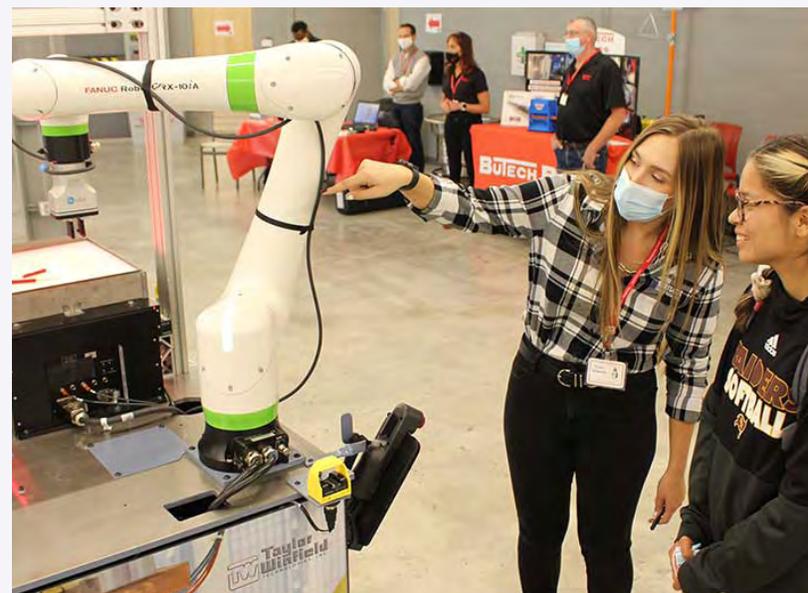




REGIONAL ECONOMIC COORDINATION PLAN



EASTGATE
Regional Council of Governments



ACKNOWLEDGMENTS

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SUPPLEMENTAL MATERIALS

Supplemental materials to the application are available at:

<https://www.eastgatecog.org/projects/planning-and-development/regional-economic-coordination-plan>

INTRODUCTION

In March 2019, the 6.2 million square foot General Motors assembly plant in Lordstown, Ohio shut down after 52 years of production. This closure directly affected 1,607 workers and sent shock waves throughout the regional economy. Almost in sync with the last car assembled in Lordstown, Cleveland State University (CSU) released a study funded by the Economic Development Administration measuring the economic impact of the plant's closure. The report stated that the cumulative effect of losing the GM assembly plant equaled a "total loss of 7,711 jobs or 4.4% of employment in the Ohio part of the Youngstown-Warren-Boardman Metropolitan Statistical Area (MSA). For every 4 jobs lost at the GM plant in 2017-2019, 2 additional jobs are lost in the supply chain companies and 1 additional job is lost in the consumer services sectors. [and a loss of] \$1.6 Billion or 9.42% of the gross regional product (GRP)."

Here is a link to the full CSU Lordstown GM Plant Closure Economic Impact Study:

https://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2594&context=urban_facpub

In response to the GM closure and the CSU study, which illuminated the full impact of the economic loss to the region, the EDA awarded Eastgate Regional Council of Governments a grant for the Eastgate Economic Recovery Coordination in June 2019. This award funded a recovery coordination team to work with local stakeholders to develop and implement a strategy to help the region respond to the challenges. The contract to form the recovery coordination team was awarded to Youngstown State University (YSU). YSU and Cleveland State University's Center for Economic Development, an EDA University Center, and Kent State University's Cleveland Urban Design Center (CUDC) approached the diversification challenge as a multi-pronged unit. The team included economic research, urban design and planning, finance, and economic development professionals working in concert to determine where the region should focus its economic resiliency efforts today and in the future.

Beginning in January 2020, the YSU recovery team, led by two professors of Economics, Dr. Summell and Dr. Hu, conducted multiple economic analyses on the Youngstown-Warren-Boardman MSA, including an analysis of trends in employment, labor market, educational and income composition, a survey of YSU students location preferences, and an inventory of local economic development organizations and centers.

The full list of reports and analyses produced by the YSU Economics department team can be found here:

<https://www.eastgatecog.org/projects/planning-and-development/regional-economic-coordination-plan>



With the guidance of EDA, YSU drew on national best practices and formalized a Regional Economic Diversification Summit (REDS). Through this event, growing and emerging regional industry sectors were prioritized for targeted efforts to achieve economic growth and diversification in the region. The sectors that were identified as having the greatest potential for growth in the region were: Additive and Advanced Manufacturing; Energy Storage and EV Technology; Logistics; Medical; and Information Technology.

Following the REDS event four Action Teams were formed were formed to help the YSU recovery team view the economic development landscape outside of the specific industry sectors. The Cleveland Urban Design Collaborative (CUDC) led the Reuse and Redevelopment Action Team which identified projects throughout the region aimed at increasing the quality of life and improving the physical environment to attract and retain a competitive workforce— a necessary component of a healthy economy. Industry professionals from regional and state agencies participated in Action Teams focusing on the economic growth sectors of Advanced and Additive Manufacturing; and EV, Battery Storage, and Logistics. The fourth and final Action Team concentrated on Unemployment Mitigation and Workforce Development. Through the concerted efforts of these Action Teams came comprehensive lists of goals, objectives, and action items which form a comprehensive path toward economic diversification, investment, and growth. Collectively, these efforts provide the foundation to attract skilled workers and ensure competitive job skills that provide area businesses with an ever-improving employee base.



REGIONAL ECONOMIC DIVERSIFICATION SUMMIT

Based on a 2017 Maine Economic Development Assessment Team (EDAT) report, YSU determined a similarly-styled summit in the Mahoning Valley would be a key strategy in helping accomplish priorities for diversification efforts. Through guidance and coordination from EDA, the summit assembled a team of multi-agency team of multi-agency federal partners to offer ideas, solutions, support, feedback, collaborations, and input to help regional partners focus local diversification efforts on nationally recognized best practices. The YSU recovery team determined that bringing federal experts to the Valley would provide them with a first-hand understanding of the on-the-ground situation allowing better alignment of funding sources with opportunities for growth in the Mahoning Valley.

This effort, coordinated in partnership with EDA's Economic Development Integration program and renamed a Regional Economic Diversification Summit (REDS), was intended to be an in-person event with onsite visits to key locations within the impacted Lordstown region, with presentations and direct engagements at select locations. Area government, business, and economic development leaders were to provide in-depth background presentations on local challenges and opportunities. Due to the nationwide shutdown and agency travel bans from the COVID-19 pandemic, the REDS became a virtual event.

Expected Outcomes

The expected outcomes of the REDS included the following:

1. Identify federal programs, resources, and initiatives to help accelerate regional economic recovery. Federal agency representatives can best help identify, advise, and support specific regional economic development initiatives.
2. Identify successful best practices for economic development in similar communities.
3. Federal experts would offer specific suggestions for accelerating the growth of those technologies which have recently emerged within the region:
 - Additive and Advanced Manufacturing (Tooling and Hybrid Manufacturing)
 - Logistics
 - Information technology
 - Healthcare
 - Electric vehicles and lithium-ion battery manufacturing
4. Leverage appropriate federal funding mechanisms, strategies, and synergies to strengthen these identified industries and fill existing gaps in infrastructure, workforce development, and research.
5. Potential establishment of ongoing collaborations between federal, state, and local entities; and, identification of funding streams to support identified initiatives and proposals.

Agency Participation

The following agencies participated in the REDS event in September 2020 and continue to align with recent and future economic development initiatives in the Mahoning Valley.

1. Department of Defense (Advanced and Additive Manufacturing)
2. Department of Labor (Workforce Development and Training, leveraging our new “Excellence Training Center”, an advanced manufacturing training facility)
3. Department of Transportation (Infrastructure and Smart Logistics)
4. Department of Energy (Lithium Ion Battery Production, supply chain, research and development; EV technologies)
5. Department of Commerce (Infrastructure and Economic Development)
6. Appalachian Regional Commission (Infrastructure and Economic Development)
7. Environmental Protection Agency/Army Corp of Engineers (Restoration of the Mahoning River for recreation and enhanced quality of life)
8. Small Business Administration (Entrepreneurship)
9. USDA Rural Development (Broadband expansion and Economic Development)
10. Ohio Manufacturing Extension Partners (Advanced Manufacturing)
11. Federal Railroad Administration (Build American Bureau)
12. National Telecommunications and Information Administration (Broadband expansion)

Key Ohio economic development agencies were also invited, namely JobsOhio, TeamNEO, and the Youngstown Warren Regional Chamber of Commerce.

FEDERAL AGENCY FEEDBACK ON THE REDS:

Economic Development Administration

“Panelists clearly demonstrated to state, federal, and local participants that the region is working collaboratively with leaders across industries, communities, universities, and other anchor institutions to identify needs and chart a path forward. The panels generated some great discussions and partnership opportunities.”

Department of Transportation

“It really seems like [this region] has its act together and has a lot of potential forward. The panels generated some great discussions and partnership opportunities.”

Army Corps of Engineers:

“There was a lot of good information and opportunity sharing at the event, and I suspect that there will be much, much more afterwards. Frankly, I learned a ton of things that will be helpful in my work. Very well done!”

ACTION TEAMS

Following the REDS, EDA recommended the formation of “Action Teams” that focused on the industry sectors and general workstreams presented at the REDS. These Action Teams were composed of local leaders and experts in each subject area. The four Actions Teams were:

1. Reuse and Redevelopment
2. Advanced and Additive Manufacturing
3. EV, Battery Storage, and Logistics
4. Unemployment Mitigation and Workforce Development

For several months following the REDS, these four Action Teams met to discuss specific goals, objectives, and action items that would lead to growth in the Mahoning Valley’s workforce and core industry assets. The result of these Action Team meetings are individualized mini-plans for each industry and workstream. The recommendations have identified priority projects, categorizing work into short and long-term plans.

Action Team goals, objectives, and action items are detailed in the implementation section on page 37.

ROUNDTABLE EVENTS

In April 2021, to continue the federal and local partnerships that formed during the REDS, and to discuss specific roadblocks to economic expansion documented during the Action Team meetings, YSU led two virtual roundtable events. These roundtables created a focused setting between local economic development and industry leaders with federal experts. The goals were to identify specific funding, technical assistance, creative solutions, and applicable best practices to accelerate economic recovery and diversification in the Mahoning Valley as they pertain to the goals, objectives, and action items developed through many months of Action Team meetings.

The YSU recovery team spoke about the greatest challenges emerging industries face in the region and detailed project and program priorities to overcome those challenges. The roundtables focused on current economic conditions and aspirational projects that emerged through the Action Team meetings. Priority projects centered on regional existing and emerging industry projects that would be bolstered by funding and further technical assistance. Challenges included antiquated infrastructure, blighted properties and brownfields, workforce training/apprenticeship resources, and lack of digital access and literacy, just to name a few. By presenting federal partners with specific action items to react to (the Action Team deliverables), and providing smaller, more intimate meeting rooms, the expectation was that guidance and conversations between local and federal partners would be productive and result-driven. During the roundtables, federal partners helped identify how to achieve the identified goals and action items through established national best practices, industry-sector advice, and state and federal funding sources to help drive economic development.



MITIGATION OF UNEMPLOYMENT IMPACTS & WORKFORCE DEVELOPMENT

Where we are now

The Lordstown General Motors assembly plant closure in March 2019 resulted in the direct loss of 1,607 jobs and sent shock waves throughout the regional economy. According to the Center for Economic Development at Cleveland State University, the GM closure resulted in a total loss of 7,711 jobs or 4.4% of employment in the Ohio part of the Youngstown-Warren-Boardman MSA, and a \$1.6 billion, or 9.4% reduction in gross regional product. Although there has been a subsequent increase in economic activity in the Lordstown area surrounding the plant, most notably the Ultium Cells battery gigafactory, it has not compensated for the loss of jobs or output from the closure of GM Lordstown.

Where we want to go

Based on the REDS event, EDA Summit, multiple analyses conducted, and priorities identified by industry and community partners, the unemployment mitigation and workforce development team developed the following objectives, strategies, and action steps:

GOALS

Increase credentialing of graduates in industries and occupational fields that are currently or are projected to have greater demand relative to supply of workers with matching credentials

Increase labor force participation and decrease number of unemployed and discouraged workers in region

How we get there

Objectives

1. Collaborate with local education, workforce development and government organizations to fund and invest in undergraduate, graduate, apprenticeship, and certificate programs projected to have a misalignment between demand and supply of workers.
2. Improve outreach to minority, underrepresented socially & economically disadvantaged populations regarding training, employment, and employment opportunities.
3. Increase awareness of regional training, skilled trades, and certification programs to local K-12 students, recent high school graduates, and currently displaced and discouraged workers.
4. Develop workforce development partnerships between local higher education institutions, skilled trade organizations, and private industry to conduct occupation specific credentialing, skills assessment, candidate screening, impact modeling, and gap analyses.
5. Increase credentialing of underserved, underutilized and adult populations
6. Invest in Broadband to alleviate the digital divide and gap for dislocated, underserved, and underemployed workers in the Mahoning Valley



MITIGATION OF UNEMPLOYMENT IMPACTS & WORKFORCE DEVELOPMENT

Action Steps

Completed

- Ensure YSU representation and membership on Mahoning and Columbiana County Workforce Development Board
- Engage and coordinate with Youngstown's Economic Action Group on outreach and recovery assistance efforts with local businesses
- Utilize resources and promote opportunities from YSU's Division of Workforce Education & Innovation, including Opportunity@Work and Talent MarketPlace as alternative forms of credentialing for adult workers: <https://ysu.edu/workforce/talentmarketplace>

In-Progress

- Create inventory of all current YSU programs, centers, and credentials related to Economic Development at YSU
- Develop 5G and Broadband infrastructure training offerings to ensure state and federal investments in broadband expansion are realized
- Develop digital badge and certificate programs available for free or low cost to the general public
- Develop YSU Faculty Seminar Series with Youngstown City Schools
- Review and assist in Eastgate's efforts to improve local digital infrastructure
- Identify and develop courses and programs that provide usable credentials on the path to a degree
- Collaborate with Eastern Gateway Community College, ETI Technical College, and MCCTC Career Center to develop and align programs with industry and partner needs
- Host community workshops on potential training/employment opportunities in advanced/additive manufacturing, healthcare, and information technology
- Pursue state and federal grants to increase access and reduce costs of training opportunities for targeted (e.g. under-served, and underemployed and formerly incarcerated) populations
- Develop new credentialing programs at YSU eligible for Ohio's TechCred reimbursement
- Continue to expand short term training options and 4+year degreed education to support the expansion of energy storage and EV opportunities in the region

Early Stages

- Fund and build a National Energy Storage Workforce and Innovation Center to bolster the energy storage assets in the Mahoning Valley and create a national presence for training and research development



MITIGATION OF UNEMPLOYMENT IMPACTS & WORKFORCE DEVELOPMENT

Action Steps

Early Stages (continued)

- Develop a credentialing program in logistics and supply chain management to leverage employment opportunities associated with the TJ Maxx-Homegoods Distribution Center and other logistics and distribution companies along the North Jackson-Lordstown corridor
- Engage and coordinate outreach with Columbiana, Trumbull, Mahoning County Career Technical Center's (e.g. Choffin, MCCTC, Warren County Career Center), community organizations, workforce and economic development organizations, and churches to distribute and promote information on training, certificate programs, and employment opportunities
- Engage and coordinate with YSU's Social Work Department and Veterans Affairs office on outreach efforts
- Coordinate resources to hire a corporate / employer outreach personnel to consistently update YSU faculty and students on available partner programs, community outreach efforts, and employment and training opportunities
- Develop outreach programs with local employers to create additional opportunities for YSU students
- Collaborate with community development organization centers (e.g. YNDC, TNP, etc) (e.g. Youngstown Neighborhood Development Corporation, Mahoning-Youngstown Community Action Partnership, Trumbull Neighborhood Partnership, etc.) to develop outreach plan for specific employment and population centers

A detailed list of goals, objectives, and action items organized by Action Team is included in the Implementation section.



