



# DOWNTOWN VISION AND ACTION PLAN

# Downtown Visioning and Tactical Implementation Plan

## Prepared for

The City of Youngstown Department of Community Planning & Economic Development  
and Youngstown State University

## Co-Authored By

Dominic C. Marchionda, City-University Planning Coordinator  
Youngstown State University Center for Urban and Regional Studies

&

Sara Wenger, Community Development Program Manager  
Eastgate Council of Regional Governments

Ronald K. Chordas, Ph.D., Executive Director  
Public Service Institute

Center for Urban and Regional Studies  
Youngstown State University  
One University Plaza  
Youngstown, OH 44555

## March 2015

This plan was provided through support from:  
Downtown Residents, Office Tenants, Property Owners, City Officials, Business Owners, Entrepreneurs,  
Eastern Gateway Community College Staff, YSU Students, Media, Non-Profit Organizations

# TABLE OF CONTENTS

INTRODUCTION & KEY PRINCIPLES 05

PLANNING PROCESS 11

I. BACKGROUND 12

II. INTENTION & REASONING FOR THE PLAN 15

III. INVENTORY OF EXISTING CONDITIONS 18

IV. DOWNTOWN INVESTMENTS 24

V. RECOMMENDATIONS 39

VI. GOALS 43

INITIATIVES & IMPLEMENTATION 44

CREDITS 127

APPENDIX 132



# TABLE OF CONTENTS

<b>I INTRODUCTION &amp; KEY PRINCIPLES</b> .....	<b>5</b>
<b>II PLANNING PROCESS</b> .....	<b>11</b>
<b>I. BACKGROUND</b> .....	<b>12</b>
<b>II. INTENTION &amp; REASONING FOR THE PLAN</b> .....	<b>15</b>
<b>III. INVENTORY OF EXISTING CONDITIONS</b> .....	<b>18</b>
<b>IV. DOWNTOWN INVESTMENTS</b> .....	<b>24</b>
<b>V. RECOMMENDATIONS</b> .....	<b>39</b>
<b>VI. GOALS</b> .....	<b>43</b>
<b>I. INITIATIVES &amp; IMPLEMENTATION</b> .....	<b>44</b>
<b>1. DOWNTOWN AS A DESTINATION</b> .....	<b>47</b>
MARKETING.....	<b>48</b>
PLACEMAKING.....	<b>50</b>
WAYFINDING.....	<b>52</b>
<b>2. OPPORTUNITY SITES</b> .....	<b>58</b>
KEY LOCATIONS.....	<b>60</b>
INFILL OPPORTUNITIES.....	<b>62</b>
<b>3. URBAN LANDSCAPE</b> .....	<b>67</b>
STREETSCAPING .....	<b>68</b>
DESIGN GUIDELINES .....	<b>70</b>
<b>4. CAMPUS &amp; PEDESTRIAN CONNECTIONS</b> .....	<b>75</b>
SAFETY .....	<b>76</b>
COMPLETE STREETS .....	<b>78</b>
TRANSIT .....	<b>80</b>
<b>5. INFRASTRUCTURE UPGRADES</b> .....	<b>87</b>
ENERGY EFFICIENCY .....	<b>88</b>
GREEN INFRASTRUCTURE .....	<b>90</b>
TELECOMMUNICATIONS .....	<b>92</b>
<b>6. PARKING MANAGEMENT</b> .....	<b>97</b>
PLANNING STRATEGY .....	<b>98</b>
ON-STREET .....	<b>100</b>
OFF STREET .....	<b>102</b>
<b>7. MARKET DEMAND OPPORTUNITIES</b> .....	<b>107</b>
SECTOR ANALYSIS, .....	<b>108</b>
ENTREPRENEURIAL SUPPORT .....	<b>110</b>
SERVICES PLAN .....	<b>112</b>
<b>8. INTERGOVERNMENTAL COOPERATION</b> .....	<b>119</b>
CAPITAL PLANNING .....	<b>121</b>
FUNDING .....	<b>123</b>
<b>I CREDITS &amp; STAKEHOLDERS</b> .....	<b>127</b>
<b>I APPENDIX</b> .....	<b>132</b>

# INTRODUCTION & KEY PRINCIPLES





# INTRODUCTION

“An overall development framework will help prioritize investment.”

photo credits : Anthony Marchionda

Downtown Youngstown is where our community began, offering a vital connection to the larger world with its cultural, financial, and governmental assets. It has seen great changes over its evolution as a gathering place. Current momentum revitalizing Downtown requires collective understanding of what we want the core of our city to be and how we can get there. An updated strategic plan specific to Downtown is needed to guide stakeholders in tactical changes to policies and accepted norms in order to create a unified vision to sustain and expand the role that Downtown plays. This plan incorporates demand for job opportunities, housing, recreation, and improvements to quality of life.

