

Mahoning Valley Partnership

Coordinated Economic Development Plan

Fall 2015

Table of Contents

Executive Summary	4
Vision & Priority Themes	7
Objectives	11
Implementation	15
Community & Economic Development Partners ..		59
Focus Group Findings	88
Young Professionals Survey	105
Acknowledgements	111

Executive Summary

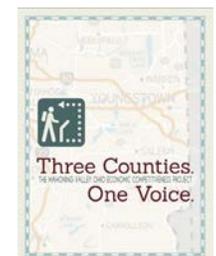
Executive Summary

The Mahoning Valley is in an ideal position to take advantage of opportunities it has never had before. Long recognized as a leader in advanced materials and manufacturing from its roots in steel-making and supplying industries, burgeoning technologies such as additive manufacturing and advanced materials allow for a significant transformation of the regional economy. Adaptation is needed in order to survive in an incredibly competitive and globalized economy. The most successful areas of this century are those that position themselves around regional hubs that play on key competitive strengths, whether natural assets or industries.

By aligning resources in the key areas of community and economic development, the Mahoning Valley will be able to position itself as a viable candidate for increased prosperity. The Mahoning Valley continues to lose population and experiences stagnant

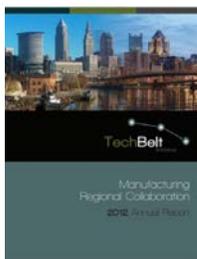
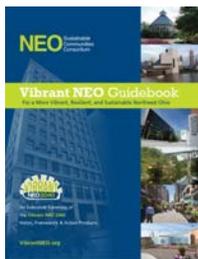
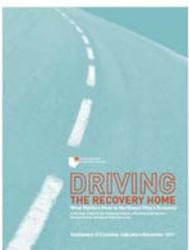
per capita income growth despite collaboration on many fronts that has failed to create sustainable coordination of initiatives around shared values for all stakeholders. Discussion on the lack of preparedness and communication among working groups in efforts to move the needle forward has resulted in this working document which aims to address the following:

- Implement regional-thinking in all levels of leadership
- Maximize use of funds and efficiency of programs
- Identify clear ownership and tasks for initiatives to encourage sustainability
- Identify and prioritize regionally significant projects for funding
- Provide a single, unified voice both inside and outside the region



Our Region

The Mahoning Valley is defined two ways in this document. For statistical purposes, the Metropolitan Statistical Area (MSA) is utilized to delineate the area from which data is gathered for context. The Youngstown/Warren MSA, which includes Trumbull, Mahoning, and Mercer counties, is broad enough to identify similar characteristics and qualities within the Mahoning Valley that individual county or city data does not provide. However for the purpose of implementation, the epicenter of the Mahoning Valley includes Mahoning and Trumbull counties and their relationships to surrounding counties including Ashtabula, Columbiana, Portage, Mercer, and Lawrence.



How We Got Here

Stakeholders have reviewed recent initiatives and reports pursued by local, regional, and statewide partners in economic development, community improvement, and workforce preparedness. The planning process surrounding the “Mahoning Valley Partnership” largely serves as a continuation of the “Mahoning Valley Ohio Economic Competitiveness Project” that took place in 2012 with the support of the Raymond John Wean Foundation, the Fund for Our Economic Future, and Trumbull 100. The Competitiveness Project addressed numerous economic and community development issues, acknowledging that there is no single venue where all can come together to align resources and actions to strengthen collective impact. The “Mahoning Valley Partnership” moves beyond this effort by identifying priorities and ways to address goals

across organizations rather than assuming that a new entity or program manager will take the reins. Therefore, identified objectives include action steps that are supported by a framework that reflects the resources and capacity that exists within supporting networks. A timeframe is included and continual evaluation and adjustment is encouraged.

Our Framework

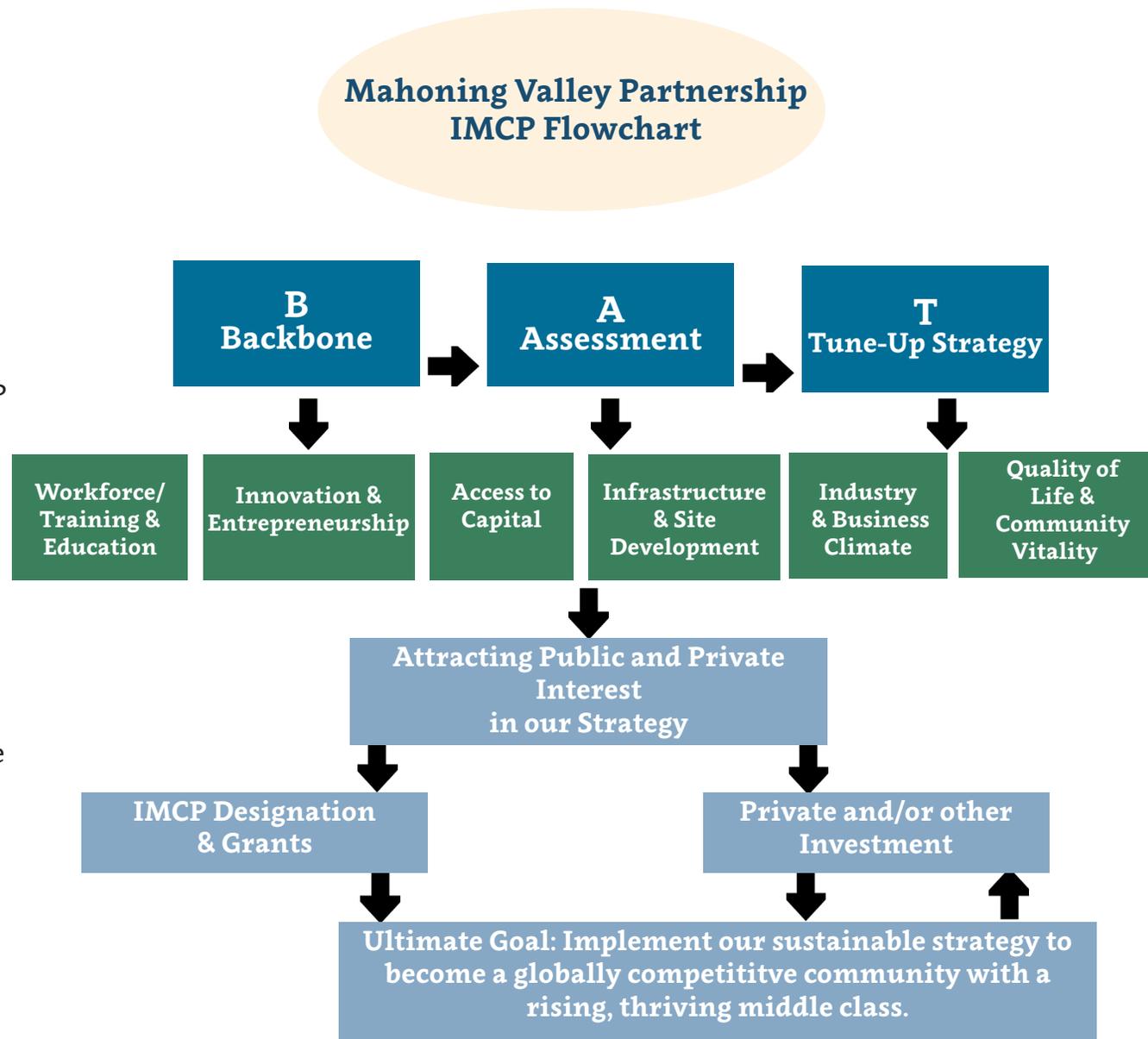
Through the process of identifying objectives, the Investing in Manufacturing Communities Partnership (IMCP) approach was employed for implementation. IMCP is a federally-supported model for clarifying needs, conducting a partner landscape analysis, and determining readiness to pursue capital investments. The preliminary task for IMCP is to ensure that an environment is created of consistent policies and supporting

tools to facilitate investment and implementation of community goals for a strengthened and innovative local economy.

This approach has closely been followed during discovery, clearly defining goals, needs, and potential improvement projects in order to create a framework that can be sustained through management and monitoring by a regional entity. IMCP demonstrates regional cooperation through a consortium of public, private, and non-profit partners.

Where We Are Going

The Mahoning Valley Partnership is a working document put in place to examine competitive strengths and needs in preparation for adopting the IMCP model in order to increase the viability of attracting investment to and within the region.



Vision & Priority Themes

Vision



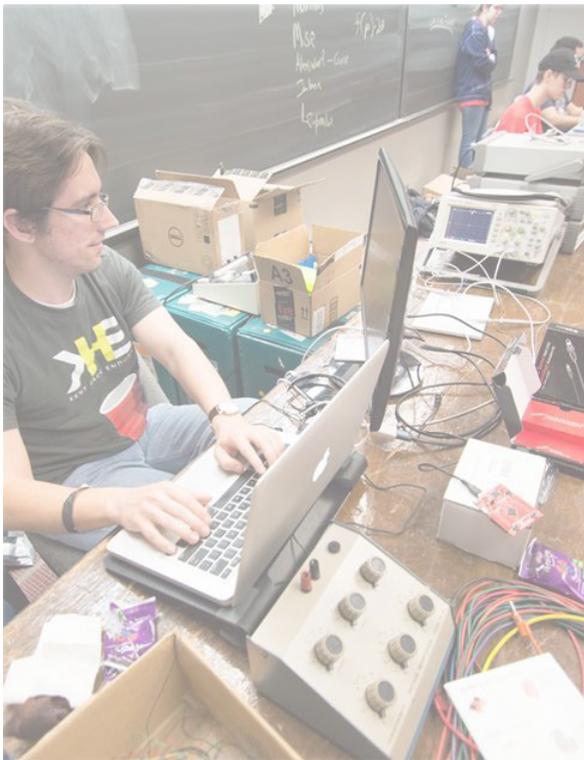
The Mahoning Valley Partnership strives to build a globally recognized hub of innovation that drives economic opportunity for all people. The Partnership creates a strategic economic development program that is accountable, inclusive, engaging, and coordinated among stakeholders in order to increase prosperity and vitality.

Stamen

Priority Themes

Workforce/Training & Education

Strengthen human capital for business growth and quality job creation.



Innovation & Entrepreneurship

Cultivate an environment where individuals can learn and advance.



Access to Capital

Provide a network of services and capital for all.



Infrastructure & Site Development

Support the underpinning systems and programs that sustain competitiveness.



Industry & Business Climate

Assist existing and new businesses to encourage investment and increase wealth.



Quality of Life & Community Vitality

Generate a higher standard of living that is attractive to people of all ages.

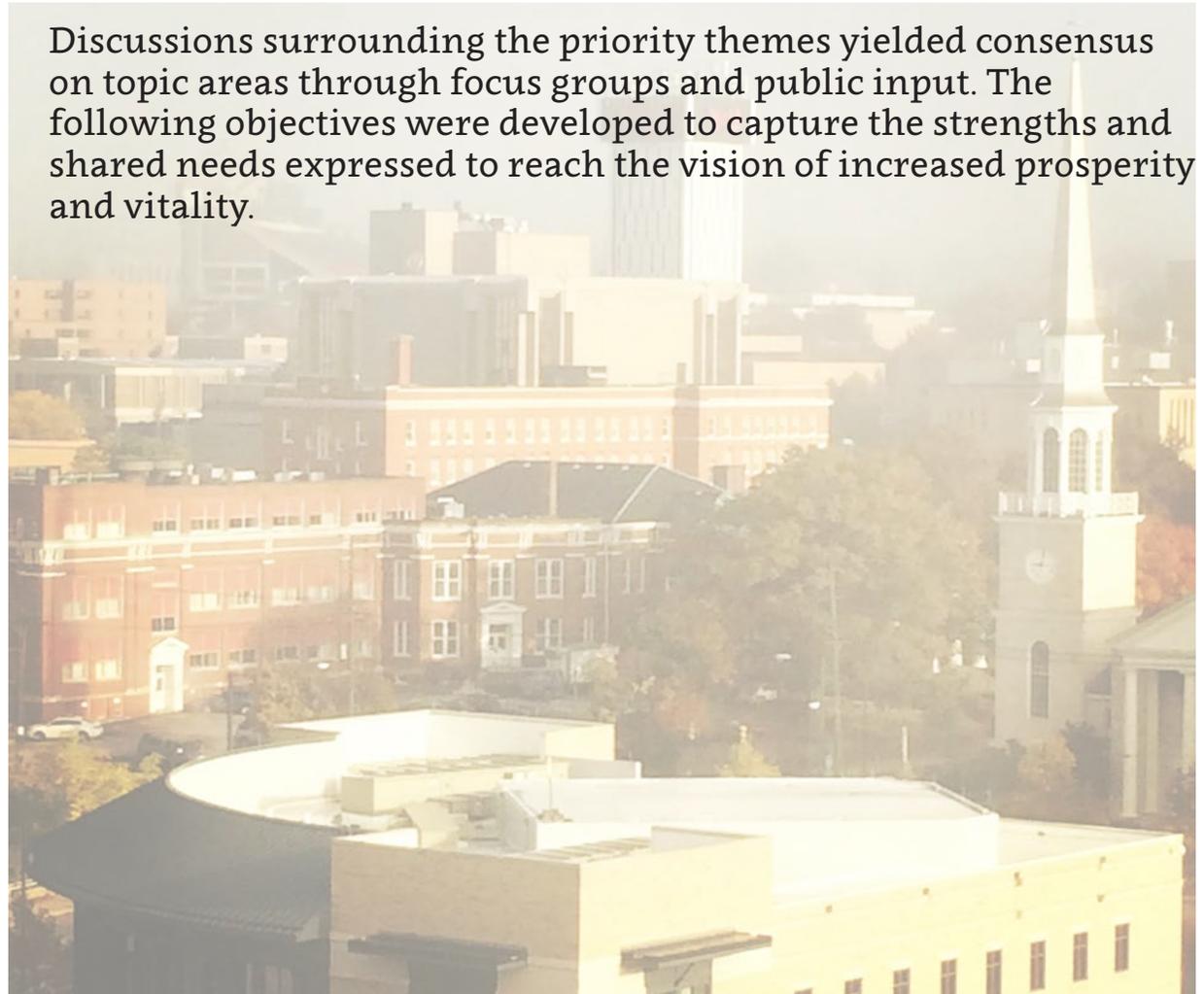


NAICS	Industry	2013 Employment	2013 LQ	2009-2013 Growth	2009-2013 New Jobs
11	Forestry, fishing, hunting, & agricultural support	60	0.23	153.8%	21
21	Mining	633	0.51	94.2%	-39
22	Utilities	754	0.70	95.2%	-38
23	Construction	7,797	0.84	99.1%	-70
31	Manufacturing	31,481	1.65	106.4%	1,897
42	Wholesale trade	8,204	0.82	100.0%	0
44	Retail trade	29,572	1.16	102.9%	835
48	Transportation & warehousing	6,589	0.91	91.6%	-605
51	Information	3,132	0.57	94.0%	-201
52	Finance & insurance	5,451	0.53	83.1%	-1,110
53	Real estate & rental & leasing	3,825	1.15	122.8%	711
54	Professional, scientific & technical services	5,915	0.42	103.3%	187
55	Management of companies & enterprises	2,719	0.52	91.5%	-251
56	Admin, support, waste mgt, remediation services	13,446	0.78	103.3%	432
61	Educational services	3,580	0.60	94.2%	-222
62	Health care and social assistance	42,213	1.34	104.4%	1,782
71	Arts, entertainment & recreation	2,163	0.61	96.9%	-70

Objectives

Objectives

Discussions surrounding the priority themes yielded consensus on topic areas through focus groups and public input. The following objectives were developed to capture the strengths and shared needs expressed to reach the vision of increased prosperity and vitality.



