STRATEGIC PLAN

Youngstown Neighborhood Development Corporation

2020-2022
With the end of 2019, the Youngstown Neighborhood Development Corporation (YNDC) has completed its tenth year of operation and during this past decade we have grown into a strong, results-driven neighborhood development and planning organization. We could not have achieved our success without the support and effort of the many thousands of city residents that have engaged, supported, 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 and hard work of our staff and Board of Directors.

The past ten years have produced many tangible outputs and outcomes which demonstrate some of our neighborhoods have begun to experience real positive change and in some neighborhoods decades long trends have been reversed. Yet the change is not fast enough and our neighborhoods continue to face many challenges, so we plan to spend the next decade continuing to improve and working together just as hard to accelerate positive change in our neighborhoods and develop quality housing for all Youngstown residents. We will begin the next decade with this three year strategic plan that will focus on success by doubling down on core and critical services our neighborhoods need and by continually improving through ongoing quantitative and qualitative data analysis. To achieve continued results we will need you and your neighbors to join us as we continue pushing to put our neighborhoods first and create better places for all Youngstown residents to live.

REVITALIZE! NEIGHBORHOODS FIRST!
Table of Contents

Preface 2
Funders 4
Board & Staff 5
Mission 6
History & Accomplishments 7
Neighborhood Action Plan Impact Analysis 11
Program Priorities 13
Organizational Capacity 21
Core Funders
The Raymond John Wean Foundation
City of Youngstown

Program Investors
AmeriCorps National Civilian Community Corps
Bernard and Elaine Soss Family Charitable Trust
Centers for Disease Control, Youth Violence Prevention
Chemical Bank
Citizens Bank
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
Dominion Community Impact Award
Farmers National Bank
FHLB of Indianapolis Neighborhood Improvement Program
FHLB Pittsburgh AHP
Fibus Family Foundation
Finance Fund
First National Bank Community Foundation
FirstEnergy Foundation
Florence Simon Beecher Foundation
Frank and Pearl Gelbman Foundation
Garden Club of Youngstown
Home Depot Foundation
Home Savings Charitable Foundation
HUD Comprehensive Housing Counseling Grant
J. Ford Crandal Memorial Foundation
James and Coralie Centofanti Charitable Foundation
John and Denise York Foundation
John D. Finnegan Foundation
John F. and Loretta Hynes Foundation
Mahoning County Land Reutilization Corporation
Mahoning County Lead Hazard and Healthy Homes
Mercy Health Foundation
Ohio Housing Finance Agency
Ohio Housing Trust Fund
PNC Foundation
Pollock Personal Foundation
Robert H. Reakirt Foundation
Schwebel Family Foundation
Seidel Foundation
Senator Maurice and Florence Lipscher Charitable Fund
The Huntington Foundation
The Youngstown Foundation
Thomases Family Endowment of the Youngstown Area Jewish Federation
United Way of Youngstown and the Mahoning Valley
US Department of Agriculture Food Insecurity Nutrition Incentive Grant
Walter and Caroline Watson Foundation
Ward Beecher Foundation
Wells Fargo Housing Foundation
Western Reserve Health Foundation
William Swanston Charitable Fund
Youngstown State University
Atty. Thomas Hull  
President  
Ms. Dollaine Holmes  
Vice President  
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Executive Director  
Tiffany Sokol, HDFP  
Housing Director  
Jack Daugherty, AICP, HDFP  
Neighborhood Stabilization Director  
Tom Hetrick  
Neighborhood Planner  
Liz Ifill  
Office Manager  
Jennifer Evans  
Operations Assistant  
Leah Ifft  
Housing Program Assistant  
Art Carter  
Construction Team Member  
Rick Kellar  
Construction Team Member  
Jeff Kramer  
Construction Team Member  
Tom Morrison  
Construction Team Member  