INDUSTRY ASSETS

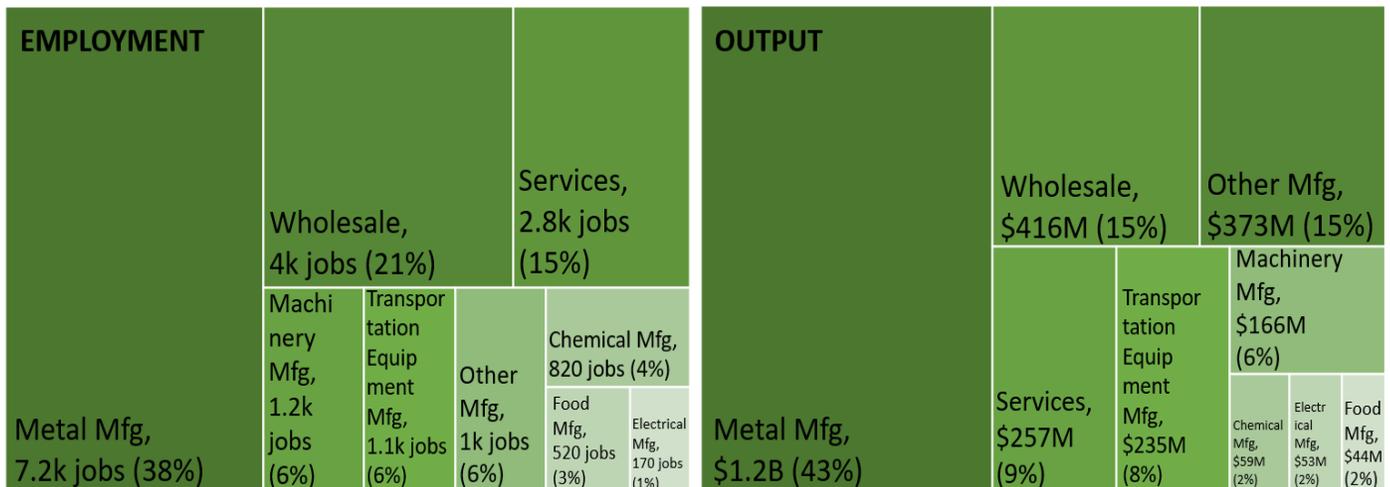
Where we are now

Traditional manufacturing continues to play a vital role in Youngstown’s economy and represents a significant portion of the Youngstown region’s (Mahoning and Trumbull counties) economic output. Likewise, Youngstown’s healthcare and manufacturing industries have provided the largest employment and highest average wages for all employees in the region. Additionally, Youngstown differs slightly from other rust-belt cities due to the asset of Mercy Health hospital. As the leading employer in Youngstown, Mercy Health singlehandedly drives most healthcare employment in Youngstown and gives the region an economic advantage in both employment and industrial diversification compared to peer cities.

While the manufacturing industry has grown in terms of output, it has shrunk in terms of employment. The number of workers and the proportion of the workforce employed in manufacturing has declined over the past decade. According to data from the Bureau of Labor Statistics, from 2011 to 2021, the number of workers employed in manufacturing declined from 30,400, which represented 13.6% of all nonfarm employment, to 23,800, which represented 11.8% of all nonfarm employment. Though there are fewer workers in total, manufacturing has evolved into a high-tech, high-skilled industry, in which workers require increasingly specialized skills. To meet these needs, workforce training programs are in development, and significant investment has begun to address the advanced qualifications needed to supply these high demand jobs. Youngstown State University’s Division of Workforce Education and Innovation (DWEI) has identified these needs and is leading the charge for the upskilling and education of advanced manufacturing workers. DWEI offers on-site and online training in advanced manufacturing, robotics, automation, information technology, and business professional skills leading to increased access to affordable job training programs in the region’s community colleges and technical schools. By tapping into overlooked labor pools through recruitment initiatives, Youngstown is able to take advantage of the changing industrial landscape and retrain an advanced workforce to meet the specialized skill needs of our high wage employers.

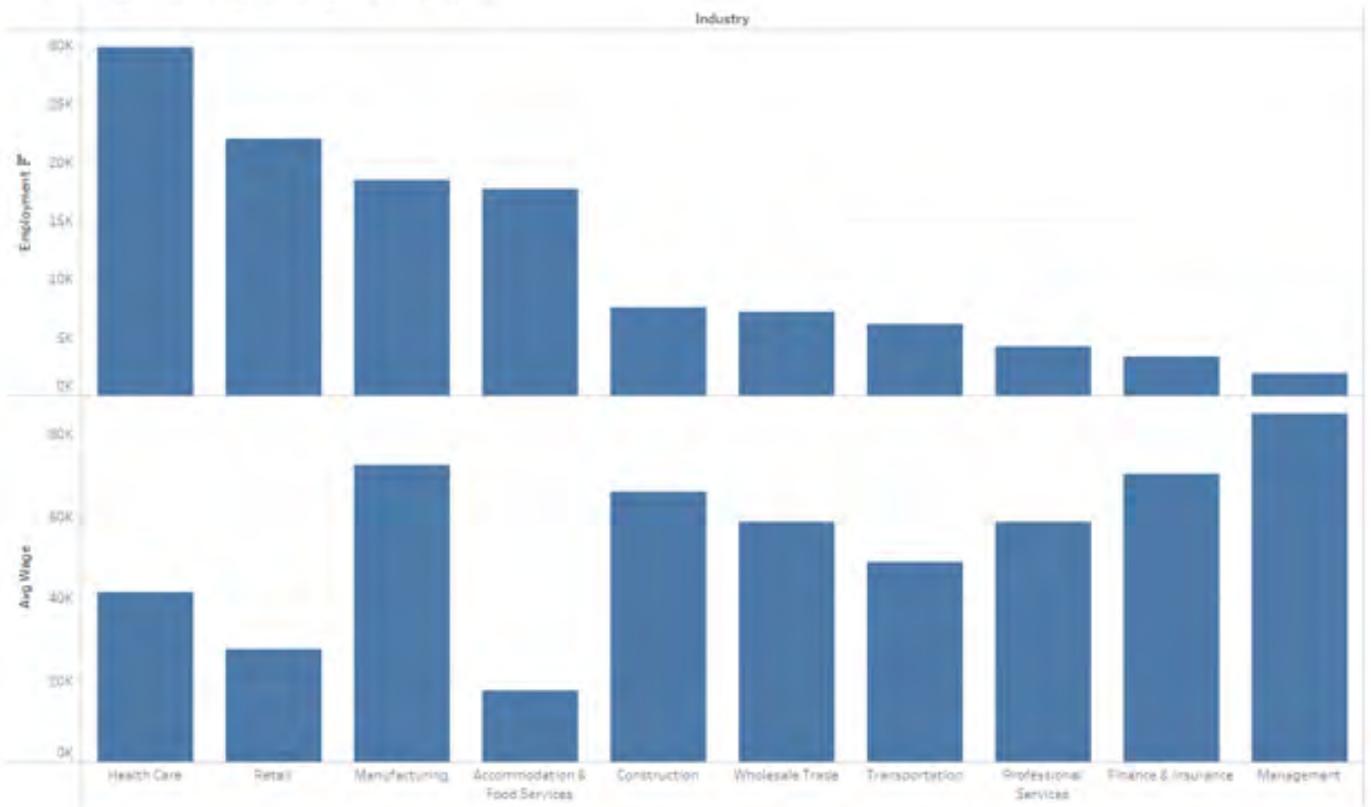
The graphs on the pages that follow illustrate these observations, and provide a comprehensive outlook on the 2019 industrial and economic landscape of Youngstown, Ohio.

Industrial Composition of Economic Base in Youngstown

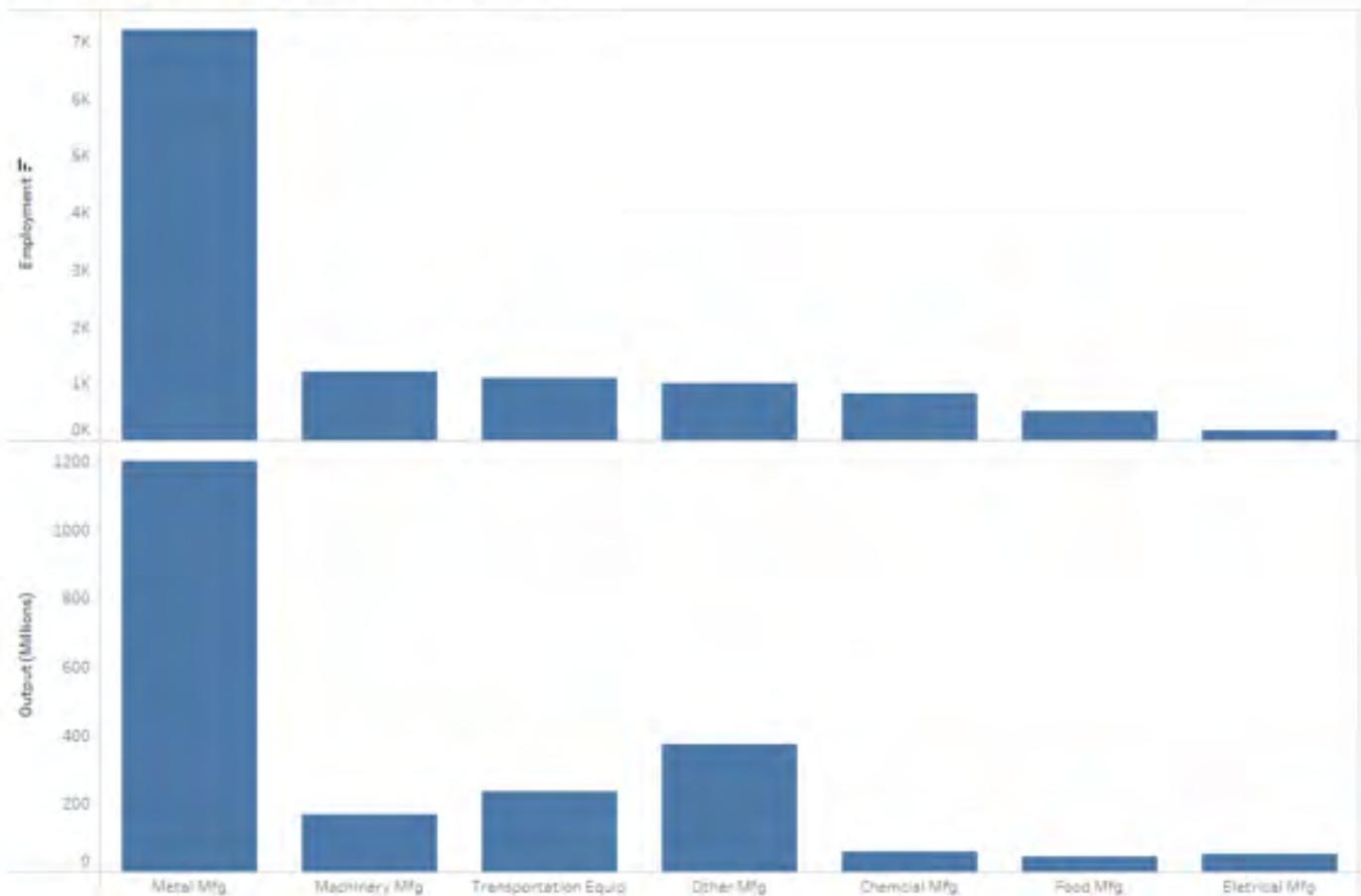


Prepared using 2020 Moody’s Analytics Data

2019 Youngstown Region - Wages & Employment



2019 Youngstown Region - Employment & Output



Prepared using 2020 Moody's Analytics Data



INDUSTRY ASSETS



Where we want to go

As an “Industry Asset” the Advanced Manufacturing Action Team determined the following goals, objectives, and action items were critical for industry growth and success in the Valley:

GOALS

Increase the pipeline of skilled, trained, and employable workforce

Secure and Grow the regional advanced manufacturing economy by increasing opportunities for businesses to utilize advanced manufacturing

How we get there

Objectives

1. Focus education and workforce development opportunities to ensure employability in the sector
2. Improve outreach to minority, socially & economically disadvantaged populations
3. Increase awareness of regional training, skilled trades, and certification programs to all community members, with focus on local K-12 students, recent high school graduates, and currently displaced and discouraged workers.
4. Increase exposure of advanced manufacturing capabilities to traditional manufacturing companies for integration of advanced technologies /and/ increase opportunity for small business R&D
5. Increase in Entrepreneurship, deal flow, and innovation
6. Business attraction, retention, and growth



INDUSTRY ASSETS

Action Steps

Completed

- In 2021 YSU was selected as a training provider for the state's first pilot 5G Readiness Program. This program will increase broadband industry career awareness and cover a variety of topics to address the skill-gaps faced in the broadband industry. The intent is to create high-skilled workforce needed to deploy 5G networks and build the broadband infrastructure to bridge the digital divide.
- In 2022 YSU DWEI applied to the State of Ohio for a more comprehensive Broadband/5G Workforce Readiness grant. This grant would enable YSU to address the workforce capacity issues that we are facing as we build out broadband and 5G infrastructure across the state to ensure digital equality. YSU would build a statewide education and workforce capacity to ensure the labor supply matches the level of work the financial investments in broadband and 5G technology infrastructure.
- YSU applied to OEPA for the creation of an EV charging lot on campus. This would fund two 100kW DC fast-charging stations with space and capacity for an additional two charging stations. This would tie into multiple regional "Voltage Valley" efforts focusing on battery storage and EV technologies.
- Eastgate Regional COG applied for EDA Build Back Better Regional Challenge funding in 2021 to implement five catalytic projects: National Energy Storage Workforce Training and Innovation Center; Digital Equity & Jobs Skills Centers; Business Attraction, Retention, and Marketing; Innovation and Entrepreneurship; and Site Readiness and Infrastructure. Many of the projects were conceived through the REDS and the Action Teams from this Economic Resiliency project. While not awarded funding, this grant application will provide a framework for future partnerships and funding pursuits.
- YSU applied to the EDA Good Jobs Challenge grant in February 2022. Funding was requested for YSU, BRITE Energy Innovators, regional industry, and national workforce partners to develop programs and initiatives to educate the workforce, who can then research, develop, design, manufacture, and operate energy storage systems to build a sustainable energy storage workforce for the United States. While not awarded funding, this grant application will provide a framework for future partnerships and funding pursuits.
- To accelerate and amplify the US energy storage workforce capabilities, YSU will build off current investments to create a National Energy Storage Training and Innovation Center. Through the Center, YSU will build the workforce of this rapidly evolving industry by leveraging a national standards approach that provides lift and shift best practices for system convening, program design, and implementation; and, focusing on both on-site and online training instruction, apprenticeships, pre-apprenticeships, and stackable industry credentials. Domain areas will focus on advanced manufacturing and information technology, two sectors pertinent to the Mahoning Valley, particularly as they integrate with e-mobility and battery storage industries.