The Downtown Vision and Action Plan aims for an accessible and equitable urban core that anchors the revitalization of the larger metropolitan economy by converging the efforts and resources of the key actors and assets within the center city.

For the first time in generations, professionals are not overwhelmingly moving to a place for a job, but rather looking for a place to live, then for work. The vision for downtown is for a cleaner, safer and more vibrant place that retains and attracts the best and the brightest from the Youngstown region. Downtown is the only place in the region that has the existing authenticity to offer an innovative and walkable urban setting with access to basic amenities that ensure a high-quality of life. The vision is a downtown full of people and places instead of parking spaces.

The vision is a downtown full of people and places instead of parking spaces.

The intent is to provide a framework for action that is flexible and dynamic, yet establishes a strong structure to support both feasibility and opportunity in the center city as the rebirth of downtown continues to unfold. **This will allow for current and future leadership and organizations to identify specific initiatives and tasks from this plan that fits within their capacity.**



photo credits : Sarah DelliQuadri



photo credits : Nick Chretien



photo credits : Mahoning Valley Historical Society

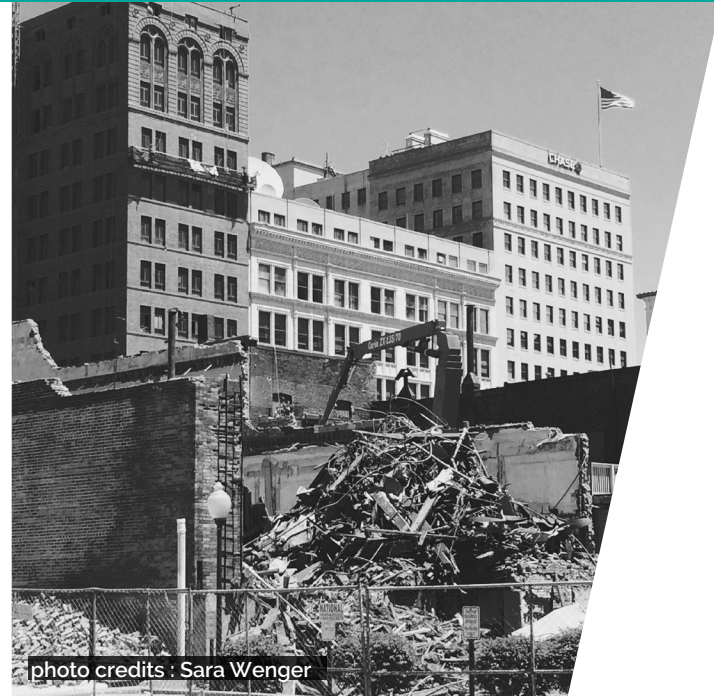


photo credits : Sara Wenger

### THROUGH IMPLEMENTATION OF THIS PLAN, DOWNTOWN YOUNGSTOWN CAN AIM TO:

## ATTRACT

a diverse yet complementary mix of uses.

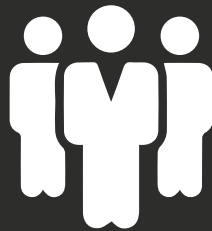
## DEVELOP

an attractive, comfortable, & secure physical environment.

