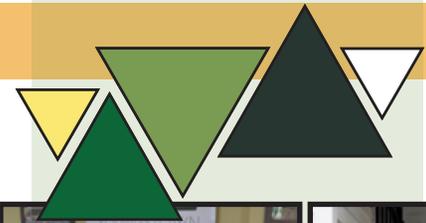
Since 2010, YNDC has achieved the following milestones:

- ▶ Developed and implemented 15 neighborhood plans in partnership with thousands of residents, leading to the demolition of over 1,000 blighted properties, the code compliance of over 250 properties, and over \$3.5 million in infrastructure reinvestment.
- ▶ Rehabilitated 187 vacant units to create quality, affordable housing and commercial space.
- ▶ Completed 1,264 home repair projects for low-income households.
- ▶ Renovated 18 commercial units and attracted 14 businesses to the greater Glenwood Avenue Corridor.



# HISTORY AND ACCOMPLISHMENTS

## MILESTONES ACCOMPLISHED SINCE 2010

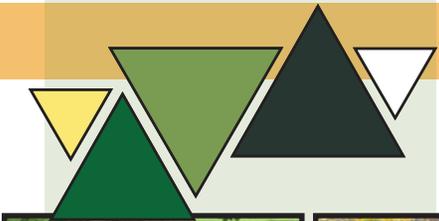


- ▶ Provided HUD-approved housing counseling to over 1,786 housing clients, with 541 now homeowners.
- ▶ Provided financial counseling to over 160 small business clients.
- ▶ Boarded and cleaned up over 2,500 vacant properties citywide, 25,961 yards of overgrowth and debris, removed over 7,525 illegally dumped tires, and restoring a basic sense of order and dignity to our neighborhoods.
- ▶ Engaged over 8,000 volunteers in over 140 events to clean up and improve vacant properties across the city.
- ▶ Engaged 3,639 residents in neighborhood organizing efforts.
- ▶ Canvassed over 2,200 households and engaged over 750 residents to improve neighborhood safety.
- ▶ Coordinated a successful campaign to stop predatory housing practices from out-of-town property owners.



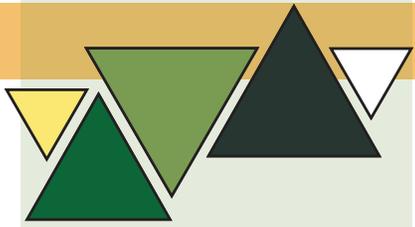
# HISTORY AND ACCOMPLISHMENTS

## MILESTONES ACCOMPLISHED SINCE 2010



- ▶ Provided regular lawn maintenance to over 3,000 vacant properties citywide and in strategic neighborhoods, totaling over 67,000 cuts to date.
- ▶ Cleaned up over 16 miles of unsafe/impassible sidewalks and restored them to safe, usable condition.
- ▶ Replaced 3,173 linear feet of sidewalk.
- ▶ Cleaned up and re-purposed over 540 formerly-overgrown vacant lots, including over 200 resident-driven projects.
- ▶ Planted over 800 trees to restore the urban tree canopy in Youngstown's neighborhoods and corridors.
- ▶ Launched a healthy food incentive program that was used by more than 12,600 people in Mahoning and Trumbull counties.
- ▶ Provided more than 16,000 low-income families with more than \$620,000 in fresh produce and nutrition education.



