

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

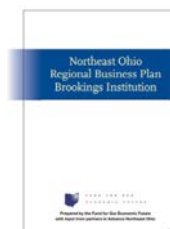
Executive Summary

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

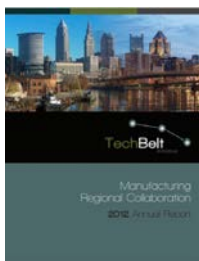
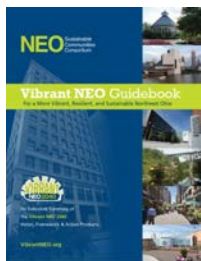
per capita income growth despite collaboration on many fronts that has failed to create sustainable coordination of initiatives around shared values for all stakeholders. Discussion on the lack of preparedness and communication among working groups in efforts to move the needle forward has resulted in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

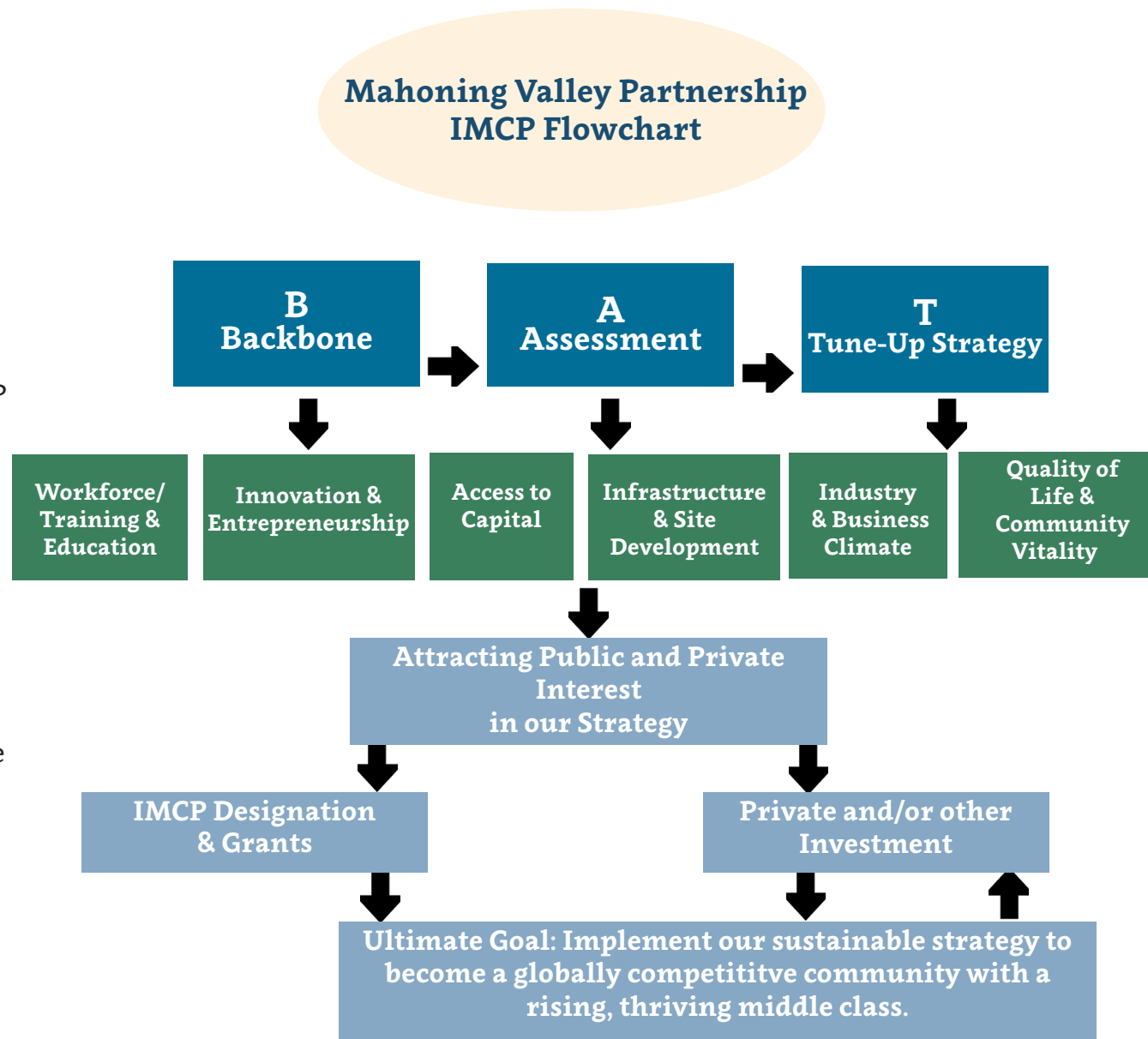
Through the process of identifying objectives, the Investing in Manufacturing Communities Partnership (IMCP) approach was employed for implementation. IMCP is a federally-supported model for clarifying needs, conducting a partner landscape analysis, and determining readiness to pursue capital investments. 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