INDUSTRY ASSETS

Action Steps

Looking Forward

- Continue existing K-12 exposure and replicate successes across Valley school districts
- Increase the number of internships and cooperative education opportunities for students by developing outreach programs with local employers
- Fee for service model for military personnel and private corporations for short term, in-person training programs leveraging Valley training assets
- Continue collaboration with EGCC to develop and align Advanced Manufacturing programs with industry and partner needs
- Identify and develop shorter courses and programs that provide usable credentials on the path to a degree
- Host community workshops on potential training/employment opportunities in advanced/additive manufacturing
- Pursue grant funding to increase access/reduce costs of training opportunities for relevant populations
- Create and distribute pamphlets/flyers on certificate programs to community organizations, workforce and economic development organizations, stores, and churches
- Engage and coordinate with YSU's Social Work Department and Veterans Affairs office on outreach efforts
- Develop and coordinate YSU programs for formerly incarcerated with Community Corrections Association and United Returning Citizens and pursue grant funding to increase efforts to engage underserved populations
- Engage and coordinate outreach with Columbiana, Trumbull, Mahoning County Career Technical Center's (e.g. Choffin, MCCTC, Warren County Career Center)
- Develop YSU Faculty Seminar Series with Youngstown City Schools
- Widely market YSU Pre-apprenticeships and apprenticeships
- Hold community days at America Makes and YBI to highlight technology and opportunity in the Valley. Directly engage with the community
- Widely advertise the existing accomplishments in the sector to the community
- R&D projects at YSU through federal budget funding and partnership with ORNL
- YSU Excellence Training Center will provide equipment and space for local R&D support
- Support America Makes "AM NOW" program
- Explore possibility of recreating manufacturing processes in a digital space to reduce the costs of entry and participation. Digital prototypes.
- Explore hybrid manufacturing technology as a bridge for traditional manufacturing companies to transition slowly
- Push for funding UNI & YSU proposal currently in federal House budget



INDUSTRY ASSETS

Looking Forward (continued)

- Improve SBIR STTR funding agency relationships and fund a “researcher” to fit program to company
- Continue existing-- and expand reach of-- conferences, challenges, and programs that support and reward creative solutions using advanced manufacturing
- Pursue funding that helps bolster the creative class of inventors and entrepreneurs
- Map the supply chain and support supply chain development programs to bolster the industry in the Mahoning Valley
- Create an inventory of the most efficient and modern technologies within local manufacturing to attract national attention and increase reputation in the industry
- Advocate for funding the DoC RIS program to build regional capacity to translate innovations into jobs
- Inventory, document, profile, market, and, support/grow existing businesses
- Engage in a broad spectrum of national, regional, state, and local workforce development partnerships
- Pursue opportunities with National partners, Economic Development entities, Federal and State Agencies
 - Departments of Defense, Labor, and Energy, Air Force Research Labs, Oak Ridge National Labs
 - JobsOhio; IBM; DriveOhio; Space Foundation; Youngstown Air Reserve Station, America Makes
 - Eastern Gateway Community College, Mahoning Valley Manufacturers, Regional Career Centers, MVICC
- Leverage the university’s position as a gateway to emerging technologies
 - Advanced and Additive Manufacturing
 - Energy; Engagement of Battery Manufacturers to provide training support and assistance
 - HealthCare partners: Collaboration and alignment with Mercy Health “Health Anchor Network” initiative
 - Electric Vehicles: Engagement of Electric Vehicle Manufacturers to provide training support and assistance
 - Software and Financial Services: Implementation of IBM Certificate program at YSU

A detailed list of goals, objectives, and action items organized by Action Team is included in the Implementation section.



REUSE & REDEVELOPMENT

Where we are now

There are numerous vacant and underutilized commercial and industrial properties in the Mahoning Valley with the potential for redevelopment, ranging in size from hundreds of acres to a few city blocks. Given the region's industrial history, many of these properties are brownfields.

The Trumbull County Land Bank and Regional Chamber have databases of available properties. Several sites were explored for reuse and redevelopment in this study. The proximity of several sites to residential neighborhoods and to the Mahoning River offer opportunities for mixed use redevelopment and challenges for adaptive reuse that will not disrupt nearby housing.

Proximity to residential neighborhoods would provide companies that locate in this area with convenient access to the local workforce, including opportunities for residents to walk to work, especially in Warren's Golden Triangle area. However, expanded industrial operations and truck traffic could have negative impacts on nearby neighborhoods and residential property values. Proximity to the Mahoning River could increase the market appeal of some properties, but riparian setbacks need to be established to avoid adverse impacts on the river's ecology and recreational access.

Where we want to go

Infrastructure investments are needed to capitalize on redevelopment opportunities in the Mahoning Valley. This includes upgrades to roads and transit; water lines, sewers, and the energy grid; and high-speed broadband.

Design and quality of life investments throughout the Mahoning Valley will actively contribute to larger economic development goals by creating places that support new business investments and attract/retain workers. Investments in soft infrastructure could include streetscape improvements, bicycle and pedestrian facilities, lighting, public art, and wayfinding signage.

How we get there

This study identifies guiding principles (see below) and priority strategic initiatives.

GUIDING PRINCIPLES

- Holistic quality of life considerations actively contribute to larger economic development goals
- Some civic improvements can be made regardless of specific end use (ex. Lordstown plant)
- Environmental & recreational assets can be organizing elements (ex. Mahoning River, the Bikeway)
- Art, image-making, and identity elements are central to residents' conception of the future of the Mahoning Valley & its workforce
- Large industrial sites can accommodate additional uses other than just industry (green energy production, recreation, conservation, art, etc.)



REUSE & REDEVELOPMENT

Action Steps

- Workshops with Mahoning Valley stakeholders to envision and define reuse and redevelopment strategies for commercial and industrial corridors
- Pursue state grant funding to develop specific properties throughout Opportunity Zones
- Update GIS data and mapping of properties along strategic corridors throughout the Mahoning Valley, including property ownership, tax delinquency status, and building code violation status.
- Identify brownfield sites and compile guidelines for redevelopment

The pages that follow detail a series of broader regional Strategic Initiatives and more site-specific Redevelopment Sites summarized below. A detailed list of goals, objectives, and action items organized by Action Team is included in the Implementation section on page 37.



Strategic Initiatives

Brownfields

Leveraging Health Anchors

Downtown Youngstown Development

Great Ohio Lake to River Greenway Integration



Redevelopment Sites

Former BDM Steel

LIVE Zone

Former Copperweld Steel

Golden Triangle

Corridor Connections

Mahoning River Corridor

Youngstown East - Crab Creek



Strategic Initiative

BROWNFIELDS

Site Inventory

Realizing that a region-wide, up-to-date assessment of the state of brownfields was needed, the YSU recovery team began compiling an inventory for potential and known brownfield sites using data from the Trumbull County Planning Commission. The TCPC provided a compilation of brownfield locations in Trumbull and Mahoning County that was somewhat outdated and not yet digitized. The goal for the YSU recovery team was to digitize and update the existing data, and then form a Brownfield Task force made from the key organizations in both counties to review and edit the brownfield inventory, to identify and prioritize new sites for funding, and oversee and influence the ongoing need for brownfield remediation at the state and federal level. Most sites along the Mahoning River were already identified, and many had received funding for assessment and/or cleanup over the years, which left the task of consolidating data on known sites across both Trumbull and Mahoning Counties.

To ensure the inventory is as comprehensive as possible, the task force was formed and included members of the Western Reserve Port Authority, Trumbull Neighborhood Partners, Trumbull County Planning Commission, Eastgate Regional COG, and the Mahoning County Land Bank, with additional input from the City of Warren, Howland Township, and the City of Youngstown.

After creating a comprehensive brownfield database to index all current and former brownfield locations, their condition, and their parcel numbers, the information was shared with the task force partners for feedback. This task force has met several times since 2021 to prioritize a list of sites that were eligible for State of Ohio Brownfield Remediation funding in 2022. The Task Force continues to meet to update the database for ongoing funding rounds at both the state and federal level.

In June 2022, nine Mahoning Valley projects, led by the 20 Federal Place building in downtown Youngstown, received more than \$12.4 million in state grants through the Ohio Brownfield Remediation Program.

Remediation Strategies

There are many brownfields sites in the Mahoning Valley due to the region's industrial history. This report does not include detailed strategies for remediating and redeveloping specific sites, but instead proposes an overall mindset for redeveloping brownfields sites and reimagining them.

A Brownfields Coordinator position could be created to work with the Brownfields Coalition, the Ohio Environmental Protection Agency, and the Port Authority. Establishing a standardized brownfields redevelopment process would help guide public sector partners and private developers to choose existing sites over greenfield locations. An active map of available sites (building on data available from TeamNEO) and a brownfield redevelopment guide will expand awareness of existing resources for remediation.

In addition to industrial and commercial redevelopment, some brownfield sites can also be used for environmental conservation, bike/transit connections, renewable energy production, industrial tourism, and other complementary uses.



Strategic Initiative

LEVERAGING HEALTH ANCHORS

Anchor institutions, including hospitals and universities, play a vital role in communities and local economies. Anchor institutions tend to remain in place, even as conditions change around them. Increasingly, anchor institutions actively participate in improving health and well-being in their communities.

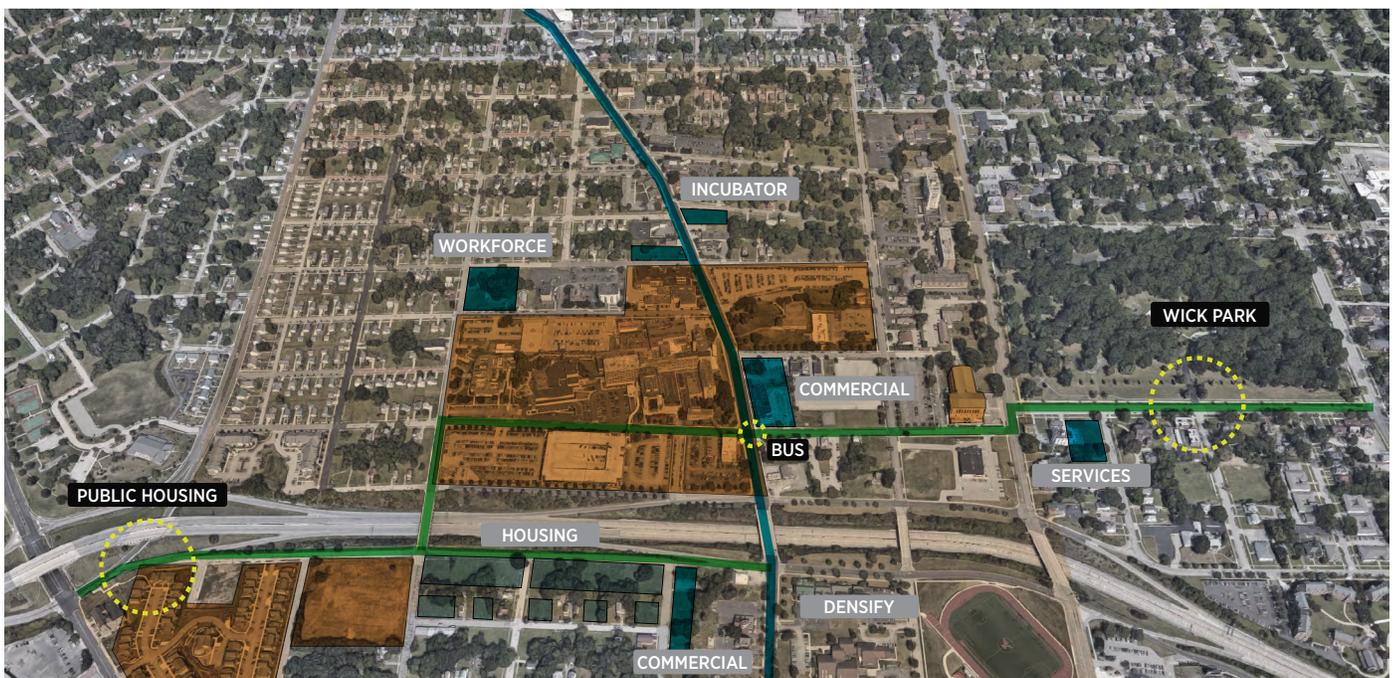
MercyHealth's St. Elizabeth Hospital in Youngstown is an anchor institution that offers opportunities for workforce development focused on the planning, managing, and providing therapeutic services, diagnostic services, health informatics, support services, and biotechnology research and development. Health care is one of the region's largest industries, paying above average wages and a wide spectrum of employment opportunities. Health care is also a critical quality of life factor impacting the retention and attraction of high wage jobs in other industries.

