



EASTGATE

Regional Council of Governments

Comprehensive Economic Development Strategy

**Jim Kinnick, P.E.
Executive Director**

www.eastgatecog.org



EASTGATE

Regional Council of Governments

Comprehensive Economic Development Strategy (CEDS)

Title VI/Non-Discrimination Policy

It is Eastgate's Policy that all recipients of federal funds that pass through this agency ensure that they are in full compliance with Title VI and all related regulations and directives in all programs and activities.

No person shall, on the grounds of race, color, national origin, sex, age, disability, low-income status, or limited English proficiency be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any of Eastgate's programs, policies, or activities.

This report was financed by the Economic Development Administration and Eastgate Regional Council of Governments.

EASTGATE REGIONAL COUNCIL OF GOVERNMENTS

Serving Northeast Ohio since 1973

The Eastgate Regional Council of Governments is a multipurpose Regional Council of Governments for Ashtabula, Mahoning and Trumbull Counties, as established by Section 167.01 of the Ohio Revised Code. Eastgate is the agency designated or recognized to perform the following functions:

- Serve as the Metropolitan Planning Organization (MPO) in Mahoning and Trumbull counties, with responsibility for the comprehensive, coordinated, and continuous planning for highways, public transit, and other transportation modes, as defined in Fixing America's Surface Transportation Act (FAST Act) legislation.
- Perform continuous water quality planning functions in cooperation with Ohio and U.S. EPA.
- Provide planning to meet air quality requirements under FAST Act and the Clean Air Act Amendments of 1990.
- Administration of the Economic Development District Program of the Economic Development Administration.
- Administration of the Local Development District of the Appalachian Regional Commission.
- Administration of the State Capital Improvement Program for the District 6 Public Works Integrating Committee.
- Administer the area clearinghouse function, which includes providing local government with the opportunity to review a wide variety of local or state applications for federal funds.
- Administration of the Clean Ohio Conservation Funds
- Administration of the regional Rideshare Program for Ashtabula, Mahoning, and Trumbull Counties.
- With General Policy Board direction, provide planning assistance to local governments that comprise the Eastgate planning area.

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Eastgate Regional Council of Governments

Economic Development District



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Executive Summary



AGENCY RESPONSIBILITIES

The Eastgate Regional Council of Governments is under the general direction of the executive director, Jim Kinnick, P.E. who reports to the Eastgate General Policy Board. The major operating divisions within the agency are transportation planning, transit planning, environmental planning, and economic development planning. The Economic Development Planner's responsibilities are to work with economic development professionals within the region to plan and implement new economic initiatives and to update the Comprehensive Economic Development Strategy (CEDS). This is a continuous process of developing and refining goals, objectives, and strategies, as well as seeking out projects which will further the Economic Development Administration's (EDA) overall investment priorities.

This CEDS document is made readily available to the public and regional stakeholders. It is available on Eastgate's website, and a hard copy will be made available upon request. A draft of the CEDS was made available for public comment 30 days before submission to the EDA for final review.

ECONOMIC DEVELOPMENT DISTRICT

The U.S. Department of Commerce's Economic Development Administration (EDA) created over 380 Economic Development Districts (EDDs) around the country, of which the Eastgate Region is one. The EDD's play a key role in local economic development by allowing the region to establish priorities for projects and investments, helping the EDA to invest federal dollars more effectively.

In August of 1992, the Eastgate Region, comprised of Ashtabula, Mahoning, and Trumbull Counties, was designated as an Economic Development District by the EDA. To remain qualified as an Economic Development District, Eastgate must adopt a comprehensive economic development strategy (CEDS). The plan is designed to foster regional cooperation through the identification of mutually shared needs, the establishment of goals and objectives, and the assignment of action items to expand the economic base and improve the quality of life in the region. This is accomplished through long-range planning to ensure that public investment projects will, to the maximum extent possible, stimulate the creation and retention of jobs in the region.

The CEDS is a legal requirement of the EDA that officially designates the Eastgate Region as eligible for EDA funding of public works and development projects for a three-year period. The EDA's goals include promoting collaborative regional innovation, supporting public/private partnerships, investing in national strategic priorities including advanced manufacturing, autonomous and information technology, achieving global competitiveness, investing in environmentally sustainable development, and serving economically distressed and underserved communities.

ECONOMIC DEVELOPMENT COUNCIL

The CEDS Advisory Council (CAC) was formed specifically for the CEDS planning and update process. This broad-based committee comes from across the three-county region and represents the government, nonprofit corporations, higher education, philanthropy, and the private sector. The CAC has been actively involved in all aspects of the planning process, including visioning, issues, goals and objectives, strategies, and the identification of priority projects. The CAC is led by a steering committee that plays a strategic role in representing the vision and purpose of the council. The four-member steering committee ensures that the CAC functions properly, that there is full participation at meetings, all relevant matters are discussed, and that effective decisions are made and carried out.

CEDS Advisory Council		
Name (Last,First)	Representing	Organization
Carmichael, Beth	Travel & Tourism	Trumbull County Tourism Bureau
* Coggins, Nic	Public Sector	Trumbull County Planning Commission
Chretien, Nick	Public Sector	Economic Action Group
Daugherty, Sara	Business Incubation	BRITE Energy Innovators
Hripko, Mike	Public Sector	Eastgate Regional Council of Governments
Keys, Mike	Public Sector	City of Warren
Kochalko, Mary Ann	Workforce Development	Mahoning County
Kogelnik, Chris	Private Sector	Ct Consultants
Lown, Sarah	Public Sector	Western Reserve Port Authority
* Lowry, Sarah	Philanthropy	Community Foundation
MacMillan, Shea	Business Development	Youngstown-Warren Regional Chamber
* McCartney, Rachel	Higher Education	Youngstown State University
Mosure, Jeanne	Private Sector	ms consultants
Myers, Greg	Growth Sector	Growth Partnership for Ashtabula County
* Ragozine, Mark	Public Sector	Eastgate Regional Council of Governments
Rhoades, Troy	Investor-Owned Utility	First Energy
Roller, Jennifer	Philanthropy	Wean Foundation
Timonere, James	Public Sector	City of Ashtabula
Turner, William	Workforce Development	Trumbull County
Williams, Carmella	Business Incubation	City of Youngstown
Winchell, Mark	Public Sector	Ashtabula County Port Authority
* Denotes Steering Committee Membership		

Introduction



Located in the uppermost corner of Northeast Ohio bordering Pennsylvania, the Eastgate region contains three diverse counties that have varying characteristics and economic bases. Formed out of the Connecticut Western Reserve, the region is part of and interacts with several metropolitan areas including Cleveland and Akron in Ohio, as well as Pittsburgh and Erie in Pennsylvania.

Ashtabula County borders Lake Erie with a vast shoreline that has defined the county as a port for commerce and as a vacation destination. Ashtabula County is Ohio's largest viticulture district and excels at cultivating other industries including the manufacturing of composites, chemicals, and allied products. According to StatsAmerica, a service of the Indiana Business Research Center and supported by the U.S. Economic Development Administration, the largest employment sector in the county is Manufacturing (24.5%), followed by Health Care and Social Assistance (19.4%), Retail Trade (10.9%), and Accommodation and Food Services (10.2%).¹

Trumbull County sits in the middle of the region, its northern portion largely rural, while the southern half contains most of the county's population. The economic base is closely tied to the urbanized area. Today, Trumbull County is becoming a hub for electric battery and vehicle production, formerly home of the GM Lordstown Assembly Plant (Chevrolet vehicles such as the Cavalier, Cobalt, and Cruze) and its suppliers. GM decided to shutter operations at the assembly plant in the spring of 2019 and the plant was quickly sold to the newly formed Lordstown Motors Corp., which will manufacture the all-electric Endurance pickup truck by late 2022. The plant changed hands again with a sale to Taiwanese manufacturer Foxconn in early 2022 which will not only produce the Endurance pickup on Lordstown Motors behalf, but several other electric vehicle prototypes and an electric tractor. Once the plant is in full swing, projections for employment go as far as 5000. Also in Lordstown, in December of 2019, GM, along with LG Chem, now known as Ultium Cells, announced plans to build a \$2.3 billion battery cell assembly plant in Lordstown.² Groundbreaking on this facility took place in 2020, and GM projects hiring roughly 1,100 or more employees to fulfill production needs by the end of 2022. Trumbull County exhibits a strong presence of

¹ "USA Counties in Profile." StatsAmerica. Indiana Business Research Center/ Economic Development Administration. Accessed August 10, 2021. <http://statsamerica.org/>.

² Wood, Andrea. "Where Will \$2.3B Battery Plant Be Built in Lordstown?" Business Journal Daily, December 5, 2019. <https://businessjournaldaily.com/where-will-2-3b-battery-plant-be-built-in-lordstown/>.

other industries related to its industrial past in steel production, including metalworking. Roughly 11.7% of the labor force is employed in Manufacturing, Health Care and Social Assistance employment is on the rise (16.4%), while Retail Trade employment has also climbed (15.3%).

Mahoning County contains the governmental, educational, cultural, and employment center of Youngstown. The county has a diverse economic base from its history as a steel and manufacturing hotspot and continues to benefit from its strategic logistical location. In 2020, 21.9% of the labor force was employed in Health Care and Social Assistance, 12.4% in Retail Trade, 9.7% in Manufacturing, with Accommodation and Food Services employment on the rise.

Mahoning County is the most populous county in the region with an estimated 226,075 people in 2020, compared to 196,800 in Trumbull and 96,513 in Ashtabula according to StatsAmerica. Population dynamics can produce positive or negative influences on the economic base of a local community. An increasing population becomes an expanding market for local businesses, while a declining population shrinks the local economy. Fewer goods and services are sold, job reduction takes place, and tax revenues decline for schools, safety forces, and other public services and capital investments. In short, population growth or decline is extremely influential on the overall health of the region's economy.

The Eastgate region benefits from many strengths, including its strategic and highly connected location midway between Chicago and New York, reasonable cost of business and living, abundant water and land supply, and rich history of being manufacturing innovators in autonomous technology, plastics, rubber, chemicals, metals, and machinery. According to StatsAmerica, there are over 7.8 million people within a one-hundred-mile radius of the region. This rich history greatly influences the region's future, as the human and physical infrastructure of the past shapes the shift from traditional manufacturing to a knowledge-based and service-oriented economy. This shift from the twentieth century to the present has been a challenging but worthwhile endeavor. Like the rest of Northeast Ohio and small and midsized cities in the Midwest, the Eastgate region has had to reinvent itself to become competitive in the global market, while leveraging unique ways to attract and expand upon economic opportunities.

Since 2010, the regional labor force has decreased by 9.6% in Ashtabula, 12.1% in Mahoning, and 14.8% in Trumbull County respectively. According to StatsAmerica, in 2020, the regional labor force was 230,290 people (43,807 in Ashtabula, 101,288 in Mahoning, 85,195 in Trumbull). The sharp drop in manufacturing jobs has left many workers displaced and forced to search elsewhere for work. The declining population greatly affects the capacity of the labor pool and the ability for businesses to grow.

The region has experienced long-term economic distress, including pockets of high unemployment and low per-capita income compared to state and national levels. According to StatsAmerica, the 24-month Average Unemployment rate for the region, period ending June 2021, was 8.01% compared to the national average of 6.43%. The loss of jobs and population decline has challenged

communities in the Eastgate region to confront increased need and aging assets with limited resources. Additionally, the increased median age of the population is a concern. In 2020 the median age for the region was 43.4 years old. This shift in age demographics continues to add to the potential workforce participation issues that this region will face over the next decade or longer. The loss of younger generations of the region's population to other areas of the country presents some serious challenges, and the Eastgate region must work to curtail and mitigate this issue.

The CEDS serves as a long-range economic planning document to assist in this continuing and rapidly changing transition by identifying the region's strengths, weaknesses, opportunities, and threats (SWOT). This document provides an overview of the complex factors that affect the social and economic health of the region and guides decision-makers in ensuring the competitiveness of the region.

Competitiveness can be defined in many ways including how the human, capital, and natural resources and how the productiveness and competitiveness of these criteria set a standard of living for the region. In the Eastgate region, private, public, and nonprofit sectors play different but interrelated roles in creating a productive environment for sustainability and growth. Through the CEDS, these stakeholders can collectively advance the agenda of the three defined pillars of regional significance:



The graphic features a dark blue header with the text "CEDS Pillars" in white. To the right of the header is a decorative circular element composed of overlapping green and blue segments. Below the header, the content is set against a light blue background with a large, faint circular graphic. Three pillars are listed, each with a bolded title and a bulleted goal:

- **Educational Attainment & Talent Development**
 - Create and expand opportunities for individuals to learn and advance.
- **Quality of Life & Community Vitality**
 - Ensure all citizens have access to resources to live healthy, prosperous lives.
- **Economic Competitiveness & Innovation**
 - Strengthen existing business and encourage new investment for regional growth.

Exhibit A: Pillars and Goals of the CEDS

Vision Statement



The vision of the CEDS defines what stakeholders want the region to aspire towards through collaborative efforts to leverage the region's strengths while addressing weaknesses.

“The region will achieve community vitality and innovative economic opportunity by transforming and connecting diverse people, places, and possibilities.”

Goals & Objectives



Educational Attainment & Talent Development

GOAL: Create and expand opportunities for individuals to learn and advance

Human capital is critical for economic sustainability and growth and its key lies within access to quality education and providing pathways to higher skills. Given the high unemployment and low per capita income rates for citizens of the region, prioritizing human capital is a must for reducing barriers and ensuring participation of all in the economy.¹

Human capital is not only a regional but a statewide and national issue as modern advanced industries have been changing faster than the country's ability to train workers. Therefore, a multipronged approach is necessary that combines the efforts of industry, sector-specific, and regional demand-led initiatives along with a foundational understanding of problem-solving, logical thinking, and creativity. As reported by the Ohio Board of Regents, both highly educated problem solvers and job-creating entrepreneurs are necessary to sustain the competitiveness of the state.² Additionally, it is necessary to attract and retain talent to compete with nearby metros that may have educational and/or quality of life assets that are more attractive to young professionals and transitional workers.

The region seeks to prepare its citizens for current and future career needs through systems reform and the promotion of coordinated, employer-connected and sector-focused education and training. To deliver this workforce, a drastic scaling-up of hands-on learning and access to emerging technologies is needed. Eastgate benefits from several initiatives to address this issue including the Oh-Penn Interstate Region and its partnership with the Mahoning Valley Manufacturers Coalition that has utilized U.S. Department of Labor Employment & Training dollars for outreach, job training, and the launch of an apprenticeship program. Other efforts around sectors exist and continue to evolve and develop pathways such as the inclusion of additive manufacturing in primary education. Science, technology, engineering, and mathematics (STEM) remain key areas of study. Educators and their partners must work together to address the regional economy's needs and prepare a workforce that can compete on a global scale.

Objectives:

- Enhanced marketing and promotion of regional career and technical programs/schools.

¹ Rodriguez, Jennifer. "Youngstown and Warren Reportedly Hold Highest Unemployment Rates in Ohio." WKBN.com, November 22, 2019. <https://www.wkbn.com/news/local-news/youngstown-and-warren-reportedly-hold-highest-unemployment-rates-in-ohio/>.

² Ohio Board of Regents. "Inclusive Competitiveness: Empowering Underrepresented Ohioans to Compete in the Innovation Economy." 2014

- Utilize regional organizations to attract and retain residents by connecting to an affordable cost of living.
- Identify and target ways to remove barriers for education and employment.
- Match education and training with emerging industries that connect the workforce to regional opportunities.

Quality of Life & Community Vitality

GOAL: Ensure all citizens have access to resources to live healthy, prosperous lives

Quality of life and community vitality are increasingly important in a globalized economy of high-tech and decentralized industry, where a worker can connect from anywhere. Rather than moving to a community for a job opportunity, individuals are more likely than ever to choose to live in a community to gain access to certain assets. Due to a shortage of talent, that creates a highly attractive mobile workforce.

Vibrant places, high-quality schools, and recreational options may be more influential than traditional attraction tools of site location and incentives. Corporations and entrepreneurs also choose business locations for incentives, workforce training opportunities, capital improvements, and/or other mechanisms, as well as choosing a community that is a good fit for raising a family.

The Eastgate region faces mixed results on quality-of-life rankings. According to the Council for Community and Economic Research, Youngstown-Warren is in the top ten for lowest cost of living metros in the United States.¹

Smart Asset named Youngstown one of the top ten places in the United States for affordable healthcare access.² On the other hand, the Mahoning Valley has one of the highest infant mortality rates in the country and ranked near the bottom in the Gallup-Healthways Well-Being Index.³ There is assistance on the way for African American infant mortality as the Mahoning County Infant Mortality Prevention Coalition is set to receive nearly \$2 million to address this issue in 2020 and 2021.⁴ The contrasting difference between these rankings further strengthens the need for inclusive economic growth, leadership development, and collective impact adoption.

¹ The Business Journal, Youngstown Ohio. "Youngstown-Warren Metro: 9th Lowest Cost of Living." 2014

² Smart Asset. "10 Best and Worst Cities for Healthcare Access for Your Money." 2015

³ The Vindicator. "Infant mortality rates in Ohio, Mahoning Valley among highest in US." 2015 and "Valley ranks near bottom in American quality-of-life index." 2014

⁴ "Mahoning County Infant Mortality Prevention Coalition Receives \$1.88 Million to Reduce African American Infant Mortality in 2020 and 2021." salemnews.net, December 18, 2019.

<https://www.salemnews.net/news/neighborhood-news/2019/12/mahoning-county-infant-mortality-prevention-coalition-receives-1-88-million-to-reduce-african-american-infant-mortality-in-2020-and-2021/>.

Objectives:

- Coordinate and communicate regional strategic planning activities to ensure efforts are aligned to improve quality of life and access to opportunities for residents in the region.
- Identify and promote regional assets and collaborations that enhance connections between people, places, and prosperity.
- Develop a multigenerational planning strategy that will allow the region to address the needs of current and future generations.

Economic Competitiveness & Innovation

GOAL: Strengthen existing business and encourage new investment for regional growth

It is of high priority to stress the importance of supporting businesses to expand and maintain taxes and employment of local communities. The Eastgate region has experienced a familiar shift aligning with much of the country, where high-wage, high-skill, unionized jobs struggle to adjust to globalization and other forces that have created a more service-oriented economy with lower-wage jobs that provide limited growth potential for employees. Local companies need to continuously transition practices to remain competitive and open new markets. The region benefits from many partnerships such as the Business Resource Network (BRN) to assist existing and new businesses. The BRN is a partnership representing chambers of commerce, workforce and economic development organizations, universities, colleges, career and technical centers, community organizations, and state and local government agencies that provides a full range of programming services.

Investing in capital allows firms to incorporate new technologies and maintain necessary permanent working capital. Access to capital is critical for the start and growth of businesses but requires the navigation of public grants and loans, traditional lenders, and untraditional sources such as angel networks. The Eastgate region benefits from several organizations and networks that meet the needs of businesses, such as Valley Growth Ventures, LLC., which was created to seed business development in technology and advanced manufacturing sectors. Other initiatives include the existence of several microloan programs, outreach by the U.S. Small Business Administration, and lending services available through Valley Economic Development Partners (VP).

Next, investment in infrastructure, such as transportation, energy, and telecommunications are essential for competitiveness and an economy can only grow as fast as its systems can move people, goods, and information. Quality infrastructure is also a competitive advantage in attracting and retaining firms. The Eastgate region benefits from lake-to-river connections and a robust interstate system.

Finally, fostering a supportive environment for investment and innovation is central to having a dynamic and productive economy. This environment creates new firms and introduces new products and processes into the market that are vital for growth. In recent years, driven by a collaborative desire to shed the “rust belt” moniker of the last several decades, the region has begun to rally around its innovative characteristics through the work of organizations such as America Makes, BRITE Energy Innovators, and the Youngstown Business Incubator (YBI). The region is quickly emerging as a hub for advanced manufacturing, autonomous vehicle technology, electric battery, and electric vehicle technology.

Objectives:

- Identify areas of strategic interest for the economic advancement of the region.
- Reduce interregional competition by promoting regional coordination.
- Continue to increase support for small business development (Entrepreneurs, Startups)
- Promote innovation that is helping to shape the future of the region (Youngstown Business Incubator, BRITE Energy Innovators, America Makes, etc.)
- Significant investment into infrastructure to enhance the attractiveness of investments into the region.
- Identify major regional employer business plans and strategies to better prepare for changes in the workforce, and to strengthen resiliency.

Action Plan

The Action Plan identifies strategies to strengthen the Vision of the Eastgate region and assist in implementing the three pillars of:

Educational Attainment & Talent Development

Quality of life & Community Vitality

Economic Competitiveness & Innovation

Given that the pillars of the CEDS are in a continual state of improvement, the strategies of this plan are a combination of attainable recommendations, based upon input and analysis that are not structured by ownership or timeframe. It is the responsibility of the CEDS Advisory Council (CAC), the CAC Steering Committee, Eastgate Economic Development staff, and other regional stakeholders to monitor, adjust, and improve upon these strategies to better meet the performance metrics that are outlined in this comprehensive strategy.

Educational Attainment & Talent Development

- Enhanced Marketing of Skilled Trade Organizations
 - Identify the best medium to market
 - More funding for 1 on 1 information
 - Guidance Counselor Training
 - Position-specific to trades
 - Foster better relationship with JobsOhio
 - Identify funding sources to develop a marketing plan
 - Emphasize certificate-based curriculum
- Utilize and advertise Work Advanced Model
- Cultivate stronger relationships with middle and senior high schools, as well as incubators and emerging markets
 - Identify staff members to facilitate (Junior Achievement of the Mahoning Valley)
- Partner with respective county tourism bureaus to identify opportunities for enhanced regional branding
- Greater inclusion of land bank and neighborhood development groups in the planning process and strategy
- Enhanced dialogue of equity & inclusion with schools, employers, trainers, etc.
- Develop purposeful employment pipelines to underutilized and underserved populations
 - Pre-apprenticeship programs
 - Programs to Qualify and Prepare
- Mental Health and Wellness Education
 - Collaborate with the Bureau of Workers' Compensation
- Establish a re-entry pipeline for the previously convicted population.