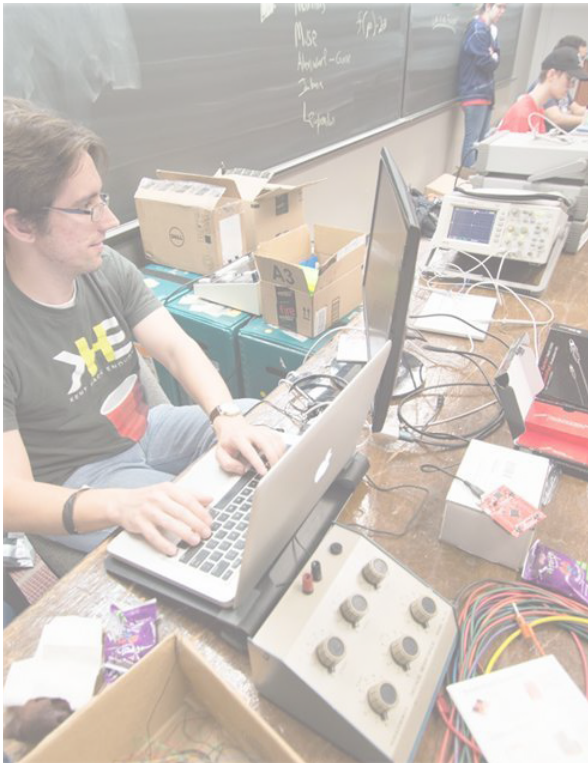
The Mahoning Valley Partnership strives to build a globally recognized hub of innovation that drives economic opportunity for all people. The Partnership creates a strategic economic development program that is accountable, inclusive, engaging, and coordinated among stakeholders in order to increase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