Successful regional economies need high quality, affordable health care. Healthcare institutions are major employers with employees who pay state and local taxes. They offer important ladders for economic opportunity and serve as innovation platforms for a new generation of high-tech companies.

Elsewhere in Ohio, health care institutions are taking on new roles in leading economic development. Mercy St. Vincent's in Toledo; Ohio State University's Wexner Medical Center and Nationwide Children's Hospital in Columbus; and Good Samaritan in Dayton are focused on redeveloping the neighborhoods around their major facilities.

Development opportunities may exist in areas around the St. Elizabeth hospital complex from Wirt Boulevard to 5th Avenue. Infrastructure upgrades may be needed for the hospital and other anchor institutions to carry out a larger vision

Youngstown Health Care Anchors: St. Elizabeth Hospital Campus



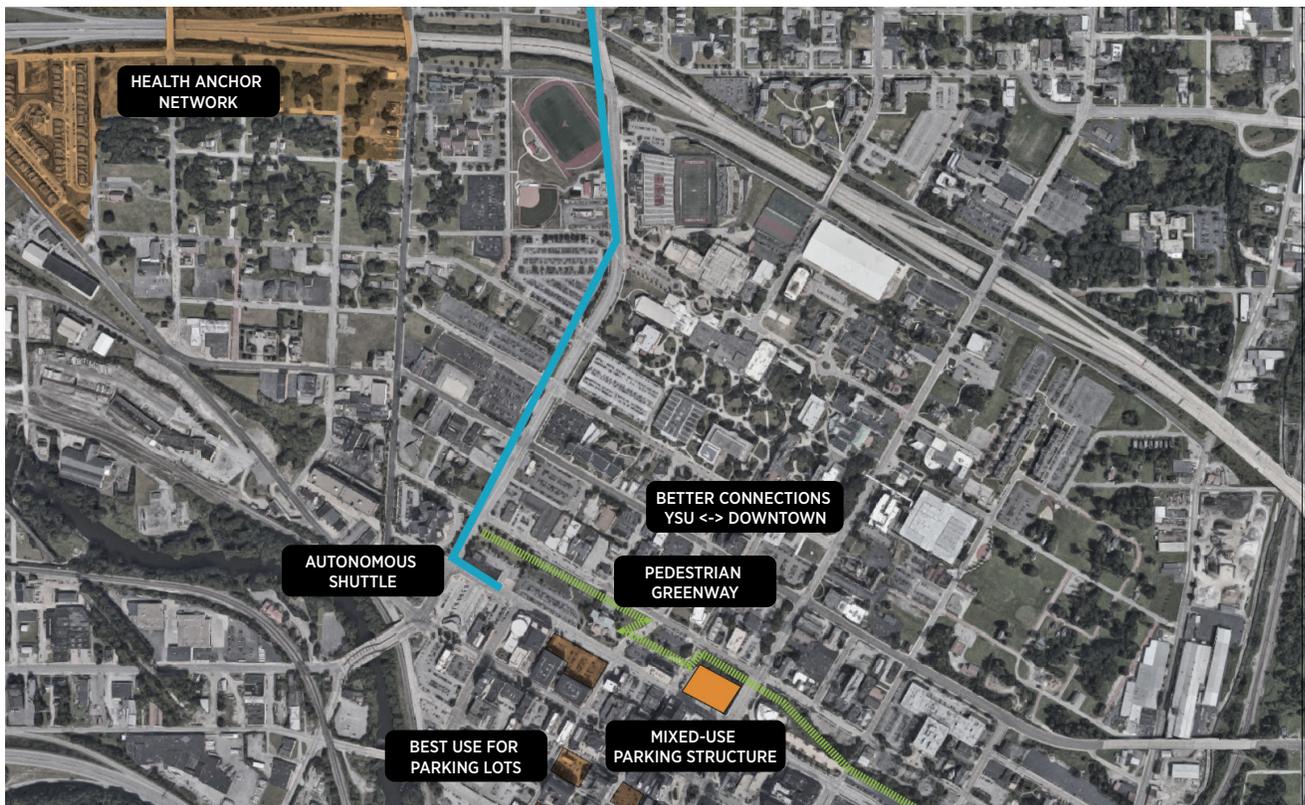


Strategic Initiative

DOWNTOWN YOUNGSTOWN DEVELOPMENT

Companies increasingly prefer to relocate and invest in vibrant, walkable downtowns in an effort to attract and retain a skilled workforce. This accomplished on Downtown Youngstown by:

- Consolidating surface parking lots to open up new sites for development, including a new mixed-use stacked parking structure at 20 Federal Place.
- Targeting development energy on a few key downtown sites to better connect the downtown area with Youngstown State University.
- Creating a linear greenway park along the rail right-of-way north of downtown will better connect the downtown area with Youngstown State University.



GOLDEN TRIANGLE: GREENWAY INTEGRATION

The regional bikeway/greenway system through the Golden Triangle can be expanded to link industrial districts to adjacent residential neighborhoods as an amenity for workers and residents. As the greenway crosses various industrial zones it will serve as an economic driver for those areas, for multimodal commuting and recreation opportunities.

Recommendations include: (1) maximize usage, highlight and protect the greenway with bright and clear lanes, signage, bollards, and signalization where needed; (2) develop a comprehensive greenway lighting strategy that can incorporate color and art as well as safety; (3) improve connections to Downtown Warren, adjacent neighborhoods, and employment centers; and (4) create a trailhead in the Golden Triangle to encourage active uses of new trails.



Redevelopment Site

FORMER BDM STEEL

Large industrial sites can accommodate more than industrial operations. Reuse strategies for BDM could include green energy production, recreational opportunities, land conservation, public art, and other investments that integrate industrial uses with the needs of surrounding communities.



SITE CHARACTERISTICS

- 350 acre site with 236 developable acres (contiguous)
- Zoned for industrial use
- Former steel mill site is remediated
- Phase 1 Environmental Report completed
- Wetlands delineation completed for site
- Site utilities: Electric (First Energy); Water (City of Warren); Natural Gas (Dominion); Sewer (City of Warren)
- Rail service to site - Norfolk Southern
- Located in an Incentive Area for property tax abatement, an Enterprise Zone, and an Opportunity Zone

POTENTIAL PROJECTS

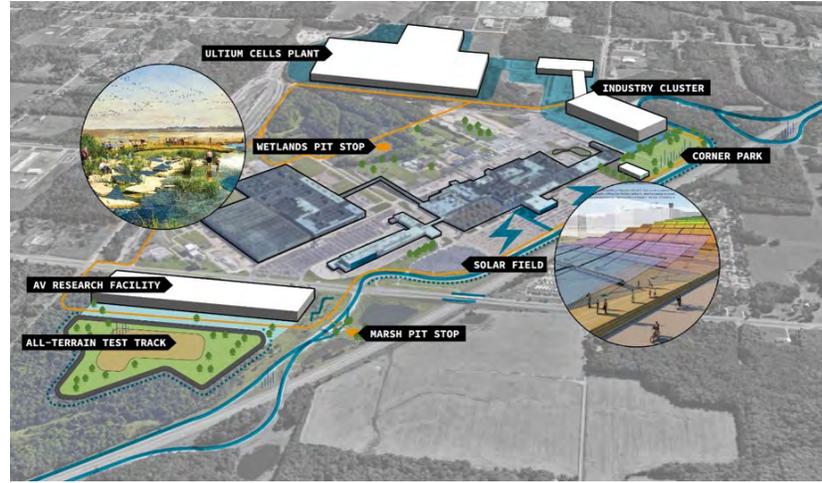
- New industrial development
- Reforestation and wetlands restoration
- Industrial heritage trail, linking industrial sites and the Mahoning River for recreation and tourism
- Solar fields/renewable energy production



Redevelopment Site

LIVE ZONE

The Logistics Innovation and Vehicle Electrification (LIVE) Zone is a strategic infrastructure initiative to capitalize on the Mahoning Valley region's location at the intersection of multiple modes of transportation, broadband, and electrification to position the area as the premier regional warehousing and distribution hub.



SITE CHARACTERISTICS

- Water infrastructure investments needed
- First responder infrastructure updates needed
- Electric Vehicle Research Center & infrastructure needed

POTENTIAL PROJECTS

- Address immediate freight system needs including a triple trailer transfer yard, solar powered electric vehicle charging stations, and "Smart Corridor" broadband fiber optic and wireless communication devices.
- Identify sites for both a research center and business incubator that can bring in smaller businesses that serve larger investments in area
- Improve transportation options and infrastructure
- Some infrastructure investments can occur in anticipation of future development, regardless of the specific end use. At the former GM plant at Lordstown, infrastructure investments can be designed to support a wide range of potential new uses for the site.
- Establish a strong visual identity for the district, with a focus on views from the Turnpike and branding/beautification efforts at interchanges.

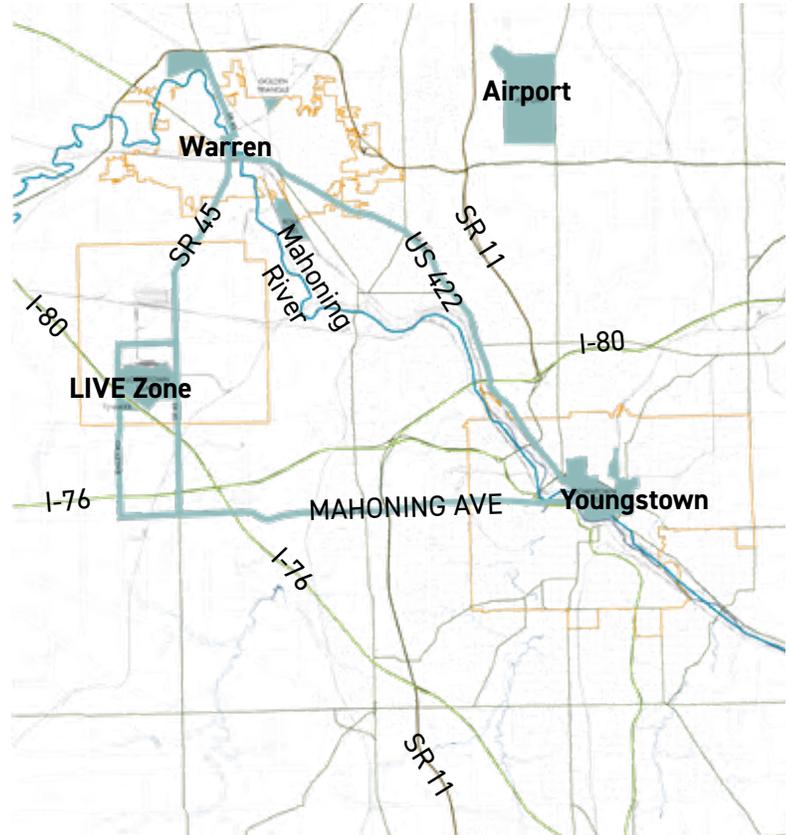


Redevelopment Site

CORRIDOR CONNECTIONS

SITE CHARACTERISTICS

- Lack of public transportation options
- Lack of district identifiers
- Opportunities for infill development in neighborhood commercial districts



POTENTIAL PROJECTS

- Improving public transportation infrastructure
- Create improved infrastructure for logistics
- Create a model for planning and community engagement to quickly identify commercial, industrial, and civic infill opportunities and potential sites; and to act upon these opportunities
- Improve mobility options (pedestrian, bikes, cars, trucks, transit)
- Improve linkages between commercial corridors and community assets



Redevelopment Site

MAHONING RIVER

Environmental and recreational assets benefit existing residents and businesses, while attracting new businesses and employment opportunities to the area. Improvements to the Mahoning riverfront and regional bikeway system tie regional assets together and serve as organizing elements for new development. Through an interactive design process and the use of drone technology, Eastgate Council of Governments and its design consultants have created a plan that visualizes economic development and community development opportunities along the Mahoning River.



SITE CHARACTERISTICS

- Recent water quality tests revealed the river is cleaning itself and is making a comeback both in water quality and fish diversity.
- Land use along the banks of the Mahoning is widely varied, with almost 60% being industrial, rail right-of-way, or agriculture. When broken down by the 13 communities along the Mahoning River, it is clear that each is utilizing their river edge in vastly different ways.

POTENTIAL PROJECTS

- Dam removal and establishment of a restored riparian edge (underway).
- Regional blueway, greenway, and enhanced park facilities.
- Collaborate with park systems and county tourism bureaus to complete a regional signage and wayfinding plan for trail networks and park facilities within Mahoning and Trumbull Counties.
- Dedicate specific resources to building a clear brand identity around the Mahoning River Corridor.
- Develop a regional approach to social media and online engagement for recreation tourism.
- Prioritize remediation of brownfield sites through a regional working group.
- Support “trail town” amenities, such as cyclist-oriented commercial uses and bike-friendly infrastructure in riverfront communities through collaborative marketing, branding, and technical expertise.