Quality of Life & Community Vitality

- Identify and communicate regional assets and needs
 - Facilities, Projects, Sites
- Annual asset summit to report on status
 - Spotlights
- All year recreation embraces four seasons of activity within the region
- Coordinated multimodal transportation strategy
- Conservation and Preservation of Environmental Assets
- Coordinate and align diverse regional planning efforts
 - CEDS, Communities of Excellence, Community Health Improvement Plans (CHIPs)
 - Shared Communication, Progress Reports
- Public Participation Plan
 - Direct engagement with stakeholders such as residents, schools, nonprofits, and direct service organizations
- Multigenerational planning strategy
 - Create aging in place strategy for all ages and abilities
- Create a Trend Report for the region
 - Data and Demographics
- Create all-ages engagement
 - Develop a strategy- For example, the Brain Gain initiative of The Business Journal

Economic Competitiveness & Innovation

- Develop a Broadband Strategy for the Eastgate region, while identifying potential funding sources
 - Feasibility studies for implementation when necessary
 - Identify existing access and infrastructure
 - Identify current utilities and telecommunications partners
- Conduct an overall utilities assessment/inventory for the region
- Lake to River Shale Strategy
 - Downstream manufacturing & services, logistics, and energy storage
- Market regional entrepreneurial assets
- Embrace and foster the budding culture of innovation in the region
- Establish a Center of Excellence for Maintenance, Repair, and Operation at the Youngstown-Warren Regional Airport
- Study the economic impact of racial inclusion and equity
- Identify, assess, and plan for transportation assets
- Identify targeted industries
 - Clusters and Suppliers

Eastgate is committed to the three pillars of the CEDS through the following activities:

- Participation in organizations, initiatives, and working groups that address the three pillars.
- Providing technical assistance including planning and original research on the three pillars.
- Monitoring activity on the three pillars and reporting on their progress in the Annual Progress Report.
- The CEDS Advisory Council Steering Committee will design and evaluate performance measures on the three pillars.
- Encourage best practices of the three pillars.
- Conducting long-range economic, environmental, land use, and transportation planning.
- Increased alignment and information sharing with local partners to encourage collaboration.
- Ensure that regional leadership is well informed on issues of regional significance.
- Continue to address duplications of services by looking for ways to leverage partnerships.
- Conduct regular meetings with the CEDS Advisory Council (CAC) and CEDS Steering Committee to monitor the status of initiatives and implementation.



Opportunities



Opportunities

Broadband Expansion

Access to high-speed internet is of tremendous importance to the long-term economic viability of the Eastgate region. As technology continues to advance, so does the way in which data is transmitted, and the speed at which that data can reach its end-user. Thus, the need to study and explore the feasibility of installing modern broadband infrastructure is paramount when considering its commercial use to draw in new business investment, while also retaining major employers within the region.

So, what exactly is broadband? Broadband is the transmission of wide bandwidth data over a high-speed internet connection. Currently, the Federal Communications Commission (FCC) classifies broadband internet access as at least 25 megabits per second (Mbps) download and 3 Mbps upload speeds.¹ It is also important to note, that broadband is delivered through several varying technologies. Much of this has to do with either location, cost of deploying new infrastructure, or the overall need for greater access to high-speed internet. Broadband internet access can be delivered through fiber optics, wireless, cable, digital subscriber line (DSL) and satellite. More recently, in rural areas, some providers have been experimenting with Broadband over Powerline (BPL), which is the delivery of broadband over the existing low-and medium-voltage electric power distribution network. BPL has not been widely accepted to this point, due to varying issues with signal interference, and thus it is available in a limited number of areas across the country. The potential with BPL remains with the fact that it eliminates the need to build new broadband facilities by utilizing existing powerlines.²

In the Eastgate region, significant rural portions of Ashtabula and Trumbull County lack access to even minimal download and upload speeds, barely reaching 10Mbps download and 1Mbps upload. For stakeholders in the region, this is unacceptable, and the unavailability of broadband internet access is surely a detriment to further economic development and investment into the region. The following pages detail internet service speeds and availability for Ashtabula, Mahoning, and Trumbull counties. These maps show coverage at 0-9 Mbps (far below what the FCC determines as broadband), 10-24 Mbps, 25-49 Mbps, 50-100 Mbps, and 100+ Mbps.

¹ "The Ohio Broadband Strategy." Innovate Ohio. State of Ohio, December 19, 2019.
<https://innovateohio.gov/wps/portal/gov/innovate/priorities/resources/broadband/strategy>.

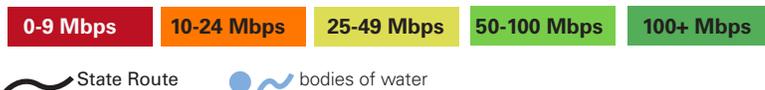
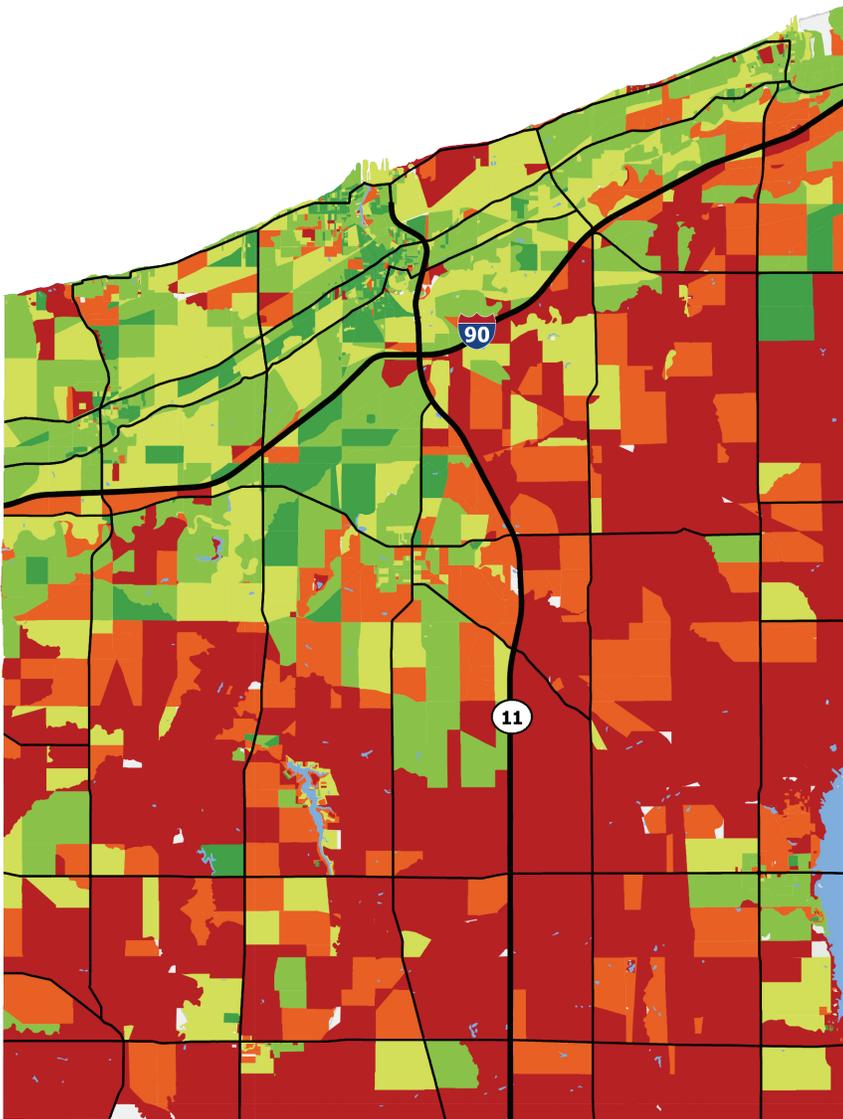
² "Types of Broadband Connections." Federal Communications Commission, June 24, 2014.
<https://www.fcc.gov/general/types-broadband-connections>.

ASHTABULA COUNTY

broadband profile

BroadbandOhio

Ohio | Department of Development



65%
of the populated area

& 32%
of households

**DO NOT HAVE ACCESS
TO MINIMUM 25/3 Mbps**

the county has

698 mi²
of populated area

▶ **453 mi²** are unserved

51,751 households
▶ **16,436** are below 25/3

55%

below 10/1 Mbps
= **9,106 households**

This map is based on a rating system developed by Reid Consulting Group, LLC. Data sources include Ookla Speedtest Intelligence® data licensed by InnovateOhio from the State of Ohio for the months of February 2020 through August 2021, carrier filings of available speeds with the FCC (Form 477), carrier reports of actual broadband deployments to USAC (HUBB), RDOF Phase 1 eligibility and E-911/LBRS household locations.[†]

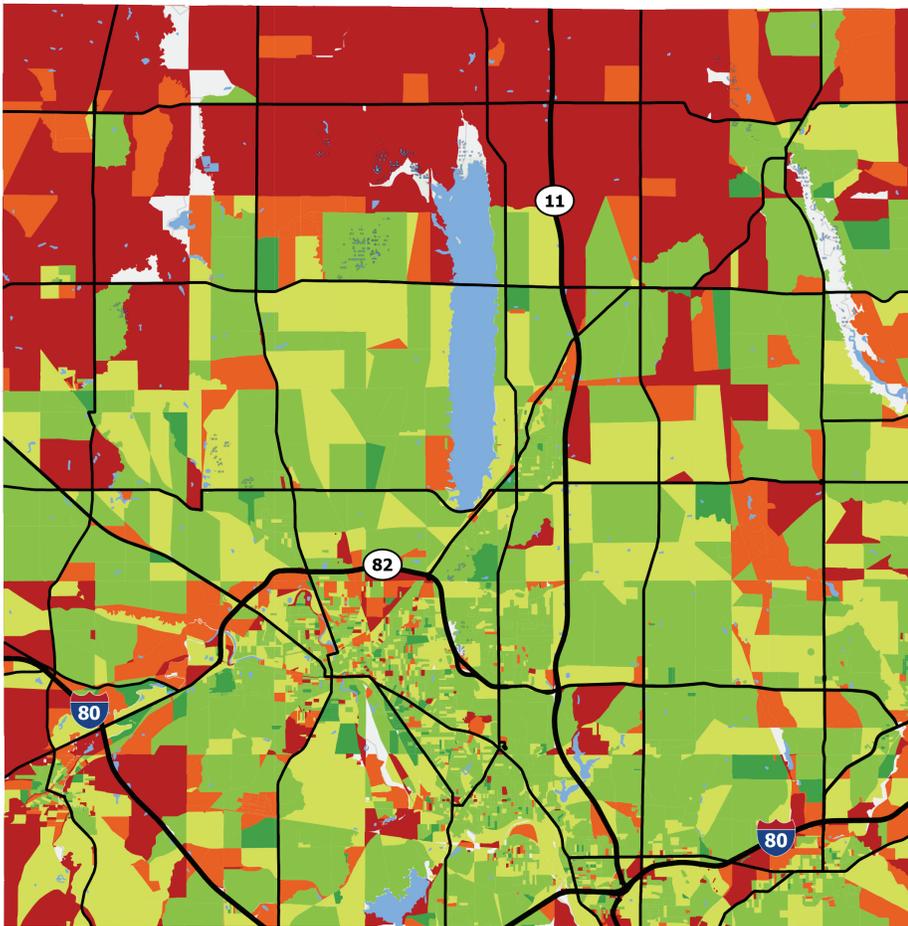
TRUMBULL COUNTY

broadband profile

BroadbandOhio

Ohio

Department of
Development



0-9 Mbps 10-24 Mbps 25-49 Mbps 50-100 Mbps 100+ Mbps

State Route bodies of water

39%
of the populated area

& 13%
of households

**DO NOT HAVE ACCESS
TO MINIMUM 25/3 Mbps**

the county has

610 mi²
of populated area

▶ **237 mi²** are unserved

96,219 households
▶ **12,670** are below 25/3

48%

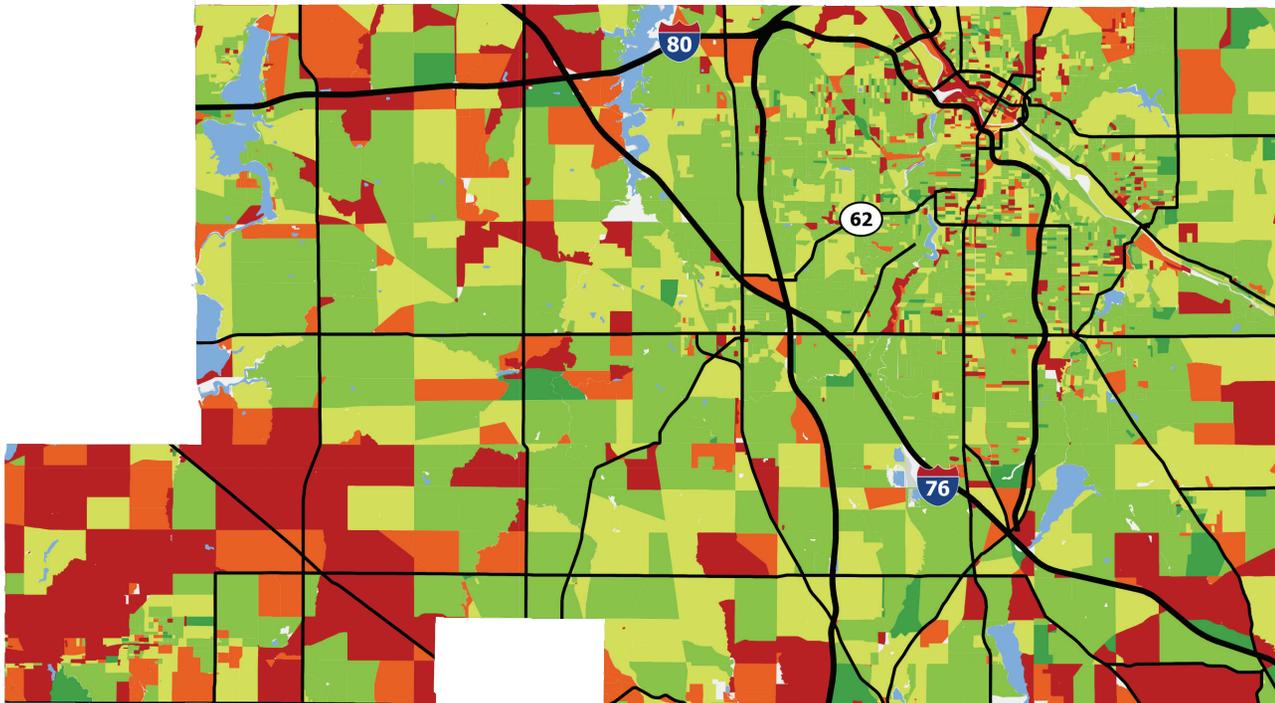
below 10/1 Mbps
= **6,026 households**

This map is based on a rating system developed by Reid Consulting Group, LLC. Data sources include Ookla Speedtest Intelligence® data licensed by InnovateOhio from the State of Ohio for the months of February 2020 through August 2021, carrier filings of available speeds with the FCC (Form 477), carrier reports of actual broadband deployments to USAC (HUBB), RDOF Phase 1 eligibility and E-911/LBRS household locations.[†]

MAHONING COUNTY *broadband profile*

BroadbandOhio

Ohio Department of Development



State Route bodies of water

27%
of the populated area
& 10%
of households

DO NOT HAVE ACCESS TO MINIMUM 25/3 Mbps

the county has

410 mi²
of populated area

▶ **112 mi² are unserved**

114,165 households

▶ **11,817 are below 25/3**

46%

below 10/1 Mbps
= 5,395 households

This map is based on a rating system developed by Reid Consulting Group, LLC. Data sources include Ookla Speedtest Intelligence® data licensed by InnovateOhio from the State of Ohio for the months of February 2020 through August 2021, carrier filings of available speeds with the FCC (Form 477), carrier reports of actual broadband deployments to USAC (HUBB), RDOF Phase 1 eligibility and E-911/LBRS household locations.*

About the Mapping

This map is based on a rating system developed by Reid Consulting Group, LLC. Data sources include Ookla Speedtest Intelligence® data licensed by InnovateOhio from the State of Ohio for the months of February 2020 through August 2021, carrier filings of available speeds with the FCC (Form 477), carrier reports of actual broadband deployments to USAC (HUBB), RDOF Phase 1 eligibility and E-911/LBRS household locations.†

Unserved and underserved ratings are color coded at the census block level:

0-9 Mbps	Red: Less than 10/1 Mbps
10-24 Mbps	Orange: At least 10/1 Mbps and less than 25/3 Mbps
25-49 Mbps	Yellow: At least 25/3 Mbps and less than 50/10 Mbps
50-100 Mbps	Light Green: At least 50/10 Mbps and less than 100/20 Mbps
100+ Mbps	Dark Green: Greater than 100/20 Mbps

We conducted analysis of the raw Ookla® data for the months of February 2020 through August 2021, applying the following filters:

Filter

Include desktop, iOS, and Android app results*

Exclude results with GPS precision of greater than 200 meters**

Include only results from fixed broadband providers

**iOS and Android results were included only if the device was connected to wi-fi during the speed test.*

***To protect consumer privacy, Ookla® limits location precision to +/-100 meters. As a result, a single location may include multiple households and many individual tests.*

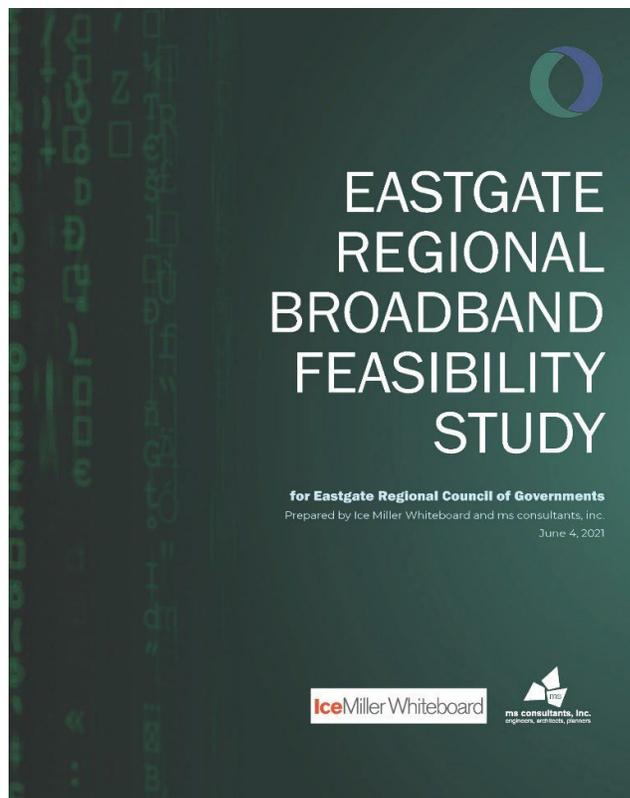
Using the Ookla® results we rated each location based on the average of up/down speeds for all tests at that location. We then graded census blocks based on the median up/down speed of all locations within each block. Block-by-block ratings were further refined based on RDOF eligibility, past HUBB deployments, and Form 477 data. For blocks with no Ookla test results, extrapolated ratings were assigned where possible via comparative analysis of population density, Form 477 coverage, HUBB data, and RDOF Phase 1 awards. Areas that could not be assigned an extrapolated rating are shown in white on the map.

†US Census household counts were used instead of LBRS in the following counties: Auglaize, Butler, Carroll, Clermont, Cuyahoga, Delaware, Franklin, Geauga, Hamilton, Harrison, Henry, Highland, Mahoning, Medina, Tuscarawas, Union, and Warren.

Regional Broadband Feasibility Study

Utilizing the planning efforts outlined in the CEDS, Eastgate collaborated with officials from Ashtabula, Mahoning, & Trumbull Counties to seek out funding to complete a regional broadband feasibility study. The critical need for this study was only exacerbated by the COVID-19 Pandemic which struck in March of 2020. With many of the region's residents forced to attend school, work, and access telemedicine from home, there was never a greater indication of the lack of available modern broadband infrastructure. Slow download/upload speeds have created tremendous issues in both commercial and residential portions of the region, while further straining the ability to participate in modern society for the underserved.

Thus, with funding and partners lined up, Eastgate applied and was successful in receiving a \$132,500 EDA grant to carry out a regional broadband feasibility study. That study was commenced in November of 2020, and ultimately completed in June of 2021. This study arms the region with the capability of pursuing a multitude of state and federal funding sources that, in many cases, require a feasibility study as a prerequisite for eligibility in applying for implementation projects. For more information and to read the full Eastgate Regional Broadband Feasibility Study, please click on the interactive cover page below.



Brownfield Remediation

Like many economic development districts throughout the country, the Eastgate region has a vast array of brownfield sites that have been contaminated by the operations of past industry. This presents many challenges for communities in which they reside due to the adverse environmental impact they have, the blight that is created as a result of abandoned or dilapidated structures, and ultimately, the wasteful spending of tax dollars on sprawl development versus cleaning up and restoring existing former industrial sites. To explain in greater detail what brownfields are, and the economic development benefits that go along with remediation, the United States Environmental Protection Agency (USEPA) states the following:

A brownfield is a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. It is estimated that there are more than 450,000 brownfields in the U.S. Cleaning up and reinvesting in these properties increases local tax bases, facilitates job growth, utilizes existing infrastructure, takes development pressures off undeveloped, open land, and both improves and protects the environment.¹

Understanding the economic challenges faced by many local communities with limited funds to manage contaminated property, the EPA created the Brownfields Program in 1995 to help address this issue by funding environmental assessment, cleanup, and job training activities. Since renamed the Brownfields Utilization, Investment, and Local Development (BUILD) Act, this program offers the following funding opportunities:

- Brownfields Assessment Grants- provide funding for brownfield inventories, planning, environmental assessments, and community outreach.
- Brownfields Revolving Loan Fund Grants- provide funding to capitalize loans that are used to clean up brownfield sites.
- Brownfields Cleanup Grants- provide funding to carry out cleanup activities at brownfield sites owned by the applicant.
- Multipurpose (MP) Grants- provide funding to conduct a range of eligible assessment and cleanup activities at one or more brownfield sites in a target area.
- Environmental Workforce Development and Job Training Grants- provide environmental training for residents impacted by brownfield sites in their communities.
- Technical Assistance, Training, and Research Grants- provide funding to organizations to conduct research and to provide training and technical assistance to communities to help address their brownfields challenges.

¹ "Overview of EPA's Brownfields Program." EPA. Environmental Protection Agency, October 4, 2019. <https://www.epa.gov/brownfields/overview-epas-brownfields-program>.