Mike Ondo  
Construction Team Member  
Jeff Poling  
Construction Team Member  
Joshua Potkay  
Construction Team Member  
Patrick Willis  
Construction Team Member  
Caleb McFarland  
Construction Project Assistant  
Dontae Madison  
Grass Cutting & Clean Up Team Member  
Sean McRae  
Grass Cutting & Clean Up Team Member  
Juan Morales  
Grass Cutting & Clean Up Team Member  
Linda Stouffer  
Housekeeping Team Member  
Traig Traylor  
Marketing Assistant  

Board of Directors & Staff
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.
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 to scale up our programs to improve the quality of life and economic condition for residents, and to track and deliver a tangible and lasting impact on the revitalization of Youngstown’s neighborhoods.
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 770 blighted properties and the code compliance of over 250 properties, and over $3 million in infrastructure reinvestment

- Rehabilitated 133 vacant units to create quality, affordable housing

- Completed 69 emergency repairs, 286 limited home repair projects, and 63 full home rehabilitations for low-to-moderate income families citywide

- Acquired and completed renovations to an underutilized commercial building for the Glenwood Business Center, now occupied by neighborhood-serving businesses and creating jobs

- Provided HUD-approved financial counseling to over 1,300 housing clients, with more than 400 now homeowners

- Provided financial counseling to over 150 small business clients
Boarded and cleaned up over 2,300 vacant properties citywide, 590 tractor trailers overgrowth and debris, clearing over 6,500 illegally dumped tires, and restoring a basic sense of order and dignity to our neighborhoods.

Engaged over 12,000 volunteers in over 160 events to clean up and improve vacant properties across the city.

Engaged over 1,000 residents in neighborhood organizing efforts.

Canvassed over 2,300 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.

Provided regular lawn maintenance to over 3,000 vacant properties citywide and in strategic neighborhoods, totaling over 42,000 cuts to date.
• Cleaned up over 16 miles of unsafe/impassible sidewalks and restored them to safe, usable condition

• Replaced over 9,700 linear feet of sidewalk and 43 curb ramps

• Launched a healthy food incentive program that has been used by more than 5,832 people in Mahoning and Trumbull counties

• Cleaned up and re-purposed over 520 formerly-overgrown vacant lots, including over 200 resident-driven projects

• Planted over 600 trees to restore the urban tree canopy in Youngstown’s neighborhoods and corridors

• Catalyzed more than $60 million in economic impact

Taken together these actions have resulted in positive neighborhood stabilization outcomes as documented in our Neighborhood Action Plan Impact Analysis.
YNDC analyzed various factors measuring neighborhood health and stability over time to determine the impact of YNDC and our partners’ work in the neighborhood action plan areas. The neighborhood action plans were completed in 2014 and 2015; thus data points in 2014 and 2015 were used as baselines to measure progress through 2018. Some historic data, dating from before 2014, was used to provide historic context. Primary findings are listed below.

Tax delinquency has decreased in action plan areas with the most intervention from the Mahoning Co. Land Bank and YNDC; half of action plan areas had a decrease in tax delinquency while the citywide rate increased between 2014-2018.

Vacancy has decreased dramatically citywide, from 3,927 vacant structures in 2014 to 2,226 in 2018.

The rate of new vacancy has slowed, particularly in action plan areas; between 2008-2014 approximately 278 structures became vacant citywide each year, but between 2014-2018 only 25 structures became vacant each year in all action plan areas combined.

Crime has decreased significantly, with decreases in the majority of action plan areas outpacing citywide declines.

Property values have increased significantly, from an average sale price of $35,235 in 2014 in action plan areas to $50,544 in 2018.

Tax delinquency has decreased in action plan areas with the most intervention from the Mahoning Co. Land Bank and YNDC; half of action plan areas had a decrease in tax delinquency while the citywide rate increased between 2014-2018.