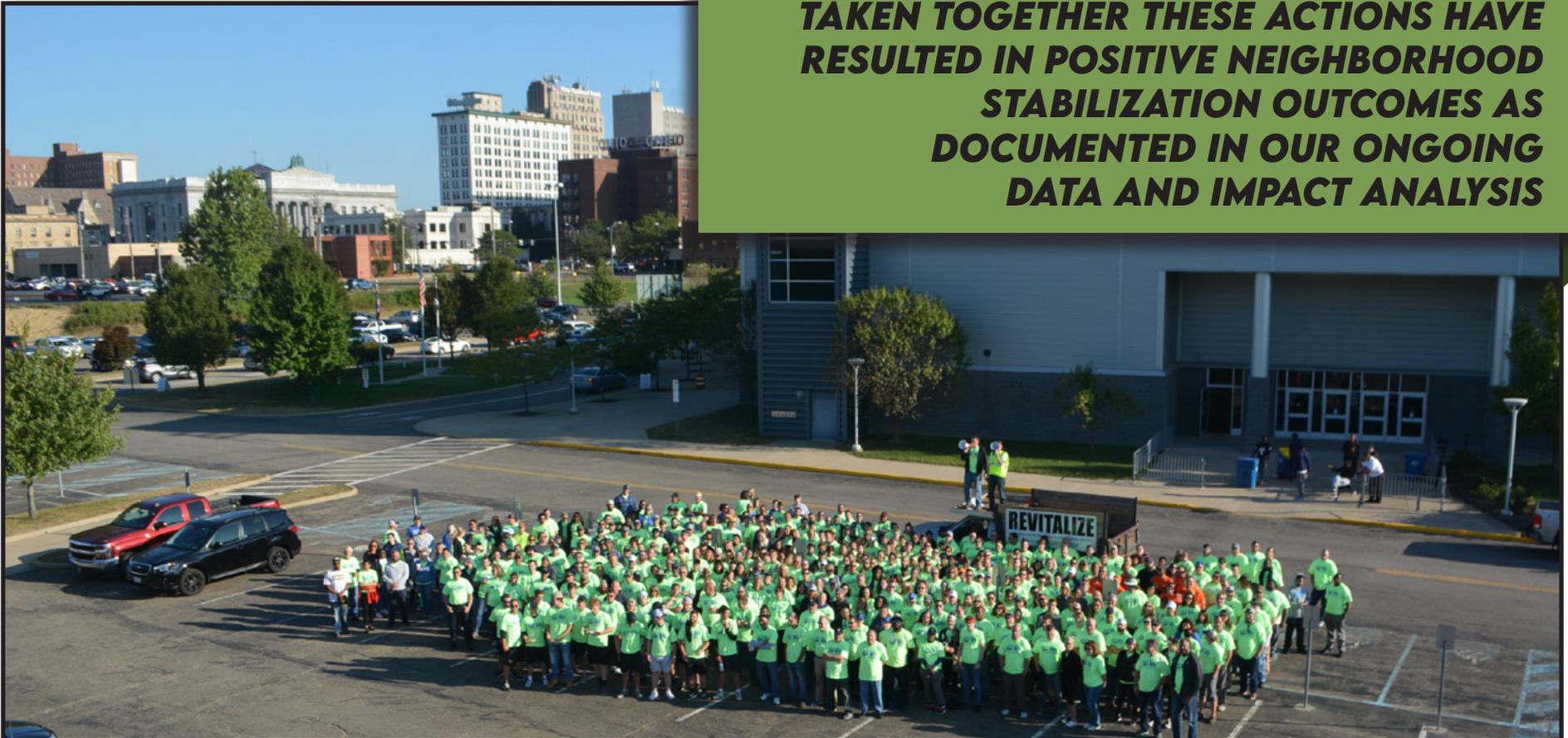


# HISTORY AND ACCOMPLISHMENTS

## MILESTONES ACCOMPLISHED SINCE 2010

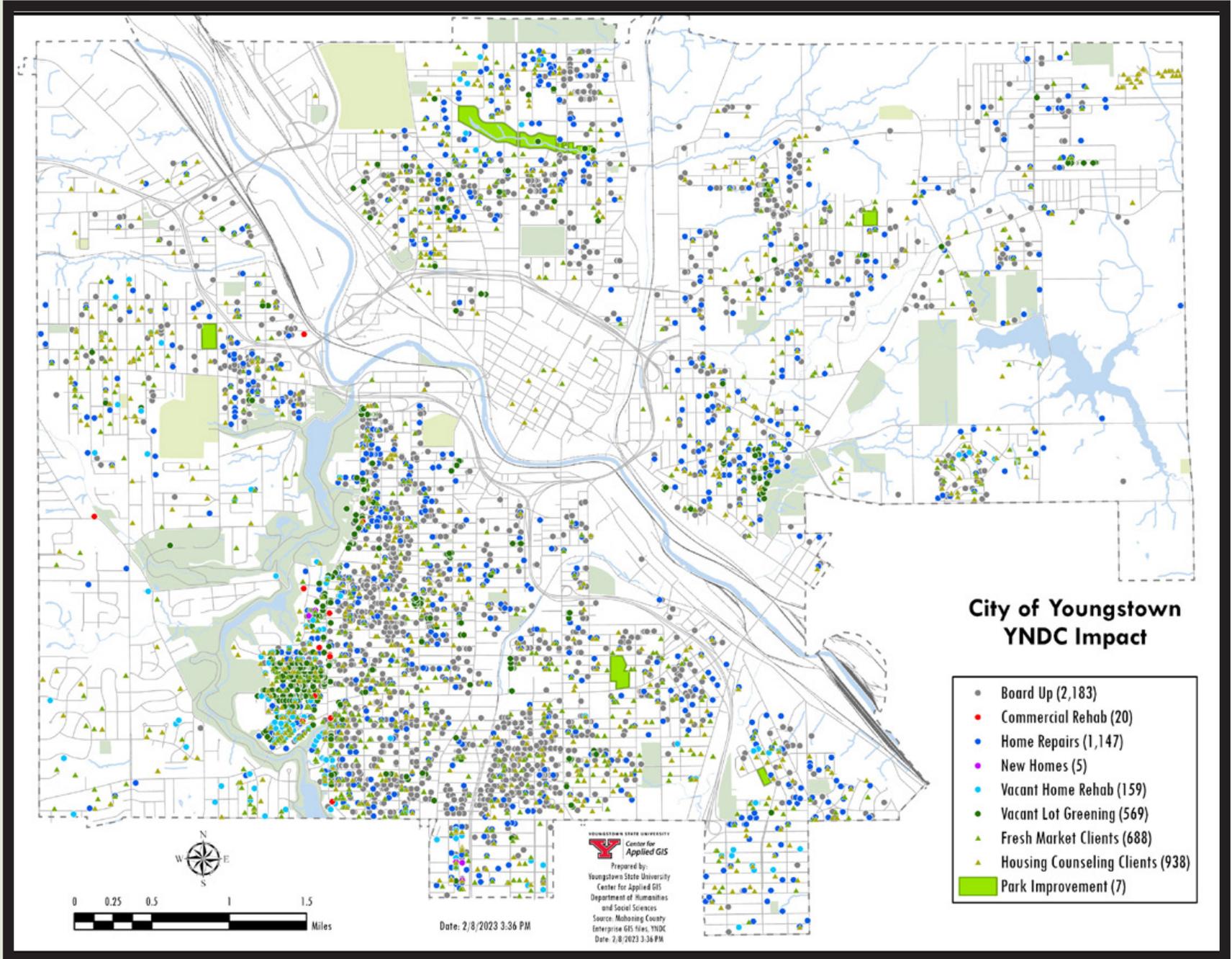
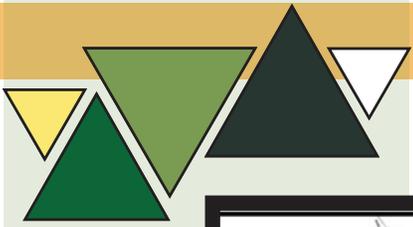
- ▶ Organized and engaged thousands of residents in efforts to improve neighborhoods.
- ▶ Leveraged over \$75 million in direct reinvestment in Youngstown's neighborhoods.