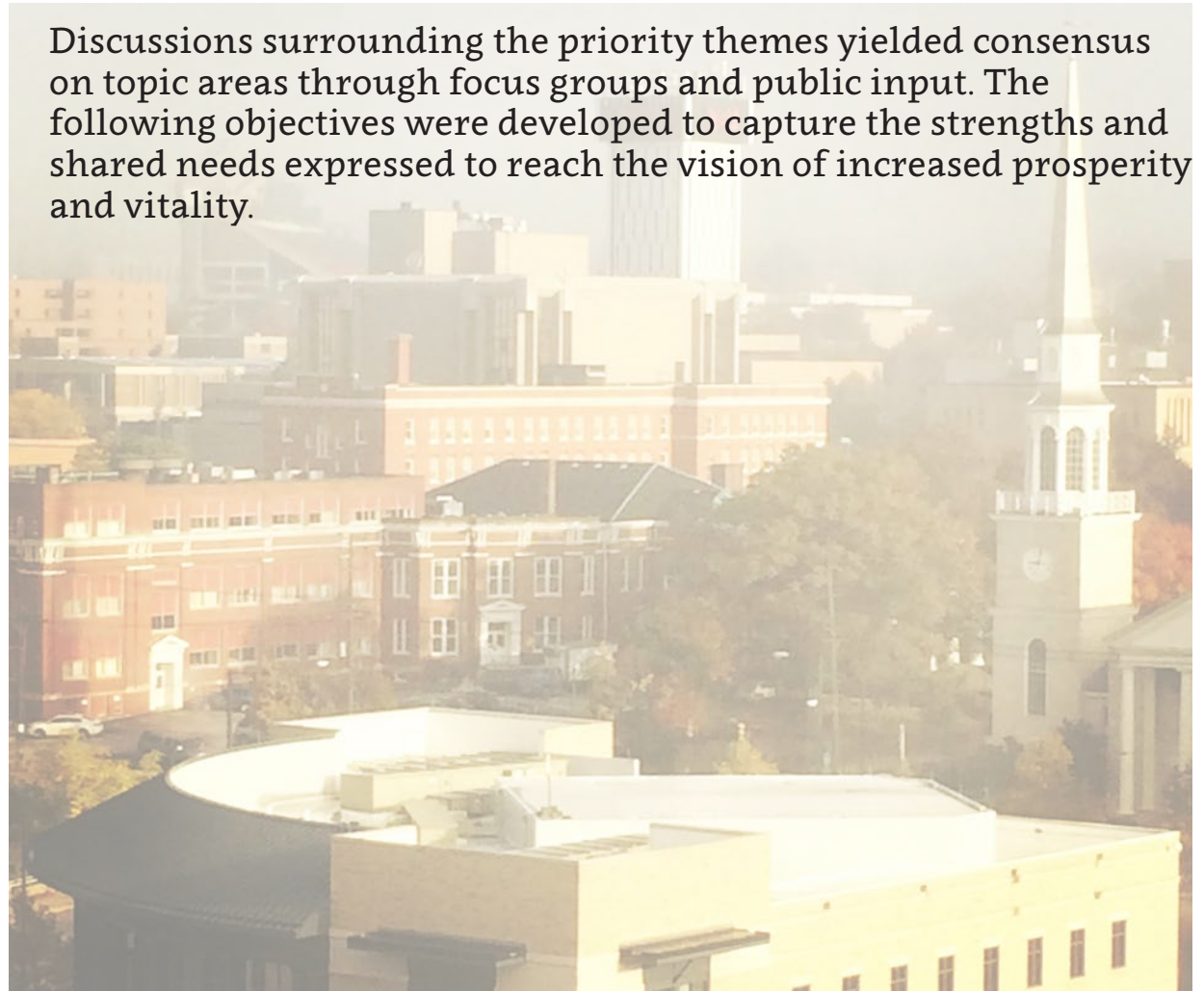


| NAICS | Industry | 2013 Employment | 2013 LQ | 2009-2013 Growth | 2009-2013 New Jobs |
|-------|--|-----------------|---------|------------------|--------------------|
| 11 | Forestry, fishing, hunting, & agricultural support | 60 | 0.23 | 153.8% | 21 |
| 21 | Mining | 633 | 0.51 | 94.2% | -39 |
| 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