Homeownership rates have stabilized in multiple action plan areas in contrast to long-term trends of rapidly decreasing homeownership in most neighborhoods in the city.
### Geographies
- Brownlee Woods
- Cornerstone
- Cranial Park
- Garden District
- Greater McGuflery
- Idaho Indian Village
- Lincoln Knolls
- Pleasant Grove
- Power House
- Rocky Ridge
- Taft
- Upper West Side
- Total NAP
- Outside NAP
- City of Youngstown Total

### Annualized change in own occ. 1980-1990
- Brownlee Woods: -0.3%
- Cornerstone: 0.0%
- Cranial Park: -0.6%
- Garden District: -0.1%
- Greater McGuflery: -0.7%
- Idaho Indian Village: -0.3%
- Lincoln Knolls: 0.3%
- Pleasant Grove: 0.2%
- Power House: -0.4%
- Rocky Ridge: -0.2%
- Taft: 0.3%
- Upper West Side: -0.1%
- Total NAP: 0.3%
- Outside NAP: -0.2%
- City of Youngstown Total: 0.1%

### Annualized change in own occ. 1990-2000
- Brownlee Woods: -0.2%
- Cornerstone: -0.1%
- Cranial Park: 0.0%
- Garden District: -0.7%
- Greater McGuflery: 0.1%
- Idaho Indian Village: -0.3%
- Lincoln Knolls: 0.6%
- Pleasant Grove: 0.0%
- Power House: -0.1%
- Rocky Ridge: -0.2%
- Taft: 0.2%
- Upper West Side: -0.2%
- Total NAP: -0.1%
- Outside NAP: 0.0%
- City of Youngstown Total: 0.0%

### Annualized change in own occ. 2000-2005
- Brownlee Woods: -0.8%
- Cornerstone: -0.6%
- Cranial Park: -0.3%
- Garden District: -1.2%
- Greater McGuflery: -0.2%
- Idaho Indian Village: -0.1%
- Lincoln Knolls: -1.7%
- Pleasant Grove: -0.7%
- Power House: -0.7%
- Rocky Ridge: -1.2%
- Taft: -1.8%
- Upper West Side: -1.3%
- Total NAP: -0.5%
- Outside NAP: 0.2%
- City of Youngstown Total: 0.1%

### Annualized change in own occ. 2005-2015
- Brownlee Woods: -0.6%
- Cornerstone: -0.7%
- Cranial Park: -0.2%
- Garden District: 0.4%
- Greater McGuflery: 0.5%
- Idaho Indian Village: 1.7%
- Lincoln Knolls: 0.7%
- Pleasant Grove: 0.9%
- Power House: 0.8%
- Rocky Ridge: 1.2%
- Taft: 1.8%
- Upper West Side: 1.3%
- Total NAP: 0.2%
- Outside NAP: 0.0%
- City of Youngstown Total: 0.0%

### Percent Owner Occupied, 2008
- Brownlee Woods: 76.3%
- Cornerstone: 89.6%
- Cranial Park: 71.4%
- Garden District: 61.3%
- Greater McGuflery: 61.1%
- Idaho Indian Village: 61.5%
- Lincoln Knolls: 70.3%
- Pleasant Grove: 75.5%
- Power House: 69.4%
- Rocky Ridge: 80.7%
- Taft: 56.5%
- Upper West Side: 71.9%
- Total NAP: 74.0%
- Outside NAP: 52.3%
- City of Youngstown Total: 63.4%

### Percent Owner Occupied, 2015
- Brownlee Woods: 70.7%
- Cornerstone: 85.6%
- Cranial Park: 62.9%
- Garden District: 53.0%
- Greater McGuflery: 59.7%
- Idaho Indian Village: 61.1%
- Lincoln Knolls: 68.0%
- Pleasant Grove: 70.6%
- Power House: 59.4%
- Rocky Ridge: 73.2%
- Taft: 50.7%
- Upper West Side: 63.7%
- Total NAP: 69.3%
- Outside NAP: 52.0%
- City of Youngstown Total: 60.8%