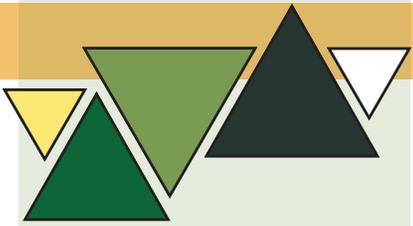
**TAKEN TOGETHER THESE ACTIONS HAVE RESULTED IN POSITIVE NEIGHBORHOOD STABILIZATION OUTCOMES AS DOCUMENTED IN OUR ONGOING DATA AND IMPACT ANALYSIS**



# HISTORY AND ACCOMPLISHMENTS

## MAPS OF YNDC'S IMPACT SINCE 2010





### **Citywide Housing Strategy**

YNDC will continue working with the City of Youngstown and many partners to implement the policy and strategy recommendations in the City of Youngstown Housing Conditions Analysis and Strategy to Improve Housing Conditions that was adopted in March 2021.

### **Housing Counseling**

YNDC will continue to provide high quality one-on-one housing counseling for as many residents of the Mahoning Valley as possible.



### **Owner Occupied Home Repair**

YNDC will continue to provide emergency repair and roof replacement services for as many Mahoning County low-income homeowners as possible.

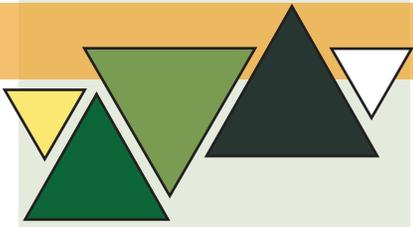
### **Vacant Housing Rehabilitation**

YNDC has now renovated more than 169 vacant housing units in the City of Youngstown. YNDC will continue its renovation efforts.

**For Sale** – YNDC will continue to renovate vacant homes for sale to owner occupants. YNDC's focus for single family renovation going forward will be for resale to homeowners. YNDC may also sell existing single family rentals as the market improves and tenant turnover takes place.

**Rental** – YNDC's rental development efforts will focus on the renovation of historic multifamily buildings and the adaptive reuse of other historic buildings. These activities will continue to be focused in the Greater Glenwood Corridor for maximum property maintenance and management efficiency. YNDC may explore and play other roles in strategic and catalytic projects outside of the Greater Glenwood Corridor, but will not own property outside this area of the city.





### Targeted New Construction

For Sale – YNDC will continue to pursue the construction of new infill housing in strategic locations. YNDC will continue to exhaust all possible funding and financing options for this activity. If American Rescue Plan funding is awarded, YNDC will utilize the funds to leverage multiple additional funding and financing sources over this three year period.

Rental – YNDC will evaluate the potential of new construction rental housing in the Greater Glenwood Avenue area as opportunities present.

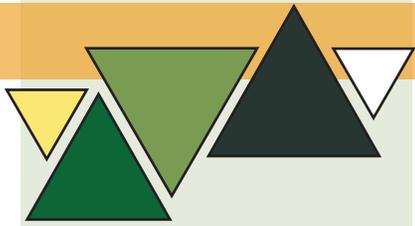
YNDC may further investigate the feasibility of developing in-house new construction capacity if we anticipate a long term building pipeline and need to further reduce costs.



### HOME Assisted Housing

YNDC will continue HOME assisted housing development as a Community Housing Development Organization (CHDO). This will include homeownership and rental projects.





# PROGRAM PRIORITIES

## COMMERCIAL DEVELOPMENT AND ACTIVITY

### Commercial Real Estate Development

Over the past three years YNDC has grown its commercial rental portfolio to 15 units along Glenwood Avenue with additional projects in the pipeline. YNDC will continue to acquire commercial property along the corridor to return to productive use. YNDC will attract neighborhood serving businesses that increase quality of life. YNDC will also continue to work with the Mahoning County Land Bank to acquire vacant land along the corridor. Significant commercial development projects to be completed in the planning period include the following.



#### 2504 GLENWOOD

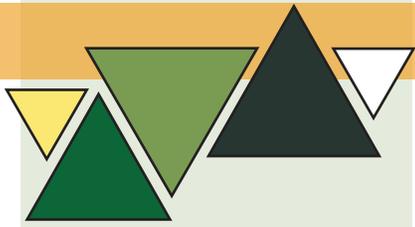
*(FORMER FOSTER THEATER)*

YNDC will renovate this property after a financially sustainable long term plan is in place. This may include alteration of the existing layout to include partial demolition.