Redevelopment Site

FORMER COPPERWELD STEEL

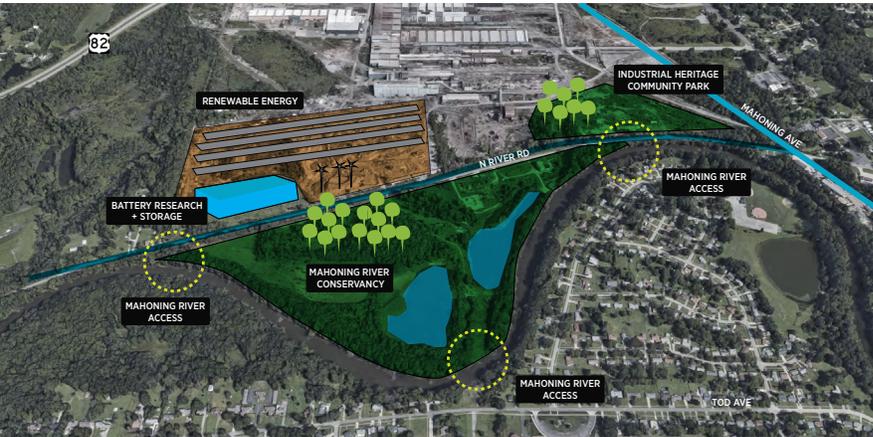


Image source: Mahoning River Corridor Plan, MS Consultants, 2021

SITE CHARACTERISTICS

- Located at 4000 Mahoning Avenue, NW, Warren, OH
- Brownfields issues: Contaminants identified in several lagoons along the 380-acre site. Historical use of the site by the Copperweld Steel Company included a process that straightened and outgassed uranium rods for the Hanford and Oak Ridge reactors between May and August of 1943. (US Department of Energy, via NIOSH)
- Contested ownership
- Delinquent property taxes

POTENTIAL PROJECTS

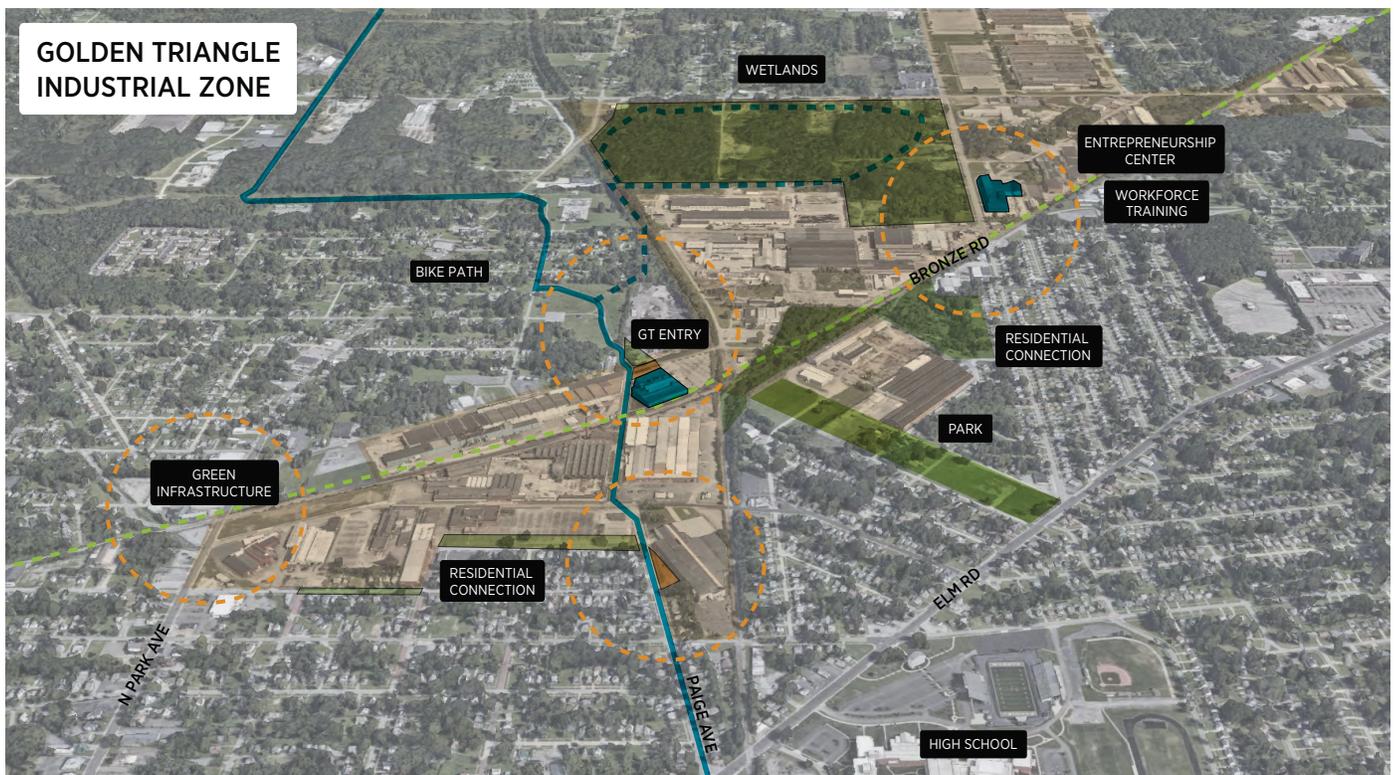
- Comprehensive study of the site to identify brownfields conditions and tools for remediation
- Parts of site could be remediated for a nature preserve and/or for recreation opportunities (with safety procedures)



Redevelopment Site

GOLDEN TRIANGLE

The Golden Triangle is approximately 1,000 acres in central Trumbull County (Howland Township) and Warren, Ohio. The area represents a geographically concentrated hub of advanced manufacturing, material processing, warehousing, and distribution industries. The Golden Triangle is the largest and only manufacturing cluster in the City of Warren. It is one of the largest and most economically productive advanced manufacturing clusters in all of Trumbull County.



SITE CHARACTERISTICS

- Workforce development programs and spaces needed, to connect neighborhood residents with employment opportunities and local businesses with a needed workforce
- Better connections are needed to nearby neighborhoods; the proximity of housing to the Golden Triangle creates a rare and valuable opportunity to establish a job center where people can walk to work.
- Better access for truck traffic is needed; directional signage, truck-compatible intersections, and clearly designated routes for trucks will protect other roadways for pedestrians, bicyclists, and local car traffic.

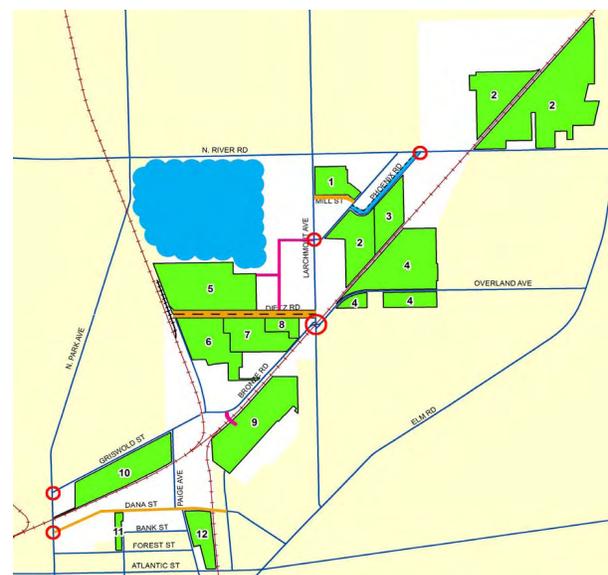


Redevelopment Site

GOLDEN TRIANGLE

POTENTIAL PROJECTS

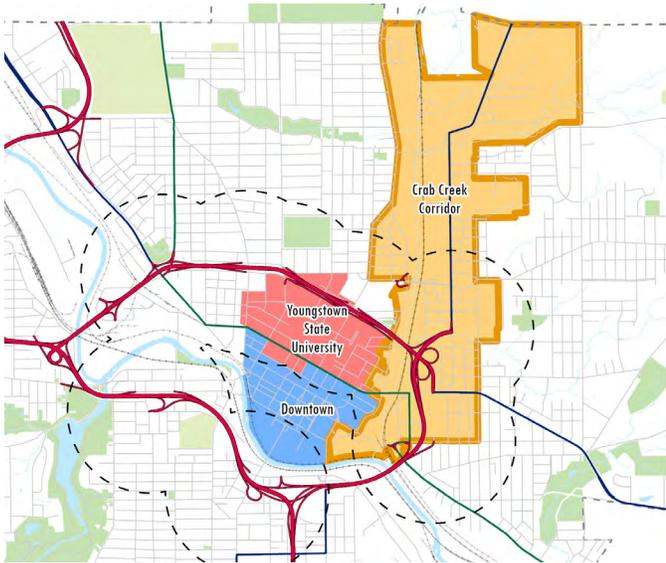
- Golden Triangle EDA Funding Award – The infrastructure project awarded EDA Economic Adjustment Assistance funding in 2022 consists of three interrelated roadway improvements and aims to alleviate the fundamental challenges of an aging roadway network in an area with a storied manufacturing legacy.
- Industrial Business Zone (IBZ) or similar organization to assist in retaining and growing current businesses as well as attracting new businesses to the area.
- Shared resource hub as part of the IBZ to assist businesses in adopting sustainable practices and pursuing new technology investments. The shared resource hub could include IT resources such as access to IT systems and software, trained technical professionals on call, data access and storage, and IT systems/professionals available for one-time projects. It could also offer fractional services such as CFO/Accounting, marketing, human resources, legal services, training, and management support for small businesses and start-ups that don't have full time administrative support.
- Plan for streetscape, landscaping, shared public spaces, and interpretive signage to better integrate industrial operations into the community.
- Branding and identity strategy.
- Protected bike path or route that allows the public to experience this distinctive industrial environment, but doesn't create points of conflict between industrial and recreational activities, or between truck traffic and bicyclists.





Redevelopment Site

YOUNGSTOWN EAST - CRAB CREEK



SITE CHARACTERISTICS

- 1,200 acres of land that comprises the last of Youngstown's industrial districts
- Need for blight remediation and upgrades to antiquated infrastructure
- The corridor currently has a complex mix of viable businesses and adjacent blighted and abandoned properties.
- Despite its location, adjacent to Downtown Youngstown and the campus of Youngstown State University and well-served by the region's freeway network, the District has failed for decades to achieve its full potential.

POTENTIAL PROJECTS

- EDA-funded Youngstown Crab Creek Corridor Redevelopment Study will identify existing land available for redevelopment for reshoring activities and manufacturing space. The study will determine highest and best use for redeveloping publicly- owned properties (the city owns 93 acres of land in the corridor) and studying the land use and infrastructure investments needed to successfully market these properties.
- A creekside bike and pedestrian trail could be created along Crab Creek as an amenity for community residents and the local workforce, offering a safe and convenient way for people to walk, bike, or kayak to work from Downtown Youngstown and the neighborhoods around Youngstown State.



BUSINESS DEVELOPMENT

Where we are now

The YSU recovery team and other regional stakeholders worked with Cleveland State University to produce a supply chain study that analyzes the opportunities for growth for established industries and emerging industries in Youngstown as they relate to industry and related supply chains of Northeast Ohio and Pittsburgh, PA. The report summarized the opportunity as “Youngstown’s proximity to NEO and Pittsburgh, as well as the makeup of its economic base, position it as a high opportunity area for greater integration into the regional supply chain. The Youngstown region’s economic strengths align with many NEO and Pittsburgh input needs... opportunities for greater integration in the NEO and Pittsburgh supply chains could have large implications for the region’s economic growth, infusing vitality back into the community.”

The full CSU supply chain study is available at: https://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2737&context=urban_facpub

GOAL

Attract growth and diversify industries, support existing businesses, and develop business expansion opportunities.

How we get there

Objectives

- Strengthen partnerships amongst all regional economic development entities
- Ensure alignment (Communicate Regionally, Act Locally) between all regional plans:
 - Community Economic Development Strategy (CEDS)
 - Baldrige Communities of Excellence
 - Lordstown Economic Development Recovery Plan
- Retain and strengthen existing businesses
- Regional Chamber Foundation and private equity firm ScaleCo have teamed up to aid family-owned businesses during transitional periods
- Attract innovators and entrepreneurs
- Leverage existing partnerships to attract and retain next generation business and industry to the Mahoning Valley.
 - Youngstown Business Incubator, America Makes, Brite Energy Innovators, Ohio Additive Manufacturing Cluster, Regional Chamber of Commerce, Team NEO, JobsOhio, US Department of Labor
- Develop a focused strategy for attracting outside investment
 - Opportunity Zones, tax incentive programs (applied for OZ consulting funds)
- Perform strategic Core and Corridor Planning for highest and best land use and development strategies
- Expand markets for existing area businesses through increased engagement by the YSU Small Business Development Center, Export Assistance Center, and other regional business growth organizational assets



BUSINESS DEVELOPMENT

Action Steps

The YSU led REDS event affirmed the need for business sector leads in multiple industries across the region. Eastgate Regional COG has led the charge to hire experts in advanced manufacturing and broadband that will focus their full attention on improving economic and business development efforts in these spaces.

In addition, funding is being sought for additional capacity at the Youngstown/Warren Regional Chamber for a person dedicated to marketing the Mahoning Valley and business attraction. This is intended to be an international and national multi-media promotional effort focused on regional strategic assets in location, infrastructure, workforce, location, and collaboration.

It is recommended that business sector leads be established in each identified emerging sector (Advanced Manufacturing, Electric vehicles/energy storage, and logistics) to continue the work of connecting state and federal resources with regional industries and economic development efforts aimed at eliminating barriers to growth and expansion in the regional emerging sectors.

A detailed list of goals, objectives, and action items organized by Action Team is included in the Implementation section on page 37.

In-Progress

In June 2022, Eastgate hired a consultant to assist with the Mahoning Valley Partnership (Team MVP) Strategic Plan Development. The strategic plan that will strengthen the impact of the Team MVP coalition through the short term (1-2 years), mid-term (2-3 years), and as long as five years. The strategic plan will be completed by the end of 2022.



BUSINESS DEVELOPMENT

Strategic Initiatives

MAHONING VALLEY CONNECTIVITY & IDENTITY

Establishing a cohesive identity for the Mahoning Valley and creating a wayfinding plan will pull together businesses and industries on scattered sites into a more unified and legible district. Planning for commercial corridors, especially Mahoning and Belmont Avenues, will encourage infill development and help to attract new businesses to serve community needs.

Creating consistent wayfinding standards throughout the Mahoning Valley will tie together primary workforce hubs and better direct trucks traffic, motorists, cyclists, and pedestrians to their destinations. Wayfinding investments for regional corridors, including consistent standards for signage, lighting, and public art will enhance the image of the area and help to attract private sector investments. Areas along turnpike ramps and at other points of entry to the Valley should be carefully landscaped, well-lit and well-maintained to convey a clear sense of the economic vitality of the region.

Commercial corridors can be upgraded with enhanced pedestrian infrastructure. An analysis by the Brookings Institution (Foot Traffic Ahead Ranking Walkable Urbanism in America's Largest Metros, Brookings Institution, 2019) found that investments in pedestrian infrastructure can help to attract knowledge workers and spur economic development. Brookings' research suggests that higher density, walkable urban places result in more sustainable tax bases and new economic foundations for the local economy.

It is unlikely that all of the commercial corridors in the Mahoning Valley will be transformed into dense, walkable, urban districts due to existing land use patterns and areas of disinvestment. However, an infrastructure investment strategy can be targeted towards improving corridors and nodes that are already somewhat walkable, creating neighborhood town centers that serve the surrounding community, and then connecting these centers for greater impact.

A commercial corridor analysis completed by Novogradac & Company in 2018 ranked areas of Youngstown based on walkability. Market Street, South Avenue, and Mahoning Avenue were ranked as mostly walkable. Other corridors were ranked as somewhat walkable or not walkable.

For example, Mahoning Avenue between Schenley Avenue and Mill Creek Park is an area ranked as "mostly walkable" in the Novogradac report. The corridor could be the focus of a Corridor Action Plan pilot project. A Corridor Action Plan is a quick, highly-focused process to get stakeholder input into local infrastructure priorities and visualize design improvements and alternatives. The process would unfold over a period of a few months, leading to specific and actionable recommendations for public and private improvements.