### Percent Owner Occupied, 2018
- Brownlee Woods: 68.9%
- Cornerstone: 85.7%
- Cranial Park: 69.7%
- Garden District: 51.7%
- Greater McGuflery: 60.1%
- Idaho Indian Village: 62.6%
- Lincoln Knolls: 63.0%
- Pleasant Grove: 68.4%
- Power House: 57.4%
- Rocky Ridge: 69.8%
- Taft: 45.2%
- Upper West Side: 59.9%
- Total NAP: 67.9%
- Outside NAP: 51.3%
- City of Youngstown Total: 60.1%

### % Change, 2008-2015
- Brownlee Woods: -2.4%
- Cornerstone: 0.2%
- Cranial Park: 0.8%
- Garden District: -2.5%
- Greater McGuflery: 0.6%
- Idaho Indian Village: -2.6%
- Lincoln Knolls: -7.3%
- Pleasant Grove: -3.1%
- Power House: -3.3%
- Rocky Ridge: -4.7%
- Taft: -10.9%
- Upper West Side: -6.0%
- Total NAP: -2.0%
- Outside NAP: -1.3%
- City of Youngstown Total: -1.2%

### Annualized change in home sale price, 2014
- Brownlee Woods: $16,750.00
- Cornerstone: $19,089.54
- Cranial Park: $34,997.49
- Garden District: $14,926.96
- Greater McGuflery: $36,164.07
- Idaho Indian Village: $10,287.14
- Lincoln Knolls: $23,331.66
- Pleasant Grove: $26,750.00
- Power House: $10,500.00
- Rocky Ridge: $22,271.13

### % Change, 2014-2018
- Brownlee Woods: -37.3%
- Cornerstone: 38.2%
- Cranial Park: -50.3%
- Garden District: -51.9%
- Greater McGuflery: -50.6%
- Idaho Indian Village: -71.9%
- Lincoln Knolls: -81.4%
- Pleasant Grove: -65.3%
- Power House: -56.3%
- Rocky Ridge: -57.5%

### Total Parcels, 2008
- Brownlee Woods: 1,237
- Cornerstone: 2,922
- Cranial Park: 1,623
- Garden District: 1,110
- Greater McGuflery: 5,477
- Idaho Indian Village: 1,239
- Lincoln Knolls: 577
- Pleasant Grove: 1,017
- Power House: 1,001
- Rocky Ridge: 2,264

### % Change, 2014-2018
- Brownlee Woods: -46.9%
- Cornerstone: -39.7%
- Cranial Park: -62.1%
- Garden District: -68.1%
- Greater McGuflery: -46.3%
- Idaho Indian Village: -54.7%
- Lincoln Knolls: -76.6%
- Pleasant Grove: -41.5%
- Power House: -41.4%
- Rocky Ridge: -41.7%

### Part II Crimes, 2014-15 Total
- Brownlee Woods: 69
- Cornerstone: 179
- Cranial Park: 134
- Garden District: 117
- Greater McGuflery: 151
- Idaho Indian Village: 78
- Lincoln Knolls: 43
- Pleasant Grove: 95
- Power House: 59
- Rocky Ridge: 122

### % Change, 2014-2018
- Brownlee Woods: 7.3%
- Cornerstone: 24.3%
- Cranial Park: 14.2%
- Garden District: 17.0%
- Greater McGuflery: 4.9%
- Idaho Indian Village: 21.2%
- Lincoln Knolls: 6.0%
- Pleasant Grove: 14.9%
- Power House: 5.8%
- Rocky Ridge: 6.9%
2020-2022 Program Priorities
Citywide Market Analysis and Housing Strategy

YNDC will complete a citywide market analysis and housing strategy. This will include a comprehensive survey of all vacant and occupied housing in the City of Youngstown, a third party housing market assessment that includes consideration of housing quality, and a comprehensive strategy to improve housing for all in the City of Youngstown.

Housing Counseling

YNDC will continue to provide high quality housing counseling for as many residents of Youngstown and Mahoning County as possible. YNDC will explore the addition of landlord and tenant counseling services.

Owner Occupied Home Repair

YNDC will continue to provide and grow limited repair and owner occupied rehabilitation services for as many low income homeowners as possible.