#### 3617 GLENWOOD AVENUE

This property is one of the oldest remaining homes in the City of Youngstown and was likely constructed in the 1840s. YNDC will renovate the property as a single family home or as commercial space for a bookstore or café type use.



# PROGRAM PRIORITIES

## COMMERCIAL DEVELOPMENT AND ACTIVITY



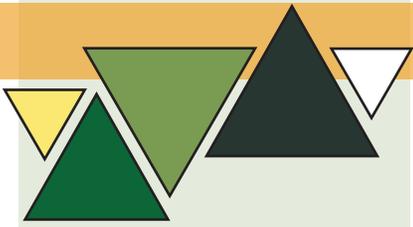
### **Glenwood Avenue Corridor**

YNDC will continue its overall efforts to REVITALIZE Glenwood Avenue. These efforts include: acquisition of vacant land and buildings, grass cutting, greening of vacant lots, replacement of sidewalks, streetscape and infrastructure planning, placemaking activity, and development of residential and commercial property.

### **Citywide Corridor Efforts**

YNDC will provide guidance and technical assistance to other corridor improvement efforts throughout the city.





# PROGRAM PRIORITIES

## NEIGHBORHOOD ORGANIZING



**OVER THE NEXT THREE YEARS YNDC'S ORGANIZING EFFORTS WILL BE NEIGHBORHOOD BASED AND WILL FOCUS ON:**

- 1) HOUSING AND BLIGHT**
- 2) COMMUNITY SAFETY**
- 3) NEIGHBORHOOD INFRASTRUCTURE**



### **Neighborhood Canvassing**

YNDC will employ Neighborhood Stewards to continue to canvass neighborhoods as part of sustained listening campaigns to assess resident priorities and perceptions, to collect contact information, and to mobilize neighborhood residents around common issues. YNDC anticipates engaging thousands of residents through door to door canvassing.

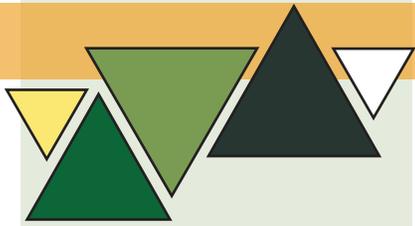


### **Neighborhood Capacity Development and Campaign**

YNDC will work with active neighborhood groups to strengthen capacity and conduct campaigns to address issues identified by residents.

# PROGRAM PRIORITIES

## NEIGHBORHOOD STABILIZATION AND PLANNING



### **Grass Cutting**

YNDC will continue to cut grass at approximately 400 YNDC, Mahoning County Land Bank and abandoned properties throughout the Greater Glenwood Corridor as it has for the past thirteen years.

### **Board Ups**

YNDC will continue to board up vacant and abandoned properties on behalf of the City of Youngstown.



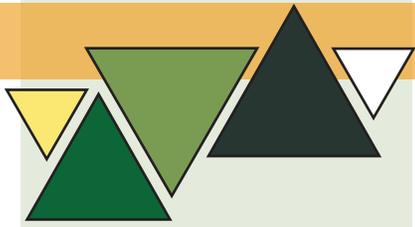
### **Vacant Lot Greening**

YNDC will continue to grow its internal capacity to clean up and green vacant lots in coordination with the Mahoning County Land Bank, the City of Youngstown, and multiple community partners.

### **Tree Planting**

YNDC will also continue to coordinate tree planting efforts in the Greater Glenwood Avenue area and other areas throughout Youngstown in conjunction with neighborhood groups and community partners.





# PROGRAM PRIORITIES

## NEIGHBORHOOD STABILIZATION AND PLANNING



### **Glenwood Active Transportation Improvement Plan Implementation**

YNDC will work with the City of Youngstown and multiple partners to coordinate implementation of improvements as outlined in the plan. This will include replacing all broken and unsafe sidewalks on Glenwood Avenue and continuing advocacy for more significant longer term improvements to the streetscape, bicycle, transit, and pedestrian infrastructure.