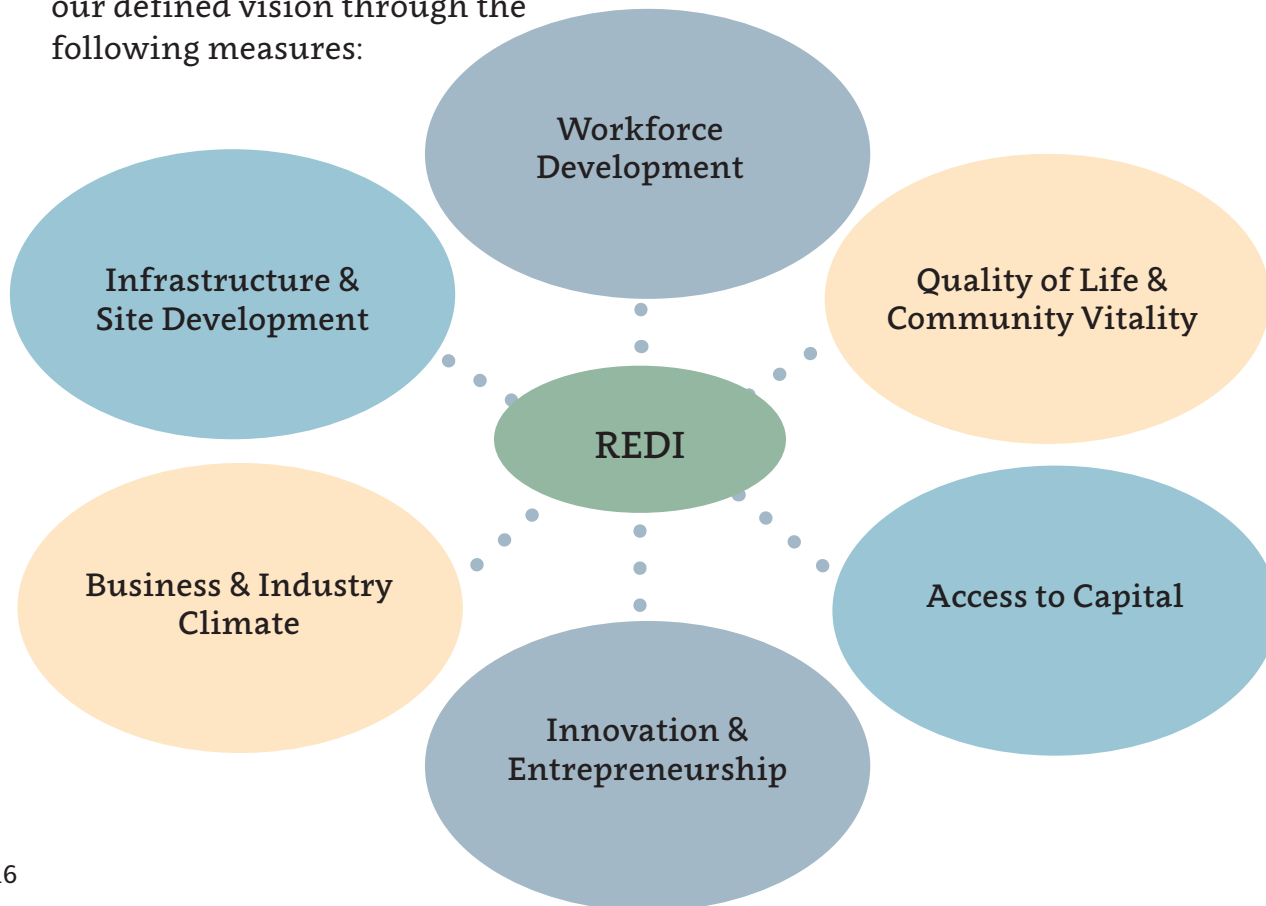
Implementation

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 |

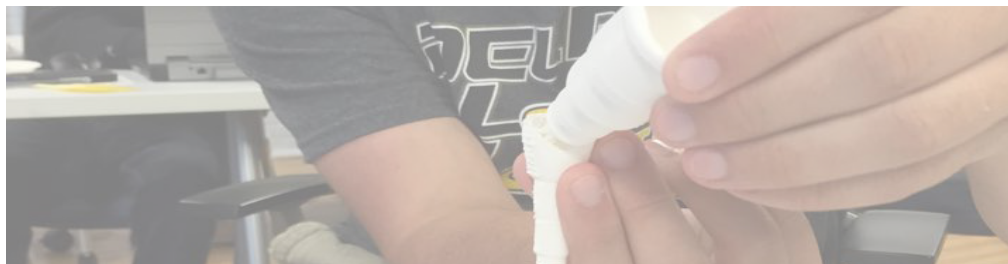
Between 2000 and 2013, the size of the labor force shrunk by **14,794** people, with a loss of **6,420** people between 2009 and 2013.