Workforce/Training & Education

1. Boost initiatives between educators, students, and professionals on career pathways.
2. Embrace the integration of new technology in the classroom and workplace.
3. Increase opportunities for hands-on experiential learning whether through on-the-job training, internships, or other methods.

Innovation & Entrepreneurship

1. Enhance reputation as an entrepreneurial community.
2. Position Youngstown State University as a hub for applied research and commercialization that supports and promotes innovation.
3. Raise opportunities in communities for creativity and engagement to foster an inclusive shift towards greater appreciation for new ideas.

Access to Capital

1. Develop more diverse and innovative sources of capital.
2. Improve customer-service orientation by making the process more accessible.
3. Create clearer definition and better communication around financing programs available.

Infrastructure & Site Development

1. Meet the needs of new and existing businesses and the community as a whole by maintaining sound, safe, and efficient infrastructure.
2. Eliminate access barriers to employment through transportation options and targeting infrastructure dollars towards high-density and high-employment areas.
3. Optimize utilization of land banks to drive higher parcel consolidation and the redevelopment of blighted properties.

Industry & Business Climate

1. Create mechanism to assist companies' transition from traditional to high-end, high-tech manufacturing.
2. Diversify our economic base by building on competitive advantages in advanced industries.
3. Promote retention and growth of businesses through our shared resource network that provides technical assistance for exporting, access to capital, technology adoption, and other needs.

Quality of Life & Community Vitality

1. Build opportunities for engaging and developing youth and early-career leadership.
2. Engage all voices to create communities of choice and an empowered citizenry.
3. Encourage place-based strategies to strengthen existing assets and improved standards of living.

Implementation

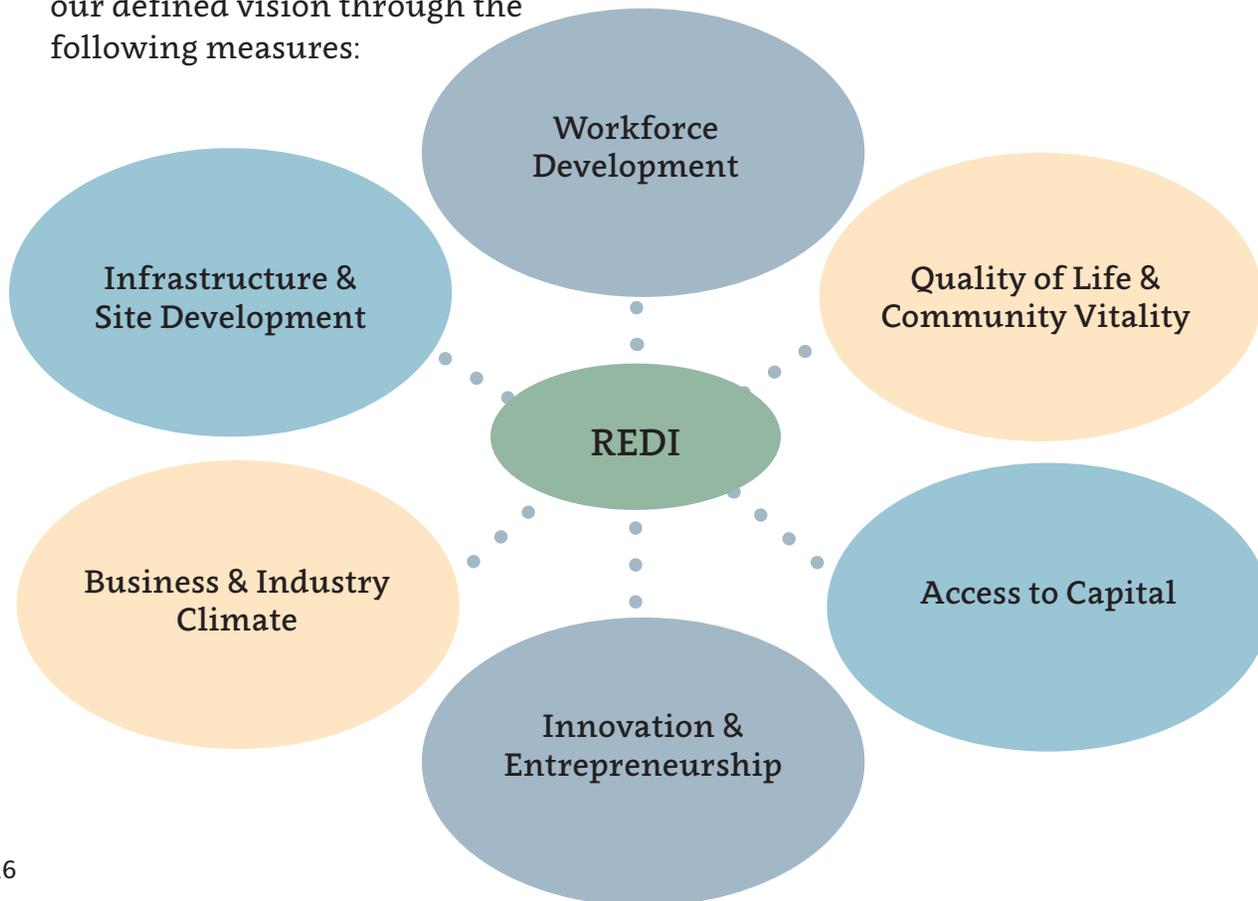
Implementation

While many significant capacity and financial barriers exist in any endeavor that seeks to fundamentally restructure a community's approach to economic strategy-building, the Mahoning Valley Partnership overcomes these barriers by utilizing the resources already available to the stakeholders most chiefly affected by this process. Great effort was made to ensure that, in terms of capacity, no new positions or influxes of talent were necessary, but rather, only provisions of more focused and regular communication between the groups already engaged in this space. This implementation will require a broad range of multiple sectors, ranging from education to manufacturing to government. To assist in the prioritization across all sectors of these goals, the Mahoning Valley Partnership identifies actions

in a chrono-critical fashion, with community partner resources being allocated in direct relation to the timeliness of the given objective.



Youngstown State University's Regional Economic Development Initiative (REDI) will act as the advocate for the implementation and continuity of the Mahoning Valley Partnership to ensure a tactical and strategic-driven approach towards our defined vision through the following measures:



1. Perform an ongoing assessment of each of the action items and their progress, distributing the results to community partners.
2. Convene community partners to track progress and re-assess action items as well as introduce new members and action items to the Partnership.
3. Collect and compile regionally-focused, up-to-date demographic and labor information for ready use.
4. Serve as a support system for all other partners as they carry out the action items outlined in the Partnership.
5. Publish updates in addition to the frequent Initiatives Report through appropriate mediums.

Action Items

Actions are the mainstay and guiding force that began this planning process. Stakeholders have reviewed the following action items that will serve as the primary “marching orders” for each community partners’ strategic plan in adoption of this process.





Workforce/Training & Education

Workforce/Training & Education

1. Boost initiatives between educators, students, and professionals on career pathways.

	Action	Timeframe	Proposed Facilitator
1.1.1	Utilize aggregated business retention surveys conducted by the Youngstown/Warren Regional Chamber and the Business Resource Network to identify pertinent skill deficiencies to influence education and workforce providers on future programming.	Immediate	Youngstown/Warren Regional Chamber
1.1.2	Expand upon annual forums for industry and education professionals to collaboratively align education and training programs to build pathways responsive to industry needs.	Immediate	Eastern Ohio Education Partnership
1.1.3	Implement the Greater Oh-Penn Manufacturing Apprenticeship Network and identify other successful apprenticeship programs available in the state.	Immediate	Oh-Penn Interstate Region
1.1.4	Identify and address common workforce issues in the region's manufacturing, healthcare services, IT, and other relevant industries and how these issues affect the cost of doing business for employers. Update labor statistics.	Immediate	Youngstown State University - Regional Economic Development Initiative
1.1.5	Select and launch a nationally recognized workforce-credentializing program for soft skills.	Short-Term	Kent State University - Trumbull Workforce Development and Continuing Studies Center

	Action	Timeframe	Proposed Facilitator
1.1.6	Convene guidance counselors, academic advisors, and staff from the workforce system to design neutral career/academic/educational counseling that addresses the needs of students and industry without institutional bias.	Short-Term	Mahoning and Columbiana Training Association / Trumbull County Department of Jobs and Family Services
1.1.7	Create an asset map of mentoring programs and promote the expansion of opportunities that harness the talents to support training, knowledge-transfer and workforce sustainability as the baby boom generation retires.	Mid-Term	Eastern Ohio Education Partnership
1.1.8	Supply manufacturing, healthcare services, IT, and other relevant career pathway materials to guidance counselors, educators, students, parents, and community groups.	Ongoing	Mahoning & Columbiana Training Association / Trumbull County Department of Jobs and Family Services
1.1.9	Continue pursuing additional workforce development program dollars to develop pertinent career pathways and utilize the Workforce Credentials Coalition.	Ongoing	Mahoning & Columbiana Training Association / Trumbull County Department of Jobs and Family Services

Between 2000 and 2013, per capita income in the MSA grew from \$18,547 to \$23,216, or **\$4,669** whereas the nation's per capita grew by **\$6,568**.

Between 2000 and 2013, the unemployment rate in the MSA grew from **3.5%** to **10.3%**

Workforce/Training & Education

2. Embrace the integration of new technology in the classroom and workplace.

	Action	Timeframe	Proposed Facilitator
1.2.1	Create an asset map of existing sources that support a “tech-ready workforce.”	Immediate	Youngstown State University - Regional Economic Development Initiative
1.2.2	Set a parameter for increasing enrollment in programs demonstrating success in technical career development.	Short-Term	Mahoning County Career & Technical Center / Trumbull Career & Technical Center
1.2.3	Establish a schedule of workshops for manufacturers on advanced workplace practices, globalization, and career lattices that retain talent as workforce needs shift.	Short-Term	Youngstown State University - Williamson School of Business
1.2.4	Mobilize a Tech Council charged with promoting and raising dollars for new technology in the classroom and workplace, including additive manufacturing and coding.	Mid-Term	Eastern Ohio Education Partnership

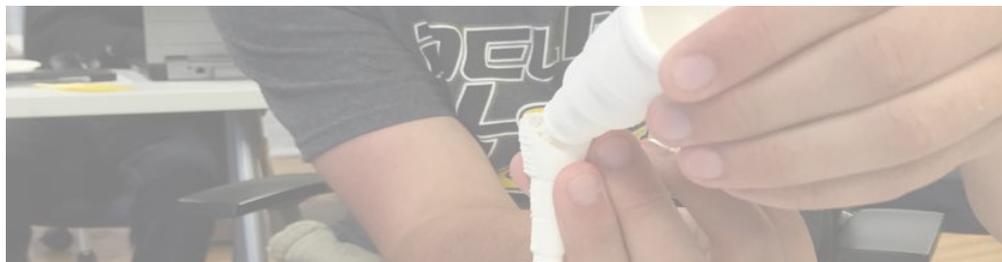
Between 2000 and 2013, the size of the labor force shrunk by **14,794** people, with a loss of **6,420** people between 2009 and 2013.

American FactFinder

Workforce/Training & Education

3. Increase opportunities for hands-on experiential learning whether through on-the-job training, internships, or other methods.

	Action	Timeframe	Proposed Facilitator
1.3.1	Market internship opportunities by communicating the benefits/ROI to the employer. Expand the Ohio Means Internships and Co-ops clearinghouse to include more disciplines and to be integrated with other institutions.	Short-Term	higher education consortium
1.3.2	Expand teacher and faculty development with summer externships by continuing with manufacturing and exploring other opportunities, particularly in STEM disciplines.	Mid-Term	Eastern Ohio Education Partnership
1.3.3	Support the creation of an Advanced Manufacturing Training Center.	Long-Term	Mahoning Valley Manufacturing Coalition / Oh-Penn Interstate Region





Innovation & Entrepreneurship



Between 2000 and 2013, the percentage of high school graduates in the MSA grew from **82.6%** to **88.3%**.