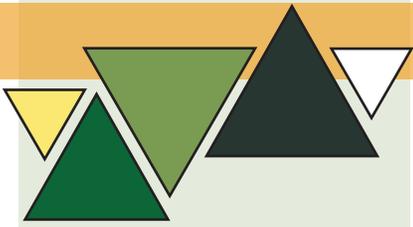
### **Idora Neighborhood Plan Update**

YNDC will continue the implementation of the Idora Neighborhood Plan Update. The primary new work resulting from this plan will be increasing neighborhood safety and determining actions YNDC and partners can take to achieve this goal.



### **Neighborhood-level Condition Data**

YNDC will continue to collect parcel-level data on housing and infrastructure conditions to inform our work and the work of multiple partners. YNDC will conduct an updated Citywide Housing Conditions Survey in 2023.



# PROGRAM PRIORITIES

## HEALTHY EATING AND ACTIVE LIVING



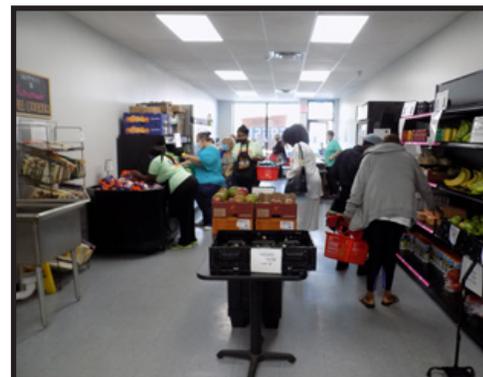
### Park Improvements

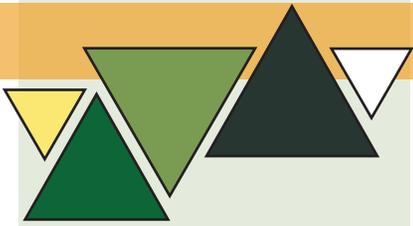
YNDC will continue to work with the City of Youngstown, neighborhood groups, and other stakeholders to make necessary improvements to neighborhood parks.



### Glenwood Fresh Market

YNDC will continue to operate the Glenwood Fresh Market with at least 2,000 members. Additional funding sources will be acquired to allow for the continued operation of this neighborhood asset.





### **Workforce Development**

YNDC will investigate the feasibility and impact of providing small scale workforce development programming focused on basic construction skill development. This program will allow YNDC to build a pipeline of construction team members and further increase resources for property revitalization projects. The programming needs to be well resourced so the participants can be competitively compensated and provided the necessary support. YNDC will investigate the model employed by the Coalfield Development Corporation in Huntington, West Virginia using HHS CED, ARC, EDA, and other sources.



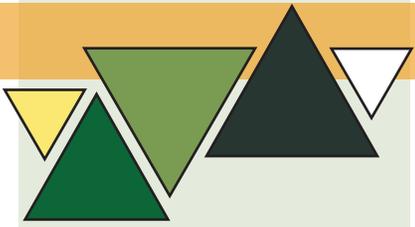
### **Social Enterprise**

YNDC will continue to investigate the feasibility of social enterprises that respond to neighborhood needs such as a small YNDC operated laundromat facility.



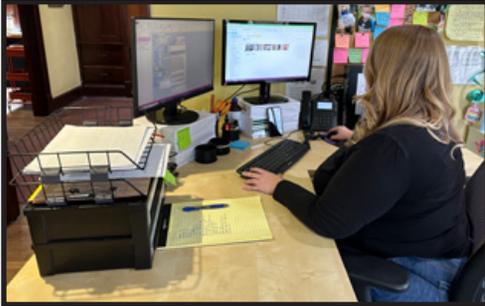
### **Neighborhood Safety and Violence Reduction**

YNDC will investigate the feasibility of developing basic neighborhood safety programs such as a community-based camera program, coordination of structured youth development activities provided by partner organizations, and other evidence-based practices.