Eastgate Region Brownfield Sites

Property Name	Property Size (In Acres)	Property Address	Property City	Property Zip code	Property County
New York Railroad, Former	66.19	2701 North Bend Road	Ashtabula	44004	Ashtabula
Plant C	21	2715 Lake Road East	Ashtabula	44004	Ashtabula
Advance Technology Corporation and Tackle Hill LLC	12.91	193 North Cedar	Geneva	44041	Ashtabula
Benson Gas Station	0.56	112 E Main St.	Geneva	44041	Ashtabula
YBM Property, Former	10.3	1505 Logan Avenue	Youngstown	44505-2735	Mahoning
YS&T Campbell Works Pickling Line, Former	8	20 Walton Avenue	Campbell	44405	Mahoning
Aeroquip Property, Former	8.57	1410-1423 Albert St.	Youngstown	44505-3222	Mahoning
24 West Boardman Street	0.16	24 West Boardman St.	Youngstown	44503	Mahoning
Royal Sebring Properties	20.7	101 South 15th St.	Sebring	44672	Mahoning
17 Phelps Street	0.152	17 South Phelps St.	Youngstown	44503	Mahoning
20 West Boardman Street	0.15	20 West Boardman St.	Youngstown	44503	Mahoning
Elm Street Campus Mall	0.818	751 Elm Street	Youngstown	44502	Mahoning
Young Women's Christian Association (YWCA)	0.3559	25 West Rayen Avenue	Youngstown	44503-1024	Mahoning
Kress Building	0.173	111-121 W. Federal St.	Youngstown	44503	Mahoning
Youngstown Sheet & Tube Office	0.184	2679 W. Federal St.	Youngstown	44510-1033	Mahoning
Wean United Facility, Former	10.56	219 South Phelps St.	Youngstown	44503	Mahoning
Weatherbee Coat Factory, Former	2	461 E. Federal St.	Youngstown	44503	Mahoning
YS&T Solid Tube Works, Former	37	Wilson Avenue	Campbell	44405	Mahoning
Liberty-Paramount Theater	0.2	138 W. Federal St.	Youngstown	44501	Mahoning
Davidson Metals, Former	8	1630 Wilson Avenue	Youngstown	44503	Mahoning
YS&T Seamless Tube Mill, Former	71.04	2.293 feet SE of Central St.	Youngstown	44506	Mahoning
Mighty Moe's/ Rayen Building, Former	0.56	315 Elm St./ 158 W. Rayen Ave.	Youngstown	44503	Mahoning
Masters Tuxedo	1.51	3600 Market St.	Youngstown	44507	Mahoning
Gas Station, Former	0.71	2978 McGuffey	Youngstown	44505	Mahoning
Mahoningside	6.5	650 Summit St. NW	Warren	44485	Trumbull
McCourt/Shelly and Sands (South)	9.27	1506 South State St.	Girard	44420	Trumbull
Demsey Steel, Former	14.75	1300 South State St.	Youngstown	44420	Trumbull
Republic Steel/Current BRT Extrusions, Former	28	1818 North Main St.	Niles	44446	Trumbull
US Steel, Former	67	100 Ohio Avenue	McDonald	44437	Trumbull
Former Leatherworks	26.06	1052 N State St.	Girard	44420	Trumbull

Source: Ohio Environmental Protection Agency Brownfield Inventory Database

Economic Recovery Coordination

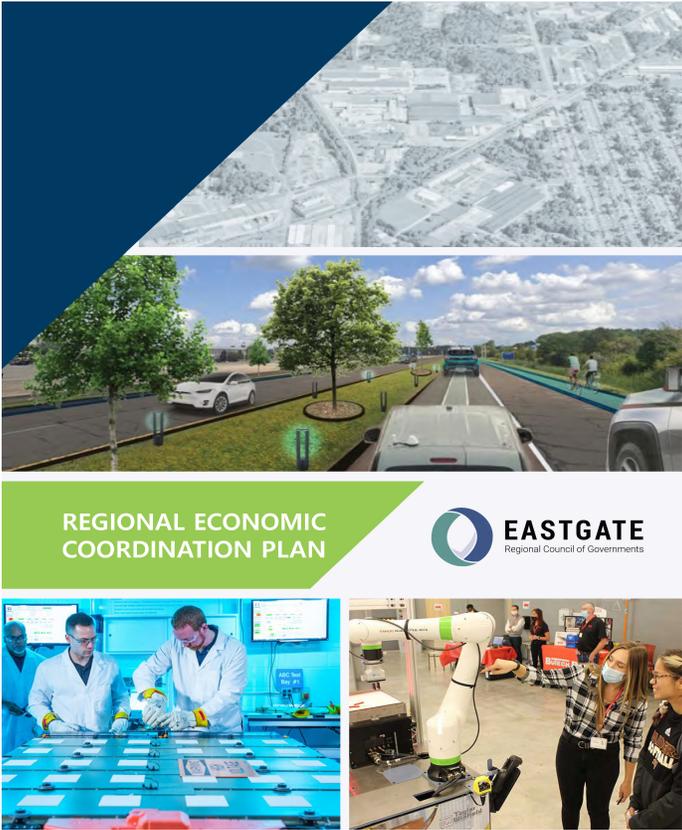
Since the 1960s, the General Motors (GM) Lordstown assembly plant was one of the largest employers and a beacon of the automotive manufacturing prowess of the region. Since 2008, the plant's final car, the Chevrolet Cruze had been one of GM's best-selling vehicles for its fuel-efficiency and relatively affordable price. However, as oil prices began to stabilize and fuel-efficiency became more prevalent in crossovers, mid-sized SUVs, and pick-up trucks, sales of the Chevrolet Cruze were no longer what they had been early on. While local union officials and employees of the plant remained hopeful that a new product would eventually be brought in to replace the Cruze, this never materialized. Typically operating under three shifts, in 2017 the third shift was cut, followed by the second shift shortly thereafter. Finally, in the spring of 2019, GM decided that it was in its best interest to cut the final shift and cease operations at the facility altogether.

The impact of the closure of the Lordstown facility was a major blow to the Eastgate region. Not only were thousands of jobs lost as a direct result of the closure, the ancillary effects on cluster industries, including parts suppliers and servicers, would surely cause countless other jobs to be lost. Searching for answers and the best strategy with which to approach this devastating news, Eastgate, along with Cleveland State University (CSU), sought out and was awarded an Economic Development Adjustment Assistance grant from the Economic Development Administration (EDA).¹ The purpose of this grant would be to develop and implement an economic recovery strategy that would serve as a playbook for diversifying the region's economy away from relying so heavily on the automotive industry. The following are the five main goals: Mitigation of Unemployment Impacts, Strategy Management, Reuse and Redevelopment, Evaluating Workforce and Industry Assets, and Facilitating Business Development.

After a thorough review and selection process to seek out a consultant to assist Eastgate and CSU with Economic Recovery Coordination, Youngstown State University (YSU), along with the Kent State University Cleveland Urban Design Collaborative (CUDC), were selected to lead the charge for resiliency planning and implementation. Coupled with the developing news in the latter half of 2019 that Lordstown Motors Corporation, an electric vehicle startup, would be purchasing the idled facility from GM to produce an electric-powered pick-up truck, the future is seemingly very bright. On top of that, GM, along with LG Chem (Ultium Cells), purchased land near their former assembly plant in Lordstown to construct a brand-new facility for the purposes of making electric vehicle batteries. Yes, this has been a whirlwind turnaround and one that stakeholders throughout the region look at as an opportunity to position the region as a hub for electric battery and electric vehicle production moving forward.

¹ "EDA Awards \$600,000 to Help Northeast Ohio Recover from Idling of GM Lordstown." WFMJ.com, June 27, 2019. <https://www.wfmj.com/story/40718770/eda-awards-600000-to-help-northeast-ohio-recover-from-idling-of-gm-lordstown>.

In September of 2022, the Economic Recovery Coordination Plan ("Recovery Plan") was completed. This study will, in fact, compliment the tremendous economic growth that has taken place in the Village of Lordstown while having a major impact on the entire Eastgate Region. Since the funding for this project was announced in June of 2019, the economic landscape of this region has been flipped upside down and the potential for unprecedented growth is upon us. With optimism of more economic growth within the Lordstown/North Jackson corridor in the near future, the Recovery Plan will be an important tool for all regional communities as they position themselves to capture major employer investment and supply chain related opportunities that will also become available. This plan will also identify ways in which our communities can improve upon quality of life and cultural assets that they have to offer as increased employment opportunities will create a market for location and/or relocation into the area by folks from other regions/states around the country as well as internationally. For more information and to read the entire Economic Recovery Coordination Plan, please click on the interactive cover page below.



Emerging Technologies

To diversify the region's economy while in turn contributing to its resiliency, developing a broad industry base in emerging technologies such as additive manufacturing and petrochemicals, for example, will give the region a competitive advantage. Signs of this transition are already evident, as the region was able to quickly regain momentum after the closure of the GM Lordstown assembly plant, which just a few short years ago employed nearly 4,000 workers. TJX, the parent company of retailers such as TJ Maxx and HomeGoods, is in the midst of construction and site work for a distribution facility in Lordstown that will employ more than 1,000 workers. This movement highlights the distribution and logistics strength of the region, which is in a prime location for freight and shipping access to a significant portion of the country within a 450-mile radius.

At the same time, Foxconn is retooling the former GM facility to manufacture the Lordstown Motors Endurance All-Electric Pickup Truck, among other electric vehicle prototypes, underscoring the importance of electric vehicle technology, and the tremendous role that it will play in automotive production in the modern economy. Further bolstering the region's ability to adapt and innovate, Ultium Cells (GM & LG Chem) will be constructing a battery cell assembly plant, also in Lordstown. This venture will offer employment of more than 1,000 workers and solidify the regional supply chain for electric battery and vehicle production. The rapid turnaround in fortune for the region has led business leaders and lawmakers to coin the phrase "Voltage Valley".¹

It has certainly been a swift transformation for a region that was once labeled the "Rust Belt", supposedly lacking the ability to transition out of the industrial prowess of yesteryear. Perhaps, there is no greater expression of regional innovation than the work being done by organizations such as America Makes, BRITE Energy Innovators, and the Youngstown Business Incubator (YBI). Together, these organizations excel in 3-D Printing, Additive Manufacturing, Defense Solutions, Energy Technology, Entrepreneurial Support, and Information Technology among others.² Through innovation and the efforts of our educational institutions in the region such as Eastern Gateway Community College (EGCC) and Youngstown State University (YSU), as well as the workforce development initiatives that are training individuals for the jobs of the future, the Eastgate region has and will continue to better position itself for an economy that is rapidly evolving.³

¹ Nelson, George. "Electric Vehicle Incentives Would Spur 'Voltage Valley'." Business Journal Daily, December 18, 2019. <https://businessjournaldaily.com/electric-vehicle-incentives-would-spur-voltage-valley/>.

² "BRITE, Incubator Will Partner with Air Force." BRITE, incubator will partner with Air Force | News, Sports, Jobs - Tribune Chronicle, March 3, 2020. <https://www.tribtoday.com/news/business/2020/03/brite-incubator-will-partner-with-air-force/>.

³ "Work to Begin in July on YSU Commercialization Center." Business Journal Daily, May 15, 2019. <https://businessjournaldaily.com/ysu-commercialization-center-work-set-to-start-in-july/>.

Mahoning River Restoration

The Mahoning River shaped Eastgate's planning region as we know it today. The river was dammed up in numerous places to provide cooling water for the big steel industries that settled along the riverfront. Regrettably, large amounts of industrial waste were returned to the river as a result of this process. This waste totaled nearly half a million pounds of toxins, including oil, resins, and cyanide each day. From the 1960s to the early 1980s the big steel industry began to close its doors to the Valley, leaving behind memories for its hard workers and a legacy of pollution for the river that sustained them.

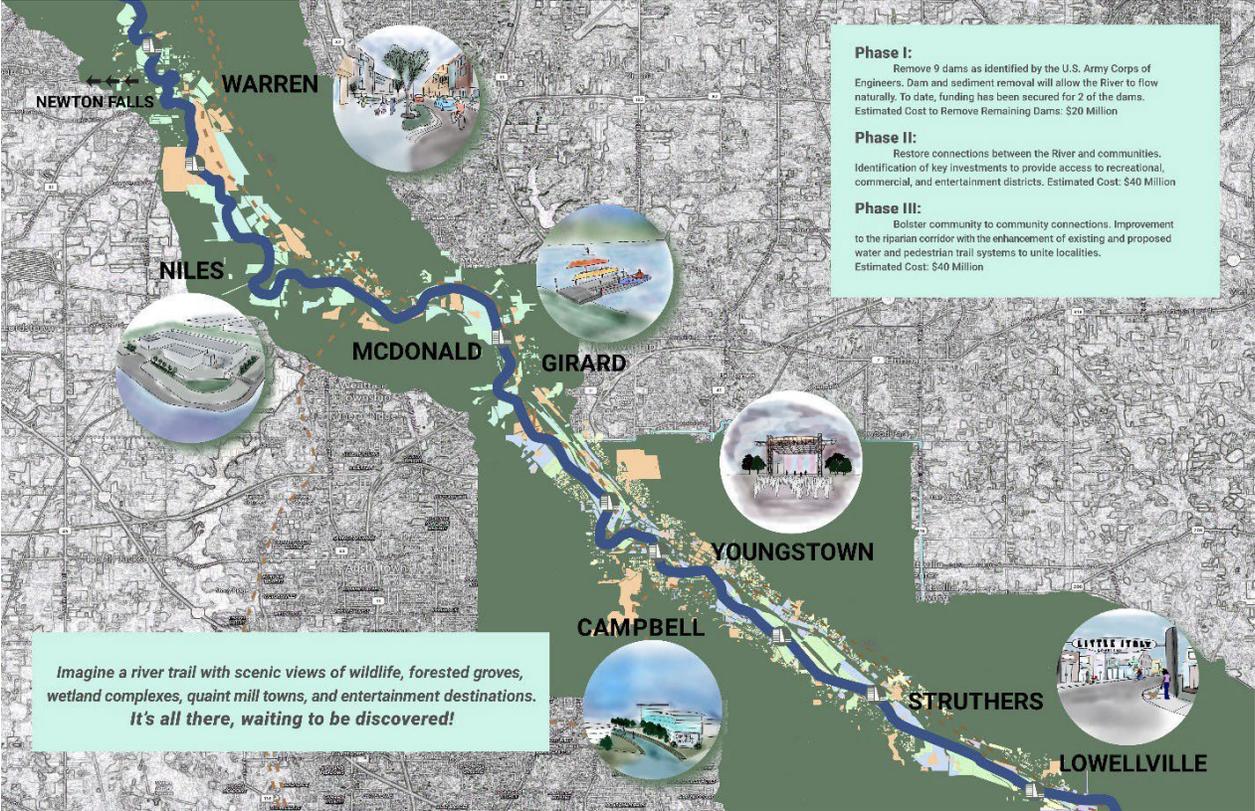
Today, Eastgate recognizes the Mahoning River as an asset, not a liability, to our region. The river, per the Ohio EPA's 2013 biological and chemical survey, is making a comeback both in water quality and fish diversity.¹ Eastgate wants to continue the upward progression of the river's health by working with communities along the river to remove the remaining low head dams and restore the river to its natural, free-flowing state while improving the quality of the water.

In 2020, Eastgate will be seeking the services of a consultant to perform a comprehensive study along the Mahoning River to provide a roadmap that will serve three purposes: spur economic development, provide recreational opportunities, and preserve natural habitats. In the end, a comprehensive plan will improve daily life for residents and visitors in the region. Among other initiatives, this study will also allow the region to better identify its brownfield inventory, map utility access, ascertain broadband potential, investigate rail lines, pursue a potential state park designation, and explore quality of life opportunities along the river.

The following map shows the scope of work for removing the 9 remaining low head dams in the Mahoning River. The lower Mahoning Restoration Project is a priority of Eastgate due to the level of water quality impairments caused by the low head dams and the contaminated sediments that have accumulated behind them. With the bright future that lies ahead for the region, moving on from our past as a steel industry-focused valley, an accessible and viable Mahoning River Valley closely aligns with the many ways in which this region seeks to re-establish itself as a greener, more environmentally friendly community while improving the quality of life for our residents and visitors. For more information and to keep up with the progress of this initiative, click the graphic on the following screen to visit the official My Mahoning River webpage.

¹ "Biological and Water Quality Report for the Lower Mahoning River Watershed." EPA Ohio. Ohio Environmental Protection Agency, 2018. [https://epa.ohio.gov/Portals/35/tmdl/TSD/Lower Mahoning 2013/LowerMahoning_BWQR_FactSheet_2013.pdf](https://epa.ohio.gov/Portals/35/tmdl/TSD/Lower%20Mahoning%202013/LowerMahoning_BWQR_FactSheet_2013.pdf).

Mahoning River Illustration



Opportunity Zones

In further defining the Eastgate region's future, economic development planning must strongly consider communities that have been greatly affected by a major economic shift, or those that have struggled to regain the economic strength of past generations. Perhaps this region has endured more examples of economic distress than similar regions across the country, thus making the advent of Opportunity Zones in 2017 by the federal government, a momentous occasion that will allow for the marketability and revitalization of communities that have withstood generations of lackluster growth. As an overview of Opportunity Zones and what they represent to the region, the Economic Development Administration (EDA) states the following:

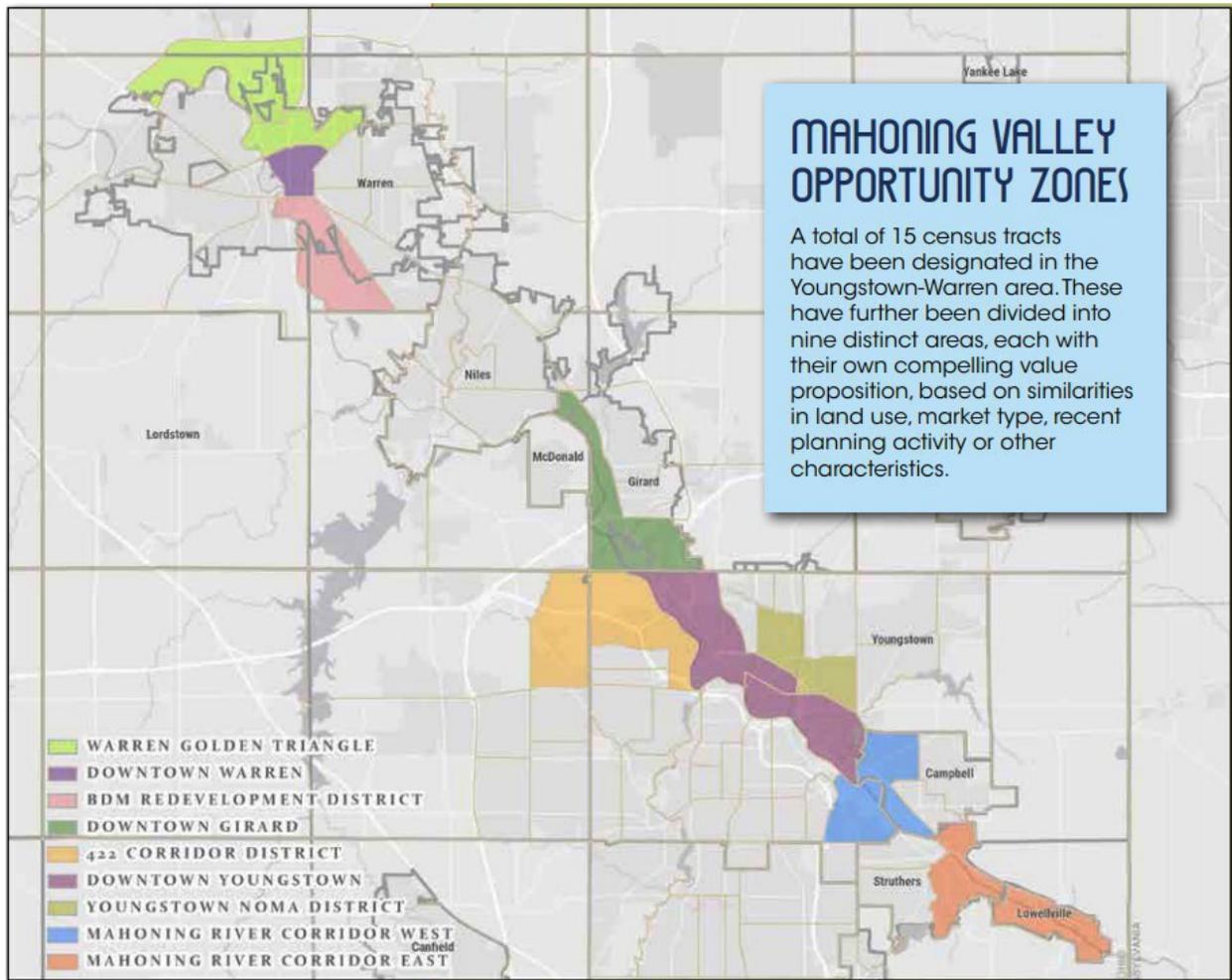
Opportunity Zones, created under the 2017 Tax Cuts and Jobs Act, are a federal economic development tool focused on improving the outcomes of communities across the country, especially in areas that have suffered from disinvestment over many years. Opportunity Zones are designated low-income census tracts where tax incentives are available to groups or individuals who invest in an Opportunity Fund (i.e., an investment vehicle for injecting money in an Opportunity Zone) and hold their capital gains in Opportunity Zone-related assets or property. There are over 8,700 Opportunity Zones (representing 12 percent of all census tracts), with nearly a quarter (just over 23%) in rural areas. By Investing in Opportunity Zones, investors stand to gain a temporary deferral on their capital gains taxes if they hold their investments for at least 5 years, and a permanent exclusion from a tax on capital gains from the Opportunity Zones investments if the investments are held for 10 years.¹

The Youngstown-Warren Regional Chamber, in collaboration with Eastgate Regional Council of Governments, the Western Reserve Port Authority, and the Mahoning Valley Economic Development Corporation, created the Mahoning Valley Opportunity Zones Investment Prospectus.² The prospectus provides a comprehensive guide to each Opportunity Zone location within the Mahoning Valley, assisting potential investors with development resources and services.

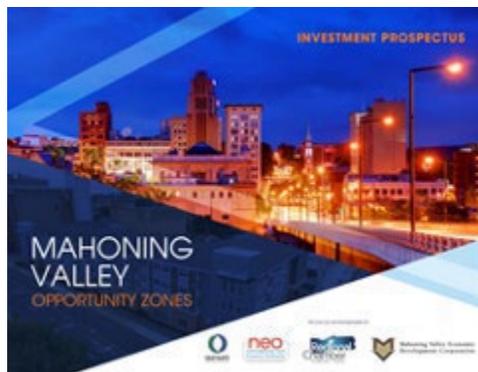
For more detailed information, please see the Mahoning Valley Opportunity Zones Map or by clicking on the Investment Prospective interactive link, both located on the following page.

¹ "Opportunity Zones." Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Opportunity Zones | U.S. Economic Development Administration. Accessed January 30, 2020. <https://www.eda.gov/ceds/opportunity-zones.htm>.

² "Youngstown/Warren Regional Chamber." Mahoning Valley Opportunity Zones, 2019. <https://www.regionalchamber.com/initiativesprograms/opportunityzones>.



Source: Youngstown-Warren Regional Chamber



Source: Youngstown-Warren Regional Chamber

Regional Priorities



Regional Priorities

Priority List

Eastgate solicited stakeholders representing local governments, county governments, educational services, workforce organizations, social services, economic development organizations, elected officials, philanthropic organizations, and others to seek input on community and economic development initiatives and projects in the region. The feedback received has allowed Eastgate to develop and list a wide variety of initiatives and community needs that pertain to economic development.

The Comprehensive Project List should be utilized across funding mechanisms to indicate the needs and priorities of the region. The list is updated as needed, and Eastgate and its partners are committed to addressing the needs of its member communities.