American FactFinder

Workforce/Training & Education

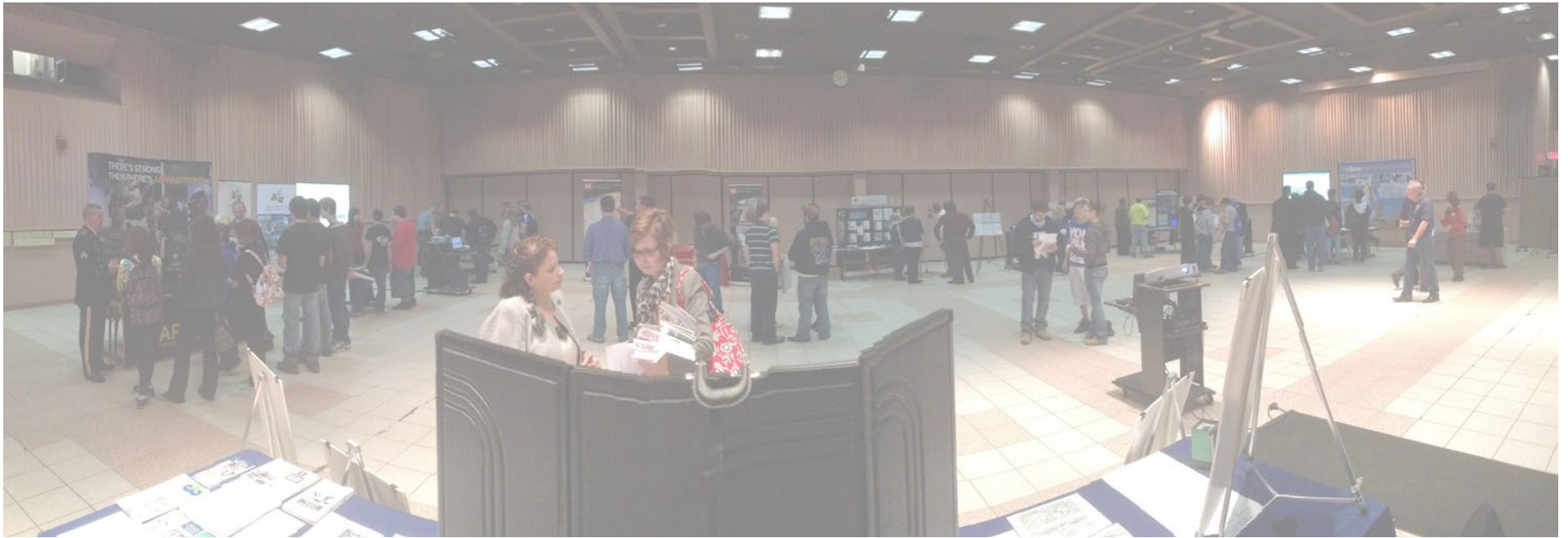
3. Increase opportunities for hands-on experiential learning whether through on-the-job training, internships, or other methods.

| | 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.