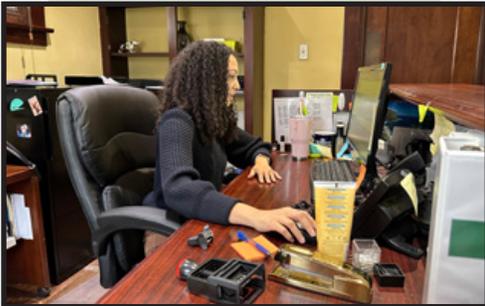
# ORGANIZATIONAL CAPACITY

## TEAM



### **Staff Compensation**

YNDC will strive to provide a highly competitive compensation package to every team member.



### **Staff Diversity**

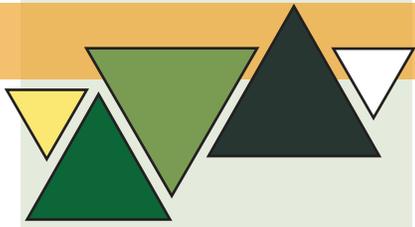
YNDC will continue proactive efforts to increase diversity and neighborhood representation across our team by assessing organizational practices, policies, and procedures. YNDC will continue utilizing neighborhood networks to effectively recruit diverse candidates for open positions. All staff and board members will complete race, equity, and inclusion training. YNDC will also proactively develop and participate in fellowships and programs that generate diverse candidates for positions and the local community development sector.



### **Learning**

YNDC will continue participating in trade and professional learning, hosting learning exchanges with peer organizations, and researching the most current and effective strategies for neighborhood development in a similar context.





# ORGANIZATIONAL CAPACITY

## RESOURCE DEVELOPMENT AND FINANCIAL HEALTH



YNDC will continue to develop and compete for new resources for ongoing programs and real estate development projects. These sources include the State of Ohio Capitol Bill, Federal Appropriations, Economic Development Administration (EDA), Appalachian Regional Commission (ARC), and unrestricted revenue generated from regional development.

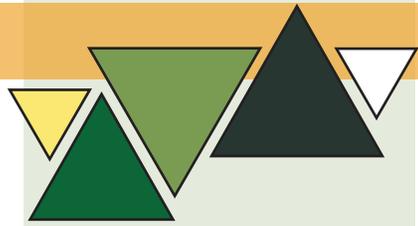


YNDC will develop a capital reserve of at least \$250,000 over this three year period. This will be grown further in the years to come so YNDC has sufficient assets to reinvest in its properties in the future. YNDC will also work diligently to end 2025 with more than \$7.5 million in equity.



# ORGANIZATIONAL CAPACITY

## DATA AND EVALUATION

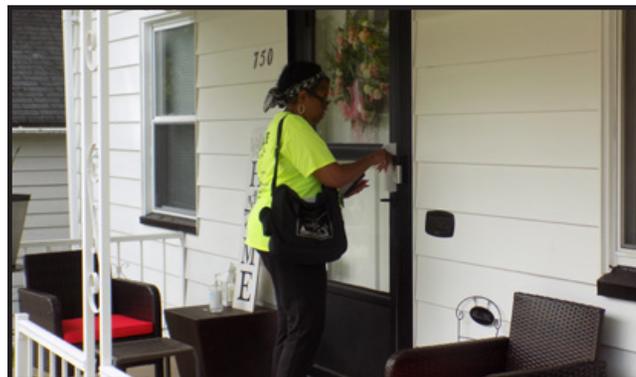
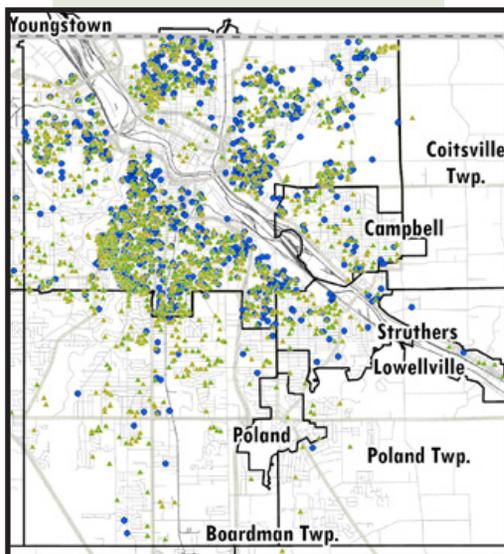