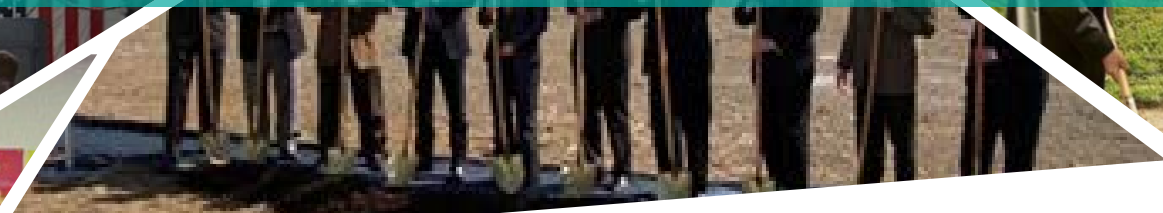
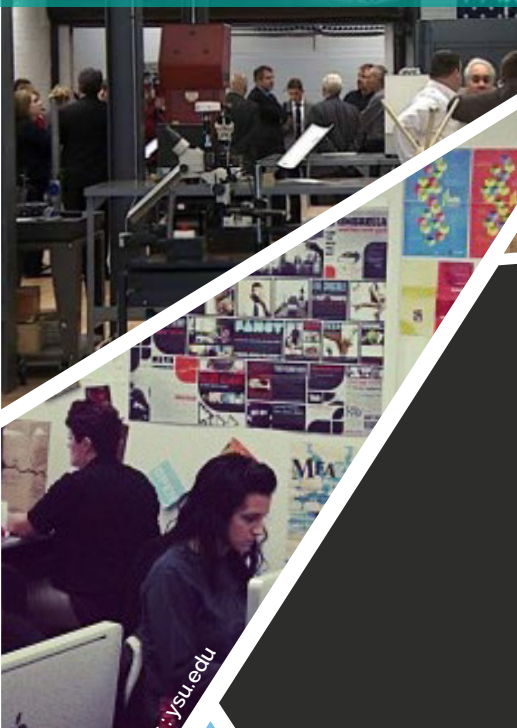
## BUILD

strong partnerships between local government and the private sector to manage city center development and revitalization.

## STAKEHOLDERS



**PRIMARY:** Downtown Residents, Office Tenants, Property Owners, City Officials, Business Owners, Entrepreneurs, Eastern Gateway Community College Staff, YSU Students, Media, Non-Profit Organizations, Council for Strong Cities, Strong Communities



The  
**key principles**  
for supporting  
Downtown's  
future are to:

# Connect

Innovation by Strengthening  
Education and Employment

# Enhance

the Urban Landscape and  
Streetscaping Design Guidelines

# Mobilize

Public, Private, and Nonprofit Partnerships

# Create

Economic Diversification through Business  
Development and Retention



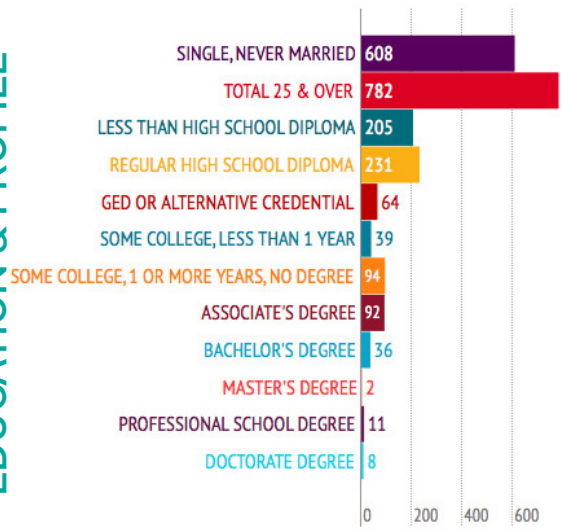




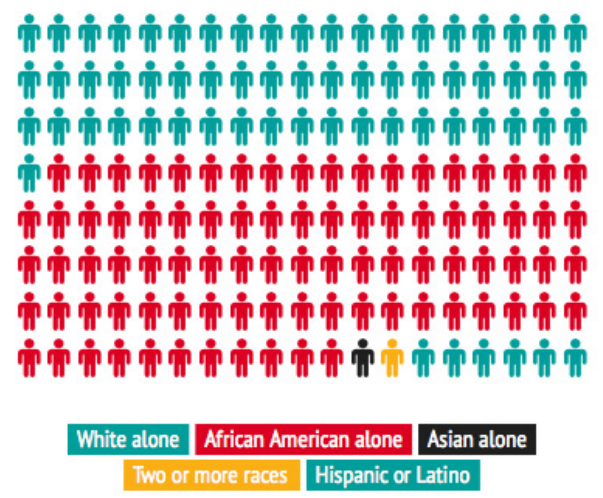
# SNAPSHOT



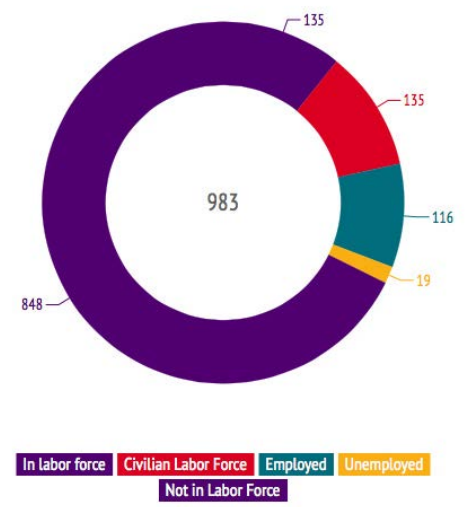
## EDUCATION & PROFILE



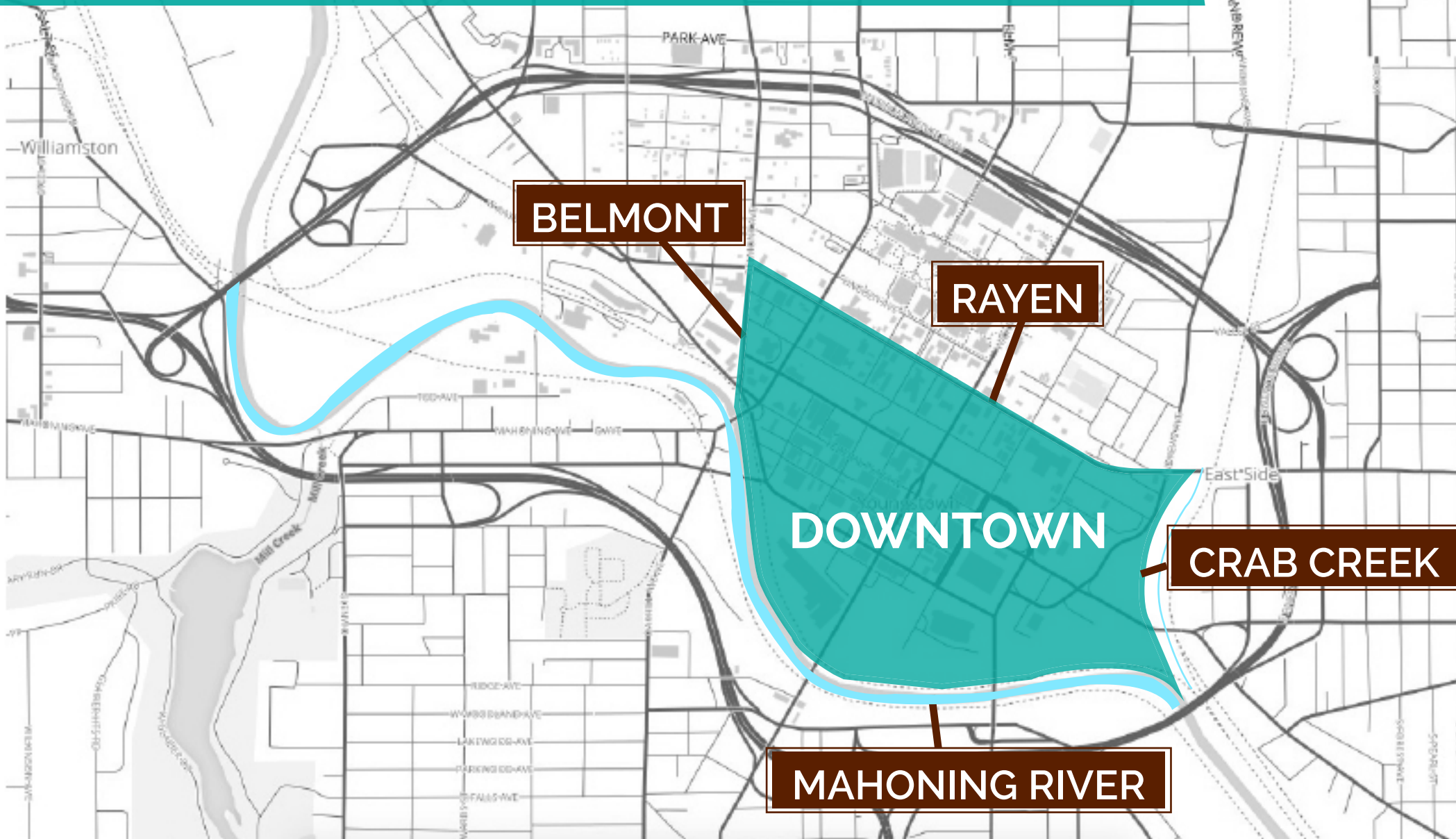
## RACE & ETHNICITY



## WORKFORCE



**Downtown** is defined in the map below as the area North of the Mahoning River, South of Rayen Avenue, East of Belmont Avenue, and West of Crab Creek.