The percentage of people with a bachelor's degree or greater grew from **16.4%** to **19.3%** whereas the nation grew from **15.5%** to **28.8%**

American FactFinder

Innovation & Entrepreneurship

1. Enhance national reputation as an entrepreneurial community.

	Action	Timeframe	Proposed Facilitator
2.1.1	Establish and track customizable innovation index for the Mahoning Valley.	Immediate	Youngstown State University - Regional Economic Development Initiative
2.1.2	Create a Mahoning Valley Partnership branding marker to signify a united front among partners that can be used on websites, documents, etc.	Short-Term	Youngstown State University - Youngstown Design Works
2.1.3	Determine feasibility of completing a successful application for the Investing in Manufacturing Communities Partnership.	Short-Term	Youngstown State University - Regional Economic Development Initiative
2.1.4	Facilitate local communities pledging to “Startup in a Day” Initiative.	Mid-Term	Youngstown State University - Ohio SBDC
2.1.5	Apply to the Regional Innovation Strategies program to foster entrepreneurship and utilize the “What Works Playbook” supplied by the Economic Development Administration.	Mid-Term	Eastgate Regional Council of Governments

	Action	Timeframe	Proposed Facilitator
2.1.6	Move toward becoming a Startup Community by hosting events such as StartUP 101, identifying mentors, and developing educational programs for investors.	Ongoing	Youngstown Business Incubator
2.1.7	Host targeted business plan competitions that provide investment dollars, technical expertise, mentoring and professional support.	Ongoing	Youngstown State University - Williamson College of Business
2.1.8	Promote the Valley Alliance for Science and Technology (VAST) to appropriate stakeholders.	Ongoing	Tech Belt Energy Innovation Center
2.1.9	Re-engage talent diaspora through deliberate partnerships such as Grow Home.	Ongoing	Youngstown/Warren Regional Chamber

StatsAmerica administers an **Innovation Index** that rates the MSA as an **81.2** compared to the U.S. at **100**. The Index consists of Human Capital, Economic Dynamics, Productivity and Employment, Economic Well-Being, and State Context.

In comparison, the Akron MSA is **96.1** and the Cleveland MSA is **92.5**.

Innovation & Entrepreneurship

2. Position Youngstown State University as a hub for applied research and commercialization that supports and promotes innovation.

	Action	Timeframe	Proposed Facilitator
2.2.1	Support the launch and integration of the Creative Industries Collaborative through university-led partnerships.	Immediate	Youngstown State University - College of Creative Arts and Communication
2.2.2	Create a Health Innovation Education Resource Network.	Short-Term	Youngstown State University - Bitonte College of Health and Human Services
2.2.3	Become part of the Innovation Corps (I-Corps) network and engage ICorps@Ohio.	Short-Term	Youngstown State University - Office of Research
2.2.4	Reinvigorate the YSU Research Foundation and develop resources and programs that encourage faculty-applied research and commercialization.	Long-Term	Youngstown State University - Office of Research
2.2.5	Establish public-private partnerships to develop shared resources and rapid prototyping in innovation and explore feasibility of an innovation and commercialization space.	Long-Term	Youngstown State University
2.2.6	Expand usage of National Science Foundation funding and other sources of state and federal funding.	Long-Term	Youngstown State University - Office of Research

Innovation & Entrepreneurship

3. Raise opportunities in communities for creativity and engagement to foster an inclusive shift towards greater appreciation for new ideas.

	Action	Timeframe	Proposed Facilitator
2.3.1	Expand Business 20/20, the Titan Business Challenge, and other K-12 programming for business idea development.	Short-Term	Junior Achievement of the Mahoning Valley
2.3.2	Create an asset map of maker spaces and programs that support creativity to support the establishment of a Valley innovation and commercialization center.	Short-Term	Youngstown State University - Regional Economic Development Initiative
2.3.3	Provide programs to encourage interest in 3D printing such as printing of outdoor furniture for public spaces, by working with maker spaces to increase the presence and access with after-school hours.	Short-Term	America Makes
2.3.4	Seek feasibility of National Association for Community College Entrepreneurship (NACCE) pilot.	Short-Term	Eastern Gateway Community College

Between 2010 and 2014, the MSA lost **12,541** people due to deaths being greater than births and over **7,000** people migrating from the area.

American FactFinder

	Action	Timeframe	Proposed Facilitator
2.3.5	Create support networks for the development of women and minority businesses, as well as immigrant populations.	Mid-Term	Youngstown Business Incubator
2.3.6	Provide leadership for regional maker events, such as Maker Faire.	Ongoing	America Makes

Advanced Industries located within the MSA include:

- **Aluminum Production and Processing**
(6 Digit NAICS - 29.66 LQ)
- **Motor Vehicle Body Manufacturing**
(6 Digit NAICS - 1.68LQ)
- **Steel Product Manufacturing from Purchased Steel**
(4 Digit NAICS - 25.25 LQ)
- **Other Petroleum and Coal Products Manufacturing**
(5 Digit NAICS - 6.09 LQ)
- **Professional, Scientific, and Technical Services**
(4 Digit NAICS - 1.13 LQ)



Access to Capital

Access to Capital

1. Develop more diverse and innovative sources of capital.

	Action	Timeframe	Proposed Facilitator
3.1.1	Create Valley Growth Venture Fund to provide early stage equity investment in local technology companies.	Immediate	Mahoning Valley Economic Development Corporation
3.1.2	Identify resources for micro-entrepreneur assistance, including establishment of micro-loan programs.	Short-Term	Mahoning Valley Economic Development Corporation
3.1.3	Provide companies with availability and access to more sources of affordable capital.	Short-Term	Western Reserve Port Authority
3.1.4	Launch public information campaign on the importance of buying and investing locally and identify and coalesce accredited angel investors in the region.	Short-Term	Mahoning Valley Economic Development Corporation
3.1.5	Support the expansion of local resources for access to capital through Community Development Finance Institutions (CDFI).	Mid-Term	Mahoning Valley Economic Development Corporation

	Action	Timeframe	Proposed Facilitator
3.1.6	Create more equity-based investment instruments having a local focus.	Long-Term	Mahoning Valley Economic Development Corporation
3.1.7	Improve funding streams for ancillary economic development needs such as infrastructure, microenterprise, and job training.	Long-Term	Western Reserve Port Authority
3.1.8	Continue dialogue with JobsOhio on the availability of financing programs that address the increasing needs of the region.	Ongoing	Youngstown/Warren Regional Chamber

The number of establishments (businesses) in the MSA decreased by **1,620** between 2000 and 2013, with a loss of **1,267** establishments with 9 or fewer employees alone.

Bureau of Labor Statistics

Access to Capital

2. Improve customer service orientation by making the process more accessible.

	Action	Timeframe	Proposed Facilitator
3.2.1	Update shared website links among relevant organizations.	Immediate	Youngstown/Warren Regional Chamber
3.2.2	Create a needs flow chart to support a seamless process from the business plan to breaking ground to manage and document gaps in service.	Immediate	Youngstown/Warren Regional Chamber
3.2.3	Create a Loan Calculator or Loan Qualifying Quiz that will be easily available to prospective client by incorporating into appropriate websites.	Short-Term	Mahoning Valley Economic Development Corporation
3.2.4	Create common intake forms for more uniform processing and coordinate Business Resource Network information on capital access.	Short-Term	Youngstown/Warren Regional Chamber

According to the U.S. Cluster Mapping tool, the MSA is in the **top 20%** of the nation for employment concentration in Automotive and Upstream Metal Manufacturing

Access to Capital

3. Create clearer definition and better communication around financing programs available.

	Action	Timeframe	Proposed Facilitator
3-3.1	Create a matrix of programs describing the various products and financing responsibilities of stakeholders.	Immediate	Western Reserve Port Authority
3-3.2	Meet with financial institutions to strengthen partnerships and relationships with all financing agencies and increasing appropriate engagement in financing opportunities.	Immediate	Mahoning Valley Economic Development Corporation
3-3.3	Organize training for economic development professionals in addition to investors, businesses, and commercial developers.	Short-Term	Western Reserve Port Authority
3-3.4	Utilize the Small Business Administration's Business Smart Toolkit to assist new and aspiring entrepreneurs with building credit.	Short-Term	Youngstown State University - Ohio SBDC

Between 2000 and 2013, the number of people living in poverty in the MSA grew from **67,208** to **90,514** despite a shrinking population.

American FactFinder



Infrastructure & Site Development

Infrastructure & Site Development

1. Meet the needs of new and existing businesses and the community as a whole by maintaining sound, safe, and efficient infrastructure.

	Action	Timeframe	Proposed Facilitator
4.1.1	Evaluate and promote alternative wastewater treatment systems and provide technical assistance on methods through workshops and groups such as AWARE.	Immediate	Eastgate Regional Council of Governments
4.1.2	Explore feasibility of the Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) program.	Immediate	Western Reserve Port Authority
4.1.3	Utilize information gathered by the Youngstown/Warren Regional Chamber to inventory infrastructure, policies, and business-climate barriers to increased competitiveness.	Short-Term	Youngstown/Warren Regional Chamber
4.1.4	Encourage jurisdictions to prepare Capital Improvement Plans which foster collaboration, joint funding applications, leverage economies of scale and create a Public Finance Committee to build local capacity.	Mid-Term	Western Reserve Port Authority
4.1.5	Determine if existing water, sewer, and natural gas systems can accommodate future growth utilizing digitization of maps.	Mid-Term	Eastgate Regional Council of Governments
4.1.6	Update zoning codes to encourage redevelopment.	Long-Term	Mahoning & Trumbull County Planning Commissions

	Action	Timeframe	Proposed Facilitator
4.1.7	Develop cost-effective systemized linkages between the community and the major airports in the region, including facilitating shuttle services.	Long-Term	Eastgate Regional Council of Governments
4.1.8	Strengthen and build upon capacity of Youngstown-Warren Regional Airport by promoting more one-hop flights and other opportunities.	Long-Term	Western Reserve Port Authority
4.1.9	Continue implementation of the 422 Corridor Redevelopment Plan.	Long-Term	Youngstown/Warren Regional Chamber
4.1.10	Position Grow Mahoning Valley as the voice on critical infrastructure needs.	Ongoing	Youngstown/Warren Regional Chamber
4.1.11	Advocate for Property Assessed Clean Energy (PACE) financing.	Ongoing	Western Reserve Port Authority
4.1.12	Continue updating back-end of InSite to include information on how to make potential properties shovel-ready and/or certified.	Ongoing	Youngstown/Warren Regional Chamber

Infrastructure & Site Development

2. Eliminate access barriers to employment through transportation options and targeting infrastructure dollars towards high-density and high-employment areas.

	Action	Timeframe	Proposed Facilitator
4.2.1	Update coordinated public transportation plans.	Immediate	Eastgate Regional Council of Governments
4.2.2	Identify employment centers and infrastructure that may apply to the Transportation Investment Generating Economic Recovery (TIGER) program.	Immediate	Western Reserve Port Authority
4.2.3	Expand bike infrastructure in cooperation with the Ohio Department of Transportation with updated signage and collaborate with rideshare programs such as Uber and Zipcar.	Immediate	Eastgate Regional Council of Governments
4.2.4	Prepare an analysis of workforce access and transportation networks based upon recommendations of “The Geography of Jobs” and identify priority corridors for transit investment based on economic activity that will be incorporated into comprehensive and transportation planning processes.	Mid-Term	Eastgate Regional Council of Governments
4.2.5	Provide incentives for businesses to locate within fixed bus routes and incorporate this issue into site location inquiries, especially for call centers and long-term care facilities.	Long-Term	Youngstown/Warren Regional Chamber of Commerce



According to the “Geography of Jobs” - a report produced by the Fund for Our Economic Future, an analysis of 2011 Origin/Destination data for Northeast Ohio indicates that the average commute one-way by car is **20** minutes and **75** minutes by public transit. A commute by public transit is more than **3 times** that of owning a personal vehicle.

Infrastructure & Site Development

3. Optimize utilization of land banks to drive higher parcel consolidation and the redevelopment of blighted properties.

	Action	Timeframe	Proposed Facilitator
4.3.1	Evaluate best practices and models such as Loveland, Detroit for digitized parcel tracking.	Immediate	Youngstown State University - Regional Economic Development Initiative
4.3.2	Document and promote regional availability of Class A office square footage.	Immediate	Youngstown/Warren Regional Chamber
4.3.3	Develop toolbox for reducing costs of redevelopment.	Short-Term	Western Reserve Port Authority
4.3.4	Strengthen and encourage a single comprehensive property inventory system that markets available sites and communicate with property owners and elected officials via use of a digital solution such as InSite.	Short-Term	Youngstown/Warren Regional Chamber
4.3.5	Expand and enhance mechanisms for holding commercial and industrial properties publicly.	Long-Term	Mahoning and Trumbull land banks
4.3.6	Support brownfield remediation and redevelopment in communities with assessments underway and collaborate on redevelopment efforts throughout the region.	Ongoing	Western Reserve Port Authority

Industry & Business Climate

1. Create mechanism to assist companies' transition from traditional to high-end, high-tech manufacturing.

	Action	Timeframe	Proposed Facilitator
5.1.1.	Create a manufacturing engagement plan for small and medium-sized businesses to assess their business model and technology needs.	Immediate	America Makes
5.1.2	Develop initiative to increase the number of Small Business Investment Research (SBIR)/Small Business Technology Transfer (STTR) and other state and federal research or commercialization grants.	Immediate	Youngstown State University - Williamson College of Business
5.1.3	Conduct frequent events to provide networking, technology updates, and innovation strategies among local business leaders.	Immediate	Youngstown Business Incubator
5.1.4	Understand and implement relevant findings of the Minority Business Enterprise Technology Transfer Initiative locally.	Short-Term	Youngstown State University - Ohio SBDC
5.1.5	Expand partnerships with research groups such as NASA Glenn and the Ohio Aerospace Institute.	Short-Term	Youngstown State University - Office of Research
5.1.6	Encourage increased research and development of new products and prototypes between small businesses and Original Equipment Manufacturers.	Ongoing	America Makes



Industry & Business Climate

Industry & Business Climate

2. Diversify our economic base by building on competitive advantages in advanced industries.

	Action	Timeframe	Proposed Facilitator
5.2.1	Extract information on community action steps in the “America Makes Youngstown Advanced Manufacturing Plan”.	Immediate	Youngstown Business Incubator
5.2.2	Utilize economic impact analysis software to provide continual and current data related to business attraction, retention, and growth.	Immediate	Youngstown State University - Regional Economic Development Initiative
5.2.3	Implement a manufacturing engagement plan to determine and facilitate what is required from small and medium companies to facilitate innovation.	Immediate	America Makes
5.2.4	Explore Department of Defense funding for Economic Adjustment Assistance and other means of supporting the sustainability and growth of the Youngstown Air Reserve Base.	Mid-Term	Ohio Military Affairs Commission - Youngstown/Warren Regional Chamber
5.2.5	Expand and diversify the marketing of competitive industries including information technology, additive manufacturing, advanced energy, food processing, oil and gas, automotive, etc.	Ongoing	Youngstown/Warren Regional Chamber

Industry & Business Climate

3. Promote retention and growth of businesses through our shared resource network that provides technical assistance for exporting, access to capital, technology adoption, and other needs.