The CEDS Advisory Council (CAC) carefully reviews each potential project and members provide their opinions as to which initiatives are the best fit for the region. This process involves critical evaluation, as well as debate on regional needs and significance. Five areas gained importance and were identified as the chief priorities for the Eastgate region. They are as follows:

- Infuse revolving loan funds with additional capital to meet the growing demand for financing of businesses and community needs.
- Preserve and modernize critical infrastructure that is near areas of concentrated employment and nodes of innovation.
- Support efforts to determine broadband coverage feasibility, expansion, and implementation opportunities throughout the three-county region.
- Encourage redevelopment in proximity to core infrastructure investments to revitalize and build equity in communities.
- Strengthen human capital, supportive programming, and infrastructure that allows our region to access and be competitive with global markets.

The following highlights a few of the aforementioned priorities for the Eastgate region, including a comprehensive list of projects as decided upon and submitted to Eastgate by various regional stakeholders, and members of the CEDS Advisory Council (CAC).

Infrastructure

Across the Eastgate region, there is an inherent need to devote more resources to the revitalization of critical infrastructure. This comes in the form of providing safe and reliable transportation, clean drinking water, sufficient energy systems to power businesses and homes, structurally sound hospitals and schools, and a host of other vital systems that uphold the standard of living that residents in the region are accustomed to. There is also the need to make communities in the Eastgate region attractive for new investments and economic opportunities. Thus, investing in infrastructure will entice businesses and individuals alike to either remain in or consider relocating to the region.

The decline in the condition of infrastructure is not merely a regional issue, but a nationwide one. This crisis is undoubtedly placing intense pressure on local and state budgets that are already spread thin. In speaking to the issues that are being faced with infrastructure in the United States, the American Society of Civil Engineers (ASCE), in a 2017 report, rated the current state of U.S. infrastructure a near failing grade of D+. ¹ For years, the federal government has sought to provide relief to state and local governments as it pertains to infrastructure, but no significant legislation has been able to survive Congress. The current and former administrations have each called for increased federal spending and policy initiatives on infrastructure. Perhaps no headline was more telling than one from the *Atlantic* entitled, "Obama Calls for Infrastructure Spending for the Fifth Time in Five Years", where the former President pitched the idea of over \$20 billion in federal infrastructure investment, along with the creation of an investment bank, where projects could be considered for federal funding dollars.² More recently, President Trump has repeatedly mentioned the possibility of significant federal government policy regarding infrastructure. In fact, according to *Fact Sheet 2018 Budget: Infrastructure Initiative*, "The President has consistently emphasized that the Nation's infrastructure needs rebuilt and modernized to create jobs, maintain America's economic competitiveness, and connect communities and people to more opportunities".³

To be certain, infrastructure plays a role in nearly every facet of the lives of residents in the Eastgate region. Whether utilizing energy grids, transportation grids, public water systems, or other public infrastructure, it is vital to the continuing revitalization of this region's economy to ensure the integrity and stabilization of these systems. Stakeholder discussion and input are paramount in understanding the immediate and long-term economic impact that greater investment into infrastructure could have on the Eastgate region.

¹ "ASCE's 2017 American Infrastructure Report Card: GPA: D." ASCE's 2017 Infrastructure Report Card, January 30, 2020. <https://www.infrastructurereportcard.org/>.

² Bump, Philip. "Obama Calls for Infrastructure Spending - for the Fifth Time in Five Years." *The Atlantic*. Atlantic Media Company, October 30, 2013. <https://www.theatlantic.com/politics/archive/2013/03/obama-calls-infrastructure-spending-fifth-time-five-years/316815/>.

³ FACT SHEET 2018 BUDGET: INFRASTRUCTURE INITIATIVE. Retrieved February 4, 2020, from www.whitehouse.gov/sites/whitehouse.gov/files/omb/budget/fy2018/fact_sheets.

Diversity, Equity, & Inclusion

Equally as responsible for the economic advancement of the Eastgate region is the process of creating and expanding fair and equitable opportunities for folks of all walks of life to succeed. This begins by identifying and removing the barriers that restrict access to education and employment that will then enable all the region's residents a pathway towards greater health and prosperity. Notable barriers include a large percentage of the region's residents that live below what is considered a living wage, significant life expectancy gaps in communities across the region, and poorer access to jobs. Expounding upon the living wage, it is described as the hourly rate that an individual in a household must earn to support his or herself and their family with the assumption that this individual is the sole provider working full-time (2080 hours per year).¹ Further details on the following page.

Understanding the issues that impact equity within the region, a focus then needs to be placed on incorporating this mindset into the initiatives and projects that move forward within the region. As we enable residents to access more living wage opportunities and gain access to better education and healthcare, we lift up and advance a significant contingent of our population while making a tremendous impact on the region's economic advancement and competitiveness. This can be achieved by intertwining the objectives, goals, and pillars of the CEDS into the fabric of creating a fair and equitable region. We can measure this progress by reviewing the key performance indicators (KPIs) of the CEDS, in particular, the livability index which among other things describes a region's health, opportunity, and engagement.

The impact of allowing inequities in society to continue and sustain undoubtedly affects the region's residents' generations down the road. This issue becomes systemic, and it erodes the confidence of those who have been at a disadvantage that believe change is on the way, and that there is a reason to be hopeful in greater future economic opportunity. Perhaps, Change Lab Solutions put it best when they stated, "No one should be disadvantaged in achieving their full health potential because of where they live, who they are, or what social position they occupy".² This certainly provides context for the way in which a region ought to approach planning, with an eye on those who have been left behind, and ideals that drive home the importance of equity. Thus, incorporating projects into the CEDS that have a profound impact on community and economic development, environment, transportation, and a myriad of other key areas, the region can make great strides towards leveling the playing field by providing fair and equitable opportunity for all residents.

¹ "Living Wage Calculator." Living Wage Calculator - Living Wage Calculation for Youngstown-Warren-Boardman, OH. Accessed February 26, 2020. <https://livingwage.mit.edu/metros/49660>.

² "Long-Range Planning for Health, Equity & Prosperity A Primer for Local Governments." ChangeLabSolutions, 2019. https://www.changelabsolutions.org/sites/default/files/2020-01/CLS-BG217-Long_Range_Planning_Primer_FINAL_20200115.pdf.

Living Wage

Ashtabula County

	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$12.82	\$27.20	\$34.39	\$45.03	\$21.34	\$25.36	\$28.96	\$30.92	\$10.67	\$14.97	\$19.07	\$22.61
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30	\$7.38
Minimum Wage	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70

Mahoning County

	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$12.76	\$28.62	\$37.19	\$49.80	\$21.54	\$25.39	\$28.99	\$30.69	\$10.77	\$15.68	\$20.73	\$24.99
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30	\$7.38
Minimum Wage	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70

Trumbull County

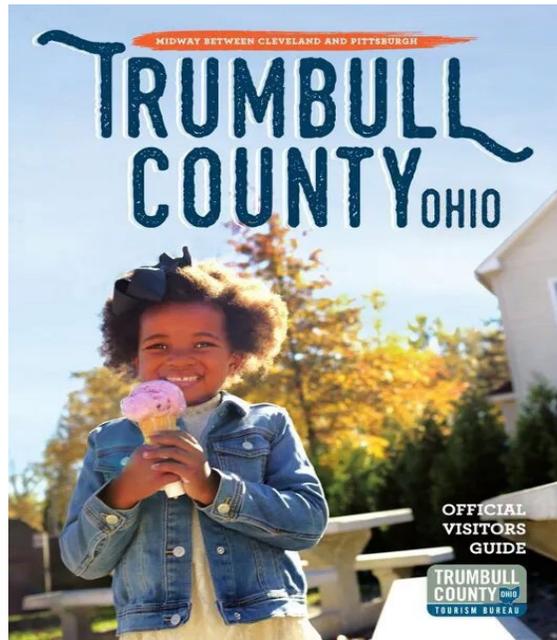
	1 Adult				2 Adults (1 Working)				2 Adults (Both Working)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$12.76	\$27.23	\$34.41	\$44.79	\$21.54	\$25.39	\$28.99	\$30.69	\$10.77	\$14.99	\$19.08	\$22.49
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60	\$8.29	\$10.44	\$12.60	\$14.75	\$4.14	\$5.22	\$6.30	\$7.38
Minimum Wage	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70	\$8.70

Source: Massachusetts Institute of Technology-Living Wage Calculator 2020-2021 Update

Travel, Tourism, and Recreation

The COVID-19 Pandemic has taken a toll on nearly every major industry but perhaps none more so than the travel and tourism industry. Tourism is a major economic driver for many of the region's communities who rely on the commerce of those who do business and travel within the Mahoning Valley. With travel all but eliminated during 2020, this had a tremendous ripple effect on the region's economy which is still climbing back from the initial devastation of the lockdowns as part of the pandemic. There simply is no way to understate the millions of jobs that were lost and the billions of dollars in economic impact that the COVID-19 Pandemic placed on the nation's economy. In the Eastgate Region alone, consisting of Ashtabula, Mahoning, and Trumbull Counties, the hospitality/tourism industry represents nearly \$1 Billion in indirect economic impacts, including indirect and induced. Jobs associated with this industry total 14,000 equating to \$265 million in wages in the region annually.

Despite the disproportionate affect that COVID-19 has had on this industry, the region's tourism bureaus continue market the region effectively, showing significant return on investment (ROI) on dollars invested into these efforts. Specifically, the Trumbull County Tourism Bureau, per research conducted on their advertising effectiveness and visitor guide conversion, can point to data that shows that the 2020 Official Visitors Guide was responsible for generating \$37.7 million in visitor spending. In fact, the Trumbull County Tourism Bureau was recognized by the U.S. Travel Association as a finalist in the 2021 Destiny Awards for excellence and creative accomplishment in marketing and promotion at the local and regional level. To view the annual visitor's guide, please click on the interactive link below:



Key Performance Indicators

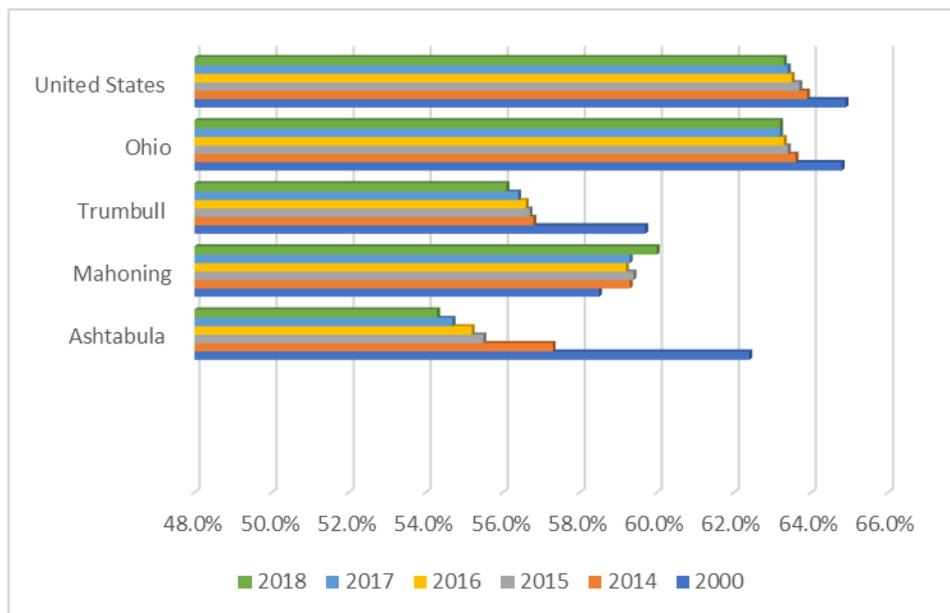
Key Performance Indicators (KPIs) allow for benchmarking of progress towards the vision and goals of the Comprehensive Economic Development Strategy (CEDS). Eastgate will continue to monitor progress on each of the established goals, as well as the Action Plan through progress reports, annual reporting, and other tools. The KPIs for the CEDS demonstrate some of the critical and readily available statistics that support the three pillars. Supervising these metrics will further highlight areas where there is a need for more analysis of best practices and capacity-building. As part of utilizing these performance measures, the following are baselines that will be updated for annual reporting as more recent data becomes available and planning efforts are integrated.



Labor Force Participation

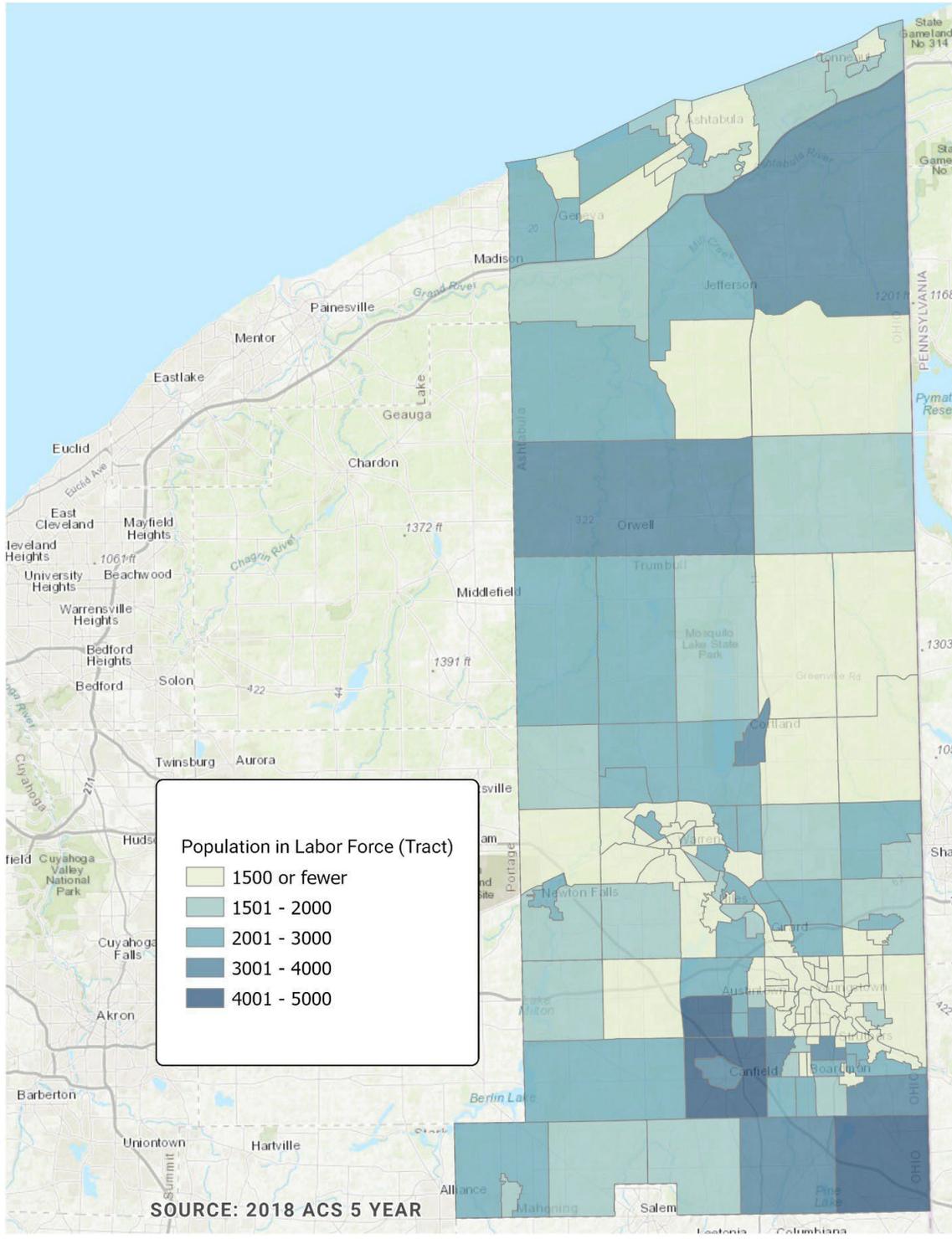
The labor force participation rate is a measure of the active portion of an economy’s labor force and includes people who are either employed or are actively looking for work. This metric allows the region to monitor how it compares to state and national levels. While Ohio is similar to the national percentages, each of the counties and the Eastgate Region, in general, have lower numbers. The lower numbers may be a result of our aging population and/or people spending more time in school.

Percentage of Population 16 Years and Older in Labor Force



	2000	2014	2015	2016	2017	2018
Ashtabula	62.4%	57.3%	55.5%	55.2%	54.7%	54.3%
Mahoning	58.5%	59.3%	59.4%	59.2%	59.3%	60.0%
Trumbull	59.7%	56.8%	56.7%	56.6%	56.4%	56.1%
Ohio	64.8%	63.6%	63.4%	63.3%	63.2%	63.2%
United States	64.9%	63.9%	63.7%	63.5%	63.4%	63.3%

Source: United States Census 2000, American Community Survey 5-Year Data 2014, 2015, 2016, 2017, 2018



Skills Surplus

The organization for Economic Co-operation and Development (OECD) classifies a county's state of supply and demand for skilled labor. The skills supply is the share of a working-age county population having post-secondary education. The skills demand is a combined index of the share of county residents having medium and high skilled occupations and income from employment. The scale includes Skill Deficit, Low Skills, High Skills, and Skills Surplus. A Skill Deficit or Low Skills indicates that the post-secondary education level is less than needed to support skills. A Skills Surplus would indicate that more people have post-secondary education than the occupations require by ratio.

Ashtabula County- Low Skills

Mahoning County- High Skills

Trumbull County- Skills Deficit

Source: NACO Analysis of Organization for Economic Co-operation and Development (OECD) Data, 2018 American Community Survey 5-year Data

Sector-Led Initiatives

Sector-Led Initiatives are encouraged for workforce development to align industry needs with the education and supportive services system. The following are recognized sector-led initiatives in the region that include cross-sector partnerships:

- Business Resource Network
- Greater Oh-Penn Manufacturing Apprenticeship Network
- IEC Western Reserve Chapter
- Industrial Maintenance Collaborative- A-Tech
- Mahoning Valley is for Entrepreneurs
- Mahoning Valley Manufacturers' Coalition
- Mahoning Valley Partnership for Employment
- Mahoning Valley Prepared for Success
- Oh-Penn Manufacturing Collaborative
- Plumber & Pipefitters Local Union 396
- Ironworkers Joint Apprenticeship Program

Innovation Index

The Innovation Index consists of the five components of Human Capital and Knowledge Creation, Business Dynamics, Business Profile, Employment & Productivity, and Economic Well-Being that was created by the Purdue Center for Regional Development, the Indiana Business Research Center, and the Economic Development Administration. The Innovation Index is useful as a broad indicator of education levels, population growth rate, occupational mix, high-tech employment, venture capital investment, broadband density, firm entry rate, business size, patent activity, gross domestic product, net migration, and other variables.

Innovation Index

	Overall	Human Capital & Knowledge Creation	Business Dynamics	Business Profile	Employment & Productivity	Economic Well-Being	Rank of 3110 Counties	Rank of 384EDDs
Ashtabula	112.2	115.3	113.5	83.3	136.2	113	1,641	N/A
Mahoning	117.6	119.4	114.6	102.6	135.3	115.9	1,101	N/A
Trumbull	118.4	116.4	114.2	108	135.6	117.7	1,023	N/A
Eastgate Region	100.5	91.1	88.4	112.1	119.4	91.7	N/A	275

Source: StatsAmerica Innovation Index 2.0

SBIR Grants Awarded

The Small Business Innovation Research (SBIR) program through the Small Business Administration (SBA) is intended to help small businesses conduct research and development through funding in the form of grants and contracts. SBIR grants assist small businesses in the commercialization process and lead to technological innovation that supports future growth. SBIR investment may result in new business lines for companies and opportunities for university-private sector research.

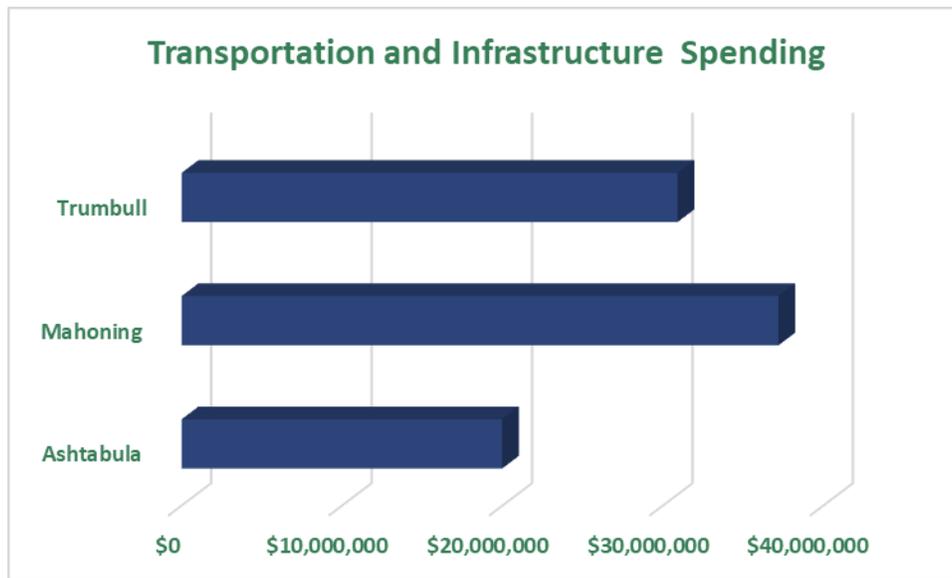
SBIR Awarded to Date

	
Ashtabula	4
Mahoning	6
Trumbull	2
Eastgate region	12
Ohio	5966
United States	162,058

Infrastructure

The condition of roads, bridges, schools, water treatment plants, and other physical assets greatly influence the economy's ability to function and grow. Commerce requires well-maintained roads, railroads, airports, and ports so that manufacturers can obtain raw materials and parts to deliver finished products to consumers.¹

State Spending on Transportation and Infrastructure by County FY 2019



Source: Ohio Legislative Service Commission

Ashtabula- \$19,974,638

Mahoning - \$37,196,694

Trumbull- \$30,904,685



¹ McNichol, Elizabeth. "It's Time for States to Invest in Infrastructure." Center on Budget and Policy Priorities, March 19, 2019. <https://www.cbpp.org/research/state-budget-and-tax/its-time-for-states-to-invest-in-infrastructure>.

Industry and Business Climate

Gross Domestic Product

Gross Domestic Product (GDP) is the sum of all goods and services produced in an area over a period. GDP indicates how much money is changing hands and can determine whether the economy is expanding or contracting.

GDP in Millions of Dollars

	2013	2014	2015	2016	2017	2018
Youngstown-Warren (MSA)	\$17.5	\$17.7	\$17.9	\$17.6	\$17.3	n/a
State of Ohio	\$559.0	\$588.8	\$608.1	\$622.8	\$645.3	\$675.9
United States	\$16,548.8	\$17,233.1	\$17,830.3	\$18,715.0	\$19,519.4	\$20,580.2

Source: Bureau of Economic Analysis

Total Exports for Goods and Services

Exports are important to an economy because they influence the level of economic growth and employment. Examining where within industry sectors exporting occurs is also an indicator of regional specialization.