# PLANNING PROCESS



## PAGES

7  
background

15  
intention &  
reasoning  
for the plan

18  
inventory  
of existing  
conditions

24  
Downtown  
investments

38  
recommendations



# BACKGROUND

photo credits : Anthony Marchionda

The Downtown Vision and Action Plan is the outcome of several initiatives. Specifically, the need for a strategic plan for the Downtown was a concern raised by the Economic Action Group, which meets on a monthly basis to discuss priority issues, initiatives and action strategies since late 2013. Conversations with the steering committee have noted the lack of consensus on what Downtown needs, its organizational structure, and key leadership.

**Downtown is vital to the region as innovation drives our local economy** whether in education, software development, additive manufacturing, and future industry. A strategic plan expands upon the ability to recognize and support related growth industries by providing the market activity, public amenities, and sense of place that is critical for retaining and attracting talent. The framework for this plan was created through a series of discussions with stakeholders including business owners, residents, and community organizations with the support of the Center for Urban and Regional Studies at Youngstown State University.

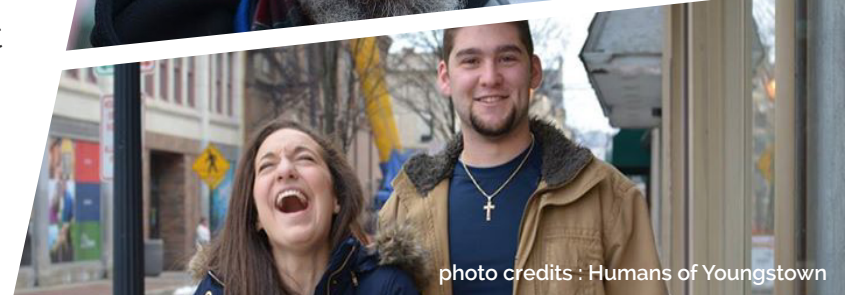
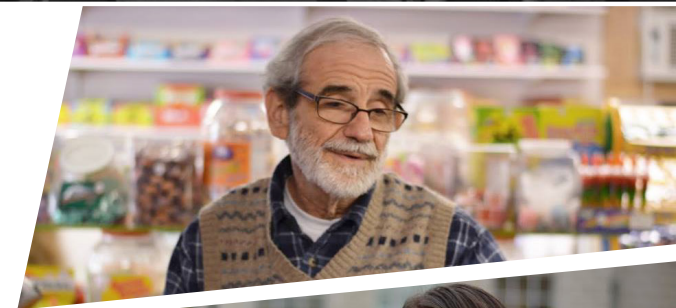


photo credits : Humans of Youngstown

Previous plans related to Downtown were reviewed to analyze existing development, proposed development, & needed infrastructure such as better designed streets, open space, parking facilities, and safety. Analysis of plans led to further collection of data & inventorying of resources to determine the strengths and weaknesses of Downtown.

The complexity of Downtown requires special planning attention, given the key investments taking place and the demand for new investment to be supported and maintained. The number of stakeholders adds to this complexity, further supporting the need for a comprehensive view of all of the forces that impact Downtown that currently take place in isolation. **A strategic plan for property owners, tenants, and their users is needed to support a number of shared needs and a desire to make Downtown a destination for the arts and creative entrepreneurship.**

Downtown is a living place that requires ongoing awareness and innovative approaches to decision making that acknowledge changing realities with pragmatic and agreed upon solutions. **Downtown Vision illustrates specific objectives and strategies that can be put in place in the near term to create permanent change. Vision is 'what we can be' and 'what we want to be', implementation is how we get there.**

## COMMON THEMES INCLUDE

the need for a **pedestrian-friendly Downtown** that could withstand future residential growth while preserving historic resources and its vibrant

### INPUT WAS PROVIDED BY:

Downtown Residents, Office Tenants, Property Owners, City Officials, Business Owners, Entrepreneurs, EasternGateway Community College Staff, YSU Students, Media, Non-Profit Organizations



photo credits : Patrick Hewitt



# INTENTION & REASONING FOR THE PLAN

photo credits : Dominic C. Marchionda

This strategic plan is intended to enlist support and create a vision for Downtown, breaking down the barriers that limit Downtown from reaching its potential by facilitating economic development, attracting cultural amenities, and supporting the rebirth of a residential market. It is a blueprint that will direct growth, investment, and development in the Downtown by offering direction and recommendations.