	Action	Timeframe	Proposed Facilitator
5.3.1	Map the business creation process for the average person in order to recommend improvements and lower barriers to starting a business.	Immediate	Youngstown State University - Ohio SBDC
5.3.2	Apply additive manufacturing to the intake form in order to engage demand.	Immediate	Business Resource Network and Youngstown/Warren Regional Chamber
5.3.3	Identify funding to continue the Business Resource Network.	Immediate	Business Resource Network
5.3.4	Support succession planning to encourage local businesses to stay local.	Short-Term	Kent State University
5.3.5	Prepare OH-PA Stateline Export Initiative Plan and increase the availability of opportunities for businesses to learn about exporting through marketing and policy recommendations.	Short-Term	Youngstown State University (ITAC) and Youngstown/Warren Regional Chamber
5.3.6	Utilize supply chain analysis of OH-PA Stateline Export Initiative Plan and findings of the Mahoning Valley Manufacturing Report to address top supply industries and leakage.	Mid-Term	Youngstown/Warren Regional Chamber

	Action	Timeframe	Proposed Facilitator
5.3.7	Develop and share best practice examples for “One-Stop 24/7” government and establish criteria for a “Business Friendly Community”.	Mid-Term	Youngstown/Warren Regional Chamber
5.3.8	Increase number of government contracts through engagement with the local Procurement Technical Assistance Center.	Ongoing	Mahoning Valley Economic Development Corporation
5.3.9	Develop a framework for supporting small businesses such as cottage industries within low-income communities.	Ongoing	Youngstown State University - Williamson College of Business
5.3.10	Support existing small-business mentorship programs to connect established companies with smaller and/or newer businesses and programs such as Emerging Leaders.	Ongoing	Youngstown State University - Ohio SBDC

The Livability Index available through the AARP Public Policy Institute measures community livability based on Housing, Neighborhood, Transportation, Environment, Health, Engagement, and Opportunity on a scale of 100. The Livability Index for Mahoning County is **51** and for Trumbull County is **50**. By comparison, the Livability Index for the City of Akron is **55** and for the City of Cleveland is **56**.



Quality of Life & Community Vitality

Quality of Life & Community Vitality

1. Build opportunities for engaging and developing youth and early-career leadership.

	Action	Timeframe	Proposed Facilitator
6.1.1.	Utilize young professionals' survey to identify needs and how to address them among stakeholders.	Immediate	Mahoning Valley Young Professionals
6.1.2	Use the Professional & Technical Writing students to assist in the grant application process for local community and economic development organizations.	Short-Term	Youngstown State University- Department of English
6.1.3	Expand opportunities for the development of the Center for Nonprofit Leadership as a resource for building organizational capacity.	Ongoing	Youngstown State University- Center for Nonprofit Leadership
6.1.4	Adopt initiatives to support young professionals' efforts to develop skills through seminars, investment forums, social events, and other mediums, while concurrently fostering a deeper level of engagement with community and economic development activities.	Ongoing	Mahoning Valley Young Professionals

According to the U.S. Bureau of Economic Analysis, the MSA's GDP in 2014 is estimated at \$21,007 (in millions), growing \$4,663 (in millions) since 2009, or a 0.8% change in real GDP. In comparison, national growth was 2.3%.

Quality of Life & Community Vitality

2. Engage all voices to create communities of choice and an empowered citizenry.

	Action	Timeframe	Proposed Facilitator
6.2.1	Collaborate with organizations that serve at-risk minority and low-income citizens and look for opportunities to address deficiencies.	Immediate	local foundations
6.2.2	Determine framework for the creation of a “Welcoming Mahoning Valley” initiative to evaluate and plan appropriate immigration throughout the region or whether it must be a municipality-by-municipality approach.	Immediate	Youngstown State University-Regional Economic Development Initiative
6.2.3	Expand access to federal initiatives such as the Minority Energy Internship, the Summer Partnership Program, My Brother’s Keeper “National Lab Week”, and STEAM programming available through AmeriCorps.	Immediate	Eastern Ohio Education Partnership
6.2.4	Utilize Code for America’s best practices around economic development and inclusive growth.	Immediate	Eastgate Regional Council of Governments
6.2.5	Provide a toolkit which empowers community groups to better disseminate information from meetings, connect with constituents, and run effective meetings.	Mid-Term	Raymond John Wean Foundation

	Action	Timeframe	Proposed Facilitator
6.2.6	Foster opportunities for coding education across all segments of the population.	Mid-Term	Eastern Ohio Education Partnership
6.2.7	Encourage local governments to adopt policies and incentives that support mixed-use developments that are supportive of the needs of a diverse and aging population.	Ongoing	Eastgate Regional Council of Governments
6.2.8	Increase public wireless Internet accessibility in communities through public locations such as libraries.	Ongoing	Mahoning & Trumbull libraries
6.2.9	Continue Neighborhood Success and Leadership Program.	Ongoing	The Raymond John Wean Foundation
6.2.10	Support expansion of after-school programming such as Inspiring Minds and the Freedom School.	Ongoing	The Raymond John Wean Foundation

Quality of Life & Community Vitality

3. Encourage place-based strategies to strengthen existing assets and improved standards of living.

	Action	Timeframe	Proposed Facilitator
6.3.1	Integrate Mahoning Valley information onto the ClevelandPlus website to better market the region as an attractive place to live and work.	Mid-Term	Youngstown/Warren Regional Chamber
6.3.2	Support local governments adopting Complete Streets legislation.	Long-Term	Eastgate Regional Council of Governments
6.3.3	Promote the use of creative placemaking to build and maintain the character of communities and facilitate public art installation that utilizes local artists to connect underutilized public space and cultural assets to enhance local design talent and involvement.	Ongoing	Youngstown State University - College of Creative Arts and Communication
6.3.4	Support redevelopment and access to the Mahoning River and inventory initiatives and opportunities such as trail linkages, agro-tourism, etc.	Ongoing	Youngstown State University - Regional Economic Development Initiative / MRCI
6.3.5	Advocate for the connection between planning, policy, and community design in creating healthy and vibrant communities and incorporate local communities into long-range planning of the Comprehensive Economic Development Strategy (CEDS).	Ongoing	Eastgate Regional Council of Governments

	Action	Timeframe	Proposed Facilitator
6.3.6	Back regional food system planning that links rural and urban networks and expand access to local foods through various programs including farmers markets and cooking demonstrations.	Ongoing	Mahoning Valley Food Coalition
6.3.7	Stabilize vacant land through rehabilitation, cleanup, and demolition.	Ongoing	Mahoning and Trumbull land banks
6.3.8	Identify opportunities to utilize Historic Preservation Tax Credits.	Ongoing	Mahoning Valley Historical Society





Workforce/Training & Education



Innovation & Entrepreneurship



Access to Capital



Infrastructure & Site Development



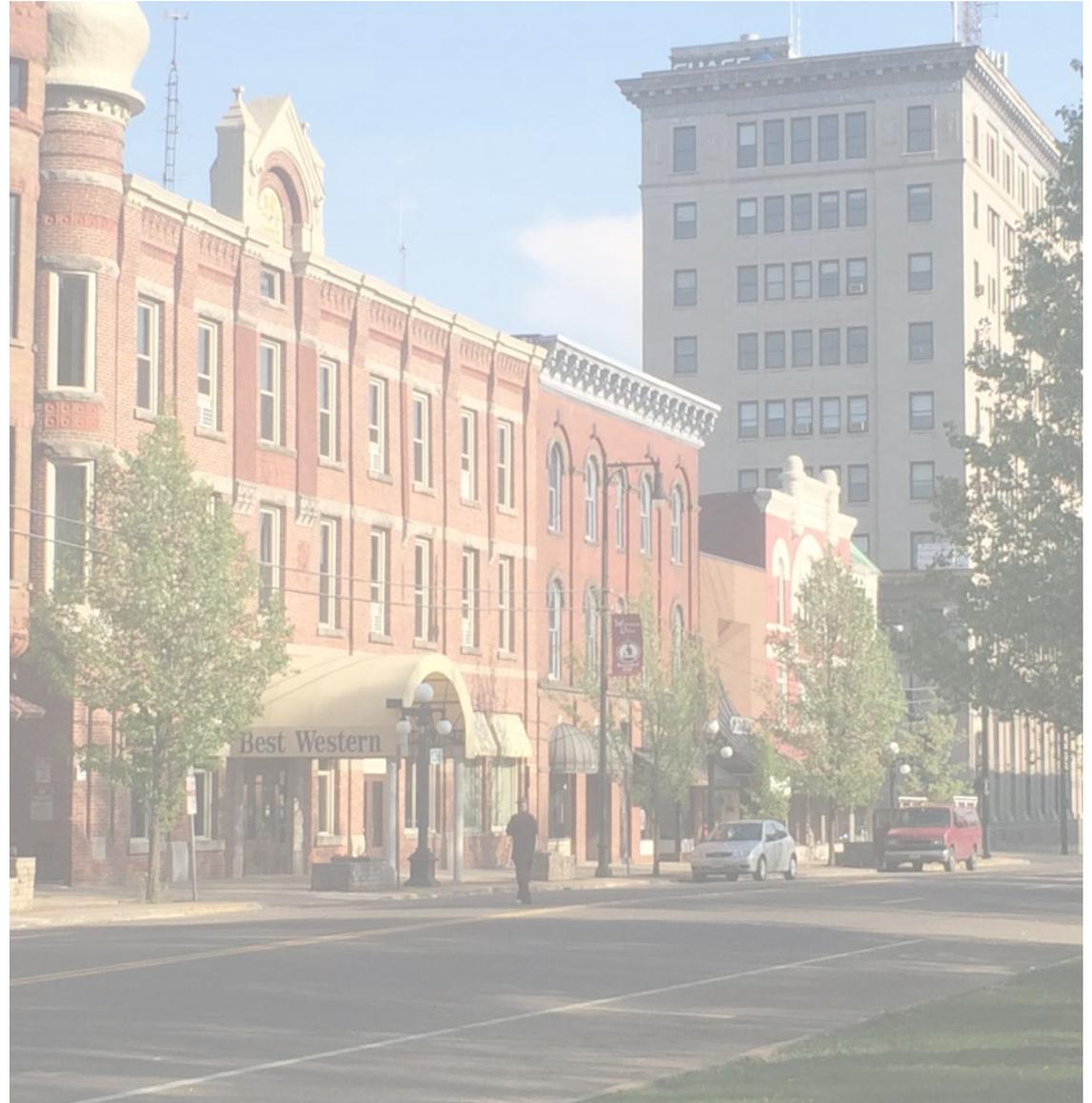
Industry & Business Climate



Quality of Life & Community Vitality

Community & Economic Development Partners

Community & Economic Development Partners



Name	Footprint	Mission	Services & Resources	Point of Contact
Akron Global Business Incubator	Greater Akron, NEO, OH, National	An entrepreneurial community that focuses on technology-based startups and early-stage companies in diverse fields, such as biomedical, energy, advanced materials, IT, instruments, controls and electronics.		Dr. Anthony Margida, CEO
America Makes	National	Working together to innovate and accelerate AM and 3DP to increase our nation's global manufacturing competitiveness.		Ralph Resnick, President & CEO, NCDMM
American National University - Youngstown Campus (ANU)	Mahoning Valley	Training and education of men and women for a full life and a successful career in a number of general and particular fields.		Thomas Wertman, Campus Director
Appalachian Ohio Foundation	The 32 Counties of Appalaichian OH	Create opportunities for Appalachian Ohio's citizens and communities by inspiring and supporting philanthropy.		Meagan Wanczyk, VP of Communications
Aqua Ohio, Inc.	19 Counties Across OH	Aqua is equally dedicated to its customers, employees, shareholders and communities, as each represents our success and our potential growth. We earn public trust through integrity, tenacity and the diligence with which we reliably deliver services that are basic to the quality of life we enjoy in the United States – potable water and the disposal of wastewater.		Christopher H. Franklin, President & CEO

Name	Footprint	Mission	Services & Resources	Point of Contact
The Austen BioInnovation Institute in Akron	NEO, OH	Austen Bioinnovation brings together innovative minds to create economic and personal vitality.		Dr. Frank L. Douglas, ABIA President & CEO
AT&T	OH, National	Our mission is to exploit technical innovations for the benefit of AT&T and its customers by implementing next-generation technologies and network advancements in AT&T's services and operations.		Steve Kristan, Director of External Affairs
BioEnterprise	Greater Cleveland	BioEnterprise is a business formation, recruitment, and acceleration initiative designed to grow healthcare companies and commercialize bioscience technologies.		Aram Nerpouni, President & CEO
Braintree Business Development Center	NEO	The Braintree Business Development Center is a non-profit regional entrepreneurial assistance organization (often called a business incubator) supporting small businesses in NEO.		Bob Cohen, CEO
Bridges Out of Poverty - Youngstown State University	Mahoning Valley	Based on the Bridges Out of Poverty series, the Learning Community provides a supportive experience that helps students achieve college-level performance and build the resources needed to complete their goals.		Karla Krodell, Director
Business and Investment Center (BIC) at the Public Library	Mahoning	Provide the local business community with information on business, finance, trade, demographics, imports, exports, and marketing through its databases and reference books.		Stuart Gibbs, Business & Investment Center Librarian