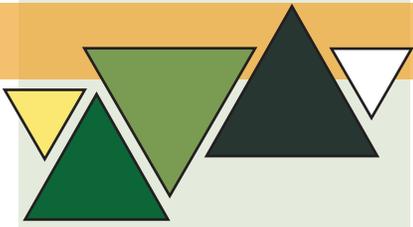
YNDC will continue to be a leader in using data to guide our work and impact by effectively integrating and utilizing quantitative and qualitative data across our operations. YNDC will generate and collect data to document outputs and outcomes and analyze the overall impact of our work over the long term. This will be done in every facet of YNDC's work.

By the end of 2025 YNDC will complete an evaluation of neighborhood health using 2015 data as the baseline.

By the end of 2023, YNDC will complete another Citywide Housing Conditions Survey.

YNDC will complete an evaluation at the individual and programmatic level for the Glenwood Fresh Market to clearly illustrate the value and success of the program.



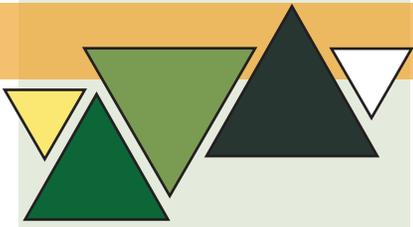


# ORGANIZATIONAL CAPACITY FACILITIES



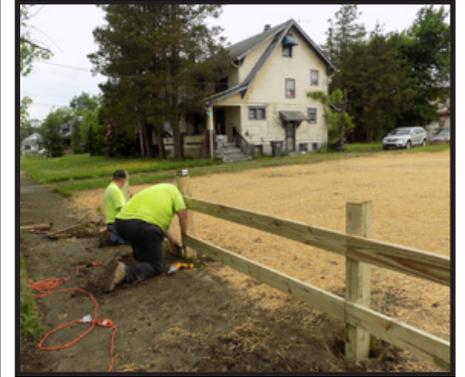
***YNDC WILL CONTINUE MAKING IMPROVEMENTS TO ITS FACILITIES TO MAXIMIZE OPERATIONAL EFFICIENCY.***





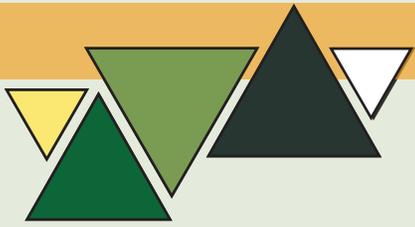
# ORGANIZATIONAL CAPACITY

## REGIONAL SCALE



YNDC will continue incremental steps to provide neighborhood planning, stabilization, and housing services over a broader geographic region. YNDC currently provides the Glenwood Fresh Market, housing counseling, and home repair services to all of Mahoning County. In 2023 YNDC will begin providing home repair services to the City of East Liverpool in Columbiana County, Ohio. YNDC will also respond to other strategic opportunities in East Liverpool and surrounding communities including Hancock County, West Virginia. YNDC has significant capacity to provide its home repair services at a larger regional scale.

YNDC will also continue to evaluate other strategic opportunities in eastern Ohio, western Pennsylvania, and northern West Virginia. The administrative and compliance functions for these services will be completed at the corporate office in Youngstown, Ohio. Geographic expansion allows YNDC to provide needed resources to a broader region, strengthens long term organizational sustainability, opens new resource pools, and generates unrestricted revenue for YNDC to utilize in the City of Youngstown as part of its comprehensive neighborhood stabilization efforts.



YOUNGSTOWN  
**NEIGHBORHOOD**  
DEVELOPMENT CORPORATION

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