Exports in Millions of Dollars

	2013	2014	2015	2016	2017	2018
Youngstown-Warren (MSA)	\$1,425.2	\$1,268.0	\$1,252.0	\$1,111.0	\$1,225.8	\$1,392.4
State of Ohio	\$51,048.0	\$52,640.0	\$51,139.0	\$49,299.0	\$50,066.6	\$54,292.8
United States	\$2,294,199.0	\$2,376,657.0	\$2,266,691.0	\$2,215,839.0	\$2,352,546.0	\$2,501,310.0

Source: United States Census Bureau, Brookings Export Monitor, International Trade Administration

Quality of Life & Community Vitality

County Health Rankings

Each year, the Robert Wood Johnson Foundation releases County Health Rankings that are intended to help communities become healthier places to live, learn, work, and play. The rankings are composed of policies and programs, health factors, and health outcomes that include the physical environment, social and economic factors, clinical care, and health behaviors.

2022 County Health Rankings Among 88 Counties in Ohio

Ashtabula County- 71

Mahoning County- 78

Trumbull County- 72

Source: countyhealthrankings.org

Livability Index

The Livability Index was created by the AARP Public Policy Institute to score neighborhoods and communities across the United States. Livability categories include housing, neighborhood, transportation, environment, health, engagement, and opportunity. The total livability score is based on the average of the categories that range from 0-100.

	Livability Score	Housing	Neighborhood	Transportation	Environment	Health	Engagement	Opportunity
Ashtabula	46	55	41	39	56	34	52	47
Mahoning	51	56	44	55	57	39	57	50
Trumbull	51	57	44	53	54	37	54	55
Ohio	52	54	49	48	54	46	60	55

Source: livabilityindex.aarp.org

Niche Grades

Similarly, to the livability index, Niche, a data science firm specializing in analysis and research, assigns overall grades for cities, counties, and regions across the country. These grades consider all aspects of a community’s well-being, including the state of the Public Schools, Housing, Good for Families, Jobs, Cost of Living, Outdoor Activities, Crime & Safety, Nightlife, Diversity, Weather, Health & Fitness, and Commute.¹

2021 Overall Niche Grade

Ashtabula County- C+

Mahoning County- A-

Trumbull County- B

Niche County Report Card

	Public Schools	Housing	Good for Families	Jobs	Cost of Living	Outdoor Activities	Crime & Safety	Nightlife	Diversity	Weather	Health & Fitness	Commute
Ashtabula	C+	C+	B-	C	B+	B+	B	B+	C+	D+	B-	B-
Mahoning	B+	B	A-	C+	B+	A-	C	A	B+	C-	B+	B
Trumbull	B	B	B	C+	A-	B+	C	A-	B-	C-	B+	B

Source: Niche.com/places-to-live



<https://visitashtabulacounty.com/things-to-do/attractions/ashtabula-county-covered-bridge-festival/>

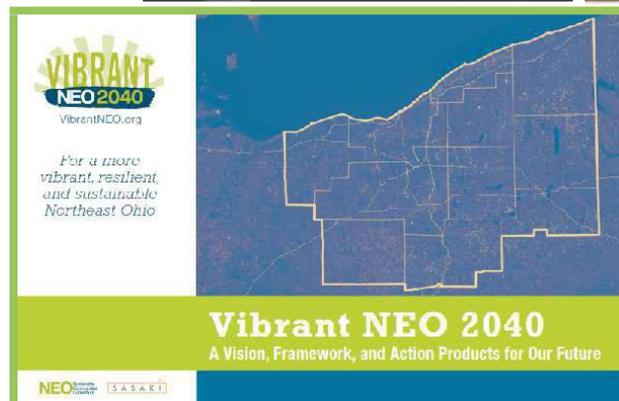
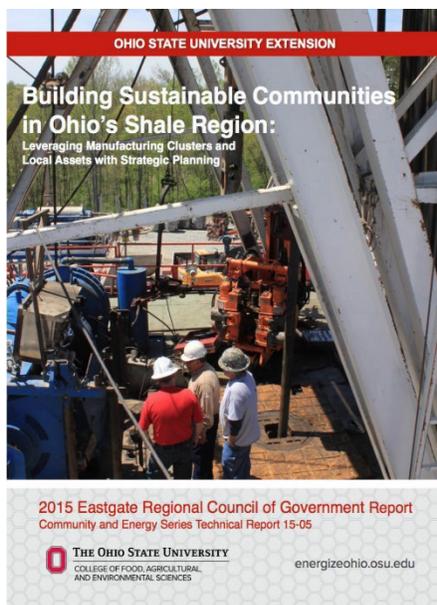
¹ “2021 Best Places to Live in America.” Niche. Accessed August 10, 2021.

<https://www.niche.com/places-to-live/search/best-places-to-live/>.

Resiliency



Resiliency is incorporated throughout the CEDS in several of the recommended action items, goals, objectives, and projects. Aligning resources to promote resilience is a key component of the background research and preparation for the CEDS. The CEDS Advisory Council (CAC), the CAC Steering Committee, and Eastgate Economic Development staff reviewed several resources for incorporating resiliency into planning. In 2020, as part of the EDA CARES Act Supplemental Award that Eastgate received, the EDD contracted with a Disaster Recovery Coordinator to devise and put together a Disaster Recovery and Resiliency Plan for the Eastgate Region that can be found beginning on the following page.



**Regional, Economic, and Social Resilience
for Ashtabula, Mahoning, and Trumbull Counties**

**A Guide to Recovery and Resilience
What Can Your Municipality Do?**

James Dignan, AMK Professional Services

Disaster Recovery Coordinator

Eastgate Regional Council of Governments



INTRODUCTION

This guide explores regional resilience in Mahoning, Trumbull, and Ashtabula counties by studying how regional authorities, companies, and our community at large can react and respond to the shocks and disturbances caused by COVID-19. The study also helped identify what measures municipalities in the region are taking to prepare for these types of shocks and unwanted developments, either to repel them or to facilitate structural change.

This recovery and resiliency guide will help to:

- Determine which actions will get life and commerce back to normal as soon as possible.
- Improve pre-disaster conditions and build resilience to future risks.

Who will implement this guidance?

- The mayor
- The municipal leadership team
- Relevant staff from the following municipal sectors:
 - Family Welfare / Food Security
 - Communication
 - Health
 - Education
 - Agriculture and Natural Resources
- In collaboration with the following groups:
 - Community-based organizations
 - Religious and spiritual support organizations
 - Food wholesalers and retail markets
 - Humanitarian and development nongovernmental organizations
 - National emergency management agencies

Pandemic recovery programs should include the following steps to recovery and resilience:

- Reduce fear and re-establish a sense of security.
- Reassess vulnerability and strengthen and sustain relief activities.
- Get life and commerce back to normal.
- Improve upon pre-disaster living conditions and overall well-being by linking relief activity to longer-term work addressing the underlying causes of food shortages and poverty.

OVERVIEW

A moderate pandemic may impact life and commerce only for the duration of the pandemic waves and may strengthen social networks as people come to each other's assistance. A more severe pandemic may have caused many deaths, drastic inflation, unemployment, food crisis, and a collapse of social networks. Recovery from a series of severe pandemic waves will require hard work and persistence on the part of local leaders and community members.

After several severe pandemic waves, the tendency may be to analyze the situation simply in terms of needs and deficiencies, because both will certainly be immense. Yet a municipality must rely on an inventory of remaining assets and capacities if it is to find the power to regenerate itself. Initially, communities should determine what they can do immediately, without external assistance, using all existing skills, resources, and technical experience. Some recovery efforts may require more resources than a municipality has available. The team must then be prepared to communicate the priorities of the municipality to the national and regional governments, international agencies, and other sources of external support once assistance becomes available.

STAGES OF RECOVERY EFFORTS

Pandemic recovery efforts occur in stages. They cover the critical middle ground between disaster response and improving long-term well-being for at-risk populations. Some activities can be undertaken immediately following a pandemic, once health experts have declared social distancing is no longer needed. These activities will reduce fear and reestablish a sense of calm. Examples are reopening schools and businesses and making sure short-term income and necessities are available.

Other recovery activities can take place once a sense of normalcy and security begins to return to the municipality. The goal of these efforts is to strengthen the resiliency of households and communities, so they are better able to manage future shocks. These efforts include rebuilding household and community assets and restoring local institutions which have been overwhelmed by the pandemic, particularly health facilities.

Stage 1. Reestablish a Sense of Security

Reduce Public Fear and Support the Community's Grieving Process

The first stage of recovery involves reducing public fear and supporting the grieving process. The psychological impact of the pandemic on survivors may be huge; psychosocial support will be extremely important to restore a sense of calm. Psychosocial support is the ongoing process of meeting emotional, social, mental, and spiritual needs, all of which are considered essential elements of meaningful and positive human development. (FHI, 2006). Concerns people have about future outbreaks, about their ability to get life back to normal, or about other worries must be identified, recognized, and dealt with as soon as possible.

Immediately after the pandemic has run its course, the team should begin activities to reduce fear and re-establish a sense of security.

Gender, age, and previous medical conditions may influence the impact the pandemic has on families and individuals and should be considered by those providing psychosocial support.

Homes will likely be the place where most people have suffered. Women—often the primary caregivers for household illness—may need additional grief and recovery counseling. Schools will also play an important role in this process by helping children recover from a very frightening experience and move forward.

With municipal staff from the education and communication sector and any available resources or direction from national-level government, develop a public education and communications plan. Television, radio, and newspapers can help the community recover by sharing accurate information and dispelling rumors. The public should be made aware of normal responses to fear, uncertainty, survivor guilt, trauma, and disasters.

Organize community meetings to discuss the end of the pandemic and to assure people that life can get back to normal. To aid in the grieving process, memorials and candlelight vigils can be held for those who have passed away. During upcoming cultural events and festivals, the dead can be remembered and celebrated, if this is an acceptable tradition. These outlets and venues should also be used to provide sources of further information and help

Reopen Public Places

Once health experts and national authorities have declared social distancing and isolation measures are no longer needed, the team should encourage schools, community centers, businesses, and markets to reopen; even if they are short-staffed or have limited supplies. This will help people feel things are getting back to normal. Depending on the severity of the

disruption in trade, many smaller businesses may not be able to reopen immediately and may need assistance to recuperate. Options for reviving economic activities and markets are discussed in the next section.

Reintroduce Joy

Bringing joy and laughter back to the community can be an important contributor to coping with losses and restoring a sense of normalcy. Consider organizing recreational activities, cultural events, or music festivals to bring people together. Allow them to talk about their experiences and promote supportive relationships.

Stage 2. Linking Relief and Recovery

Once initial fear is reduced and a sense of security begins to return, the team can concentrate on municipal programs linking relief efforts to recovery. Well planned influenza pandemic recovery programs address not only the immediate recovery situation but also the underlying causes of hunger and suffering among affected populations. The goal of these efforts is to strengthen the resiliency of households and communities, so they are more able to manage future shocks.

This next stage of recovery involves three steps. (1) First, identify the people in the municipality who have suffered the most and will have trouble getting back on their feet. Then simultaneously (2) make sure short-term income and necessities are available for these people, and (3) link short-term relief efforts to longer-term strategies for building resources and skills which will reduce the impact of future disasters. Depending on how severely the pandemic affected the municipality, recovery operations may continue for up to two years.

Step 1. Reassess Vulnerability

The first step in designing recovery programs is to identify those who have been most affected by the pandemic and those who will have the most trouble getting back on their feet. Target immediate assistance to these groups. If the team has identified those people most at risk of food insecurity before the pandemic arrived, update that information now with a follow-up assessment to help determine who has suffered most, and who has been more resilient to the pandemic's impact. If the team was not able to undertake this assessment before the pandemic, now is the time to gather that information.

Determine the coping strategies people have used in response to the pandemic.

Coping strategies refer to the ways that individuals, households, and communities combine their skills, knowledge, and resources to respond to a shock or disaster. These strategies can be positive or negative and investigating both types is important to understand whether a situation is worsening, remaining the same, or improving. Awareness of coping strategies can help the team identify which households are in most need of recovery assistance, and it can increase understanding of how those who have managed well through the pandemic have been able to do so. This last important point is often overlooked. By understanding successful coping strategies that have helped people survive, leaders can share this information with others that have not fared so well, helping them to be better prepared for future disasters.

The table below provides some positive and negative examples of coping strategies people might use in response to pandemic influenza.

POSITIVE	NEGATIVE
<ul style="list-style-type: none"> ➤ Planting a small garden with short cycle crops during the first week of the pandemic, which provides vegetables for the household during the peak of the wave. ➤ Organizing exchanges among neighbors to increase the variety of foods the household eats. ➤ Gathering and preserving fruit found on common municipal property. 	<ul style="list-style-type: none"> ➤ Migrating away from home to distance themselves from an infected area, thereby losing jobs or leaving farms or businesses unattended. ➤ In urban areas where influenza rates are likely to be the highest due to large populations, there could be high rates of urban-rural migration as families migrate to live with rural relatives to escape the pandemic, thus exposing rural areas to the disease. ➤ Reducing the quantity and quality of food consumed because food has not been available in the municipality or because it has been unaffordable.

Step 2. Strengthen and Sustain Relief Activities

Make sure short-term income and necessities are available.

The next recovery step will be to help the groups of people that have been most affected to obtain short-term income and basic items such as water, food, shelter, medicines, and clothing. In addition to the information gathered in the assessments, encourage the community to participate in identifying people that should receive assistance. This establishes an open and participatory process.

Carefully consider what the municipality can do with its resources and capacities to help those in need in the short term. Some of these recovery activities will be maintained for a short time (6 months or less), such as the response efforts used during the pandemic.

Additional activities for consideration are listed below. The specific mix of activities should be tailored to the local context and based on the full participation of the municipality.

- Set up supplemental feeding centers (community kitchens, soup kitchens) for at-risk populations such as the elderly and children.
- Provide vouchers, stamps, or other alternative currency that can be used to purchase food in local markets. This will also help to stimulate local business.
- Continue to encourage home gardens as a means of improving diet diversity and to provide immediate access to low-cost foods. Supply seeds and technical assistance, if possible.
- Provide health, hygiene, and nutrition education.
- Organize food security recovery programs like food- or cash-for-work. This will free up money for food purchases. See Handout 1 for food-for-work/cash-for-work considerations.
- Provide cash-for-training (so people learn vocational and other life skills to enhance food and livelihood security).

Step 3. Get Life and Commerce Back to Normal

While some of the municipal staff works to identify and assist those that have suffered the most from the impact of the pandemic, other municipal staff—with community input— should identify what can be done with local resources and manpower to get life and commerce back to normal. An overarching objective will be to improve on pre-disaster living conditions and overall well-being. The municipal leadership team will want to link relief activities to longer-term work that addresses the underlying causes of food shortages and poverty. All activities should focus on strengthening the resiliency of households and communities so that they are more able to manage future shocks.

To enhance the speed and appropriateness of recovery activities, make full use of the assets and capacities that already exist in the community. By building on the abilities of local

households, the capacities of local associations, the strength of social networks, and the supportive functions of local institutions, the municipality can secure and restore income-generating opportunities and access to services that will ultimately build stronger, more sustainable communities. These communities will then be less vulnerable to future shocks, particularly those such as a pandemic that impact global market supplies.

A key objective of these efforts will be to revive economic activities and markets.

Following a severe pandemic, trade can be reestablished through the rehabilitation of small and medium businesses. Due to expected high mortality rates, skills, and business training, as well as other services that support the development of small businesses, will be critically needed.

Vocational training programs can also serve to address the impact that mortality rates may have on staffing levels.

With the help of the community, brainstorm a list of all recovery options that might be relevant and effective in the municipality. The list of sample activities below offers some initial ideas.

Some activities, such as reestablishing market linkages, may require external assistance.

Separate the list into two groups: recovery options that can be done with local resources and manpower, and recovery options that require external assistance. This will help to identify what can be done right now, as well as help to prepare leaders to communicate the municipality's priorities to sources of external support, should assistance become available.

Sample Recovery Activities:

- Strengthen or reestablish local markets and supply chains.
- Support efforts to reinstate or strengthen cross-border markets and food supply chains.
- Strengthen or reestablish transport of goods, medicines, and services.
- Offer skills training for immediate (self) employment, match job seekers to employment opportunities.
- Facilitate small loans for business activities in all sectors.
- Provide business training for new businesses.
- Support the formation of cooperatives.
- Facilitate start-up grants for vulnerable groups who face difficulties greater than the loss of productive assets (e.g., women who lost their husbands or main income earner).
- Provide access to alternative opportunities for earning income.
- Provide education and support for mothers, families, and communities on child health and hygiene, as well as feeding and care practices for infants and young children with influenza.
- Strengthen health service delivery systems; ensure equitable access to vaccines and other medications.
- Revitalize small-scale agriculture and animal husbandry.
- Introduce vocational training and improved agricultural technologies, including low-labor input technologies.
- Strengthen natural resource management (e.g., reforestation, water harvesting).
- Strengthen agricultural extension services.
- Advocate for national government solutions that help poor people manage risks.
- Support citizen awareness campaigns and communication and media efforts.

Considerations For Conditional Transfer Activities (Food-For-Work/Cash-For-Work)

Conditional transfer activities generate income for those who are able and willing to work.

The regional or national government may be able to provide more information on how these programs have been used in the country before.

Two of the most common types of conditional transfer programs are cash-for-work and food-for-work. Employment in public or community works programs provide income-earning opportunities and, at the same time, improves the living environment for pandemic-affected communities through the building, rehabilitating, and maintaining essential community infrastructure. Both types of community work programs have the following benefits:

- Food-for-work/cash-for-work can help people retake control of their lives. They provide immediate work opportunities as well as a basis for longer-term employment by helping people learn new skills.
- The cash or food transfers help buffer food shortages that have resulted from the market collapse, transportation problems, and reduced employment due to layoffs and illness.

Important factors to consider if the municipal leadership team decides to include food-for-work or cash-for-work as part of an influenza pandemic recovery program:

- Workers must be healthy enough to perform the activities.
- Transport costs to and from the worksite must be provided.
- Communities should participate in the decision-making process and view the activity as something that creates a valuable community asset, such as tree planting on common property.

Although cash-for-work and food-for-work can be successful short-term measures, they do bring with them the inherent risk of creating dependency. In a post-pandemic situation, recovery efforts should shift out of these temporary transfer programs as quickly as possible and

into activities designed to rebuild the economy and sustainable livelihoods. Cash-For-Work and Food-For-Work are compared and contrasted in the table below.

Considerations For Food-For-Work and Cash-For-Work Programs

Food-For-Work	Cash-For-Work
<p>Immediately following a pandemic, markets may be closed. Households will have limited access to markets, and food prices will increase, reducing food availability. Food-for-work can help municipalities meet food needs until markets stabilize.</p> <p><i>Considerations:</i></p> <ul style="list-style-type: none"> • In a post-influenza pandemic situation, the nutritional value of the food provided is critical as many workers will be recovering from illness. • Ration size and nutrient content must exceed the human energy expenditure required for the work activity pursued. • The food handed out (food basket) should include traditional or popular foods if possible. (Consider local food culture.) • The self-targeting feature of food-for-work allows the neediest to contribute their labor to obtain food while helping to develop or maintain the community’s infrastructure. • Food transfers are less susceptible to security problems for recipients than cash transfers; however, food is more susceptible to staff theft than cash. • Food-For-Work may be a better choice than cash-for-work in communities where there is the risk of cash being spent on nonfood/nonessential items. • Obtaining enough food to give people may be difficult. • Storage facilities must be available. • Staff to manage food stocks must be available. 	<p>In many cases, food is not the most appropriate resource for recovery efforts. Cash-for-work can increase purchasing power and build local capacity by enhancing skill sets.</p> <p><i>Considerations:</i></p> <ul style="list-style-type: none"> • The items people need to purchase must be available in the markets and priced competitively. • Cash-For-Work programs are quicker to launch, easier to manage, and less expensive than cash-for-food programs. • Cash-For-Work has lower logistical costs than Food-For-Work (which has high transport costs and can easily disrupt the food market where it exists). • Cash-For-Work can inject cash into the community, starting a chain reaction that helps many sectors of the market. The overall purchasing power of the community will be increased. Using local resources (e.g., producing bricks locally rather than bringing them from elsewhere) can add benefits for the target locality. • The amount of the cash transfer should be equivalent to or just below the local minimum wage. • Cash-For-Work must be monitored so that it does not lead to labor shortages for local enterprises. • Self-targeting of the neediest may not be as effective as with food-for-work, due to the desirability of cash. • Security and diversion risks for cash may be greater than food transfer risks.

SUMMARY

Successful recovery depends on all recovery stakeholders having a clear understanding of pre- and post-disaster roles and responsibilities. In keeping with the National Disaster Recovery Framework principles, clearly defined roles and responsibilities are a foundation for the unity of effort among all recovery partners to jointly identify opportunities, foster partnerships, and optimize resources.

While disaster-impacted communities must necessarily and immediately focus on emergency response activities, the decisions made very early after a disaster influence recovery. In large-scale disasters and catastrophic incidents, DRC is a focal point for incorporating recovery and mitigation considerations into the early decision-making processes. The DRC monitors the impacts and results of such decisions and evaluates the need for additional assistance and adjustments where necessary and feasible throughout the recovery.

The DRC is responsible for facilitating disaster recovery coordination and collaboration between the Federal, State, and local governments, the private sector, and voluntary, faith-based, and community organizations. The Disaster Recovery Coordinator partners with and supports the local Emergency Management Agencies (EMA) and the State, and/or Federal Disaster Recovery Coordinator to facilitate disaster recovery in the impacted area.

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Technical Appendix I

Strengths

Weaknesses

Opportunities

Threats

Utilizing a Strengths, Weaknesses, Opportunities, and Threats analysis allows a region to find a baseline for which to approach strategic planning. To better detail and identify exactly what a SWOT analysis is, the Economic Development Administration (EDA) states the following:

The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region's capabilities and capacity. A SWOT analysis identifies the region's competitive advantages-those indigenous assets that make the region special or competitive in the national and global economies-juxtaposed against those internal or external factors that can keep a region from realizing its potential. Determining and analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual, and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region. ¹

The Eastgate region SWOT identifies items based on how they affect the three pillars of the CEDS.

¹ "SWOT ANALYSIS: AN IN-DEPTH ANALYSIS OF REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS." Comprehensive Economic Development Strategy (CEDS) Content Guidelines: Recommendations for Creating an Impactful CEDS | U.S. Economic Development Administration. Accessed December 10, 2019. <https://www.eda.gov/ceds/content/swot-analysis.htm>.