Community engagement will be essential for understanding local conditions and for getting buy-in from business owners and residents into a cohesive vision for corridor investments.

The intersection of Mahoning and Schenley, anchored by a public library and some active commercial businesses, presents an opportunity to recreate the experience of a small town center. Targeted storefront improvements would enhance the curb appeal of existing businesses. Parking lot landscaping, enhanced bus shelters, and more prominent crosswalks could give the district a renewed identity. The addition of a small grocery store would be a benefit to community residents and give the Schenley town center more critical mass.



BUSINESS DEVELOPMENT

Strategic Initiatives

SMART LOGISTICS INFRASTRUCTURE

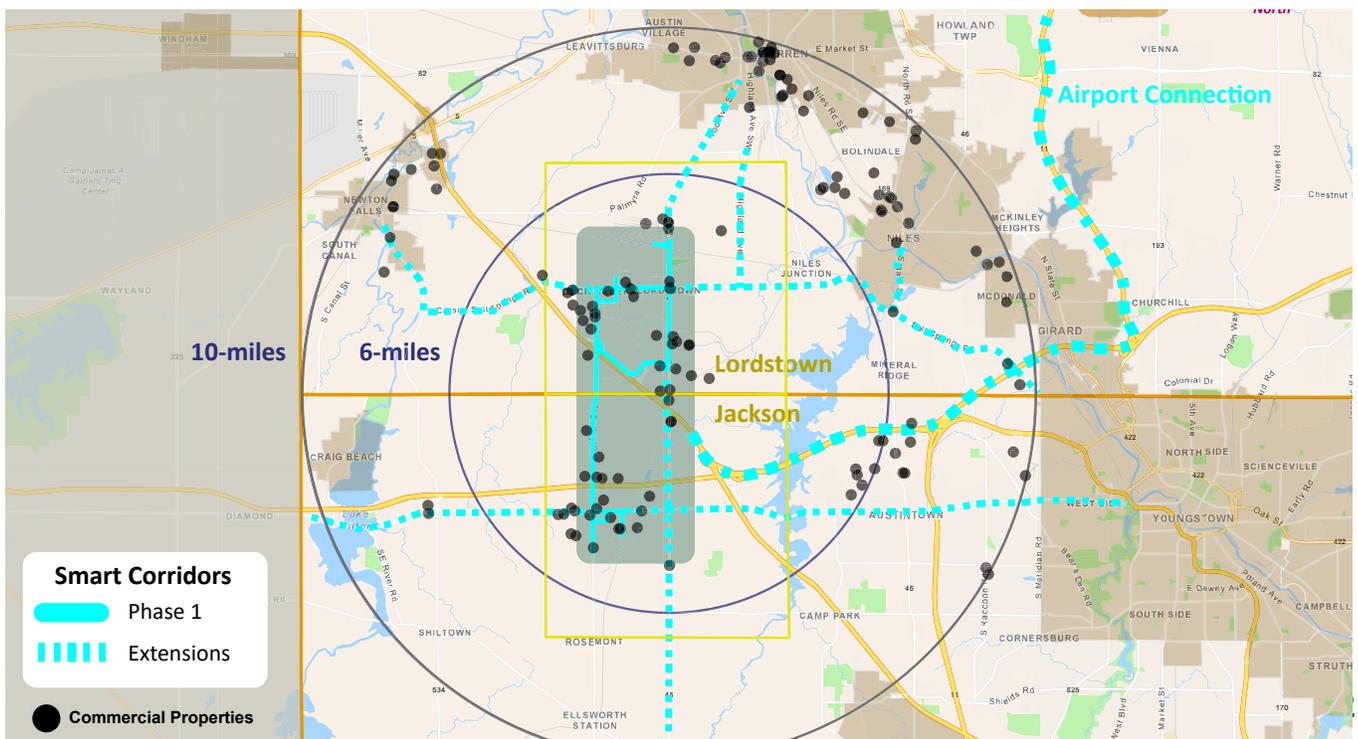
Logistics centers typically need a minimum of 50 developable contiguous acres within 15 miles via a truck route of an interchange to an interstate or other highway. Sites should be zoned for warehousing and distribution, or have a formal commitment in place to rezone. They should also be outside of the FEMA 100-year flood plain and free of wetlands, protected species, and environmental issues or have mitigation plans in place.

Access to infrastructure is essential. Businesses are looking for sites that have electric, water, and wastewater infrastructure in place, properly sized, and with adequate system capacities; or sites that are located in communities that have the ability to upgrade infrastructure quickly to meet project requirements.

Eastgate Council of Governments and the Youngstown/Warren Regional Chamber, in collaboration with Grow Mahoning Valley, are in the process of establishing a Logistics Council. The Logistics Council will identify current 50+ acre sites and properties that potentially could be consolidated into sites of this size. The Council will also identify brownfield sites and other formerly developed properties that could be redeveloped for logistics and distribution.

Properties that meet standard siting criteria are often in more rural parts of a region. Redeveloping former commercial and industrial sites for logistics centers would take advantage of existing infrastructure, help manage energy costs, and make employment opportunities more accessible to urban population centers. But funding for site remediation will be necessary, along with a focus on direct-to-consumer logistics facilities that deal with smaller goods. For example, a logistics facility for pharmaceuticals and medical supplies may need less square footage than a comparable facility for home goods or building materials, and can be more easily accommodated on smaller sites.

Sites along State Route 45 and Bailey Road from Warren to Mahoning Avenue in North Jackson offer potential for logistics center development but utilities are needed. A comprehensive plan for utilities, including regional strategies for wastewater infrastructure are needed to get sites in this area shovel-ready.





BUSINESS DEVELOPMENT

Strategic Initiatives

BRANDING TECHNOLOGY HUBS

Highlighting recent reinvestments in the Mahoning Valley will generate excitement and optimism about the region's future. While the performance and flexibility of manufacturing operations are key, there is also economic value in image-making. Public art and urban design investments will make the economic vitality of the region more visible, which may spur additional investment and help to attract and retain workers.

The view from the Ohio Turnpike can communicate the transformation of the Mahoning Valley that is underway. Approximately 200,000 cars pass by the former GM plant every day, making this site a valuable location for branding and identity. Mahoning Valley artists and fabricators could participate in this process through commissioned installations and design fellowships. A branding strategy for Lordstown can also connect to Warren's Innovation Corridor.

Future plans for in-road mobile charging infrastructure will divert electric cars and trucks from the Turnpike, slowing down traffic so drivers can see what is going on at Lordstown. This is an opportunity to create a memorable experience for a captive audience. A voltage parkway, experienced through lighting, landscape features, and public art will help to showcase current and future investments. Enhancing existing site features, including the solar array and stormwater detention pond that are visible from the Turnpike, will make a statement about new energy and sustainable values.

WORK IN-PROGRESS: Branding efforts are underway for the Logistics Innovation and Vehicle Electrification (LIVE Zone)



Brand Guidelines

Logos – Horizontal Versions



With Acronym Spelled Out



Without Acronym Spelled Out



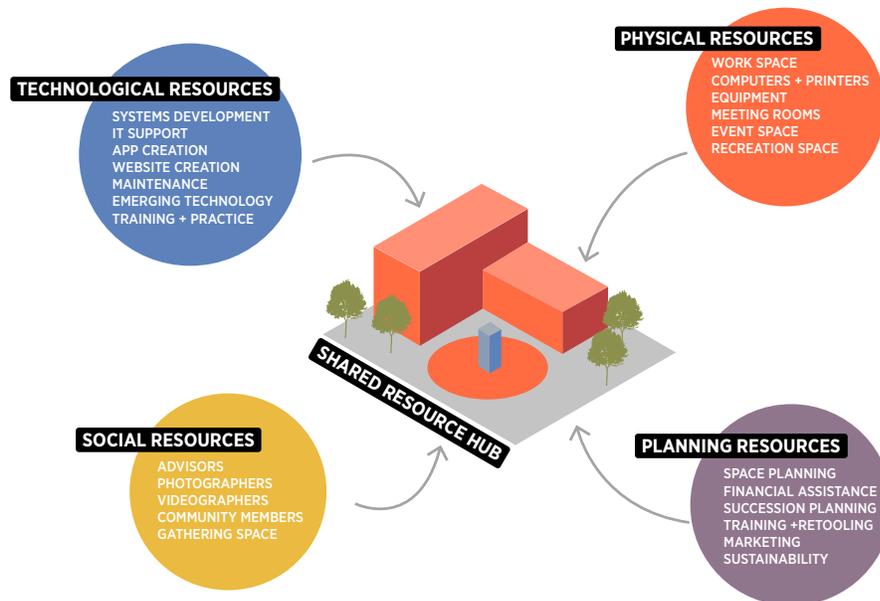
BUSINESS DEVELOPMENT

Strategic Initiatives

INDUSTRIAL BUSINESS ZONES

An Industrial Business Zone for the Golden Triangle in Warren and other industrial hubs in the Mahoning Valley could be supported by business owners and public partnerships to assist in retaining and growing current businesses, and attracting new businesses to the area.

An IBZ would assist businesses in adopting sustainable practices and pursuing new technology investments. An IBZ manager would oversee the full district plan, leveraging funding sources for maximum impact. The IBZ manager could also manage truck traffic and queuing into and out of the district to reduce waiting time and inefficiencies.

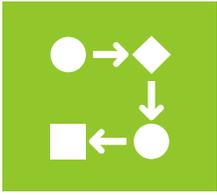


HIGH-PERFORMANCE INDUSTRIAL INFRASTRUCTURE

Capitalizing on the expertise of America Makes, the Valley is well-positioned to expand additive manufacturing operations and 3D printing technology research, discovery, creation, and innovation. Investments in higher-performing infrastructure will project the image of a modern and revitalized industrial district, and help to attract and retain new businesses and workers.

Industrial business owners can be incentivized to incorporate energy efficiency and sustainability measures into their operations. Where possible, individual parking lots can be consolidated to create a larger “campus” feel. Green infrastructure investments, including green roofs, bioswales, permeable pavement, and other best practices will help to address stormwater and flooding issues. Public spaces can be incorporated into industrial districts, providing break areas for workers that also serve as amenities for the public.

Artificial intelligence (AI) and automation are likely to impact industrial expansion in the Valley. Proactive strategies need to be developed now to limit negative effects on the local workforce. While automation and AI in the workforce may eliminate some positions, it can also create jobs and help job seekers avoid unemployment. A report from the World Economic Forum (Future of Jobs Report 2020) estimates that AI will create a net total of 97 million new jobs by 2025. Investments in Smart City infrastructure and the Internet of Things will help industries in the Valley prepare the local workforce for future changes.



STRATEGY MANAGEMENT

Where we are now

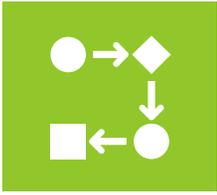
Peer City Study

In this study, we attempt to ascertain the industry growth opportunities for Youngstown, Warren and Boardman MSA by comparing it to cities in the rust belt with similar industrial structure. The chosen cities are Reading, Toledo, Flint, and Peoria, along with Youngstown. All the cities have the same top 5 industries according to 2019 American Community Survey data (ranked from 1st to 5th): 1. Educational services, healthcare and social assistance; 2. Manufacturing; 3. Retail trade; 4. Arts, entertainment, and recreation, and accommodation and food services; 5. Professional, scientific, and management, and administrative and waste management services. Compared to the other four cities, Youngstown's social-economic status doesn't fare well. Specifically, the number of people with Bachelor's degree or higher accounts for 16.7%, which is ranked in the middle in comparison. However, the median household income (\$29,143), employment (44.5%), and poverty rate (37.9%) are all ranked the lowest.

Over 2010-2019, the industries with highest growth rates (in terms of employment) at the national level include educational services, professional/scientific/administrative management, and healthcare/social assistance. Interestingly, similar trends are observed in Youngstown. However, we realize that to identify growth areas, it's more informative to directly compare the employment distribution in Youngstown to that at the national level. We use the following two measures to gauge the relative strength in industry structure:

1. Location Quotient (LQ) – To show the concentration of an industry, we calculate the ratio of the employment of each industry in a city over that of the same industry at the national level.
2. Cross-industry LQ – To show the relative strength of an industry compared to a benchmark industry (manufacturing in our study), we calculate the ratio of the employment of each industry in a city over that of the manufacturing.

According to LQ, the industries that have higher concentration rate than their counterparts at the national level (i.e. $LQ > 1$) include manufacturing, healthcare/social assistance, and accommodation/food services. This finding is consistent across all the five peer cities in the study. Next, according to the cross-industry LQ, in Youngstown, the only industry that has higher employment than manufacturing is healthcare/social assistance (i.e. the cross-industry $LQ > 1$). Among its peer cities, Peoria shows the same relative strength of healthcare industry. While the manufacturing in the other three cities (Flint, Toledo, and Reading) dominates in the industry structure, the healthcare/social assistance ranks at the close second place. Lastly, at the national level, healthcare/social assistance is the only industry that has the cross-industry LQ larger than 1 and is trending up over recent years in employment compared to manufacturing.



STRATEGY MANAGEMENT

Where we want to go

Based on the findings, we suggest that local economic development strategies should try to leverage the current industry strength of Youngstown, i.e. the manufacturing and the healthcare.

GOAL

Establish a coordinated, collaborative implementation strategy which enables ongoing economic recovery throughout the Mahoning valley.

How we get there

Objectives

- Broad partner involvement
- Innovative and diverse sector engagement
- Development of a Mahoning Valley LEDO (Local Economic Development Organization) Council

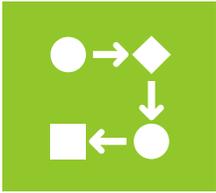
Strategic Initiatives

LEDO COUNCIL

Success will require funding for individuals or teams that can coordinate with local partners to provide a consistent, coordinated, and relentless pursuit of resources for implementation to accelerate the economic recovery and competitiveness of the Mahoning Valley (subject matter czars). The “CZARS” will help fill the gap of critical subject matter experts dedicated to the advancement of the region’s emerging industries. They will continue to search for financial resources to achieve the realization of these opportunities and the resolution of needs articulated through the summit, roundtables, and action team meetings.

The Mahoning Valley has a large number of economic and community development organizations that work toward business attraction, retention, and expansion, and various workforce and community development initiatives. Though each organization has had many successes and have immeasurably improved local economic and community conditions, their work is typically localized, fragmented, and independent from one other.