Perhaps the most crucial component of this vision is the relationship between Youngstown State University and the Downtown. The strength of this bond has been identified as a priority in several planning initiatives dating back to William Brenner's 1976 publication of Downtown and the University. Most recently, the 2008 Campus Centennial Master Plan prescribed a framework for campus development. In this plan, the University adopted a set of initiatives that include the following:

## YSU WILL UNDERTAKE COMMUNITY PARTNERSHIPS

---

to serve and address the cultural, intellectual, educational, social and economic needs of the region.

---

## YSU WILL DEVELOP AND MAINTAIN

---

a safe, attractive, convenient, and functional physical plan responsive to the present and future needs of students, staff, alumni, and the community. The University will work with the community to enhance the safety, aesthetics, and vitality of the campus periphery and surrounding neighborhoods.

---

## THE CAMPUS NEEDS A NEW MASTER PLAN

---

that will capitalize on these opportunities, positioning YSU as a more effective catalyst in the redevelopment of Youngstown and creating a stronger "college town" atmosphere which will improve the image of both the City and the University.

---



## WHY PLAN

The Downtown Visioning & Action Plan is the outcome of several initiatives. Specifically, the need for a strategic plan for the Downtown was a concern raised by the Economic Action Group, which meets on a monthly basis to discuss priority issues, opportunities, initiatives and action strategies since late 2013. Through a series of collaborative meetings for a competitive federal grant opportunity, it was revealed that the community connected to the core of the city didn't have a plan or vision to refer to for laying out potential opportunities or requests for support. This catalyzed the creation of a steering committee which noted that the lack of consensus for what Downtown needs, its organizational structure, and key leadership needed to be addressed.



A strategic plan focused on the Downtown, for the City, non-profits, property owners, tenants, and their users is needed to support a number of shared needs and a desire to make Downtown a destination for the arts and creative entrepreneurship. Downtown is a living place that requires ongoing awareness and innovative approaches to decision making that acknowledge changing realities with pragmatic and agreed upon solutions. Downtown Vision illustrates specific objectives and strategies that can be put in place in the near term to create permanent change.



According to the *Chicago Plan*,

“The Ultimate solution of all major problems of American cities lies in the education of our children to their responsibility as the future owners of our municipalities and the arbiters of their governmental destinies.”

Therefore, the alignment of cross-sector partnerships and visions must include the education of our youth as the owners of our future City. It is our duty to ensure that this plan reflect the desired needs of our existing population. However, it must do so in an objective fashion that is creating a Youngstown that our youth can feel proud of, while attracting new talent.

This task of transferring leadership has been stagnant due to post-industrial chronic abandonment that has plagued the City for more than thirty years. The realization that large corporations are no longer the sole industries that drive the local economy has invigorated stakeholders to begin to identify priorities as it relates to placemaking and visioning. Creating a sense of place with admirable quality of

life leads to the economic gardening that supports innovation and business retention.

This plan provides the data-driven recommendations and strategies in addition to specific action plans to guide local leadership and enhance their ability to plan and redevelop with diverse uses and characteristics in order to capture impactful development opportunities. **The Downtown Vision & Action Plan (DTV) is intended to lead to the creation of a master plan that provides specific development plans and engineering that reflect this vision.** The visioning has served as a process to better understand Downtown and its values, while addressing emerging trends and issues. This vision is reflective of the community's preferred future by articulating it and promoting a road map for immediate action from 2015 - 2020.

# INVENTORY OF EXISTING CONDITIONS

photo credits : Dominic C. Marchionda

The following is a synopsis that represents the parcel by parcel inventory analysis into smaller four defined quadrants of Downtown

Arlington Heights

Riverbend District (Furthest Left)

Central Business District (CBD)

University District (YSU)

Junction Point (Lower Belmont MLK)

An important test of the credibility of any comprehensive proposal is its ability to convince readers that it assesses current conditions and needs accurately. Meeting this test poses an interesting challenge for us. We need to succinctly convey the costs and even dangers of simply letting current trends continue.

# Arlington Heights

This district located in the Northwest corner of the City Center consists of both the newly developed 120-apartment unit Village at Arlington and the historic Arlington Heights. This neighborhood sits adjacent to the west of Youngstown State University and is now a low density area with single family and duplex homes.



## INVENTORY

VACANT BUILDINGS	13
VACANT LOTS	61 PARCELS
RECENT DEMOS	21
TAX DELINQUENT	52
HOUSING TYPE	DOWNTOWN FORM
# OF BUSINESSES	3
# OF RESIDENTS	439
LOW INCOME	ARLINGTON HEIGHTS
STUDENT	NONE
CODE ENFORCEMENT	31
INCOME LEVEL	\$12, 273
# OF ARCHITECTURAL RESOURCES	1
PLACES OF WORSHIP	7

# Riverbend District

Riverbend is the in southwest corner of the City Center of Youngstown. This district consists of mostly industrial businesses located near the Mahoning River. Various industrial manufacturing and commercial businesses are located in this district. There is no housing in this zone.