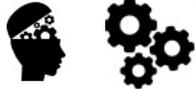
Name	Footprint	Mission	Services & Resources	Point of Contact
Business Institute of Pennsylvania	Western PA/ NEO	Business Institute of Pennsylvania, located in Sharon, Pennsylvania, is a student-centered, private university known for its interdisciplinary, multicultural, and international perspectives and its emphasis on experiential and service learning.		Ed Petrunak, Director
Butler Institute of American Art	National	The Butler's mission is to preserve and collect works of art in all media created by citizens of our country.		Dr. Louis Zona, Executive Director & Chief Curator
Case Western Reserve University	Greater Cleveland, NEO, OH, National	Improve and enrich people's lives through research that capitalizes on the power of collaboration, and education that dramatically engages our students.		Michael Goldberg, Assistant Professor
CASTLO	Campbell, Struthers, Low-ellville, Coitsville, Poland	Promote economic and community development in five communities.		Mike Hoza, Executive Director
Center for Community Planning and Development, Levin College of Urban Affairs, Cleveland State University	NEO, OH, National	Strengthen the practice of planning and community development through independent research, technical assistance, and civic education and engagement .		Bob Gleeson, Interim Dean
CenturyLink	OH, National	Serve the total communications needs of our communities.		Michael Brill, VP of Operations, Ohio

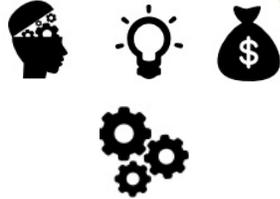
Name	Footprint	Mission	Services & Resources	Point of Contact
Choffin Career and Technical Center (CCTC)	Mahoning Valley	Develop individuals with technical, scholastic, employability, and life skills enabling them to exercise career options in becoming responsible citizens, productive employees, and life-long learners in cooperation with business, industry, and other community resources.		Joseph Meranto, Director
Cleveland Urban Design Collaborative (CUDC)	Greater Cleveland	Kent State University's Cleveland Urban Design Collaborative (CUDC) is an innovative, non-profit urban design practice committed to a sustainable, vibrant and inclusive urban future.		Terry Shwarz, Director
ClevelandPlus	Greater Cleveland	To mobilize private-sector leadership, expertise and resources to create attractive business conditions that create jobs, grow investment and improve the economic prosperity of the region.		Joseph D. Roman, President & CEO
Columbiana County Port Authority	Columbiana	The Port Authority has two primary responsibilities. They are (1) facilitation of cargo movement on the Ohio River, and (2) promotion of economic development in Columbiana County.		Diane Ksiazek, Interim Executive Director
Columbia Gas	OH	Delivering natural gas safely and reliably, while exceeding the expectations of our customers and communities.		Dan Creekmur, President
Columbiana Chamber of Commerce	Columbiana	N/A		Derrick Hart, President
CommonWealth, Inc. Kitchen Incubator	Mahoning Valley	Aim to lower the cost for starting or expanding local food businesses. We aim to help folks create jobs working with food we love and helping NEO create food security and promote economic development.		Tom Phibbs, Kitchen Manager

Community Corrections Association (CCA)	Mahoning Valley	In partnership with government, we will provide a meaningful public service by operating the highest quality adult corrections company in the United States.		David Stillwagon, Executive Director
Community Foundation of Western Pennsylvania and Eastern Ohio	Western PA, Eastern OH	Enhance the quality of life for the residents of western Pennsylvania and eastern Ohio, in accordance with the charitable intentions of its donors who wish to leave a legacy		Amy Atkinson, Interim Executive Director
Compass Family and Community Services	Mahoning Valley	We are dedicated to providing services that will empower, enhance and strengthen individuals and families of the Mahoning Valley through an array of services that respond to the changing needs of the community.		Joe Caruso, President & CEO
Development Finance Authority of Summit County	Summit, NEO	To implement economic development financing initiatives that strengthen and diversify the economy of Summit County and NEO by encouraging investment in business, industrial, transportation, distribution and community development projects.		Christopher Burnham, President
Dominion East Ohio	East OH	Serve our customers safely and reliably, strengthen our communities, reward our shareholders, minimize environmental impacts, live our values		Thomas Farrell, Chairman & President & CEO
Dynamic Educational Systems Inc. / Job Corps	State, National	DESI is dedicated to helping qualified youth and adults receive the education, training, and job placement assistance they need to support themselves, their families, and their communities.		Ginny Shoemaker, President

Name	Footprint	Mission	Services & Resources	Point of Contact
Eastern Gateway Community College (EGCC)	Mahoning Valley	EGCC provides quality, student-centered, future-focused higher education. Valuing accessibility, affordability and equity, the College helps students achieve successful learning outcomes, engages educational and community partners,		Dr. Jimmie Bruce, President
Eastern Ohio Education Partnership (EOEP)	Ashtabula, Columbiana, Trumbull, Mahoning	Collaborating to align proven practices for educational success, cradle to career.		Stephanie Shaw
Eastgate Regional Council of Governments	Mahoning, Trumbull, Ashtabula	Eastgate provides a regional forum to discuss issues of mutual interest and concern, and to develop recommendations and plans to address those issues. All of this in hopes of leading to a common goal of improving the quality of life for the residents of NEO.		John Getchey, Executive Director
The Economic and Community Development Institute (ECDI)	OH	To support start-ups and small businesses by providing financing and technical assistance.		Steve Fireman, President
ETI Technical College	Mahoning Valley	ETI Technical College believes every student is unique with potential for success through proper skill building. At ETI, we inspire the confidence and responsibility necessary for each student to become self-sufficient, contributing members of their professional and civic communities.		Renee Zuzulo, College Director

Name	Footprint	Mission	Services & Resources	Point of Contact
FirstEnergy Corp.	Northern Ohio, National	FirstEnergy will be a leading regional energy provider, recognized for operational excellence, customer service and its commitment to safety; the choice for long-term growth, investment value and financial strength; and a company driven by the leadership, skills, diversity and character of its employees.		Randall A. Frame Regional President, Ohio Edison Company
Flashstarts	Greater Cleveland Area	Flashstarts is a Cleveland-based business startup accelerator and venture fund focused on unique and innovative uses of software and technology.		Charles Stack, CEO
Fund for our Economic Future (Fund NEO)	Greater Akron, Canton, Cleveland, and Youngstown	Fund NEO is a philanthropic collaboration committed to promoting the well-being of the people of NEO by shaping and sustaining a long-term economic competitiveness strategy.		Brad Whitehead, President
Great Lakes Innovation and Development Enterprise (GLIDE)	Lorain, NEO	Help NEO entrepreneurs wrap sound business practices around great business ideas.		Cliff Reynold, Co-Founder
Greater Cleveland Partnership	NEO	To mobilize private-sector leadership, expertise and resources to create attractive business conditions that create jobs, grow investment and improve the economic prosperity of the region.		Joseph D. Roman, President & CEO

Name	Footprint	Mission	Services & Resources	Point of Contact
Greater Warren - Youngstown Urban League	Mahoning, Trumbull	The mission of the Urban League movement is to enable African Americans to secure economic self-reliance, parity, power and civil rights.		Thomas Conley, Affiliate CEO
Grove City College	Western PA, Eastern OH, National	To provide a well-rounded curriculum that helps students see the broad intellectual landscape of ideas, people and events that have shaped, and continue to shape, our world.		Paul J. McNulty, President
Home Builders and Remodelers Association of the Mahoning Valley (HBA)	Mahoning Valley	The HBA represents contractors, developers and their associate vendors in Columbiana, Mahoning and Trumbull Counties serving membership through government representation, lead generation, networking opportunities, training programs, and money saving benefits.		Jennie Brewer, Executive Officer
Inspiring Minds	Warren, Youngstown, Mahoning Valley	To engage, inspire and empower youth to reach their full potential through education and exposure to life-changing experiences.		Deryck Toles, Executive Director
International Trade Assistance Center (ITAC)	Ashtabula, Trumbull, Mahoning, Columbiana	Increase export sales and increase employment.		Mousa Kassis, Managing Director
JobsOhio	OH	JobsOhio exists to drive Ohio's job creation, new capital investment, and economic growth by being a leading provider of innovative business solutions to companies.		John Minor, President

Name	Footprint	Mission	Services & Resources	Point of Contact
JumpStart Inc.	NEO	Strengthen the economic vitality of NEO and the U.S. by helping communities realize their entrepreneurial potential.		Ray Leach, CEO
Junior Achievement (JA)	Mahoning Valley, National	To inspire and prepare young people to succeed in a global economy.		Michele Merkel, President
Kent State University – Trumbull Workforce Development and Continuing Studies Center	Trumbull, Mahoning Valley, NEO	The Workforce Development and Continuing Studies Center is a local resource for lifelong learning, professional development, customized training and consulting for business and industry, assessment services, professional certifications, and employee development.		Lisa Goetsch, Director
Kent State University - Trumbull	Trumbull, Mahoning Valley, NEO	The Kent State University Regional Campuses advance NEO by providing open access to a major University education. The Campuses are key intellectual resources for social diversity, cultural enrichment, and economic development		Dr. Lance Grahn, Dean
Leadership Mahoning Valley	Mahoning Valley	Provide members with a general overview of the Mahoning Valley and the opportunity for increased understanding of key community concepts.		Karen Stacey, Executive Director
LindenPointe (eCenter)	NEO, Western PA	Promote innovation and entrepreneurship by providing a supportive environment, including infrastructure, education, training, mentorship and a network of service providers. This infrastructure helps entrepreneurs from the regional service area and beyond to achieve success by encouraging technological innovation and economic growth.		Yvonne English, Executive Director

Name	Footprint	Mission	Services & Resources	Point of Contact
McDonough Museum of Art	NEO, National	The mission of the McDonough Museum of Art reinforces the mission of the College of Creative Arts and Communication and Youngstown State University in recognizing the need to support both cultural values and academic excellence.		Leslie Brothers, Director
Mahoning & Columbiana Training Association (MCTA)	Mahoning, Columbiana	To offer services and resources to youth, adults, and dislocated workers that will increase and enhance their knowledge and skills to meet their needs and the needs of the local economy.		Bert R. Cene, Director
Mahoning County Building Department	Mahoning	It is the object of the department to place the public's welfare above all other interest and recognize that the chief function of government is to serve the best interest of all the people. The protection of life, health and property is a solemn responsibility of the highest order.		Jeffrey S. Uroseva, Department Head
Mahoning County Career & Technical Center (MCCTC)	Mahoning	As a premier educational center, the mission of MCCTC is to create lifelong learners through dynamic, relevant curriculum that encompasses advanced technology, rigorous academics, college credit options, industry credentials and strategic partnerships.		Dr. Ronald J. Iarussi, Superintendent
Mahoning County Commisioners' Office	Mahoning	Improve health, safety, and welfare of its citizens. Mahoning County Government is dedicated to preserving and enhancing the outstanding quality of life which has made our community a desirable place to live, work, and raise our children.		Anna DeAscentis, Grants Manager

Name	Footprint	Mission	Services & Resources	Point of Contact
Mahoning County Community Improvement Corporation (MCCIC)	Mahoning	N/A		Sarah Boyarko, Vice President of Economic Development
Mahoning County Convention & Visitors Bureau	Mahoning	N/A		Linda Macala, Director
Mahoning County Department of Jobs and Family Services	Mahoning	To provide certain benefits to qualifying residents: food stamps, Medicaid, cash assistance, child care etc.	 	Robert Bush, Department Head
Mahoning County Land Bank	Mahoning	To restore vacant, abandoned, tax-delinquent property to productive use.	 	Debora Flora, Executive Director
Mahoning County Planning Commission	Mahoning	Provide an expanded public service based upon up-to-date information and viable recommendations regarding land use, subdivision and zoning, and, in conjunction with other county departments and agencies, provide for the general health, safety, and well-being of the community.	 	Michael O'Shaughnessy, Department Head
Mahoning River Corridor Initiative (MRCI)	Mahoning Valley	To clean and reuse abandoned brownfields, improve water quality, expand recreational opportunity and generate new economic development along the Mahoning River.	 	Nick Coggins
Mahoning Valley College Access Program (MVCAP)	Mahoning Valley	Increase the number of Mahoning Valley high school students attending college or post-secondary education.	 	Lita Wills, Executive Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Mahoning Valley Economic Development Corporation (MVEDC)	Mahoning Valley, NEO, Western PA	Our mission is help businesses grow, and to create and retain jobs		Michael R. Conway, Executive Director
Mahoning Valley Historical Society (MVHS)	Mahoning Valley	To celebrate the history of the people of the Mahoning Valley.		H. William Lawson, Executive Director
Mahoning Valley Manufacturers Coalition (MVMC)	Trumbull, Mahoning, Columbiana, Lawrence, Mercer	To ensure the workforce supply meets regional manufacturers' demand.		Jessica Borza, Executive Director
Mahoning Valley Organizing Collaborative (MVOC)	Mahoning, Trumbull	At MVOC, we are dedicated to improving the quality of life throughout the Mahoning Valley by identifying and developing grassroots leaders, cultivating healthy neighborhoods, and building power to address inequality and promote racial, social and economic justice.		DaMareo Cooper, Executive Director
Mahoning Valley Procurement Technical Assistance Center (MV PTAC)	Columbiana, Mahoning, Trumbull	To help businesses in the Mahoning Valley sell their products or services to Federal, State or Local governments, and thereby help to improve the local economy.		Norma Webb, Program Manager
Mahoning Valley Sanitary District (MVSD)	Mahoning Valley	Preserve the public health and the natural environment while providing a safe and reliable supply of potable water. The employees of the MVSD are well trained in order to serve the Mahoning Valley community in the most efficient, courteous way possible in providing quality service.		Matthew Blair, President of the Board

Name	Footprint	Mission	Services & Resources	Point of Contact
Mahoning Valley Young Professionals	Mahoning Valley	MVYP is a resource that unites the young citizens of the MV by providing a network of social, educational, and charitable opportunities that encourage growth and lifelong commitment to our community.		Josh Hiznay, President
Mahoning-Youngstown Community Action Partnership (MYCAP)	NEO	Strive to alleviate and prevent the causes of poverty.		N/A
Manufacturing Advocacy and Growth Network (MAGNET)	NEO	Support, educate and champion manufacturing in OH with the goal of transforming the region's economy into a powerful, global player.		Linda Barita , Director of Strategic Alliances
Mature Services, Inc.	Mahoning, Trumbull, Ashtabula, OH	Provide high-quality programs to empower the economic, social, physical, and mental well-being of adults as they age.		Julie Sheely, Project Director
Mercy Health Partners	Mahoning, Trumbull, Columbiana	Improve the health of our communities with emphasis on people who are poor and underserved. We demonstrate behaviors that reflect our core values of compassion, excellence, human dignity, justice, sacredness of life and service.		Robert Schroeder, President & CEO`
Meridian Community Care	Ashtabula, Columbiana, Trumbull, Mahonning	Saving Lives, Serving Communities. We offer a comprehensive approach to drug and alcohol abuse that includes alcohol and other drug treatment and prevention, primary healthcare, housing, employee assistance programming, and much more.		Larry Moliterno, President & CEO