Strengths

- Agriculture
- Higher Education
 - a. Youngstown State University (YSU)
 - b. Eastern Gateway Community College (EGCC)
 - c. Kent State University (KSU, Ashtabula and Trumbull Branches)
 - d. Career Centers
 - i. Ashtabula County Technical and Career Campus (A-Tech)
 - ii. Mahoning County Career and Technical Center (MCTCC)
 - iii. Trumbull Career and Technical Center (TCTC)
- Abundance of Skilled Trades Expertise
- Incubators and Innovation Centers
 - a. Youngstown Business Incubator (YBI)
 - b. Brite Energy Innovators
 - c. America Makes
 - d. Oak Hill Collaborative
 - e. Common Wealth Kitchen Incubator
 - f. Pairings- Winery and Culinary Incubator
- Arts and Cultural Assets
 - a. Art Galleries
 - b. Performing Arts Centers
 - c. Theaters
 - d. Cuisine
 - e. Events/Festivals
- Community Focused Collaborations
 - a. Mahoning River Corridor Mayors' Association
 - b. Growth Partnership for Ashtabula County

- c. Mahoning River Corridor Initiative
- d. Mahoning Valley Manufacturers Coalition (MVMC)
- Infrastructure Networks
 - a. Multimodal
- Location
 - a. Geography
 - b. Metroparks
 - c. Natural Assets
 - d. Lake Erie
 - e. Mahoning River
- Western Reserve Transit Authority (WRTA)
- The Golden Triangle Industrial area of Warren
- Abundance of Natural Gas
- The Youngstown Air Reserve Station (YARS)
 - a. The Youngstown-Warren Regional Airport (Western Reserve Port Authority owns the infrastructure)

Weaknesses

- Aging Workforce
- Long-Term Population Decline
 - a. Brain Drain
- Silos (Individualistic Attitude)
- Inequity/Non-Inclusion
- Poor Health Outcomes
- Stereotypes/ Poor Self-Perception
- Weak Real Estate Market
- Pipeline of Skilled Trades
 - a. National Trends
 - b. Adaptability to Automation and New Technology
- Fear of Change
- Substance Abuse
- Lack of Coordinated Strategy

- Succession Planning
- Limited Access to Capital
- Infrastructure
 - a. Water and Wastewater Systems
 - b. Lack of Broadband
 - c. Roadways
 - d. Sidewalks
 - e. Sprawl Development Patterns- Harder to Maintain Existing Infrastructure
- Use of Outside Workforce

- Broadband Infrastructure
- Federally Designated Opportunity Zones
- Development of the Mahoning River
- Brownfield Remediation
- Land/Landbank Inventories- Highest and Best Use Philosophy
- Affordable Cost of Living
- Youngstown Air Reserve Station (YARS) & the Youngstown-Warren Regional Airport

Opportunities

- Development of Emerging Vehicle Technology
 - a. Autonomous Technology
 - b. Electric Batteries
 - c. Electric Vehicles
- Additive Manufacturing
- Natural Gas Supply and Value Chain
 - a. Plastics/Polymers
- Establish Precedent of Coordinating Regionally & Acting Locally
- Downtown Revitalization
 - a. Cores and Corridors
 - b. Business & Cultural Institutions
 - c. Build Grants- State and Federal
- Agency Collaboration
 - a. Grow Mahoning Valley
 - b. Healthy Community Partnership
 - c. Communities of Excellence Initiative
- Maximize Use of Career Centers and Workforce Development Organizations
 - a. Community Colleges
 - b. Career and Technical Centers
 - c. Educational Programming

Threats

- Prevalence of Substance Abuse
- Brain Drain
 - a. Low Percentage of Those with Advanced Degrees
 - b. Lack of Positive Marketing
- Impact of Local, State, and Federal Policy
 - a. Lack of Zoning Enforcement
 - b. Challenged School Districts
 - c. Competition with Larger Cities
 - d. Grants and Funding
 - e. Potential Loss of the Youngstown Air Reserve Station (YARS)/ 910th Airlift Wing
 - f. Higher Education Consolidation
 - g. Student Debt
 - h. Financial Vulnerability
- Low Wages
- Access to Resources
 - a. Healthcare
 - b. Food
 - c. Transportation
- Perception of Crime
- Climate Change/ Natural Disasters
 - a. Effects on Agriculture/Farmers

Technical Appendix II

Regional Demographics



Population Trends

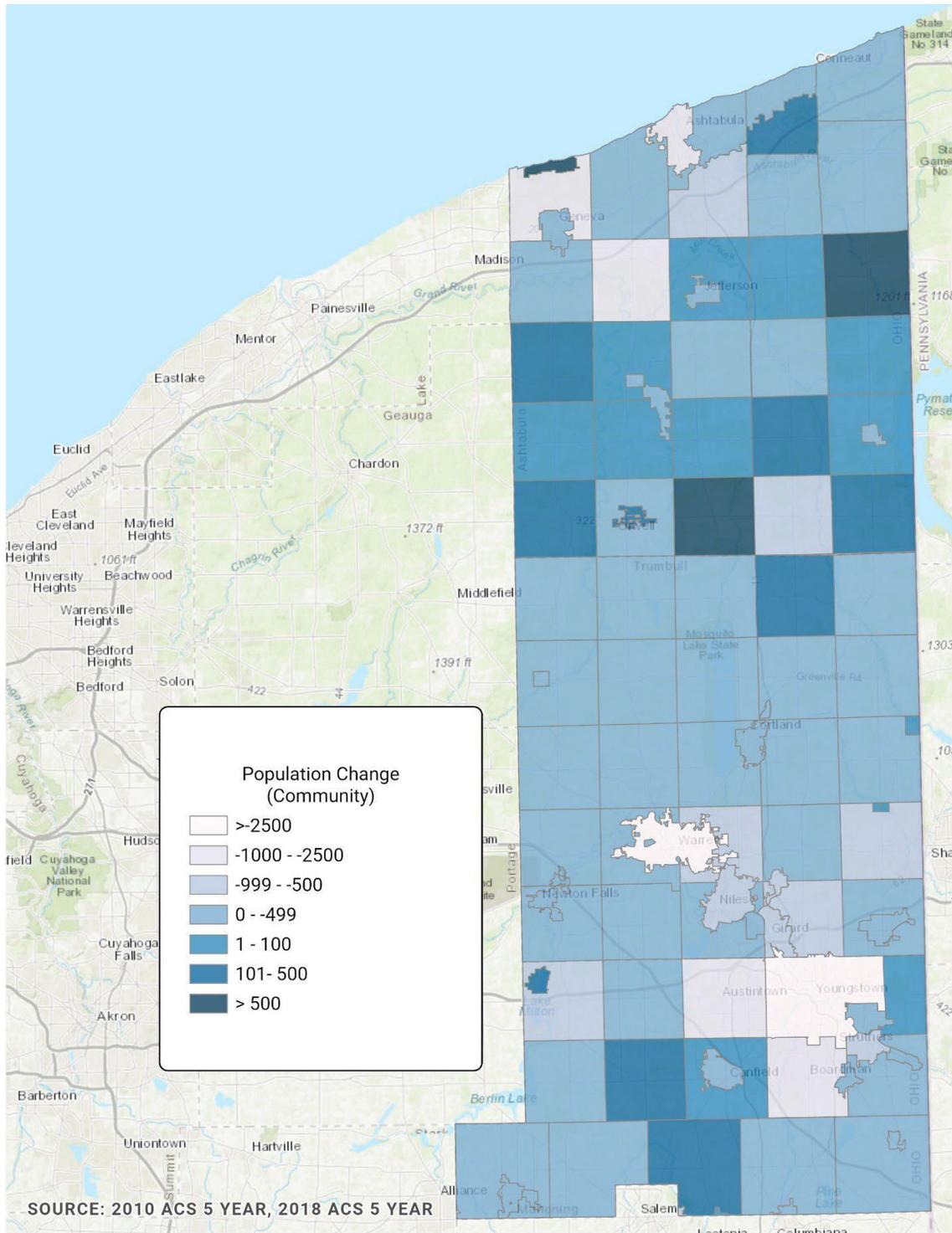
It is projected that between 2020 and 2040, Ashtabula, Mahoning, and Trumbull counties will collectively shrink by over 46,000 people. Ashtabula County will be the most impacted, losing over 11% of its population. Mahoning County is projected to lose nearly 10%, and Trumbull County, nearly 7%. The State of Ohio and regional projected population growth varies drastically from that of the nation, which is projected to grow by roughly 14% during the same period. A decreasing population base has serious consequences on the region, including a shortage of a skilled workforce, increased vacancy, and less tax revenue.

Population Change

	1990	2000	2010	2020	2030	2040	Percent Projected Change 1990-2040
Ashtabula	99,821	102,728	101,497	95,160	89,760	84,510	-15.3%
Mahoning	264,806	257,555	238,823	224,680	212,240	202,630	-23.5%
Trumbull	227,813	225,116	210,312	200,840	193,360	187,250	-17.8%
State of Ohio	10,847,115	11,353,140	11,536,504	11,574,870	11,615,100	11,679,010	7.7%
United States	248,709,873	281,421,906	308,745,538	334,503,000	359,400,000	380,219,000	52.9%

Source: Ohio Developmental Services Agency, American Community Survey





Age Distribution

The median age of the population rose in each of the region’s counties between 2010 and 2018 (Ashtabula County 1.8, Mahoning County 1.1, Trumbull County 2.2). Overall, the median age of the Eastgate region is 43.4 years old. By comparison, in the State of Ohio, the median age is 39.3 years old, while the national median age is 37.9 years old, indicating that the region is aging more rapidly. Further research from the Scripps Gerontology Center at Miami University supports that Ohio’s population is aging rapidly.¹ According to their research, the population over 65 years of age is to grow from 18.2% in 2018 to 26% in 2030 for Ashtabula County, from 20.1% to 25% in Mahoning County, and from 20.8% to 25% in Trumbull County. The aging of the population, compounded with population loss, has vast implications on policy and planning, primarily on how to create environments and sustain services, that should occur within the Eastgate region.

In addition to examining median age and aging population demographics, identifying the 25-44 age group is also important for the regional economy. This age group is of prime working age and has been found to be the point of one’s career where entrepreneurial risks are most likely to occur. Overall, in the region, the percentage share of the population in the 25-44 age group has declined and remained stagnant since 2009. The State of Ohio has seen stabilization in this age range, decreasing by percentage, but not at an alarming rate. Nationally, there has been growth in the 25-44 age group, which contrasts current trends in the Eastgate region.

25-44 Years of Age Population

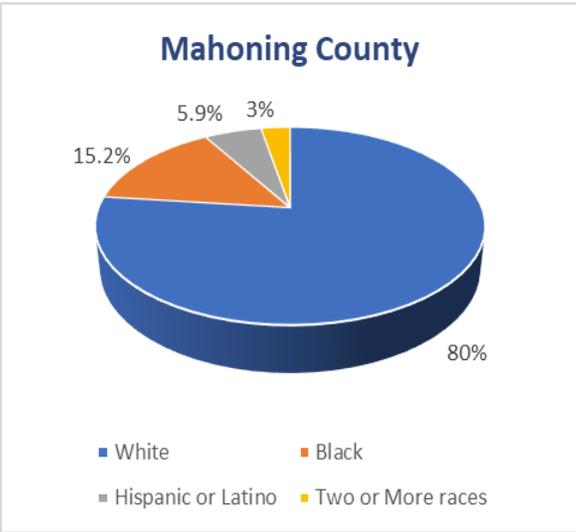
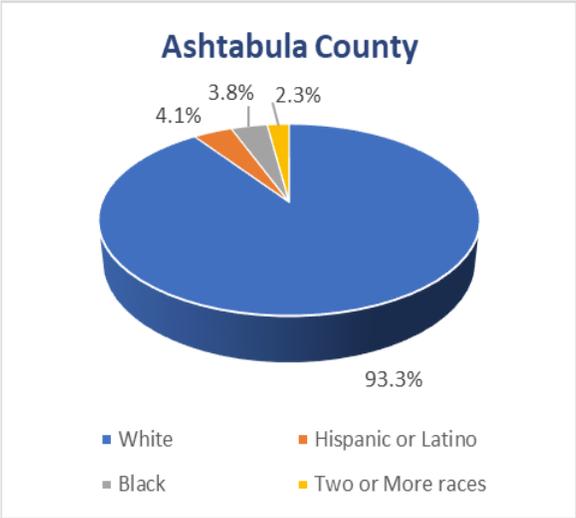
	2009	2014	2018	Percent Change
Ashtabula	25,344	23,481	22,414	-11.6%
Mahoning	56,893	53,529	52,484	-7.7%
Trumbull	51,204	44,010	44,871	-12.4%
Youngstown-Warren (MSA)	134,307	124,689	120,825	-10.0%
State of Ohio	3,062,154	2,878,535	2,899,034	-5.3%
United States	83,203,383	82,924,270	85,331,186	2.6%

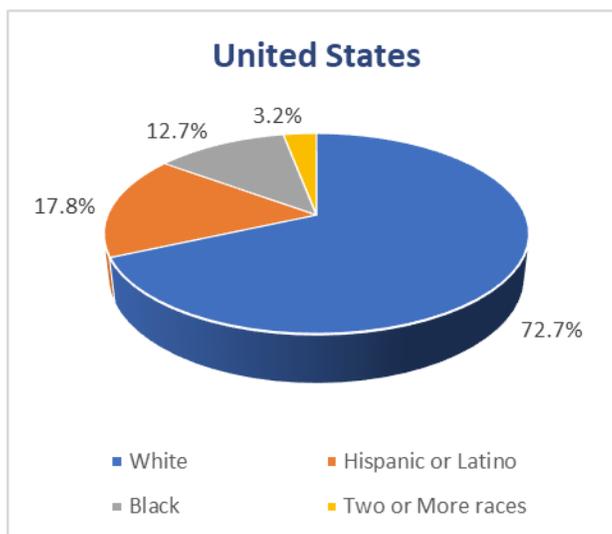
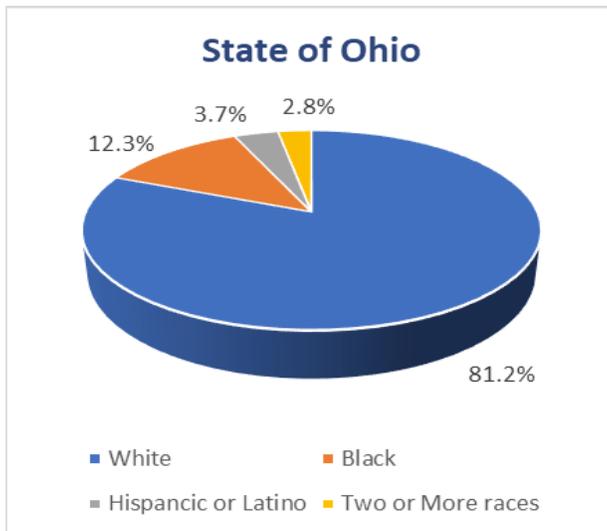
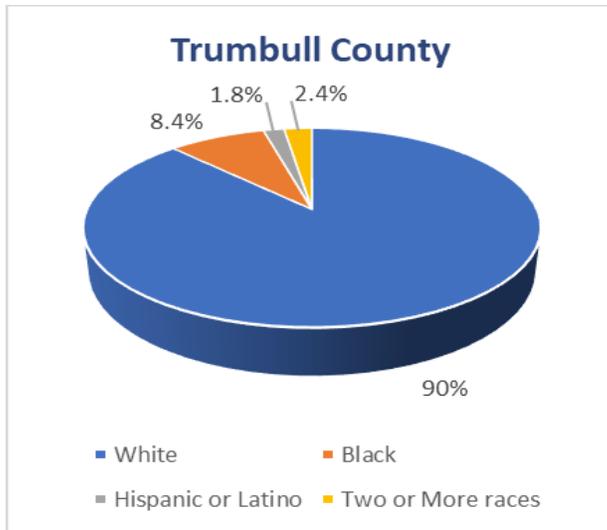
Source: 2018 American Community Survey 5-Year Estimates, StatsAmerica

¹ “Ohio Population Research.” State and County Reports - Miami University, July 2019. <https://miamioh.edu/cas/academics/centers/scripps/research/ohio-population/reports/index.html>.

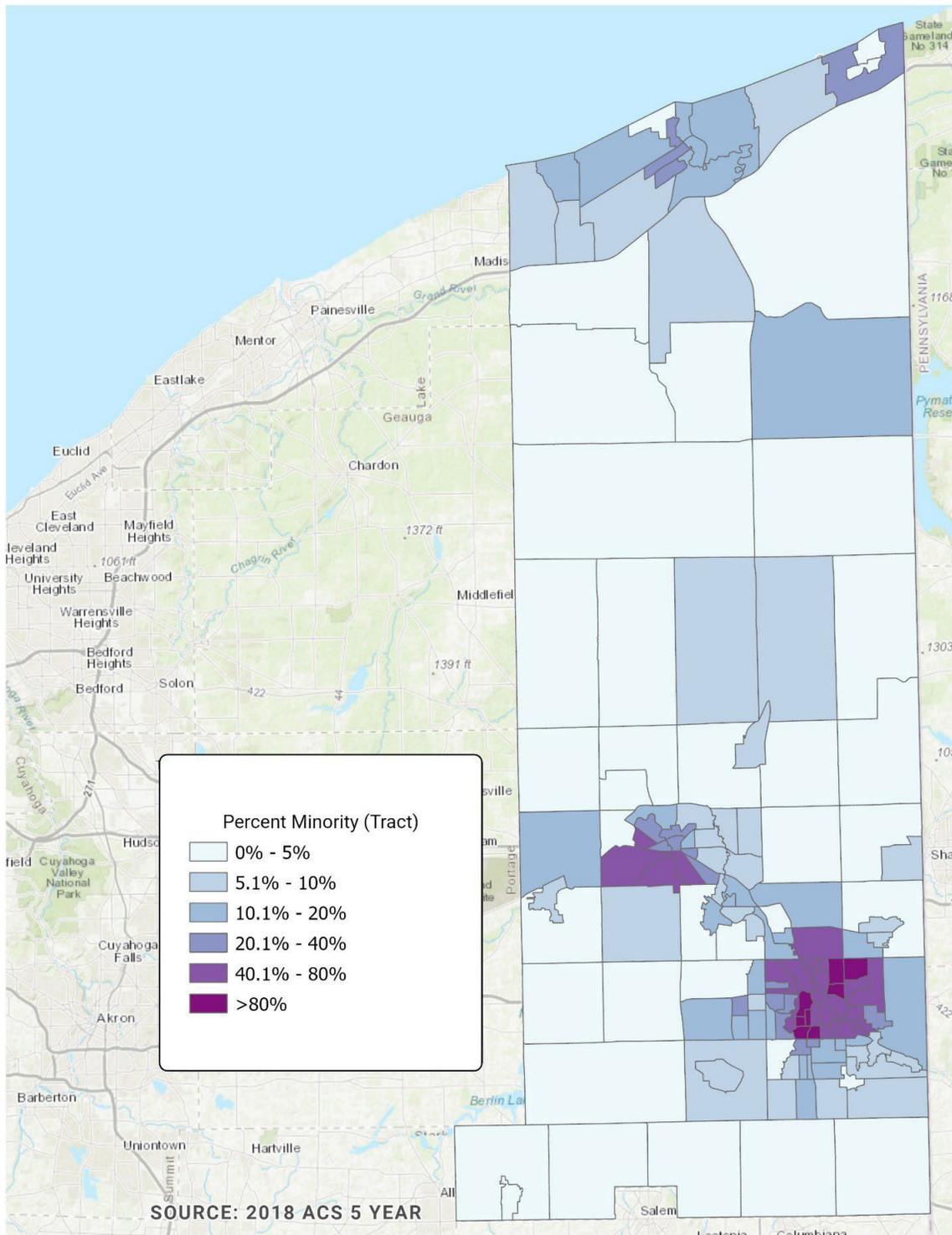
Racial & Ethnic Diversity

A diverse workforce drives economic growth and allows for the exchange of new ideas among different racial and ethnic backgrounds. The United States is becoming more racially diverse. In 2000, 75.1% of people identified themselves as White Alone and in 2018, that figure changed to 72.7%. During this time frame in Ohio, the percentage changed from 85% to 81.2%, In the Eastgate region, there was less of a shift in those that identified as White. Within the three counties, the greatest change in racial composition was an increase in those who identified as Two or More Races. Below are the racial compositions for the Eastgate region, the State of Ohio, and the United States as of 2018.





Source: 2018 American Community Survey 5-Year Estimates, StatsAmerica



Education Attainment

Education attainment is widely used as a predictor of well-being, as those that complete higher levels of education may be more likely to achieve economic success throughout their lives than those who do not. Higher education levels not only correlate with higher wages and income but also are a deterrent from unemployment. In the Eastgate region, high school graduation rates are comparable to state and national averages. However, those that have completed a bachelor’s degree or higher are significantly less than state and national averages.

Educational Attainment- Percent High School Graduate or Higher

	2000	2015	2016	2017	2018
Ashtabula	79.9%	85.5%	85.4%	85.7%	86.0%
Mahoning	82.4%	89.4%	90.1%	90.5%	90.9%
Trumbull	82.5%	88.5%	88.9%	89.0%	89.1%
Youngstown-Warren (MSA)	82.6%	89.0%	89.5%	89.9%	90.0%
State of Ohio	83.0%	89.1%	89.5%	89.8%	90.1%
United States	80.4%	86.7%	87.0%	87.3%	87.7%

Educational Attainment-Percent Bachelor’s Degree or Higher

	2000	2015	2016	2017	2018
Ashtabula	11.1%	13.3%	13.1%	13.4%	14.1%
Mahoning	17.5%	22.2%	22.8%	23.2%	24.1%
Trumbull	14.5%	17.3%	18.0%	18.7%	18.5%
Youngstown-Warren (MSA)	18.3%	20.2%	20.7%	21.3%	21.7%
State of Ohio	21.0%	26.1%	26.7%	27.2%	27.8%
United States	24.4%	29.8%	30.3%	30.9%	31.5%

Source: Census 2000, American Community Survey 5-Year Data 2015, 2016, 2017, 2018

Per Capita Personal Income

Per capita personal income – an area's personal income divided by its population – can be used to compare incomes from one state to another or to the nation overall. The regional PCPI has risen considerably between 1990 and 2020 for Ashtabula, Mahoning, and Trumbull Counties.