## INVENTORY

VACANT BUILDINGS	5	PARCELS
VACANT LOTS	7	
TAX DELINQUENT	5	
# OF BUSINESSES	8	
# OF RESIDENTS	0	
CODE ENFORCEMENT	0	



# Central Business District

Youngstown's Central Business District is the home of "Downtown" Youngstown. This section of the City Center is where most of the office space is located, as well as the Central Entertainment District. Housing in this district includes mixed-use apartment buildings, typically consisting of residential above first floor retail space. Existing mixed-use buildings in the Central Business District would include the Erie Terminal Building, Federal Building International Tower, and Realty Tower. Business in this district range from small retail coffee shops, restaurants, to banks, government offices, legal firms, and the tech startups located inside the Youngstown Business Incubator.



## INVENTORY

VACANT BUILDINGS	17	
VACANT LOTS	13	
RECENT DEMOS	13	
TAX DELINQUENT	14	
SINGLE FAMILY VS. MULTIFAMILY BUSINESS TYPE		LOW INCOME & MIXED USE BANKS EMPLOYEES, COMMUNITY COLLEGE, PROFESSIONAL OFFICE SPACE, RESTAURANTS, TECH
# OF RESIDENTS	1,072	
LOW INCOME		AMEDIA PLAZA & INTERNATIONAL TOWERS
MARKET		ERIE TERMINAL, REALTY TOWER, & FEDERAL BUILDING
CODE ENFORCEMENT	13	
INCOME LEVEL	\$11,439	
# OF ARCHITECTURAL RESOURCES	22	

# University District

The University district consists mainly of the footprint of Youngstown State University. Within this district are all educational facilities of the University. Student housing is located at Kilcawley House, Weller House, Wick House and the University Courtyard apartments. The Smoky Hollow neighborhood on the western most side of this district resembles that of Arlington Heights, as it consists of vacant parcels mostly owned by the University.



## INVENTORY

<u>VACANT BUILDINGS</u>	MOSTLY OCCUPIED
<u>VACANT LOTS</u>	GREENSPACE IN HOLLOW
<u>RECENT DEMOS</u>	2
<u>HOUSING TYPE</u>	PRIMARILY STUDENT HOUSING MULTI-FAMILY IN HOLLOW
<u># OF RESIDENTS</u>	716
<u>RESIDENTIAL</u>	SMOKY HOLLOW
<u>STUDENT</u>	UNIVERSITY COURTYARDS, KILCAWLEY HOUSE, WICK HOUSE, WELLER HOUSE, BEUCHNER HALL, FLATS AT WICK

# Transition Zone

The transition zone is the “triangle” of land bordered by Belmont Avenue, Martin Luther King Jr. Boulevard, and West Rayen Avenue. This relatively small piece of land borders all other districts, aesthetic improvements here would benefit all districts.

## INVENTORY

VACANT BUILDINGS	0
VACANT LOTS	2
RECENT DEMOS	0
TAX DELINQUENT	1
# OF BUSINESSES	7
# OF RESIDENTS	0
INCOME LEVEL	2
TRANSITION ZONE	2





DOWNTOWN & NEIGHBORING  
INVESTMENTS

EXISTING  
& RECENT



photo credit : Butlerartcollection.com

# AMERICA MAKES

## America Makes

America Makes was founded in August 2012 as the flagship institute for other National Network for Manufacturing Innovation (NNMI) institutes and is driven by the National Center for Defense Manufacturing and Machining (NCDMM) and works closely and is adjacent to the #1 Ranked university-affiliated Youngstown Business Incubator.

America Makes, a National Additive Manufacturing Innovation Institute is focused on helping the United States grow capabilities and strength in 3D printing, also known as additive manufacturing. America Makes facilitates collaboration among leaders from business, academia, non-profit organizations and government agencies. Focusing on areas that include design, materials, technology, workforce and more, we help our nation's 3D printing industry become more globally competitive.