A Mahoning Valley LEDO Council would help to accelerate and enhance the efforts and initiatives of each organization by fostering greater collaboration and uniting their diverse efforts towards a shared goal of the long-term prosperity of the region. A LEDO Council does not substitute or compete with any current organization, but works with organizations and community leaders to facilitate regional development, workforce training, and marketing strategies, develop regionally based business incentives, create a centralized regional inventory of available sites and buildings, and create a clear process for companies to access needed resources such as water, transport, and energy.



STRATEGY MANAGEMENT

Action Steps

Completed

- Over a 9-month period in 2022, the Youngstown/Warren Regional Chamber (YWRC) will convene and facilitate stakeholders to launch the Mahoning Valley Workforce Coalition, oversee the development of a talent retention, expansion and attraction Website, and develop an online talent and workforce branding strategy.
- The Chamber is tasked with convening Mahoning Valley education and workforce development agencies for the purpose of breaking through silos, engaging disconnected workforce organizations, and developing an action plan for a more coordinated, collaborative approach driven by a coalition of workforce professionals.
- Additionally, the Chamber will create and launch a Mahoning Valley Workforce Coalition Website with assistance and expertise from a team of Youngstown State University students. This will include a “Internet Mission Control” to improve the community’s branding as an attractive location for young professionals to establish professional careers in high paying fields of work.
- Regional Chamber has hired a director for its Mahoning Valley Logistics Council that will work to bolster and expand the warehouse, distribution and related industries in the region.
- The study has affirmed and prioritized projects, opportunities, and needs in the Mahoning Valley.
- Fully aligned with Community Economic Development Strategy, led by Eastgate.
- Advocate for appropriate State and Federal assistance
- Alignment with Communities of Excellence and CEDs, ensuring collaboration and agreement on approach

A detailed list of goals, objectives, and action items organized by Action Team is included in the Implementation section on page 37.

IMPLEMENTATION

Goals, objectives, and action items are detailed in the matrices that follow for each of the four Action Teams:

1. Reuse and Redevelopment
2. Advanced and Additive Manufacturing
3. EV, Battery Storage, and Logistics
4. Unemployment Mitigation and Workforce Development

Each Action Item was characterized by the anticipated time frame for implementation, priority level, and action taken to date as summarized below:

TIME FRAME

ST: Short Term (1-2 years)

MT: Medium Term (3-5 years)

LT: Long Term (6-10 years)

PRIORITY

P1: Fully Developed + Renderings

P2: Some Case studies and Research

P3: Listed with some knowledge/linkages (case studies, previous or current work, etc)”

ACTION TAKEN TO DATE

C: Completed

IP: In Progress

ES: Early Stages

ACTION TEAM: Reuse and Redevelopment

GOAL #1			
Provide Vision for Golden triangle improvements, building on the 2015 plan for the area, to help transition to high-efficiency & sustainable infrastructures and create a more cohesive sense of place for the businesses, workers, and surrounding neighborhoods			
OBJECTIVE			
Development of vision for physical (infrastructural) and technological improvements to retain and attract businesses using sustainable practices			
ACTIONS	T	P	A
Propose an industrial business zone or similar organization to assist in retaining and growing current businesses as well as attracting new businesses to the area.	MT	P1	ES
Address dumping and vacant structures-- looking at existing efforts by TNP and others and find ways to support them	ST	P1	ES
Utilize green infrastructure methods to address stormwater an flooding; consolidate impervious parking where possible	MT	P2	ES
Identify potential workforce impacts of AI + automation & adaptation and displacement mitigation strategies	LT	P3	ES
OBJECTIVE			
Improvements to the GT public realm to create a sense of place and pride for employees and neighbors			
ACTIONS	T	P	A
Creation of public spaces & shared amenities for employees and trail-goers to utilize	ST	P1	ES
Public art + personalized signage for all businesses who join in on the IBZ model	MT	P2	ES
Guidelines for public space + streetscape design, including district entries	ST	P2	ES
Identify ways to encourage collaboration across businesses through wayfinding and locally based supply chains	ST	P1	ES
OBJECTIVE			
Physical improvements in & around the GT area to benefit nearby neighborhood residents			
ACTIONS	T	P	A
Integration of existing regional bicycle greenway that crosses GT + improved connections into town; addition of "pit stop" to encourage use of new trail connections	ST	P1	ES
Wayfinding that connects bikeway to amenities in GT and larger Warren	ST	P2	ES
Park & green infrastructure buffer zones ; potential use of GT wetlands as attraction	MT	P2	ES
Dedicated truck lanes + other roadway improvements for additional safety	MT	P2	ES
Propose and site workforce development "outpost" to aid with hiring at GT businesses	LT	P1	ES
Revisit district entrance strategies in order to create friendlier atmosphere for guests while maintaining security for employees and business operations	MT	P3	ES

LEGEND

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ACTION TEAM: Reuse and Redevelopment

GOAL #2			
Develop visions for projects that encourage entrepreneurship and development in Warren, OH-- including improved urban, landscape and other infrastructures to improve connections to the rest of the Valley, to connect to potential tourism opportunities, and connect entrepreneurial ecosystems			
OBJECTIVE			
Establish Innovation + Entrepreneurship corridors in order to spur development within city limits and that extend regionally			
ACTIONS	T	P	A
Map out current innovation projects and design ways to link them	ST	P1	ES
Develop a corridor design toolkit with strategies for infill, wayfinding, streetscape, etc that can be modified as needed	MT	P2	ES
The Innovation/Civic Corridor in Warren will connect West-Warren through downtown Warren to the Mahoning Avenue site with significant civic buildings and infrastructure	LT	P1	ES
The Entrepreneurship Corridor will cut across Warren neighborhoods near downtown connecting to the Golden Triangle	LT	P1	ES
Develop branding strategies/wayfinding methodology for each corridor-- highlighting the characteristics and connections within the sectors	LT	P2	ES
Identify Public Art opportunities as part of identity/wayfinding projects at entrances to corridors and key entry spaces	LT	P3	ES
Identify potential regional strategies that may tie corridors and cities together	LT	P3	ES
Leverage existing anchors (alongside Mahoning Avenue area) and new developments to place outposts for local investment + job placement	LT	P2	ES
Plan Downtown as node of the different corridors by improving wayfinding and streetscapes while promoting the reuse of existing buildings within the study area. Tie wayfinding funding to infrastructure improvement projects.	LT	P2	ES

LEGEND

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ACTION TEAM: Reuse and Redevelopment

GOAL #2 (continued)

Provide vision for projects that encourage entrepreneurship and development in Warren, OH-- including improved urban, landscape and other infrastructures to improve connections to the rest of the Valley, to connect to potential tourism opportunities, and connect entrepreneurial ecosystems

OBJECTIVE

Increase connections between public realm (recreation/civic) and industrial areas

ACTIONS	T	P	A
Work with Mahoning River consultants to see how economic development on the river can link with regional greenway and industrial areas	ST	P1	IP
Look at regional bicycle greenway to better connect with industrial and innovation zones-- Specifically as it crosses the Golden Triangle moves toward downtown and the BDM site-- addition of "pit-stops" and trailhead markers to better illustrate expansive trail network available	ST	P1	ES
Identify Sites + Create Wayfinding Strategy that fits Warren	MT	P2	ES
Clearly identify trail heads & put-ins, and seek opportunities for additional points of access	MT	P2	IP
Promote an "industrial heritage" trail network to highlight integration of industry & nature	LT	P3	ES
Identify and propose design of dedicated workforce development "outpost" to aid with workforce development	LT	P1	ES

OBJECTIVE

Brownfield redevelopment assistance

ACTIONS	T	P	A
Seek resources from OEPA and USEPA for brownfield cleanups and create comprehensive state of assessment of local brownfield projects	ST	P2	C
Seek ways to link local job creation to ongoing site remediation by investigating the EPA's Environmental Workforce Development and Job Training Grant	MT	P3	ES
Promote the integration of public use (trails, parks, overlooks, social services, etc.) into brownfield redevelopment	LT	P3	ES
Address sites that need remediation, including those identified in the CEDS	LT	P3	C

LEGEND

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ACTION TEAM: Reuse and Redevelopment

GOAL #3			
Conitnue to develop visions for projects and infrastructures for Lordstown, OH to become a regional leader in logistics			
OBJECTIVE			
Improve logistics infrastructure and freight connectivity to national and global markets			
ACTIONS	T	P	A
Identify infrastructure updates needed to create a larger logistics center	MT	P2	IP
Coordinate with WRTA on opportunities for broadened transportation access, with a focus on job accessibility	LT	P3	IP
OBJECTIVE			
Locate site(s) for logistics center and peripheral workforce development needs with principles for its design			
ACTIONS	T	P	A
Create a map of locations that can be used to create a logistics center	ST	P1	IP
Create a map of locations that can be used for secondary and tertiary services needed for a logistics center	ST	P2	ES
Identify sites for dedicated workforce development areas to aid in logistics businesses around Lordstowns	ST	P2	ES
OBJECTIVE			
Branding of area as entrance to Mahoning Valley, Warren area from highway-- potentially connecting to Warren's Innovation Corridor .			
ACTIONS	T	P	A
Identify areas that mark entrance to area, especially to industrial sites, to highlight connections to other local amenities	ST	P2	ES
Branding Strategies / Appropriately-Scaled Public Art attached to Highway Exits/ Entrances	MT	P3	ES
Multi-modal opportunities to/from/within area	MT	P3	ES

LEGEND

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ACTION TEAM: Reuse and Redevelopment

GOAL #4			
Provide vision for projects to create a corridor economic development approach for Mahoning Ave from State Route 45 to downtown Youngstown, OH-- including improved urban, landscape and other infrastructures to improve connections and create economic opportunity			
OBJECTIVE			
Provide infill + industrial mixed-use corridor strategies to increase economic development opportunities			
ACTIONS	T	P	A
Identify existing building and street typologies along the corridor	ST	P1	ES
Identify physical and infrastructural needs for different typologies	ST	P1	ES
Create urban design strategies document for infill development to reflect best practices for industrial and retail areas	LT	P1	ES
OBJECTIVE			
Propose retrofit strategies to pedestrian and mobility infrastructure to improve connectivity between adjacent neighborhoods and jobs			
ACTIONS	T	P	A
Create a plan to improve walkability, including setbacks, curb cuts, sidewalks, etc	MT	P3	ES
Create a new commercial storefront & signage strategy visible to drivers but also appealing for pedestrians	LT	P3	ES
Work with WRTA on bus access & TWEs	MT	P3	IP
Connect to & strengthen bikeway trails where possible	LT	P3	ES
OBJECTIVE			
Provide strategies to strengthen corridor identity and regional connections			
ACTIONS	T	P	A
Branding strategies (for individual corridors + as well as for Mahoning Valley region)	MT	P3	ES
Branding strategies / appropriately-scaled public art attached to corridor exits/ entrances	LT	P3	ES

LEGEND

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ACTION TEAM: Reuse and Redevelopment

GOAL #5			
Provide vision for a new area in Youngstown, OH that takes advantage of existing healthcare and industrial spaces starting in the Mahoning Commons neighborhood, moving to the Arlington neighborhood and ending near the Mercy Health- St. Elizabeth Youngstown Hospital complex			
OBJECTIVE			
Develop a Vision to Leverage Healthcare Anchor in Youngstown for Additional Economic Development			
ACTIONS	T	P	A
Identify economic development opportunities in areas around Mercy Health- St. Elizabeth Youngstown Hospital complex from Wirt Blvd. to 5th Ave.	MT	P1	ES
Provide case studies in which Health Care and other civic anchors support larger economic development & public realm improvements	MT	P2	ES
Propose and site dedicated workforce development spaces for local communities	MT	P2	ES
Identify infrastructure upgrades that may be needed for anchor institution and partners to carry out economic development vision	LT	P3	ES
OBJECTIVE			
Identify areas, potentially concentrated in the Mahoning Commons and Riverbend neighborhoods, that are well suited for industrial reuse and redevelopment			
ACTIONS	T	P	A
Identify sites in need of Reuse and Redevelopment	MT	P2	ES
Identify industrial, economic development and civic needs that may be well suited for these river-facing industrial areas	MT	P2	ES
Produce Strategy Guidebook for Reuse and Redevelopment of industrial sites near the Mahoning River	LT	P2	ES
OBJECTIVE			
Evaluate need and potential for new worker housing development areas in the Arlington neighborhood			
ACTIONS	T	P	A
Identify areas that are well suited for siting housing and amenities to attract new talent to the area	MT	P3	ES
Link workforce housing development to regional amenities like the Mahoning River, Mill Creek Park, Downtown Youngstown	LT	P3	ES

LEGEND

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ACTION TEAM: Advanced and Additive Manufacturing

GOAL #1			
Increase the pipeline of skilled, trained, and employable workforce			
OBJECTIVE			
Increase education and workforce development opportunities to ensure employability in the sector			
ACTIONS	T	P	A
Continue existing and create new K-12 exposure and replicate successes across Valley school districts	MT	P1	C/IP
Increase the number of internships and cooperative education opportunities for students by developing outreach programs with local employers	MT	P1	IP
Fee for service model for military personnel and private corporations for short term, in-person training programs leveraging Valley training assets	LT	P3	C/IP
Continue collaboration with EGCC to develop and align Advanced Manufacturing programs with industry and partner needs	ST	P1	IP
Identify and develop shorter courses and programs that provide industry-recognized credentials on the path to a degree	LT	P2	C/IP
Seek funding for K-12 summer camp programs for target audiences of underserved, minority, and fiscally insecure populations to ensure exposure to new technologies.	MT	P1	ES
OBJECTIVE			
Improve outreach to minority, socially & economically disadvantaged populations			
ACTIONS	T	P	A
Host community workshops on potential training/employment opportunities in advanced/additive manufacturing	MT	P1	IP
Pursue grant funding to increase access/reduce costs of training opportunities for relevant populations	MT	P2	IP
Create and distribute pamphlets/flyers on certificate programs to community organizations, workforce and economic development organizations, stores, and churches	MT	P2	IP
Engage and coordinate with YSU's Social Work Department and Veterans Affairs office on outreach efforts	MT	P2	ES
Develop and coordinate YSU programs for formerly incarcerated with Community Corrections Association and United Returning Citizens and pursue grant funding to increase efforts to engage underserved populations	MT	P2	ES

LEGEND

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ACTION TEAM: Advanced and Additive Manufacturing