Per Capita Personal Income

	1990	2000	2010	2020
Ashtabula	\$ 14,169	\$ 21,824	\$ 28,718	\$ 39,767
Mahoning	\$ 16,127	\$ 24,124	\$ 33,458	\$ 43,925
Trumbull	\$ 17,462	\$ 24,436	\$ 30,101	\$ 42,005
State of Ohio	\$ 36,996	\$ 43,092	\$ 43,410	\$ 53,296
United States	\$ 19,641	\$ 30,651	\$ 40,657	\$ 59,450

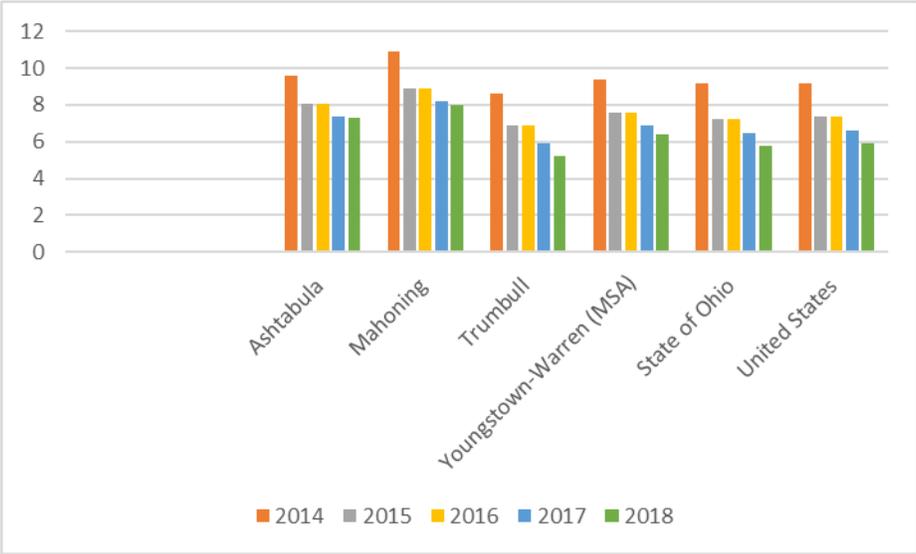
Source: US Census Bureau, StatsAmerica



Unemployment

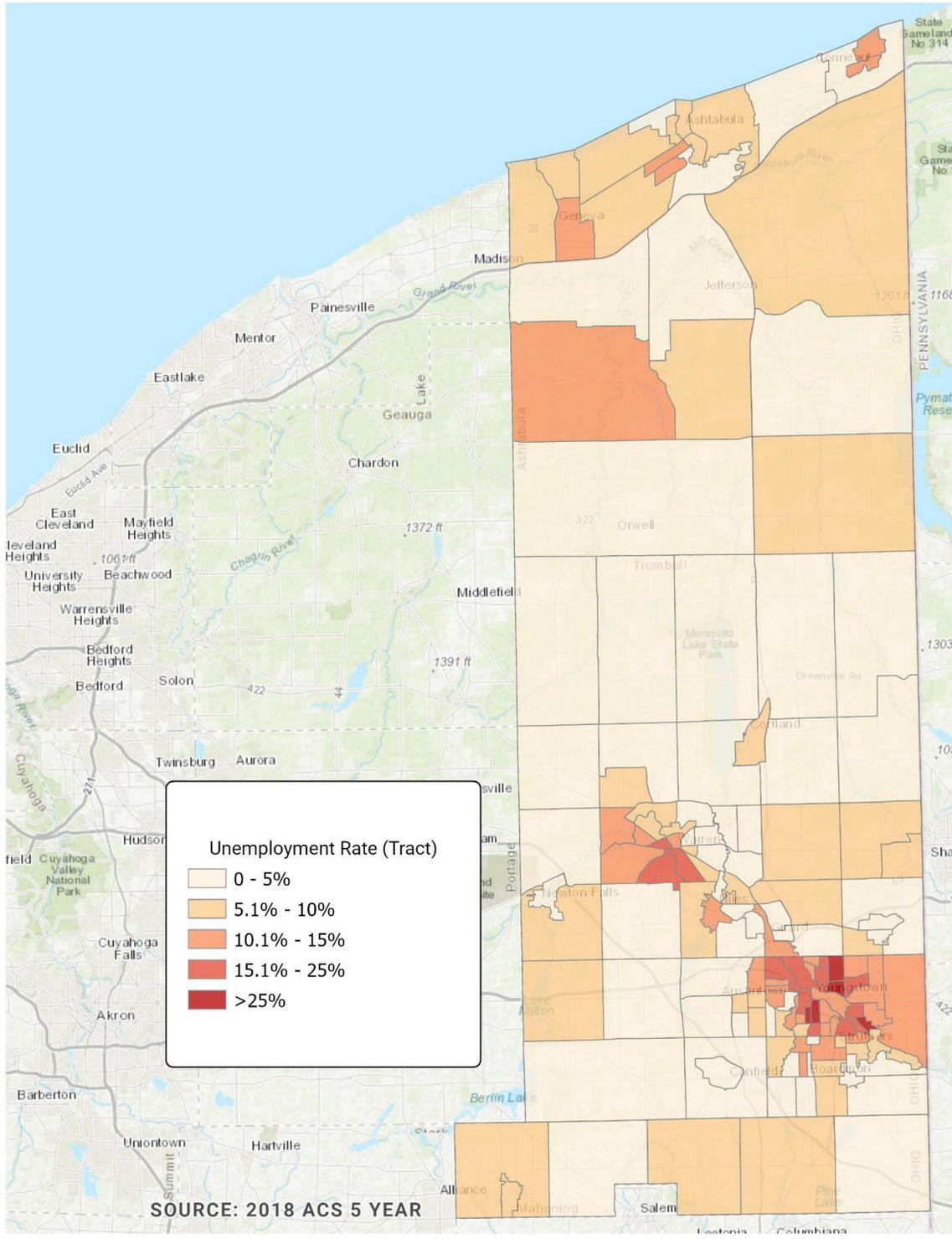
Opinions and methods differ as to why the unemployment rate remains low in the Eastgate region, including migration of population to other parts of the country that have greater opportunity, people not actively looking for work, and people being underemployed. According to Policy Matters Ohio, “In all, the state is better off than it was during the recession and earliest years of the recovery. But it is worse off than at previous high points”.¹ Simply put, many of the largest occupations in the state are low-wage jobs, while gender and racial wage gaps persist.

Unemployment Rate



Source: American Community Survey 5-Year Data 2014, 2015, 2016, 2017, 2018

¹ “State of Working Ohio 2019: Realities and Remedies.” Policy Matters Ohio, September 1, 2019. <https://www.policymattersohio.org/research-policy/fair-economy/work-wages/state-of-working-ohio/state-of-working-ohio-2019-realities-and-remedies>.



EDA Eligible by Census Tract

Certain economic distress criteria must be met for Economic Development Administration (EDA) investments for Public Works or Economic Adjustment, they are as follows:

- An unemployment rate that is reflective of the most recent twenty-four (24) month period of which data is available that is at least one (1) percent greater than the national average unemployment rate.
- Per capita income reflective of the most recent period for which data is available that is eighty (80) percent or less of the national average per capita income.

Ashtabula County

Eligible Tract	Eligible Based Upon Unemployment	Eligible Based Upon Per Capita Income	General Area
1.01	No	Yes	Conneaut
1.02	Yes	Yes	Conneaut
1.03	Yes	Yes	Conneaut
3	Yes	Yes	Ashtabula
4	Yes	Yes	Ashtabula
5	Yes	Yes	Ashtabula
6.01	No	Yes	Ashtabula
6.03	Yes	No	Saybrook
7.01	Yes	Yes	Ashtabula
7.02	Yes	Yes	Saybrook
7.03	Yes	Yes	Ashtabula
7.04	No	Yes	Plymouth
8.01	Yes	No	Geneva
8.02	Yes	Yes	Geneva
9	No	Yes	Geneva
10.01	Yes	No	Trumbull
11.01	Yes	No	Lenox
11.02	No	Yes	Jefferson
12	No	Yes	Sheffield
13.01	Yes	Yes	Williamsfield
13.02	No	Yes	Richmond
14	No	Yes	Orwell

Mahoning County

Eligible Tract	Eligible Based Upon Unemployment Rate	Eligible Based Upon Per Capita Income	General Area
8003	Yes	Yes	Youngstown
8004	Yes	Yes	Youngstown
8005	Yes	Yes	Youngstown
8006	Yes	Yes	Youngstown
8010	Yes	Yes	Youngstown
8011	Yes	Yes	Youngstown
8012	Yes	Yes	Youngstown
8013	Yes	Yes	Youngstown
8014	Yes	Yes	Youngstown
8015	No	Yes	Youngstown
8016	Yes	Yes	Youngstown
8017	Yes	Yes	Youngstown
8021	Yes	Yes	Youngstown
8023	Yes	Yes	Youngstown
8024	Yes	Yes	Youngstown
8025	Yes	Yes	Youngstown
8026	No	Yes	Youngstown
8027.01	No	Yes	Youngstown
8027.02	Yes	No	Youngstown
8028	Yes	Yes	Youngstown
8029	Yes	Yes	Youngstown
8030	Yes	Yes	Youngstown
8040	Yes	Yes	Youngstown
8041	Yes	Yes	Youngstown
8042	Yes	No	Youngstown
8043	Yes	Yes	Youngstown
8101	Yes	Yes	Campbell
8102	Yes	Yes	Campbell
8103	Yes	Yes	Campbell
8106	Yes	Yes	Struthers
8107	Yes	Yes	Struthers
8108	Yes	Yes	Struthers
8109	Yes	No	Poland
8111	No	Yes	Lowellville

Mahoning County

Eligible Tract	Eligible Based Upon Unemployment	Eligible Based Upon Per Capita Income	General Area
8113	Yes	No	Boardman
8114	Yes	No	Boardman
8117	Yes	Yes	Boardman
8118	No	Yes	Boardman
8123.01	No	Yes	Austintown
8123.02	No	Yes	Austintown
8124	Yes	Yes	Austintown
8126.01	Yes	Yes	Austintown
8130	No	Yes	Smith Township
8132	Yes	Yes	Sebring
8133	No	Yes	Goshen
8137	Yes	Yes	Youngstown
8138	Yes	Yes	Youngstown
8139	Yes	Yes	Youngstown
8140	Yes	Yes	Youngstown
8141	Yes	Yes	Youngstown



Trumbull County

Eligible Tract	Eligible Based Upon Unemployment Rate	Eligible Based Upon Per Capita Income	General Area
9204	Yes	Yes	Warren
9205	Yes	Yes	Warren/Howland
9206	Yes	Yes	Warren/Howland
9207	Yes	Yes	Warren/Warren Twp
9208	Yes	Yes	Warren
9209	Yes	Yes	Warren/Warren Twp
9210	No	Yes	Warren/Warren Twp
9211	Yes	Yes	Warren
9212	Yes	Yes	Warren/Champion
9213	No	Yes	Warren/Bazetta
9216	Yes	Yes	Warren/Howland
9301.01	No	Yes	Kinsman/Vernon
9304	No	Yes	Bloomfield/Bristol
9305	No	Yes	Mesopotamia/Farmington
9311	No	Yes	Bazetta
9312	Yes	No	Fowler
9314	No	Yes	Brookfield
9316.01	No	Yes	Hubbard
9317	No	Yes	Hubbard
9326	No	Yes	Niles
9327.02	Yes	Yes	Niles
9328.01	No	Yes	Niles
9328.02	Yes	Yes	Niles
9331	Yes	Yes	Warren Twp
9333.01	No	Yes	Weathersfield
9336	No	Yes	Newton Falls/Braceville
9337	No	Yes	Braceville
9338	Yes	Yes	Warren
9339	Yes	Yes	Liberty Township

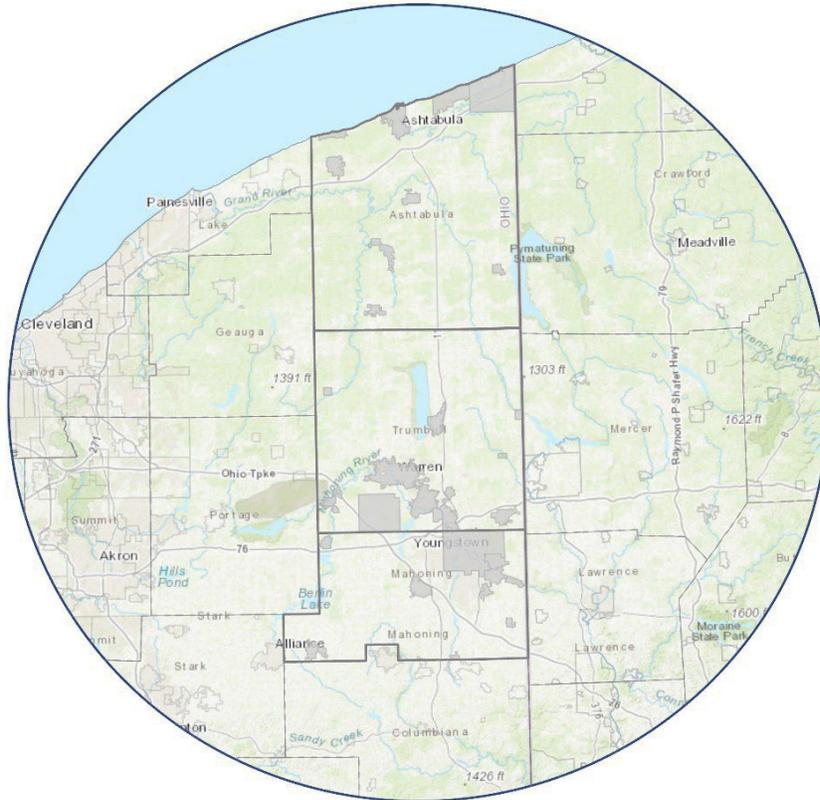
Source: American Community Survey 5-Year Data 2014, 2015, 2016, 2017, 2018

Technical Appendix III

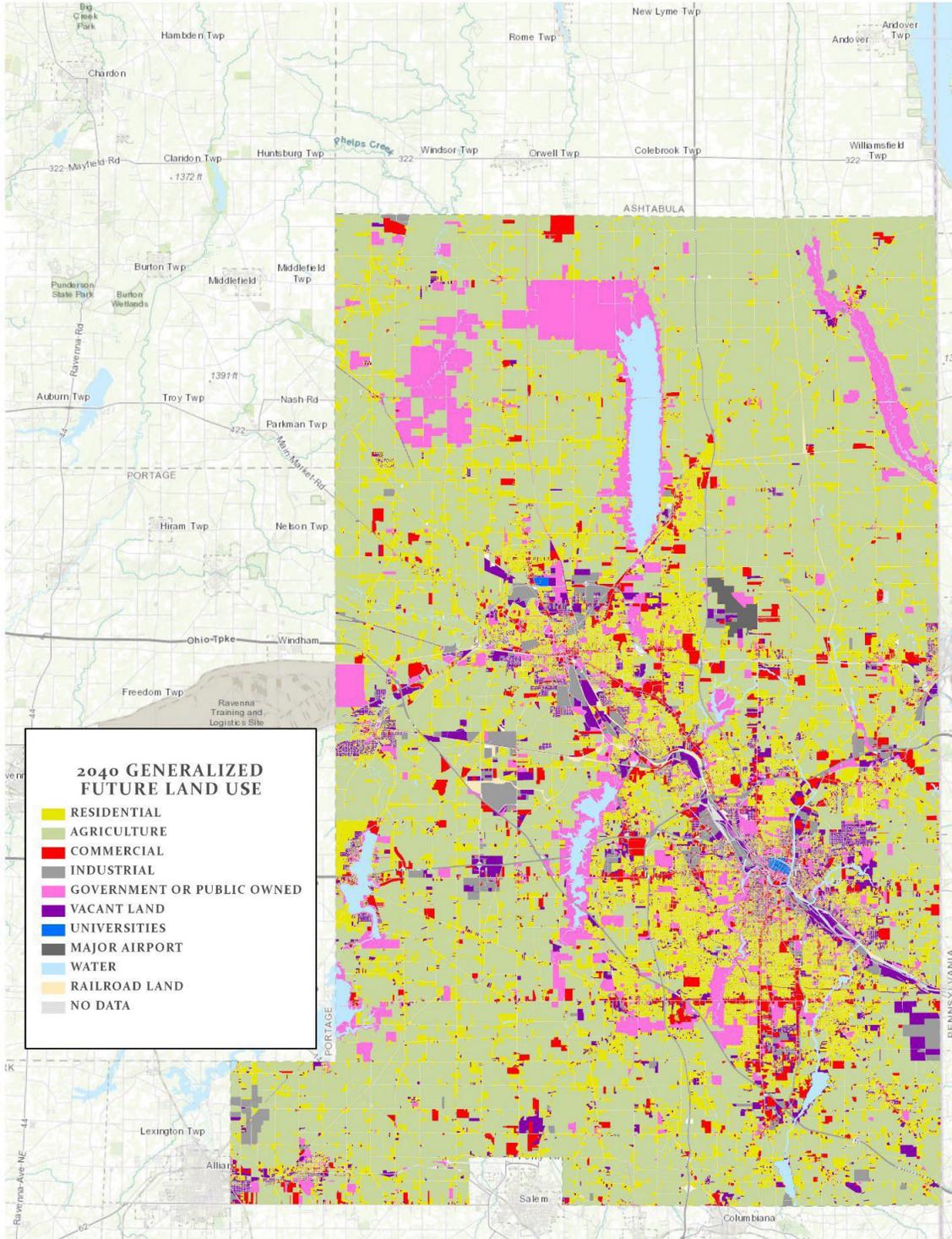
Locations



Region



The Eastgate Region, located in Northeast Ohio, borders Lake Erie and the state of Pennsylvania. Within a 50-mile radius, the labor force numbers nearly 2 million people, with a total population of around 4 million people. Supply chain specialists measure locations based on a 450-mile benchmark for trucking per day. A truck located in the region can reach all of Ohio, Pennsylvania, Michigan, New York, Connecticut, Indiana, West Virginia, Maryland, and Kentucky, as well as most of Illinois, Tennessee, Massachusetts, Virginia, North Carolina, and Wisconsin. Metropolitan areas within an hour's drive of the Eastgate Region include Cleveland, Akron-Canton, Pittsburgh, and Erie.



Housing

The greatest increase in the percentage of vacant homes in the Eastgate region over the past several years occurred in Ashtabula County, while the foreclosure rate is highest in Mahoning County. According to RealtyTrac, Mahoning County has a foreclosure rate of 1 in every 1267. In comparison, Trumbull County’s foreclosure rate is 1 in every 1680, while Ashtabula County has a foreclosure rate of 1 in every 1708 homes. The highest foreclosure rates in Ashtabula County are in Williamsfield, Pierpont, Dorset, Rome, and Ashtabula City. In Mahoning County, the highest rates can be found in Lake Milton, Struthers, Sebring, Campbell, and Berlin Center. In Trumbull County, the highest foreclosure rates are found in West Farmington, Fowler, Masury, North Bloomfield, and Girard.

The Gross Rent as a Percentage of Household Income (GRAPI) remains steady for those who spend 35% or more of their income on housing. Despite the low cost of living in the area, the amount of income spent on housing aligns closely with the nation. The median owner-occupied value of a home has decreased over the most recent 5-year period.

Housing Vacancy

	2014	2015	2016	2017	2018
Ashtabula	15.3%	15.3%	15.4%	16.8%	18.3%
Mahoning	12.5%	12.3%	12.4%	12.1%	12.0%
Trumbull	9.6%	9.2%	9.4%	9.5%	10.0%
Youngstown-Warren (MSA)	11.1%	11.1%	11.2%	11.1%	11.2%
State of Ohio	11.0%	10.8%	10.6%	10.5%	10.3%
United States	12.5%	12.3%	12.2%	12.2%	12.2%

Percentage of Population that Spend 35% or More of Income on Housing

	2014	2015	2016	2017	2018
Ashtabula	47.9%	44.1%	43.6%	43.1%	42.8%
Mahoning	42.5%	42.7%	40.7%	40.5%	39.3%
Trumbull	42.4%	41.3%	40.4%	39.3%	41.1%
Youngstown-Warren (MSA)	42.0%	41.4%	39.8%	38.8%	39.0%
State of Ohio	41.1%	40.3%	39.0%	38.1%	37.3%
United States	43.2%	42.7%	42.0%	41.5%	41.1%

Source: American Community Survey 5-Year Data 2014, 2015, 2016, 2017, 2018

Owner-Occupied Median Home Value

	2014	2015	2016	2017	2018
Ashtabula	\$107,300	\$108,300	\$104,700	\$106,300	\$108,300
Mahoning	\$96,900	\$103,400	\$98,300	\$99,300	\$103,400
Trumbull	\$97,700	\$102,500	\$99,400	\$101,600	\$102,500
Youngstown-Warren (MSA)	\$98,600	\$106,300	\$101,000	\$103,100	\$106,300
State of Ohio	\$129,600	\$140,000	\$131,900	\$135,100	\$140,000
United States	\$175,700	\$204,900	\$184,700	\$193,500	\$204,900

Total Housing Units & Year Built

	Total Housing Units	1939 or earlier	1940 to 1949	1950 to 1959	1960 to 1969	1970 to 1979	1980 to 1989	1990 to 1999	2000 to 2009	2010 to 2013	2014 or later
Ashtabula	46,107	27.7%	6.9%	14.0%	10.3%	13.8%	7.1%	10.2%	8.3%	0.8%	0.9%
Mahoning	111,447	21.5%	7.4%	21.5%	13.8%	14.2%	6.3%	8.2%	6.2%	0.7%	0.2%
Trumbull	95,707	17.4%	8.8%	18.4%	15.4%	17.4%	7.1%	8.7%	5.6%	0.7%	0.4%
Youngstown-Warren (MSA)	259,354	20.9%	8.1%	19.2%	13.8%	15.2%	6.8%	8.7%	6.1%	0.8%	0.4%
State of Ohio	5,188,270	20.3%	6.2%	14.1%	12.2%	14.3%	9.0%	11.9%	9.7%	1.5%	0.9%
United States	136,384,292	12.8%	5.0%	10.4%	10.7%	15.3%	13.5%	13.9%	14.3%	2.6%	1.6%