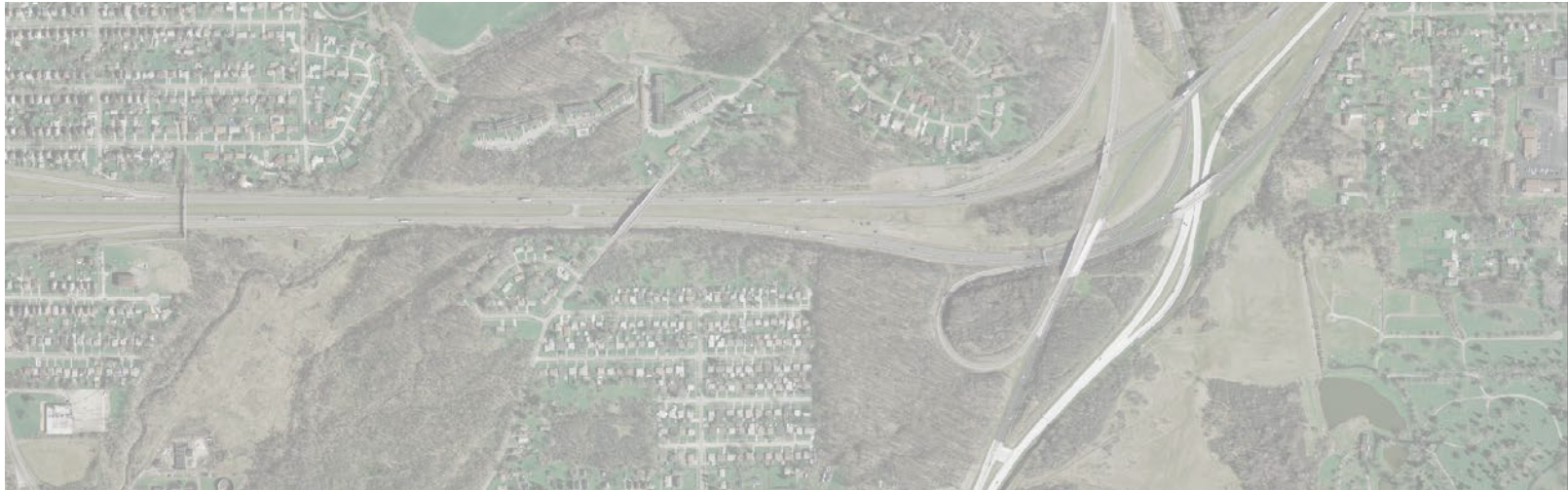
| | Action | Timeframe | Proposed Facilitator |
|-------|---|------------|---|
| 4.1.1 | Evaluate and promote alternative wastewater treatment systems and provide technical assistance on methods through workshops and groups such as AWARE. | Immediate | Eastgate Regional Council of Governments |
| 4.1.2 | 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 |


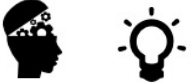




| Name | Footprint | Mission | Services & Resources | Point of Contact |
|---|---|--|---|--|
| Business Institute of Pennsylvania | Western PA/ NEO | Business Institute of Pennsylvania, located in Sharon, Pennsylvania, is a student-centered, private university known for its interdisciplinary, multicultural, 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 Commissioners' 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

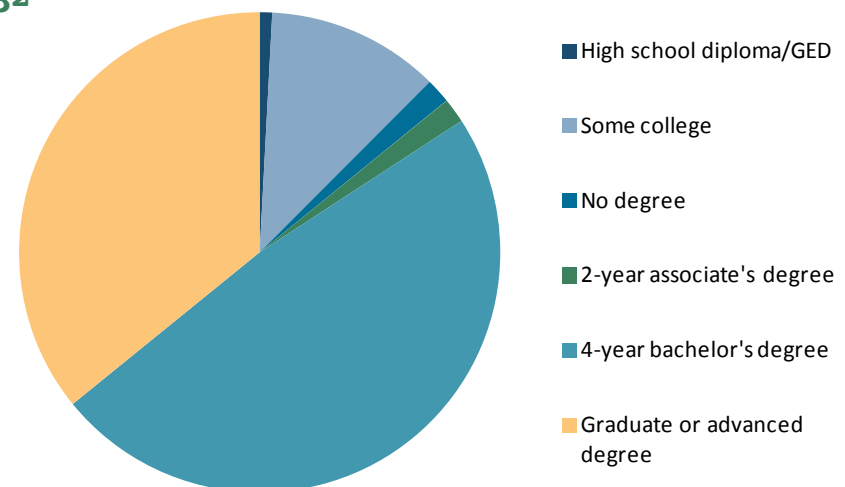
An online survey was conducted by the Mahoning Valley Young Professionals August 26th to September 16th, 2015 of individuals ages 18 to 40. The survey sought to understand what ways the Valley is currently serving its residents, and how it might better do so in the future. 122 responses were received.

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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