Emergency Home Repair

YNDC will integrate the historic operations of Interfaith Home Maintenance Service into the organization. YNDC will work to create greater programmatic efficiency and impact for the emergency home repair program.
Vacant Home Rehabilitation

YNDC has now renovated more than 130 vacant housing units in the City of Youngstown. YNDC will explore becoming a lead abatement contractor to further streamline the organization’s rehabilitation process.

For Sale

YNDC will continue to renovate vacant homes for sale to owner occupants. The volume of for sale renovations will likely continue to decrease as YNDC has renovated a large volume of the homes that were salvageable in Neighborhood Action Plan areas over the past five years.

Rental

YNDC will continue to renovate vacant homes and multifamily buildings for the creation of high quality lead safe rental housing. These activities will be focused in the Idora Neighborhood and along the Greater Glenwood Corridor. YNDC may explore strategic and catalytic projects outside of the Greater Glenwood Corridor.
Targeted New Construction

For Sale

YNDC will complete its first new infill housing construction for homeownership project on Helena Avenue that will develop three single family homes. YNDC will explore the feasibility of other new infill construction.

Rental

YNDC will evaluate the feasibility of new rental construction using FHLB AHP, HOME and other available sources. This will provide additional quality affordable housing and strengthen YNDC’s asset base. The project will be in a strategic location and add value to the neighborhood.

YNDC will investigate the feasibility of developing new construction capacity.
Rental Property Management

YNDC currently has 31 rental units and plans to grow this number to 50 units. YNDC will ensure it has implemented best practice residential property management and preservation practices and all rental property management staff have received the requisite training.

Nuisance Property Receivership

YNDC will work with the Youngstown Housing Task Force and resident groups to use receivership to address nuisance properties.
Over the past two years YNDC has begun to grow significant neighborhood organizing infrastructure. YNDC now has a base of several hundred neighborhood residents and will continue to grow its base of leaders. YNDC will also grow its staffing to include additional organizers and canvassers.

**Housing Task Force**

The Housing Task Force will continue to increase landlord accountability, target policy change to improve housing quality for all and eliminate housing predators, and take other direct actions necessary to improve housing quality in the City of Youngstown.

**Infrastructure**

If YNDC's neighborhood organizing capacity is able to grow and make tangible progress on housing, then infrastructure will be added as a second campaign area. Infrastructure will include parks and all public realm infrastructure: streets, sidewalks, stormwater, etc.
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 ten years.

Board Ups
YNDC will continue to board up properties on behalf of the City of Youngstown.

Glenwood Avenue Corridor
YNDC will continue its overall efforts to Clean Up Glenwood Avenue. These efforts include grass cutting, greening of vacant lots, acquisition of property, and development of residential and commercial property.
Double Up
YNDC will continue to operate its SNAP incentive (Double Up) program to incentivize healthy eating. The program is currently operating at nine grocery stores, four farmers markets and one coop serving several thousand residents. Once the USDA FINI grant expires, YNDC may consider transitioning administration of the Double Up program to Produce Perks, a regional nonprofit working to address inequities within our food system.

Farmers Market
YNDC will continue to operate the Youngstown Farmers Market with Mercy Health. This will be reevaluated at the end of the USDA FINI grant.
Staffing
Adequate staffing for current and planned programming will be evaluated. This evaluation may result in staffing changes and/or additions.

Staff Development
YNDC will continue investing in staff and each professional staff person will have an individualized development plan. All staff will attend Race, Equity, and Inclusion training and YNDC will continue working to develop a staff representative of the neighborhoods and communities it serves.

Financial Health
YNDC will develop a 90 day general operating reserve and continue to grow the facility reserve.

Data & Evaluation
YNDC will continue to generate and collect data to document outputs and outcomes and analyze the overall impact of its work.

Merger
YNDC will continue integrating staff and programmatic functions of Interfaith Home Maintenance Service after the completion of a merger in late 2019.