Name	Footprint	Mission	Services & Resources	Point of Contact
Mill Creek MetroParks	Mahoning	The mission of Mill Creek MetroParks is to provide park, recreational, and open space facilities of regional significance.		Aaron Young, Executive Director
NASA Glenn	NEO, OH, MI, IL, WI, MN	NASA's Glenn Research Center in Cleveland, OH researches, designs, develops and tests innovative technology for aeronautics and spaceflight. We design game-changing technology for spaceflight that enables further exploration of the universe. We create cutting-edge aeronautical technology that revolutionizes air travel.		James M. Free, Director
Nathan H. and Frances T. Monus Entrepreneurship Center	Mahoning Valley	Spur economic development in the Mahoning Valley.		Donna Walsh, Program Director
North Coast Angel Fund	NEO	Accelerate technology startup success and improve the state of early-stage funding in OH.		Todd Federman, Executive Director
Northeast Ohio Council on Higher Education (NOCHE)	NEO	NOCHE strives to increase educational opportunity and attainment leading to post-secondary credentials and employment for all NEO citizens. We advocate for higher education as a stimulus for economic development through education, work-based learning, research, and commercialization.		Robert W. Briggs, President & CEO
Northeast Ohio Sustainable Community Consortium (NEOSCC)	NEO	Create conditions for a more VIBRANT, RESILIENT, and SUSTAINABLE NEO– NEO that is full of vitality, a good steward of its built and natural resources, and that is adaptable and responsive to change.		Hunter Morrison, Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Northeast Ohio Trade & Economic Consortium (NEOTEC)	NEO	(NEOTEC) is a multicounty regional economic development partnership that works collaboratively in the region with the goal of attracting capital investment and jobs to NEO through the administration of FTZ's 40 and 181, by providing international trade assistance to promote international commerce, through the development of a world-class logistics system, and through the attraction of foreign direct investment.		Ronald DeBarr, President & CEO
OH-WOW! Children's Center for Science and Technology	NEO	OH-WOW!'s mission is to foster independent thinking and enrich the lives of all children by creating a welcoming environment where they can develop learning skills and knowledge through the exploration of HANDS-ON exhibits and educational programs which are rooted in Science, Technology, Engineering and Mathematics (STEM).		Suzanne Barbati, President & Executive Director
Oak Hill Collaborative, Inc.	Mahoning Valley	Community revitalization through neighborhood beautification and small business development with a strong focus on improving the quality of life along the Oak Hill corridor.		Pat Kerrigan, Director
OhioMeansJobs Centers – One-Stop	Mahoning, Trumbull, Columbiana	Offer coordinated workforce development and direct customer service to employers and job seekers - at one accessible location - to promote ongoing regional economic development through effective partnerships.		Gene Babik, Business Services Manager
Oh-Penn Interstate Region	Mahoning, Trumbull, Columbiana, Lawrence, Mercer	Enhance economic and workforce development of the five counties which share a common labor force, worker dislocations, current and emerging industries and a collective vision.		Rebecca Mode, Oh-Penn Pathways to Competitiveness, PA Coordinator WCJP

Name	Footprint	Mission	Services & Resources	Point of Contact
Ohio Agricultural Research & Development Center	OH	Enhance the well-being of the people of OH, the nation and world through research on foods, agriculture, family and the environment.		Steven A. Slack, Director
Ohio Department of Higher Education - Board of Regents	OH	The Ohio Department of Higher Education (formerly known as the Ohio Board of Regents) is a Cabinet-level agency for the Governor of the State of Ohio that oversees higher education for the state.		John Carey, Chancellor
Ohio Department of Transportation (ODOT)	OH	We will provide a world-class transportation system that links Ohio to a global economy while preserving the state's unique character and enhancing its quality of life.		Jerry Wray, Director
Ohio Department of Jobs and Family Services (ODJFS)	OH	To improve the well-being of Ohio's workforce and families by promoting economic self-sufficiency and ensuring the safety of Ohio's most vulnerable citizens.		Cynthia Dungey, Director
Ohio Development Services Agency (ODSA)	OH	ODSA is committed to creating jobs and building strong communities, while ensuring accountability and transparency of taxpayer money and exceptional customer service.		David Goodman, Director
Ohio Economic Development Association (OEDA)	OH	The OEDA advocates on behalf of economic development issues important to growing the Ohio economy and is non-partisan.		William Cann, Northeast Area Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Ohio Farm Bureau – Mahoning	Mahoning	To forge a partnership between farmers and consumers. This means advocating for Ohio's farm families on issues that help them in business and, in turn, provide nonfarmers a wide variety of food choices.		Frank Burkett, District 9 Trustee
Ohio Farm Bureau – Trumbull	Trumbull	Above		Bill Patterson, District 4 Trustee
Ohio Governor's Office of Workforce Transformation	OH	Helping employers find the workers necessary to succeed and grow and helping workers access the information and skills training they need to compete for in-demand jobs in OH.		Dawn Larzalere, Director
Ohio Minority Business Assistance Center	NEO, OH	The centers serve the needs of Ohio's small, minority and disadvantaged businesses. The centers provide important services including technical assistance, professional consulting, access to capital and assistance obtaining contract opportunities.		Cleveland Burton, Director, Youngstown Area
Ohio Public Works Commission (OPWC)	OH	It is OPWC's mission to deliver its statutory programs with the greatest efficiency and highest customer satisfaction while maintaining a high level of transparency and accountability to Ohio's taxpayers.		Michael Miller, Director
Ohio Small Business Development Center at Youngstown State University (SBDC)	Mahoning, Trumbull, Ashtabula	To help existing businesses develop and retain a competitive advantage in the ever-changing global economy, and to help entrepreneurs realize their dream of business ownership.		Patricia Veisz, Director

Name	Footprint	Mission	Services & Resources	Point of Contact
The Ohio State University Extension in Mahoning County	Mahoning	Engaging people to strengthen their lives and communities through research-based educational programming.		Christina Benton, Program Assistant, Farm Business Analysis Program
The Ohio State University Extension in Trumbull County	Trumbull	Engaging people to strengthen their lives and communities through research-based educational programming.		Marie Economos, County Executive Director
Opportunities for Ohioans with Disabilities	OH	To provide individuals with disabilities opportunities to achieve quality employment, independence, and disability determination outcomes.		Bill Bishilany, Assistant Executive Director
Pennsylvania State University – Shenango Campus	Shenango Valley, Western PA, Eastern OH	Provide a balanced portfolio of academic offerings; to establish a strong and diverse enrollment in a campus climate where dignity and respect for others, as enunciated in the Penn State Principles, are practiced by all; to create an attractive, technologically flexible, safe, and comfortable environment for teaching and learning; to offer an array of student-appropriate co-curricular activities; to exploit new models of academic program delivery; to strengthen ties to other units of the University; to spearhead economic development and technology transfer in this region; in short, to promote the benefits of a Penn State education.		Jo Anne Carrick, Campus Director
Power of 32	MD, PA, OH, WV	Engaging thousands of citizens across 32 counties, pulling together leaders in business, government and philanthropy, we bridged the borders of 32 counties and 4 states to create 1 shared vision for a thriving region.		N/A

Name	Footprint	Mission	Services & Resources	Point of Contact
Power of the Arts	Mahoning Valley	To create and sustain a collaborative structure for the Arts and Culture community to effectively participate in our region's revitalization and economic development and to positively impact our citizens' quality of life.		Rebecca Keck, SMARTS Executive Director
Public Library of Youngstown and Mahoning County	Mahoning	The Public Library of Youngstown and Mahoning County connects people and communities to reliable resources that inspire learning and foster enrichment.		Heidi Daniel, Executive Director
The Raymond John Wean Foundation	Mahoning Valley	Leverage a powerful combination of support, alignment and partnerships to advance community-building in underserved communities in the Mahoning Valley.		Jennifer Roller, President
Regional Economic Development Initiative (REDI) (Center for Urban and Regional Studies) - Youngstown State University	Mahoning, Trumbull, NEO	To bolster the economic competitiveness of the region as a center for innovation and entrepreneurship through interdisciplinary partnerships.		Mike Hripko, Vice President of Research
Salem Area Chamber of Commerce	City of Salem, Columbiana	To foster, promote, and develop the advancement of the commercial, financial, industrial and civic interests of Salem and the surrounding area		Audrey C. Null, Executive Director
Sustainable Opportunity Development Center, Inc. (SOD)	City of Salem, Perry/Salem/Green/Goshen/Butler Townships, Columbiana	Develop and Promote a Rich Sustainable Entrepreneurial Environment for the Salem Area that supports business and job growth through new startups, existing business retention / expansion and attracts outside enterprises looking for a new home.		Michael L. Mancuso, Executive Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Team NEO	NEO	Team NEO is an economic development organization focused on creating jobs for NEO's residents. In collaboration with our partners, it leads the region's business attraction efforts, supports business retention and expansion work as Northeast Ohio's JobsOhio affiliate, and aligns strategies and resources within the economic development network to maximize its impact. In addition, Team NEO provides tools to assist employers in attracting talent to the region.		Bill Koehler, CEO
Tech Belt Energy Innovation Center (TBEIC)	Mahoning Valley, NEO	TBEIC is working to increase high-impact, technology business and career opportunity in the Mahoning Valley by establishing a shared resource center and technology business incubator focused in the energy and natural resource industries.		Dave Nestic, CEO
Thiel College	Shenango Valley, Western PA, Eastern OH, National	Thiel College, an academic institution in the Lutheran tradition, empowers individuals to reach their full potential by assuring educational excellence, stimulating global awareness, promoting ethical and responsible leadership, and preparing students for careers so that lives inspired by truth and freedom may be committed to service in the world.		Dr. Troy D. VanAken, President
Third Frontier	OH	To create new technology-based products, companies, industries and jobs.		State Office

Name	Footprint	Mission	Services & Resources	Point of Contact
Trumbull 100	Trumbull	To embrace and facilitate opportunities by providing resources and leadership to projects that enhance the quality of life for the citizens of Trumbull County.		Jordan Taylor, President
Trumbull Art Gallery	NEO	Furthering the visual arts.		Pat Galgozy, Director
Trumbull Business College	Trumbull, NEO	Prepare our students with specialized business and medical training		Dennis J. Griffith, CEO
Trumbull Career & Technical Center (TCTC)	Mahoning, Trumbull, Western PA, NEO	To meet lifelong educational needs by providing quality training and learning opportunities to adults.		Vicki.L.Thompson, Adult Education Director
Trumbull County Building Inspection Department	Trumbull, NEO	Ensure that safety features are integrated into the construction of all buildings built in Trumbull County for the protection of this and future generations.		Michael Sliwinski, Department Head
Trumbull County Commissioners' Office	Trumbull	The Trumbull County Commissioners are the general administrative body for county government. They are the county government taxing, budgeting, appropriating, and purchasing authority.		Julie Marie Green, Grants Manager
Trumbull County Department of Job & Family Services	Trumbull	Encourage self-respect and self-sufficiency.		John Gargano, Director
Trumbull County MetroParks 80	Trumbull	The Mission of the Trumbull County MetroParks is to conserve, manage, protect and promote Trumbull County's natural resources for the benefit of the public's recreational needs, environmental education, awareness, health, and enjoyment.		Zachary Svette, Operations Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Trumbull County Planning Commission (TCPC)	Trumbull	Promote well-planned growth that is supported by the principles of sustainable planning and zoning, economic vitality, environmental responsibility and social equity. TCPC also serves as community advisors for land use planning practices and advocates for sound growth management. Because TCPC is involved in a wide range of activities with a number of partners, it plays a very important coordinating role in community development issues and projects.		Trish A. Nuskievicz, Executive Director
Trumbull County Tourism Bureau (TCTB)	Trumbull	The TCTB is a destination marketing organization that promotes our area's attractions, museums, historic sites, cultural arts, outdoor activities, shopping opportunities and dining and entertainment venues to the traveling public.		Stephanie Sferra, Director
Trumbull Metropolitan Housing Authority (TMHA)	Trumbull	Be a leader in the housing industry by providing safe, clean and modern housing opportunities to low income persons while promoting self-sufficiency, upward mobility, and customer satisfaction. These aims shall be further achieved by developing public/private partnerships; homeownership and entrepreneurial opportunities in Trumbull County		Don Emerson, Executive Director
Trumbull Neighborhood Partnership (TNP)	City of Warren and surrounding neighborhoods	Empower residents through programming and projects that improve quality of life in these neighborhoods. Our organization has a vision to transform communities into meaningful places where people invest their time, money, and energy into their homes and neighborhoods; where residents have the capacity to manage day-to-day issues; and where neighbors feel confident about the future of their neighborhood.		Matt Martin, Executive Director

Name	Footprint	Mission	Services & Resources	Point of Contact
United Way of Youngstown and the Mahoning Valley	City of Youngstown, Mahoning Valley	Our United Way is the catalyst and driving force for collaborative, sustainable community impact.		Bob Hannon, President
United Way Trumbull County	Trumbull	To measurably improve people's lives by mobilizing community resources that effectively address health and human service needs.		Ginny Pasha, President & CEO
Walsh University, Youngstown Campus	Mahoning Valley	Dedicated to educating its students to become leaders in service to others through a values-based education with an international perspective in the Judeo-Christian tradition.		Jill A. Bair, Director of Program Development
Warren - Trumbull County Public Library	Trumbull	The Warren-Trumbull County Public Library enhances lives by linking people and ideas.		James Wilkins, Director
Warren/Trumbull CIC	City of Warren, Trumbull	Advancing, encouraging and promoting the industrial, economic, commercial and research development of the community or area.		Sarah Boyarko, Vice President of Economic Development
Warren Area Chamber of Commerce Economic Development Foundation	City of Warren, Trumbull	Promote economic development in the Trumbull County, Ohio area in accordance with the purposes and powers set forth in the Articles of Incorporation of the Foundation.		Sarah Boyarko, Vice President of Economic Development
City of Warren, Community Development Department	City of Warren, Trumbull	The Department is responsible for overseeing an array of federal and local grant dollars in an effort to improve living conditions for low-to-moderate income persons by providing safe, affordable housing and economic opportunity, and by creating strong, vibrant neighborhoods.		Michael Keys, Director