Source: American Community Survey 5-year Data 2014, 2015, 2016, 2017, 2018

Residential Building Permits in 2020

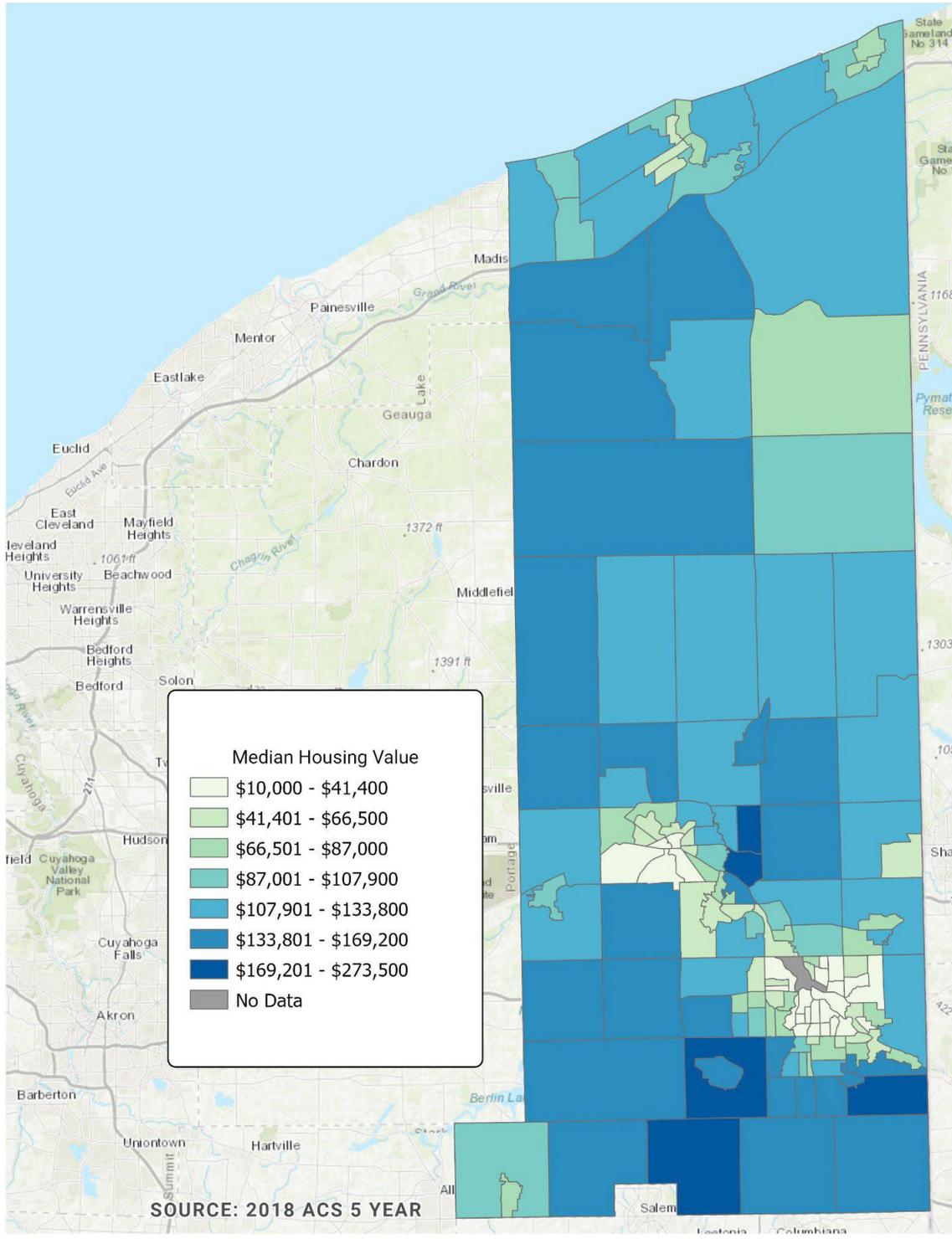
	Total Permits Filed	Single Family	Two Family	Three and Four Family	Five Families and More
Ashtabula	149	96	8	45	0
Mahoning	151	147	4	0	0
Trumbull	105	96	6	3	0
State of Ohio	29,686	18,352	466	733	10,135

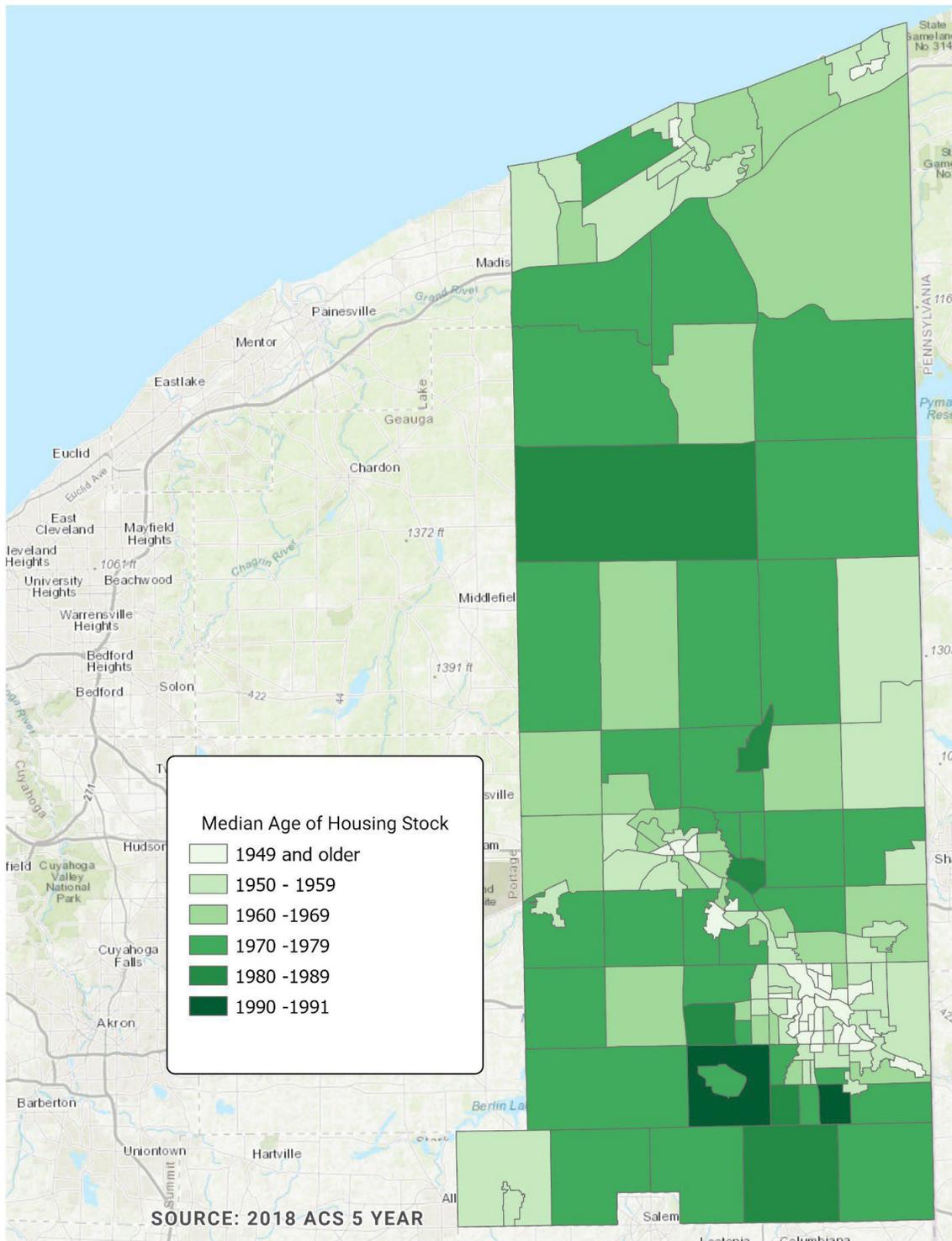
2020 Household Characteristics

	Family Households	Married with Children	Married without Children	Single Parents	Other	Non-Family Households	Living Alone	Average Household Size
Ashtabula	24,018	5,500	12,013	3,242	3,263	13,814	11,535	2.4
Mahoning	59,553	12,761	27,741	9,856	9,195	38,919	34,011	2.2
Trumbull	53,637	11,274	26,332	7,899	8,132	31,984	27,413	2.3
State of Ohio	2,942,581	755,544	1,371,128	436,028	379,881	1,787,759	1,470,229	2.4

Source: StatsAmerica USA Counties in Profile







Technical Appendix IV

Business



Regional Industries

There are several ways of measuring the importance of industries to a region, including employment, location quotients, and gross domestic product to name a few. The Eastgate region interacts with several geographies and markets. Ashtabula County works closely with Lake and Geauga counties on job retention and workforce services. On these same issues, Trumbull and Mahoning counties share similarities with Columbiana, Stark, and Tuscarawas counties. Each part of the region has unique and varying relationships with neighboring metropolitan areas, including Cleveland, Akron, Canton, Pittsburgh, and Erie, based upon transportation patterns and historic industrial connections. The following pages highlight recognized industries in varying geographies.

Diversification of an economy is important for resilience, as exhibited by the fall of the American produced steel industry that decimated the Mahoning Valley. Economic development best practices recommend intertwining diversification with the clustering of industries. An economic cluster is defined as a group of businesses in a related industry sector that benefit from geographic proximity. The clustering of industries is recommended because of its benefits, including faster employment and wage growth, as well as the creation of new firms that spur entrepreneurship. These new firms then further the supply chain and depth of competition to principal companies that, in turn, results in market-friendly pricing and innovative behavior, in theory. Clusters that contain research and development are of higher value than those that do not create added value.

The Eastgate region benefits from understanding its cluster strengths and the related supply chains that can diversify the base economy. Defining the clusters further creates synergies between workforce development, economic development, public and private financing, government, associations, and media. Included in this section are clusters that are identified by various stakeholders in the region.



U.S. Cluster Mapping Project- Employment Specialization (2016 Data)

In the Eastgate region and the State of Ohio, there is strong economic diversification. The following will list cluster specialization for each part of the region that is Highly Specialized, Moderately Specialized, or Otherwise Specialized.

Ashtabula County:

High specialization in Plastics, Downstream Chemicals, and Metalworking. Moderate specialization in Upstream Metals and Vulcanized Materials. Otherwise specialized in Water Transport, Paper & Packaging, Footwear, Upstream Chemicals, Lighting, Automotive, Production Technology, Downstream Metals, Construction, Nonmetal Mining, and Wood Products.

Mahoning County:

High specialization in Performing Arts, Communications, and Upstream Metals. Moderate specialization in Information Technology, Distribution & eCommerce, Metalworking, and Downstream Metals. Otherwise specialized in Environmental Services, Printing, Textiles, Leather Products, Biopharma, Medical Devices, Lighting, Coal Mining, Plastics, Production Technology, Trailers & Appliances, Construction, Furniture, Nonmetal Mining, Vulcanized Materials, and Wood Products.

Trumbull County:

High specialization in Automotive, and Food Processing. Moderate specialization in Upstream Metals. Otherwise specialized in Environmental Services, Apparel, Transportation, Medical Devices, Lighting, Plastics, Metalworking, and Downstream Metals.

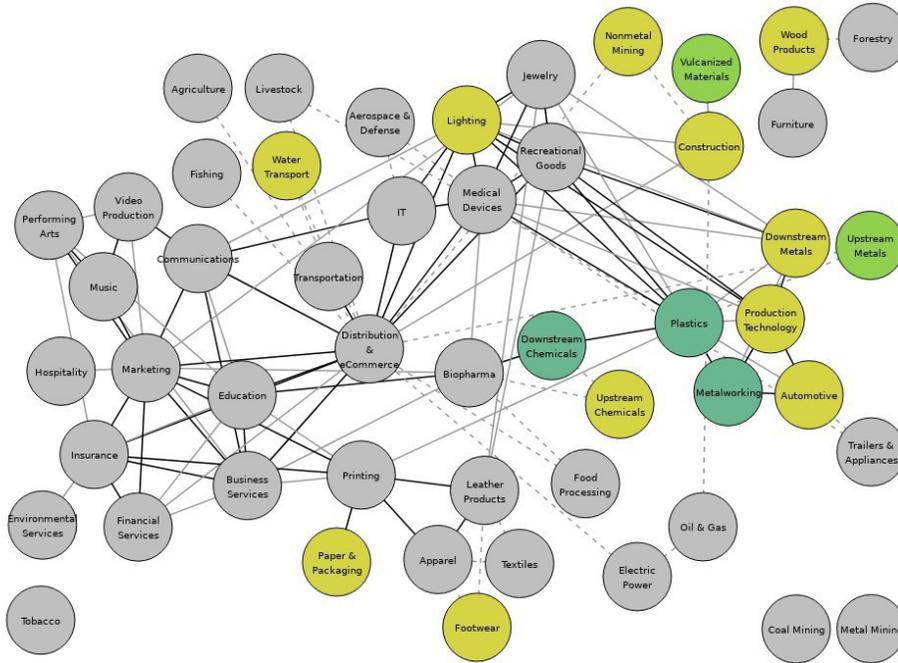
State of Ohio:

High specialization in Downstream Chemicals, Plastics, Metalworking, Automotive, Upstream Metals, and Vulcanized Materials. Moderate specialization in Insurance, Paper & Packaging, Printing, Distribution & eCommerce, Downstream Metals, Production Technology, and Trailers & Appliances. Otherwise specialized in Leather Products, Food Processing, Upstream Chemicals, Electric Power, Coal Mining, Lighting, and Recreational Goods.

Cluster Linkages and Economic Diversification

Ashtabula County, OH, 2016

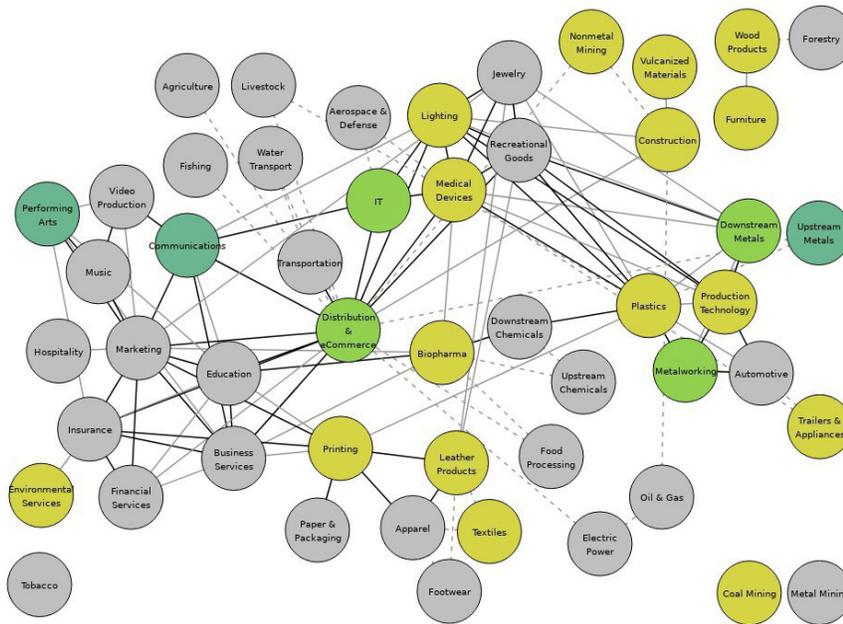
- Cluster Specialization**
- Strong clusters above 90th percentile specialization
 - Strong clusters above 75th percentile specialization
 - Other specialized clusters (LQ > 1.0)
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- - Next closest clusters not meeting above criteria



Cluster Linkages and Economic Diversification

Mahoning County, OH, 2016

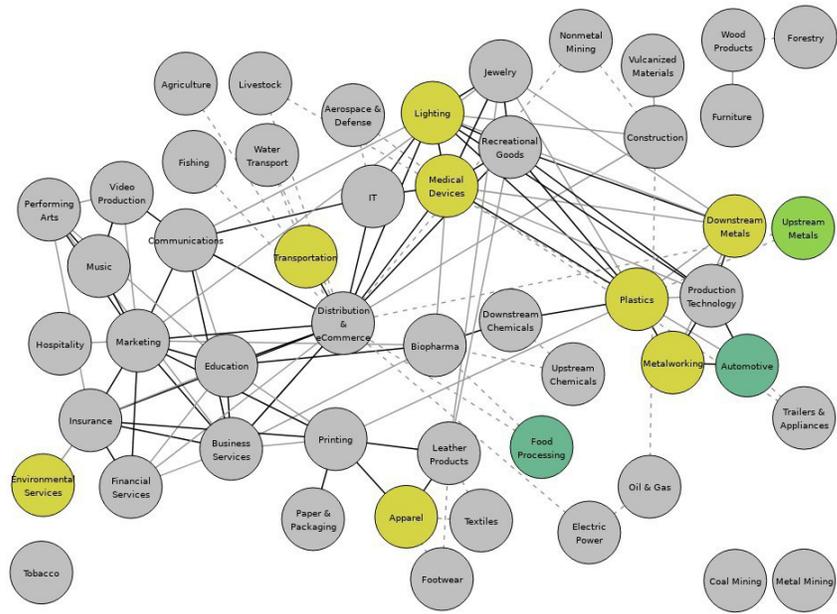
- Cluster Specialization**
- Strong clusters above 90th percentile specialization
 - Strong clusters above 75th percentile specialization
 - Other specialized clusters (LQ > 1.0)
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- - Next closest clusters not meeting above criteria



Cluster Linkages and Economic Diversification

Trumbull County, OH, 2016

- Cluster Specialization**
- Strong clusters above 90th percentile specialization
 - Strong clusters above 75th percentile specialization
 - Other specialized clusters (IQ > 1.0)
- BCR >= 95th pctile & RI >= 20%
- BCR 90th-94th pctile & RI >= 20%
- Next closest clusters not meeting above criteria



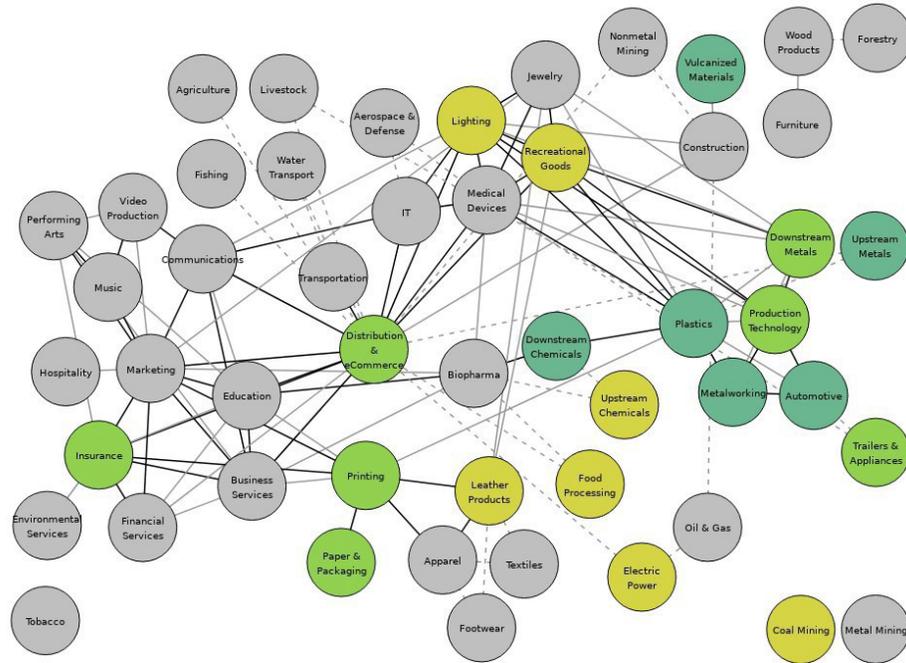
Cluster Linkages and Economic Diversification

Ohio, 2016

Cluster Specialization

- Strong clusters above 90th percentile specialization
- Strong clusters above 75th percentile specialization
- Other specialized clusters (LO > 1.0)

— BCR >= 95th pctile & RI >= 20%
 — BCR 90th-94th pctile & RI >= 20%
 - - Next closest clusters not meeting above criteria



Source: The U.S. Cluster Mapping Project, Harvard Business School



Job Creation & Economic Development



JobsOhio is an important part of the economic development solution for the Eastgate region, as well as Northeast Ohio. The main goals of this organization are to promote job creation and drive new capital investment through business attraction, retention, and expansion endeavors. In 2020, throughout the state, JobsOhio secured 307 total projects, amounting to \$7.8 billion in new capital investment, while producing 19,021 new jobs.¹ The following are the industries targeted by JobsOhio through their job creation and economic development strategy:

- Advanced Manufacturing
- Aerospace and Aviation
- Automotive
- Energy and Chemicals
- Financial Services
- Healthcare
- Food and Agribusiness
- Logistics and Distribution
- Military and Federal
- Technology

¹ "Ohio Economic Development Agency: About JobsOhio." JobsOhio. Accessed August 10, 2021. <https://www.jobsohio.com/about-jobsohio/about-us/#>.



Team Neo is a JobsOhio network partner, representing the 18 counties that comprise Northeast Ohio, including the three counties that make up the Eastgate region. The organization's goals consist of accelerating regional competitiveness, driving solutions with data, promoting Northeast Ohio together, and creating equitable economic growth. Team Neo benefits the Eastgate region by incentivizing local businesses through maximizing the benefit of state and local resources, connecting companies with workforce systems, identifying quality sites for business attraction, and performing extensive market research. Team Neo understands that Northeast Ohio is an important region, with major potential across the state, as well as the country. Assessing the strengths that separate this region from others across the state, Northeast Ohio is the 15th largest market in the United States, driving nearly 40% of Ohio's economy, boasting a regional workforce of nearly 2 million people, and housing more than 25 higher education institutions.¹ The following are industries targeted by Team Neo through their business attraction and growth efforts:

- Aerospace and Aviation
- Automotive
- Biohealth
- Food Processing
- Headquarters & Professional Services
- Information Technology
- Metal Production & Fabrication
- Oil and Gas
- Polymers and Materials

¹ "Northeast Ohio Business Development Organization." Team NEO. Accessed August 11, 2021. <https://teamneo.org/>.



The Growth Partnership for Ashtabula County is the lead economic development organization in the county. Focused on improving the quality of life in local communities, this partnership is an advocate of community development. This organization has been shaped by the successes of the past while adding new and innovative strategies to help secure Ashtabula County's economic future. The partnership's main objectives consist of growing the next generation of companies to create good-paying jobs for county residents, building a skilled and talented workforce, competing for and attracting funding to strengthen infrastructure & education, and revitalizing local communities to enhance their quality of life.¹ The following are industries that are targeted by the Growth Partnership for Ashtabula County because of their economic and growth potential, as well as the diverse business and job opportunities they offer:

- Composite Manufacturing
- Advanced Health Care
- Agribusiness, Dairy, and Grapes
- Chemicals and Allied Products
- Metals, Machinery, and Equipment
- Outdoor Recreation
- Paper and Packaging Products
- Sporting Events and Management
- Wineries and Fine Dining

¹ "Growth Partnership: Home." Ashtabula Growth. Accessed January 15, 2020. <https://www.ashtabulagrowth.com/>.



The Youngstown-Warren Regional Chamber is the lead economic development organization representing Mahoning and Trumbull counties. Furthermore, this organization’s footprint does not end with the Mahoning Valley, it extends far beyond the Eastgate region, with members across Northeast Ohio and into Pennsylvania. The chamber provides a broad range of expert services, including confidential and proven economic development assistance to prospective and existing regional firms. Since 1993, the Chamber has worked to secure the regional commitment of more than 600 firms, totaling \$9.5 billion in total investment. The economic development resources provided by the Chamber include Development Assistance, a listing of Available Properties & Key Industry analysis, Data & Reports, and International Business Assistance.¹ The following are industries targeted by the Regional Chamber through their business attraction, growth, and retention efforts:

- Automotive Manufacturing
- Aluminum Manufacturing
- Biomedical and Healthcare
- Customer Contact Centers
- Distribution, Warehousing & Logistics
- Food-Related Products Manufacturing
- Petrochemicals & Energy Development
- Primary Metals and Fabricated Products Manufacturing

¹ “Youngstown/Warren Regional Chamber.” Regional Chamber. Accessed August 11, 2021. <https://www.regionalchamber.com/economicdevelopment/economicdevelopmentoverview>.



EASTGATE

Regional Council of Governments