GOAL #1 (continued)			
Increase the pipeline of skilled, trained, and employable workforce			
OBJECTIVE			
Increase awareness of regional training, skilled trades, and certification programs to all community members, with focus on local K-12 students, recent high school graduates, and currently displaced and discouraged workers.			
ACTIONS	T	P	A
Engage and coordinate outreach with Columbiana, Trumbull, Mahoning County Career Technical Center's (e.g. Choffin, MCCTC, Warren County Career Center).	MT	P2	C/IP
Develop YSU Faculty Seminar Series with Youngstown City Schools	ST	P2	ES
Widely market YSU Pre-apprenticeships, apprenticeships, and credentialed training	ST	P1	IP
Hold community days at America Makes and YBI to highlight technology and opportunity in the Valley. Directly engage with the community	MT	P1	ES
Widely advertise the existing accomplishments in the sector to the community	MT	P2	ES
Increase sector partnership opportunities	ST	P2	IP
GOAL			
Secure and Grow the regional advanced manufacturing economy by increasing opportunities for businesses to utilize A.M.			
OBJECTIVE			
Increase exposure of advanced manufacturing capabilities to traditional manufacturing companies for integration of advanced technologies /and/ increase opportunity for small business R&D			
ACTIONS	T	P	A
R&D projects at YSU through federal budget funding and partnership with ORNL	MT	P1	ES
YSU Excellence Training Center equipment and space for local R&D support	MT	P3	ES
Support America Makes "AM NOW" program	ST	P1	IP
Explore possibility of recreating manufacturing processes in a digital space to reduce the costs of entry and participation. Digital prototypes.	LT	P3	IP
Explore hybrid manufacturing technology as a bridge for traditional manufacturing companies to transition slowly	LT	P2	IP
Push for funding UNI & YSU proposal	ST	P1	C
Improve SBIR STTR funding agency relationships and fund a "researcher" to fit program to company	LT	P2	ES

LEGEND

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ACTION TEAM: Advanced and Additive Manufacturing

GOAL #2					
Secure and Grow the regional advanced manufacturing economy by increasing opportunities for businesses to utilize A.M.					
OBJECTIVE					
Increase in Entrepreneurship, deal flow, and innovation					
ACTIONS			T	P	A
Continue existing-- and expand reach of-- conferences, challenges, and programs that support and reward creative solutions using advanced manufacturing			ST	P1	IP
Pursue funding that helps bolster the creative class of inventors and entrepreneurs			MT	P1	ES
OBJECTIVE					
Business attraction, retention, and growth					
ACTIONS			T	P	A
Map the supply chain and support supply chain development programs to bolster the industry in the Mahoning Valley			LT	P2	IP
Create an inventory of the most efficient and modern technologies within local manufacturing to attract national attention and increase reputation in the industry			LT	P3	ES
Advocate for funding the Department of Commerce RIS program to build regional capacity to translate innovations into jobs			ST	P1	ES

LEGEND

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ACTION TEAM: EV, Battery Storage & Logistics

GOAL #1			
Create the workforce of the future in the Mahoning Valley in EV, Battery Storage, and Logistics.			
OBJECTIVE			
ALIGNMENT-- Collaborate with local education, workforce development, government organizations, and Private/Industry partners in order to: (1) Identify and validate key skills and training requirements; (2) Fund and invest in undergraduate, graduate, apprenticeship, and certificate programs aligned with these requirements; (3) Stay coordinated to ensure alignment between demand and supply of workers			
ACTIONS	T	P	A
Create Workforce Education Council with clearly stated goals to oversee workstreams and deliverables aligned with items (1), (2), and (3) above	ST	P3	ES
Learn and, where appropriate, mirror national best practices	MT	P3	IP
Host community workshops on understanding, and potential training/employment opportunities	ST	P1	ES
OBJECTIVE			
INCLUSION-- Improved outreach to minority, social & economically disadvantaged populations			
ACTIONS	T	P	A
Host (virtual) community workshops on understanding, and potential training/employment opportunities. (Partner with RJWF- REI Training offered)	ST	P2	IP
Pursue grant funding to increase access/reduce costs of training opportunities to minority and underrepresented populations	ST	P2	IP
Create and distribute pamphlets/flyers on certificate programs to community organizations (e.g. MYCAP, Library, etc), workforce development organizations, stores, and churches	ST	P1	ES
Reengage the Fund for the Economic Future project- Paradox Project, Tale of 2 Tomorrow's- Job creation and workforce partnerships to be explored	LT	P1	ES

LEGEND

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ACTION TEAM: EV, Battery Storage & Logistics

GOAL #1 (continued)			
Create the workforce of the future in the Mahoning Valley in EV, Battery Storage, and Logistics.			
OBJECTIVE			
AWARENESS-- Increase awareness of regional training, skilled trades, and certification programs to K-12 students, recent high school graduates, currently displaced and discouraged workers.			
ACTIONS	T	P	A
Secure funding to establish an National Center for Energy Storage Innovative and Workforce Training in the Mahoning Valley focused on electrification, sub focus on energy storage manufacturing for scale	MT	P2	ES
Review technology trends-- Work with DriveOhio Workforce Development team (Rich Granger) to obtain and analyze materials and resources. Identify specific known needs in emerging technology jobs becoming available	ST	P1	IP
Review statewide programs and work with partners to better understand programs	ST	P2	IP
Leverage Career Technical and Community College programs and best practices-- including TRI-C training program models, AAA training for auto technicians- integrate jobs of what is coming, not what has been	LT	P2	IP
Leverage PreK-12 STEM programs/best practices (esp. Ohio STEM learning network)	ST	P3	IP
Partner with JobsOhio and WIOA Workforce Boards	ST	P2	IP
OBJECTIVE			
RE-ENTRY-- Establish rehabilitation, treatment, credentialing and career pathway programs for individuals with substance abuse disorders and previously convicted.			
ACTIONS	T	P	A
Work with Community Corrections Agency, Flying High, United Returning Citizens	LT	P3	IP
GOAL #2			
Enable Electrification and Automotive Research to be conducted in the region			
OBJECTIVE			
Establish partnerships with Universities within a 90 minute Drive of the Mahoning Valley-- in effort to participate in Applied Research for Private industry Partners LMC, APTIV, TaTa Steel and Ultium			
ACTIONS	T	P	A
Pursue partnerships with the Scott Institute at Carnegie Mellon and Great Lakes Energy Institute at Case Western Reserve to conduct research at BRITE facility	ST	P2	
Secure funding to establish an National Center for Energy Storage Innovative and Workforce Training in the Mahoning Valley focused on electrification, sub focus on energy storage manufacturing for scale	MT	P2	ES

LEGEND

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ACTION TEAM: EV, Battery Storage & Logistics

GOAL #2 (continued)			
Enable Electrification and Automotive Research to be conducted in the region			
OBJECTIVE			
(re)Establish YSURF to better serve emerging investment and opportunities: Partner with our region to build YSU Research Foundation (YSURF) to fill need for broader University/Academic partnerships			
ACTIONS	T	P	A
Make sure YSURF board has industry representation	MT	P2	C
Hire research faculty	MT	P3	ES
Collaborate with Universities that have established programs (Ohio State University, Carnegie Mellon, Case Western Reserve, Dayton / Wright Patterson, West Virginia University)	MT	P2	IP
OBJECTIVE			
Build in a Commercialization Plan			
ACTIONS	T	P	A
Create research commercialization plan to ensure applied research is monetized and marketed for long term sustainability	ST	P2	ES
Conduct research of top tier energy related accelerators and programs	ST	P2	ES
OBJECTIVE			
Align research and innovation partners with existing programming efforts along the entire local ecosystem of partners in workforce and education.			
ACTIONS	T	P	A
Engage younger populations including high schools, OhWow!, etc	ST	P2	ES
Ensure alignment between regional and local education and community based organizations	ST	P2	ES
ENGAGE: CTC's (Career & Technical Training Centers) in Trumbull, Mahoning, Columbiana, Ashtabula, and beyond, Mahoning Valley Manufacturers Association, Local High-School public and private school system, State Education Board	ST	P2	ES

LEGEND

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ACTION TEAM: EV, Battery Storage & Logistics

GOAL #3			
Conduct Outreach and build infrastructure to establish and brand the Mahoning Valley as the Voltage Valley (locally, regionally, nationally, and internationally)			
OBJECTIVE			
Collaborate with DriveOhio, private industry partners (PAM, TJX, GM, LG CHEM, Ultium, others), and local experts on creating a complete/comprehensive branding campaign			
ACTIONS	T	P	A
Collaborate with DriveOhio, private industry partners (PAM, TJX, GM, LG CHEM, Ultium, others), and local experts on creating a complete/comprehensive branding campaign which will include locations of charging stations, and the AV shuttle in SMART2 project	MT	P2	ES
Collectively advocate for the AV shuttle in the SMART2 project	MT	P1	IP
Track what Ohio EPA is working on with EV charging stations including work with Ohio Turnpike on existing planning and programming and solar energy development	LT	P3	IP
OBJECTIVE			
Develop a demonstration campaign/curriculum series available to the general public to create more public awareness of what it means to be Voltage Valley			
ACTIONS	T	P	A
Develop clear measures of success that can be shared and tracked across organizations	LT	P2	ES
Placemaking/Public Art Campaign throughout Warren and Youngstown, Mahoning and Trumbull Counties, Packard, McDonough, YSU ETC, CTC's, local schools	MT	P1	ES
Develop tangible branding assets (social media, traditional print media, magazine placement, billboard placement, local media outlets resources- YBJ, etc)	ST	P2	IP
OBJECTIVE			
Build and grow a workforce ready for industry partners .			
ACTIONS	T	P	A
Expand current and establish new internship and apprenticeship programs with local businesses	ST	P2	IP
Regularly share with local employers the information of up-coming graduates of higher education institutions	ST	P2	ES
Increase labor force participation and decrease the number of unemployed and discouraged workers in the Mahoning Valley	ST	P2	IP
Host a Career Fair for local employers	ST	P2	IP

LEGEND

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ACTION TEAM:

Unemployment Mitigation and Workforce Development

GOAL #1			
Support increased credentialing in industries and occupational fields that are currently or are projected to have greater demand relative to supply of workers with matching credentials			
OBJECTIVE			
Collaborate with local education, workforce development and government organizations to fund and invest in undergraduate, graduate, apprenticeship, and certificate programs projected to have a misalignment between demand and supply of workers			
ACTIONS	T	P	A
Propose and develop a credentialing program in logistics and supply chain management targeted toward TJX HomeGoods, Meijers, and Goodyear employees	MT	P2	ES
Identify and clearly articulate funding programs to partners, employers, workforce boards	ST	P1	IP
Collaborate with EGCC to develop and align programs with industry and partner needs	MT	P2	
Ensure YSU representation and membership on Mahoning and Columbiana County, and Trumbull County Workforce Development Boards	ST	P1	C
Engage and coordinate with Youngstown's Economic Action Group on outreach and recovery assistance efforts with local businesses	ST	P1	C
OBJECTIVE			
Improve outreach to minority, socially & economically disadvantaged populations			
ACTIONS	T	P	A
Host community workshops on potential training/employment opportunities in advanced/additive manufacturing, healthcare, and IT (particular industry focus or employer focus)	MT	P2	IP
Pursue grant funding to increase access/reduce costs of training opportunities for relevant populations	ST	P1	IP
Create and distribute pamphlets/flyers on certificate programs to community organizations, workforce and economic development organizations, stores & churches	ST	P1	
Engage and coordinate with YSU's Social Work Department and Veterans Affairs office on outreach efforts	MT	P3	ES
Develop and coordinate YSU programs for formerly incarcerated with Community Corrections Association and United Returning Citizens	MT	P2	ES
Pursue grant funding targeted to previously incarcerated and individual's with opioid abuse disorder	MT	P2	IP

LEGEND

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ACTION TEAM:

Unemployment Mitigation and Workforce Development

GOAL #1 (continued)			
Support increased credentialing of graduates in industries and occupational fields that are currently or are projected to have greater demand relative to supply of workers with matching credentials			
OBJECTIVE			
Increase awareness of regional training, skilled trades, and certification programs to local K-12 students, recent high school graduates, and currently displaced and discouraged workers.			
ACTIONS	T	P	A
Engage and coordinate outreach with Columbiana, Trumbull, Mahoning County Career Technical Center's (e.g. Choffin, MCCTC, Warren County Career Center).	MT	P2	C
Develop YSU Faculty Seminar Series with Youngstown City Schools	ST	P2	IP
GOAL #2			
Increase labor force participation and decrease the number of unemployed and discouraged workers in the Mahoning Valley			
OBJECTIVE			
Develop workforce development partnerships between local higher education institutions, skilled trade organizations, and private industry to conduct sector-specific credentialing, skills assessment, candidate screening, impact modeling, and gap analyses.			
ACTIONS	T	P	A
Coordinate resources to hire a corporate / employer outreach personnel to consistently update YSU faculty and students on available partner programs	LT	P1	ES
Develop outreach programs with local employers to create additional opportunities for YSU students	MT	P2	
Create inventory of all current YSU programs, centers, and credentials related to Economic Development at YSU and host a workshop to align efforts	ST	P1	C
OBJECTIVE			
Increase credentialing of underserved, underutilized and adult populations			
ACTIONS	T	P	A
Utilize resources from Opportunity@Work and Talent MarketPlace as alternative forms of credentialing for adult workers	ST	P1	
Develop new credentialing programs at YSU eligible for Ohio's TechCred reimbursement	MT	P3	IP
Identify and develop shorter courses and programs that provide usable credentials on the path to a degree	LT	P2	IP

LEGEND

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ACTION TEAM:

Unemployment Mitigation and Workforce Development

GOAL #3			
Invest in Broadband to alleviate the digital divide and gap for dislocated, underserved, and underemployed workers in the Mahoning Valley			
OBJECTIVE			
Invest in Broadband to alleviate the digital divide and gap for dislocated, underserved, and underemployed workers in the Mahoning Valley			
ACTIONS	T	P	A
Review and assist in Eastgate’s efforts to improve local digital infrastructure	MT	P3	IP
Collaborate with community development organization centers(e.g. YNDC, TNP, etc) to develop outreach plan for specific employment and population centers	LT	P3	ES
Expand workforce development training in 5G and Broadband infrastructure	ST	P1	IP

LEGEND

(T) TIME FRAME	(P) PRIORITY	(A) ACTION TAKEN TO DATE
ST: Short Term	P1: Fully Developed + Renderings	C: Completed
MT: Medium Term	P2: Some Case studies and Research	IP: In Progress
LT: Long Term	P3: Listed with some knowledge/ linkages (case studies, previous or current work, etc)	ES: Early Stages