Name	Footprint	Mission	Services & Resources	Point of Contact
Warren Redevelopment and Planning Corporation (WRAP) & the Warren Business Exchange	City of Warren, Trumbull	WRAP is primarily concerned with area revitalization, mainly in downtown Warren and in Trumbull County, OH.		Anthony Iannucci, Executive Director
Western Reserve Port Authority (WRPA)	Mahoning, Trumbull	Maintain and continue to develop the Youngstown-Warren Regional Airport; promote financing and economic development activities in Mahoning and Trumbull Counties with primary focus on job creation.		John Moliterno, Executive Director
Workforce Investment Board Area 17	Mahoning, Columbiana	To offer services and resources to youth, adults, and dislocated workers that will increase and enhance their knowledge and skills to meet their needs and the needs of the local economy.		Bert R. Cene, Director -MCTA
Workforce Investment Board Area 18	Trumbull	Offer coordinated workforce development and direct customer service to employers and job seekers - at one accessible location - to promote ongoing regional economic development through effective partnerships.		William Turner, WIB Director
YWCA Warren	Warren	Invest in more women—provide them with hope for the future and connect them with resources to unleash their own potential, they will in turn invest in their own family’s education, health and nutrition—thereby lifting up the entire community of Warren.		Kenya A. Roberts-Howard, Executive Director
YWCA of Youngstown	Youngstown	YWCA is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all.		Leah Brooks, President & CEO
Youngstown - Warren Air Reserve Station	Mahoning Valley, National	Deliver sovereign options for the defense of the United States of America and its global interests -- to fly and fight in Air, Space, and Cyberspace		Col. James D. Dignan, 910th Airlift Wing Commander

Name	Footprint	Mission	Services & Resources	Point of Contact
Youngstown/Warren Chamber of Commerce Economic Development Foundation	Mahoning, Trumbull	The Youngstown Warren Regional Chamber of Commerce Foundation, formed in 1986 as the Youngstown Area Chamber Foundation, is the funding arm of the Chamber's economic development division — the team that works tirelessly on business attraction, expansion, retention and job creation in our Valley		John Rossi, Foundation President
Youngstown/Warren Regional Chamber	Mahoning, Trumbull	To provide economic development and business services that promote the growth of our members and Valley, while emphasizing the importance of education to prepare our future workforce for an increasingly competitive and global economy.		Tom Humphries, President & CEO
Youngstown Area Jewish Federation	Greater Youngstown, Mahoning Valley	Sustain and enrich the quality of life for the Jewish people regionally, in Israel and world-wide.		Andrew Lipkin, Executive Director
Youngstown Central Area Community Improvement Corporation (YCACIC)	Greater Youngstown	To revitalize the Central Business District through the zealous pursuit and promotion of the downtown development activities.		Thomas H. Humphries, President & CEO
Youngstown CityScape	Greater Downtown Youngstown	To strengthen Youngstown's urban core that connects downtown, the YSU campus and adjacent neighborhoods and gateways through strategic partnerships.		Sharon Letson, Executive Director
Youngstown Design Works (YDW)	Western PA, Eastern OH	YDW is an elite-level student-led graphic and interactive design agency that provides creative solutions to Mahoning Valley region non-profit organizations, small businesses, and startup companies.		Robert J. Thompson, Director
Youngstown Historical Center of Industry & Labor	OH	Spark discovery of Ohio's stories. Embrace the present, share the past and transform the future.		Burt Logan, Executive Director & CEO

Name	Footprint	Mission	Services & Resources	Point of Contact
Youngstown Foundation	City of Youngstown and vicinity	Provide financial assistance to charitable, scientific and educational institutions that promote the mental, moral and physical well-being of the inhabitants of the City of Youngstown and vicinity.		Jan Strasfield, Executive Director
Youngstown Metropolitan Housing Authority (YMHA)	City of Youngstown	The YMHA is a housing organization dedicated to creating and managing healthy and enriching housing environments for its residents.		Carmelita Douglas, Executive Director
Youngstown Neighborhood Development Corporation (YNDC)	City of Youngstown	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.		Ian Beniston, Executive Director
Youngstown Regional Film Commission	Mahoning Valley	We are the welcoming mat and community outreach for implementing the entertainment industry in the Youngstown region.		Fred D'Amico, Director
Youngstown SCORE	Mahoning, Trumbull, Columbiana, Mercer, Lawrence	Foster vibrant small business communities through mentoring and education.		Crystal Thomas

Name	Footprint	Mission	Services & Resources	Point of Contact
Youngstown State University (YSU)	Mahoning Valley, NEO, Western PA, National, International	YSU—an urban research university—emphasizes a creative, integrated approach to education, scholarship, and service. The University places students at its center; leads in the discovery, dissemination, and application of knowledge; advances civic, scientific, and technological development; and fosters collaboration to enrich the region and the world.		Mike Hripko, Vice President of Research
The Youngstown Business Incubator (YBI)	City of Youngstown, Mahoning, NEO	Facilitate the creation of high-value businesses through collaborative partnerships that promote innovative technologies.		Barb Ewing, COO
Department of Community Planning and Economic Development, City of Youngstown	City of Youngstown	Create jobs and broaden the economic base of the City.		Sharon Woodbury, Director
Youthbuild Mahoning County	Mahoning	Stabilizing and strengthening the economic fabric of local communities through fostering entrepreneurship and individual residential home ownership.		Lori Beulah, Program Director
Youthbuild Trumbull County	Trumbull	It is our intention to develop the young people in our program into positive, responsible, and contributing members of our community. We will do this by stressing the importance of education while providing leadership development and job-training.		April Platt, Youthbuild Manager

Focus Group Findings

Workforce/Training & Education

7/14/2015

Goals:

- Establish well-defined performance metrics to measure our progress with clear and realistic timeframes and obtain commitment to deliver on goals from the highest levels of leadership in education and workforce to attain them
- Improve access to mentors and afterschool programs that help with career-mapping, with a greater emphasis on regionally-significant pathways
- Develop a strong link between industries, universities, and high schools so there is more communication regarding career opportunities that are available and skills that are desired by employers
- Increase the number of opportunities for hands-on experience, whether on-the-job training, internships, co-ops, or apprenticeships
- Improve upon existing infrastructure rather than reinventing the wheel and establish a methodology to ensure synchronized programming

Strengths:

- College Credit Plus and other accelerated degree and high school/college fusion programs are gaining popularity and traction
- The education and manufacturing communities are engaging in more dialogue and creating a demand-response model, resulting in the formulation of manufacturing requirement-driven curriculum and multiple pathways for trades and advanced manufacturing through vocational schools, community colleges, and higher education
- A growing number of hands-on opportunities exist for students such as the Summer Manufacturing Institute for STEM

- Eastern Ohio Education Partnership serves as a forum to address community-wide issues
- Availability of continuing educational opportunities at all ages
- Workforce Investment Boards work well together across county and state lines (ex. OH-PENN)
- Low cost for degree attainment to encourage students to study locally and not have large burdensome student debt

Weaknesses:

- Public funding is often minimal and requires cumbersome processing
- Services and resources duplicated due to lack of communication among organizations that results in unnecessary competition
- Void of leadership that can unite separate entities around common vision and support for public schools
- Lack of true and consistent measurement and goal setting, resulting in an inability to identify the outcome and attraction towards “flavor of the day” policy
- Training facilities lack consistent public transportation
- Collective lack of appreciation for the value of education and low attainment rates
- Lack of early engagement or enrichment programs that reach a wide demographic
- Too little emphasis is placed on talented teacher attraction and retention and there is a lack of longevity in education leadership
- Arts and humanities are too much at risk in schools in addition to civics to create an informed and engaged society
- Educators are overstretched due to limited tax base, low income levels, and weak property values
- Large percentage of workforce unable to regularly pass drug tests

Opportunities:

- Offer career exploration earlier and take advantage of unique partnerships such as NASA Glenn and America Makes and place emphasis on programs that have a high return on investment for the student
- Create an assessment that outlines what resources we have and how we can utilize them more efficiently
- Identify outcomes and measures to maintain accountability and keep leadership transparent

- Engage the Eastern Ohio Education Partnership as the backbone for our early and primary educational network
- Identify opportunities to utilize community colleges, universities, and centers of innovation for emerging initiatives such as manufacturing technology and coding
- Explore greater opportunities to institute additive manufacturing in primary education by partnering with community groups
- Formulate plan to address issues of globalization and automation of workforce and likely lessening demand for human capital
- Make opportunities accessible to everyone, especially the disadvantaged and first-generation students
- Move healthcare education beyond service delivery into research and development
- Improve collaboration across education, workforce development, economic development, and business and establish larger voice on legislative issues affecting funding
- Continue to strengthen opportunities for veterans

Threats:

- Lack of performance metrics and patience to witness results of implementation
- Ignorance of indirect factors that affect student performance such as nutrition and transportation
- Community partners operate in silos without clear communication framework
- Continued decrease in quality of life that leads to a declining population that is in greater need
- Loss of graduates to other regions
- Over focus on 4-year degrees will continue further imbalance in workforce and discourage students from 2-year degree options (Middle Skills Gap)

Innovation/Entrepreneurship and Access to Capital

7/15/15

Goals:

- Enhance national reputation as a destination for entrepreneurialism and work with elected officials to have productive climate for innovation
- Become known for embracing technology-based products for manufacturing, both for end –use products and for processes
- Maximize candidates locally for workforce needs and training, in addition to assistance for future entrepreneurs
- Increase opportunities in communities for creativity and engagement to inspire entrepreneurship and innovation by providing spaces for collaboration
- Align successes with better communication and collaboration among stakeholders to create a shared narrative
- Engage local and regional audience to create an “evergreen” system for working capital
- Take advantage of additive manufacturing and fulfill the mission of America Makes so that this concept is scaled here first and has a spillover effect
- Fully leverage human capital that is inclusive and allows everyone to benefit from opportunity
- Strengthen mentorship through a venue that would allow for long-term relationships, including colleges and universities
- Encourage place-based entrepreneurship and leverage immigration
- Position YSU as a center for research and commercialization with continued support of the Creative Industries Collaborative

Strengths:

- Availability of developable land which is ideally situated between transportation hubs
- Positive national press and articulate, energetic, well-regarded leaders that can draw attention to the region and we are designated as Ohio Hub of Advanced Materials Commercialization and Software Development

- Presence of strong incubators and centers such as America Makes, National Energy Lab, TechBelt, NASA-Glenn and improved footprint in advanced research at YSU (ex. National Defense Center of Excellence in Industrial Metrology and 3D Imaging Research) and Kent campuses
- Low overhead costs for building space and utilities in addition to low cost of living
- Strong existing network of entrepreneurs and educational resources
- Burgeoning arts and entertainment community
- Attainment of critical mass for entrepreneurship compared to communities of our size
- Positive working relationships between community partners and resource providers

Weaknesses:

- Risk-averse to investment, lack of well-vetted citizens for investing in revolving loan, and previous failure for venture capital
- Limited funded for much needed programs including the arts
- Lack of economic development professionals that can position our region and act as a point of contact on regional and national initiatives
- Minimal corporate presence and accomplishments from which to glean
- Poor methodology in attraction and engagement of young professionals and understanding of our potential or existing industries
- On the periphery of Cleveland and Pittsburgh-centric activities

Opportunities:

- Develop more hands-on experiential learning opportunities to encourage youth to stay
- Leverage investors that we do have and strengthen regional partnerships and public/private partnerships
- Embrace successful models for access to capital in communities similar to ours

- Bring city councilpersons and mayors together to understand the importance of innovation and entrepreneurship and create investment fund
- Prepare more success stories
- Expand principals and access to all age levels and demographics and encourage mentorship

Threats:

- Income tax in core cities
- “Lunch Bucket” mentality that because new technology is invisible our citizens and leadership do not understand it
- Parochial behavior of jurisdictions
- Belief that “big business” will “save us” and is returning
- Lack of resources to take action – a need for a sea change of sweat equity
- Industrial base is strong but is reluctant to embrace technology, particularly because it has displaced so many persons
- Strength of nearby efforts in Pittsburgh/Akron/Cleveland limiting local growth
- Potential loss of leadership at local institutions and companies and unclear ownership on large-skill initiatives

Infrastructure and Site Development

7/16/15

Goals:

- Modernize water and sewer systems to meet present and future needs of safety and economic development
- Utilize our abundant water supply as an economic driver
- Have high-speed broadband access everywhere
- Focus greater investment and organization along key strengths by aligning county resources, establishing a common vision of planning for the future and not just the present, and moving beyond incidental projects towards systematic development
- Modernize safety capacity issues of roadways
- Eliminate barriers to job access by creating incentives for locating businesses near workforce and identify high-employment areas to plan for subsequent complimentary infrastructure and transportation by targeting public dollars towards high-density and high-value employers
- Optimize utilization of land banks to drive higher parcel consolidation and clearing of valuable land
- Have a network of buildings and rapid response system for preparation of common site selection scenarios
- Embrace the principles of the Northeast Ohio Sustainable Communities Consortium

Strengths:

- Grow Mahoning Valley serves as a successful model of creating consensus around projects
- Plentiful natural resources including green space and water
- Short commutes and limited congestion compared to peers
- Strong regional airport and quick access to three daily-service airports
- Highly connected road and rail network to first-tier markets and accessible geographic location for both land and waterway shipping

Weaknesses:

- Lack of shovel-ready sites
- End-users not patient enough to wait for current process of redeveloping land that limits reinvestment in core communities and infrastructure
- Negative performance in environmental and demographic indicators that result in quality of life issues
- Aging roadways and critical infrastructure and a lack of funding to support maintenance in addition to a shrinking tax base
- Disconnect exists between transportation policies at local, state, and federal levels
- Lack of mass transit that connects us seamlessly with other regions
- Lack of competition for Internet providers and access to fiber cable that leads to the perception to some areas do not have service that do

Opportunities:

- Align expanding companies as an end user rather than focusing on attracting new ones for site development and improvement
- Align marketing of available properties and increase the availability of shovel-ready sites
- Rally community around a tax levy that supports infrastructure
- Establish better planning at levels that effectively uses minimal resources and promotes forward thinking, utilizing the Northeast Ohio Sustainable Communities Consortium as a baseline
- Expand Joint Economic Development Districts and Tax Increment Financing to leverage funds and modernize Ohio Revised Code to encourage regionalism
- Strengthen councils of governments, long range transportation plan, and comprehensive plans to keep consistency as elected officials change
- Strengthen Youngstown/Warren Airport for commercial service and plan for a variety of scenarios around future shocks to the airbase
- Support intermodal facilities and significantly enhance the capacity and integration of the regional distribution network of rail, highway, air, and water ports

- Become a “multi-modal” region for passengers with rail, highways, shared vehicles, and walkable streets

Threats:

- Short-sightedness in planning strategies, outdated comprehensive plans, and a lack of statewide planning
- Loss of airbase
- Lack of funding streams for infrastructure including gas tax, license plate fees, etc. as the issue grows larger
- Outmigration and aging population and high dependency increases social services costs
- Poor communication on natural disaster preparedness
- Duplication of facilities and industrial park investments – need for strategic regional mix
- Lack of diversified housing and aging housing stock that forces longer commutes and demographic segregation

Industry and Business Climate

7/29/15

Goals:

- Diversify economy with more opportunities for rewarding careers
- Strengthen capital development and the ability for small business to get working capital
- Obtain support for the ten-county export initiative and expand on the manufacturing supply chain by disseminating information on opportunities to businesses
- Establish a program that assists companies in transitioning from traditional manufacturing to high-end, high-tech manufacturing
- Target upstream and downstream metals fabricators/manufacturers for additive manufacturing inclusion
- Improve strength of workforce training at all levels for technology adoption

Strengths:

- Collaboration across organizations to build up export growth and aggressive economic development programs
- Access to incubators and research centers such as America Makes, Tech Belt Energy Innovation Center, and Youngstown Business Incubator
- Existing industrial infrastructure base and developable land that is centrally located for multiple markets
- Strength of educational resources such as trade schools and community colleges in addition to the Mahoning Valley Manufacturing Coalition that supports pathways in manufacturing
- Low to moderate taxes and cost of doing business

Weaknesses:

- Companies operate in a “lean and mean” mentality where they are concerned about their bottom line and not taking advantage of programs that support expansion such as exporting and new technology adoption

- State and federal legislation creates limited flexibility for funding
- Community reluctance to invest including a lack of a network of angel investors and not being a large enough market to attract outside investment
- Lack of corporate headquarters located in our area
- Lack of local ownership with many entities being owned by foreign concerns, causing many financial decisions to be outsourced
- Lack of optimism in the business climate
- Potential clusters are not attractive for investment and lack of consensus on what our priority industries should be for retention
- Lack of quality and readily available real estate
- Aging workforce and limited talent base
- Strongly-perceived union presence and a large amount of self-inflicted negative publicity

Opportunities:

- OH-PA Stateline Export Initiative and strengthening of supply chains
- Presence of America Makes (ability to leverage a national institute and adoption of technology in local companies including additive manufacturing for low-cost tooling)
- Burgeoning technologies industries with the partnership of the Youngstown Business Incubator and the Tech Belt Energy Innovation Center
- Potential to utilize federal funding for technology adoption and access to capital
- Increasing general entrepreneurial activity in the region and investment in minority-owned businesses
- Region is well-positioned to attract end-users for petroleum-based industries
- Streamline government processes for starting and operating a business and identify and expand upon competitive incentives
- Expansion of strong and growing industries such as automotive, food processing, alumni extrusion./metals, advanced manufacturing, and software

Threats:

- High degree of foreign ownership in existing firms and lack of succession planning results in the sale of locally-owned operations to investors
- Continued risk-averseness of the community and lack of investment, especially in minority-owned business
- Foreign and domestic competition, including the Trans-Pacific Partnership
- Losing key human capital in terms of business development professionals
- Potential widening wealth disparity as new opportunities benefit only a small portion of the population without circulating wealth
- Race to the bottom of local governments in attracting business
- Attractiveness of key resources such as workforce and quality of life in nearby markets
- Uncoordinated messaging and marketing of our region among stakeholders

Quality of Life and Community Vitality

7/30/15

Goals:

- Create a strong sense of an urban community in the core cities rather than a series of suburbs
- Develop growth strategies that are sustainable and inclusive to people in poverty
- Improve public transportation across boundaries
- Improve access to water resources such as lakes and river fronts
- Celebrate and highlight our successes
- Increase support for arts and recreation
- Address distrust and hierarchy that formed that creates mono-vision and hostility as well as competition among non-profits
- Improve opportunities for youth leadership development, including participation in boards and governments
- Improve the general attractiveness of our region for all persons, including youth and seniors and facilitate acceptance of higher standards for our community
- Create a healthier community and encourage walkable communities
- Emphasize quality of life and community vitality as an integral part of economic development
- Commit to tactical planning that eliminates sprawl and addresses blight

Strengths:

- Low cost of living and affordable housing
- Virtually no congestion and everything is within a fifteen minute drive
- Good access to quality healthcare and affordable higher education
- Large local artist community
- Active volunteerism and service especially among youth who are looking for opportunities for meaningful and fulfilling work

- Availability of cheap space that can be utilized for redevelopment
- Small town charm remains through the region with plentiful recreational amenities
- Easy access to larger cities for entertainment and specialized services

Weaknesses:

- Poor performance of city schools and lack of accountability and sustainability of leadership
- Lack of corporate presence limits leadership change and new ideas
- High degree of talent leaves the area
- Metropolitan planning encourages sprawl and infrastructure where not sustainable
- Infant mortality, child poverty, and overall poverty rates very high
- Brownfields are costly to remediate and there are a lot of them
- Strong racial divide and polarization within black community
- Lack of collaboration and metrics to measure success
- Aversion to risk and new ideas results in the status-quo
- Acceptance of lower standards that results in inequality and less attractive communities
- Losing not only young people but retirees due to tax structure limited nightly and cultural opportunities

Opportunities:

- Look to cooperative models for core cities such as Dallas/Fort Worth as an example for integrating our region
- Implement watershed action plans
- Embrace and obtain buy-in at all levels for preserving green space and promoting the local foods movement
- Assess all non-profits to identify redundancies of services and facilitate a unified approach using the Eastern Ohio Educational Partnership as a model for performance metrics of organizational health

- Build capacity of boards, nonprofit, and government leadership
- Use our low indices to encourage investment, particularly public funding
- Emphasize need for existing entities to create partnerships and fellowship to transfer knowledge from experienced to new leadership
- Engage with impoverished population to create choices and empowerment to inform planning process
- Empathize demand for new housing options and anticipated needs of specific demographics such as young professionals and seniors

Threats:

- Continued destabilization of housing stock
- Loss of entitlement dollars and further deterioration of the tax base
- Current state and federal policies do not reflect local needs
- Suppressed land values and contamination
- Continued segregation by race and income

Young Professionals Survey: Key Findings

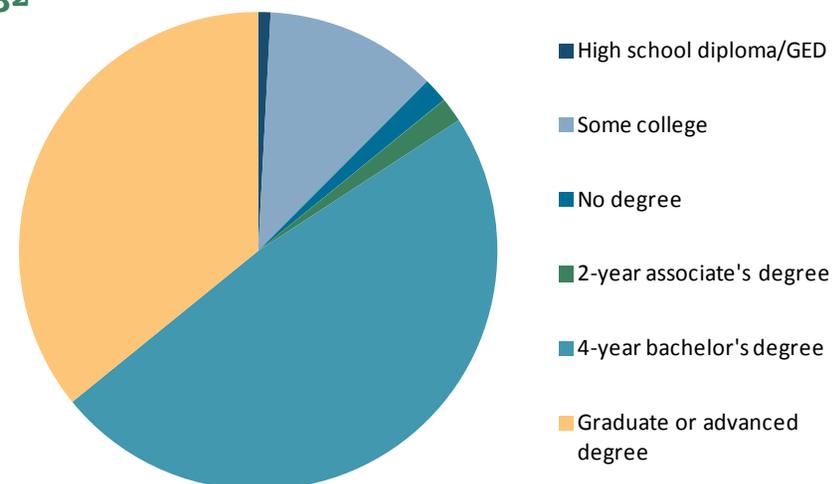
An online survey was conducted by the Mahoning Valley Young Professionals August 26th to September 16th, 2015 of individuals ages 18 to 40. The survey sought to understand what ways the Valley is currently serving its residents, and how it might better do so in the future. 122 responses were received.

Top Industries Represented

1. **Professional, Scientific or Technical services**
2. **Finance/Insurance**
Manufacturing
3. **Government**

**Median Age
of Respondent: 32**

Highest Level of Education



How did you find yourself in the Mahoning Valley?

1. Family (31.4%)
2. Other (28%)
3. Job (24.6%)
4. Amenities/Culture (8.5%)
5. Education (7.6%)

Why did you move here or choose to stay in the Mahoning Valley?

1. Family (59.7%)
2. Job (25.2%)
3. Other (11.8%)
4. Amenities/Culture (3.4%)

What's most important to you in where you choose to live?

Community Development

I want a community that prioritizes transparent and innovative processes to engage community members to help generate solutions to issues facing Youngstown-area neighborhoods.

Weighted Answers

(Very Important & Important):

1. Civic Vitality

I want a vibrant community where people are using public parks, trails and recreation areas, attending farmer's markets and living in a healthy community.

2. Education

I want a community that offers life-long learning and access to quality education, including schools, libraries and other forms of educational attainment.

3. Community Development

4. Innovation/Entrepreneurship

I want a vibrant community that supports entrepreneurial networks and startups.

5. Arts/Culture

I want a community that values arts and culture by fostering creative activity and human expression in all forms.

6. Public Engagement

I want a community where my voice is heard and understood by elected officials.

7. Inclusivity/Diversity

I want a community that values diversity and does not exclude residents based on differences.

8. Multi-Modal Transportation

I want a community that advocates for and implements transportation options that enhance quality of life and opportunities to get to and from home, work and community establishments.

The Mahoning Valley performs well in these areas:

	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Civic Vitality	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Education	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Community Development	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Innovation/ Entrepreneurship	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Arts/Culture	Agree	Neutral	Somewhat Disagree	Strongly Disagree
Public Engagement	Neutral	Agree	Somewhat Disagree	Strongly Disagree
Inclusivity/ Diversity	Neutral	Somewhat Disagree	Agree	Strongly Disagree
Multi-Modal Transportation	Neutral	Somewhat Disagree	Agree	Strongly Disagree

Describe what you want to see in the Mahoning Valley:

opportunity for everyone

Downtown Living

Thriving communities with vast opportunities for new businesses and vibrant community involvement!

Progressive Policies & Economic Diversity

Accessible Public Transportation

culturally diverse

An inclusive, uplifting, innovative, and an engaging location where people can see evidence of forward thinking that reflects and enhances the people within the community.

tight-knit community

clean & safe

To have a community that is responsive to the needs of its citizens and committed to preserving our past while expanding our future.

A place where my kids will want to live and work.

What ideas do you have for the Mahoning Valley area to better support those aspects that are important to you?

Exposure. I see events happening but they remain to be the same group over and over again. I think there's a large group in the valley that's geared toward the progressive movement but they're content to kinda "keep it in the family" and I think the net should be cast a little more widely. Tech is a great thing but there are plenty of businesses geared toward other things that I think get the vibe they don't fit into the "makes" culture and thus, they don't fit into community.

In regards to innovation, it might help to research and work with local companies and see where they are at and what may be done to help them grow if they are interested in doing so.

More diversity and better advertising and marketing for events. Make commercials put events on TV. I can't believe some of the stuff that makes the news, isn't news. There are good events taking place in our city no one knows about. Better parking downtown is needed.

Begin developing a reliable transportation system that is well known and easily accessible from all Youngstown neighborhoods. Encourage developers to build downtown apartments that are actually affordable to young professionals, not just college students paying with student loans and parent money.

We could encourage art and art communities. We have a lot of empty buildings which could be used to house artists and create a dynamic community.

Create opportunities to support small businesses and educate small business owners on sustainability and success as it relates to the Mahoning Valley.

Inclusivity - I think that the African American presence for the earlier settlers in the Mahoning Valley has been diluted and lost throughout the years, it's almost as if they weren't present in the area. I think the area could benefit greatly to have a high speed railway to the Cleveland and Pittsburgh areas to attract bids in the nearby cities and increase our relationships to the major industries in those cities.

Civic Vitality - there should be more emphasis on bike trails and sidewalks so that people can get where they need to go without having to walk or ride on dangerous bumpy roads. It would take a lot of load off the bus system and make people healthier.

Community Leaders need a larger platform, and easier access to the communities. Also, more events need to happen that bridge ethnic and socio economic divides. There should be a focus on entrepreneurship in low income communities.

Education has to be valued by all.

More transparent city government. Improved educational opportunities at the grade school level.

Huge barrier to keeping Youngstown and the surrounding communities vibrant for young families is the poor school system.

Education can only improve if family values and ethics improve. The attitude of "someone else will do it" will not sustain a community in need of improvement. A positive parental involvement and influential role models of young people will improve everything because it begins at the roots.

The only way to improve upon what we have is to bring people to the area whether it's moving or just visiting. We have huge competitors with Cleveland and Pittsburgh so we have to start thinking about what they don't have and exploit it to our advantage.

For areas of civic engagement young leaders need to invest themselves in learning about what decisions are being made and by who. Then work to become one of those decision makers. There needs to be new perspectives and people in these positions of influence.

There is a need to expand public support for arts and culture in order to secure the resources that are still here. There is a need for expanded collaboration between community development and political entities in the Valley that would position us to have a focused strategy for development and to attract grant dollars. We have to foster collaboration between arts and culture organizations to better utilize marketing, audience development and facilities. We have to resist the corporatization of our public schools, create schools that have the wrap around services necessary to support our families and children. We need to reinvest in resources for young adults that include a robust neighborhood based system of youth centers staffed by professionals. We need to expand leadership opportunities for new and emerging leaders.

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