## Butler Museum of American Art

The Butler Institute of American Art is located on the cultural corridor of Wick Avenue and was the first museum dedicated exclusively to American Art. In recent years, the Butler has expanded significantly. A 19,000-square foot south wing, the Beecher Center, was constructed in conjunction in 2000 with a focus of uniting technology and art. Two years later, the 3,400-square-foot Andrews Pavilion, featuring a sculpture atrium, gift shop, and café. In 2006, the Butler acquired the First Christian Church facility, just next door, and converted it into an education and performing arts center. In September of 2013, the \$1.5 million skywalk constructed of exposed steel and point-supported glass encasement was completed and dedicated.

# BUTLER MUSEUM OF AMERICAN ART

photo credit : dispatch.com

photo credit : wkbn.com

photo credit: Sara Wenger

# COVELLI CENTRE

## The Covelli Centre

(formerly the Chevrolet Centre and during construction the Youngstown Convocation Center) is a 5,900-seat multi-purpose arena, just north of the Mahoning River between the South Avenue and Market Street bridges. It was built in 2005 with funding in part from a \$26 million HUD redevelopment grant secured in 2000. It is the home of the Youngstown Phantoms minor league hockey team and several national music and other entertainment performances each year. Each year, the Covelli Centre hosts between 100-120 events, with 10-15 of those events being music related.

Attendance varies annually, with roughly 200-250,000, not including community/free events such as First Night Youngstown.

## The DeYor Performing Arts Center,

located in the heart of the burgeoning arts & entertainment district of downtown is recognized as one of the most beautiful performance venues in the Midwest. As the long-time home of the Youngstown Symphony Orchestra it remains the cultural heart of the Mahoning Valley. The DeYor's two main performance halls – Edward W. Powers Auditorium and the Ford Family Recital Hall – provide ideally suited spaces for large orchestral performances and theatrical productions as well as intimate recitals and family oriented performances. The Center's Overture Restaurant is the chosen destination for pre-event dining in a beautiful, cosmopolitan atmosphere.

photo credit: Bob England

# DEYOR PERFORMING ARTS CENTER

photo credit: newsprofessor.com

photo credit: Cashell Photography

photo credit: egcc.edu

## EASTERN GATEWAY COMMUNITY COLLEGE

### Eastern Gateway Community College

offers more than 30 programs, certificates and degrees; consists of 25 classrooms, 35 administrative offices, and plans on future acquisition and growth as the school has contracted a consultant to develop a master plan that will encompass an educational, staffing and facilities framework.

In 2014, Higher Educational Partners financiers and consultants purchased the Plaza Parking Garage that sits on the corner of E. Federal and Champion, located near the post office and existing downtown residential and office buildings. It is home to more than 3,000 students, experiencing 20% increase in growth in enrollment since spring of 2013. Eastern Gateway is a state community college.

### Erie Terminal Place

This \$12 million project has attracted professionals, graduate & undergraduate Youngstown State University students and those interested in living in Downtown. Financing was derived from \$9 million in conventional financing, a \$350,000 grant for water utility expenses from the city and \$3.22 million in state and federal historic preservation tax credits. Work on the interior included the gutting of the upper floors and renovating the main concourse, making use of the original marble, terrazzo & crown moldings throughout.

In 2012, Rust Belt Tap House occupied the southwest first floor storefront while One Hot Cookie occupied the Phelps Street storefront, adding to Downtown's local retail & entertainment scene.

photo credit: Sarah DelliQuadri



photo credit: Nick Chretien

photo credit: Dominic Marchionda

## ERIE TERMINAL PLACE



photo credit: Sarah DelliQuadri

photo credit: egcc.edu



# FEDERAL BUILDING

## The Federal Building

In June 2011, the Federal Building apartments were opened after \$2.4 million in renovation costs. This Daniel Burnham building is home to 1st floor retail tenant, V2 Italian Trattoria, which serves as an anchor for the downtown food, entertainment and nightlife at the corner of Federal and Phelps.

## OH WOW!

The museum OH WOW!, which provides hands-on, interactive exhibits based in science, technology, engineering and mathematics to children and their families in the greater Mahoning Valley in Youngstown's tech and entertainment zone. OH WOW! reported more than 40,000 visitors, 800 memberships and 12,000 students for field trips. It has grown its programming & partnerships each year, through collaborative partnerships with First National Bank, Youngstown State University's College of STEM and WFMJ. OH WOW!'s recently completed a Capital Campaign that raised more than \$1.8 million dollars to fund the renovation of its new space and the purchase of its state-of-the-art permanent exhibit collection. OH WOW! serves people through field trips, events, memberships, birthday parties & general admission.



photo credit : tribtoday.com

photo credit : OhWow!



# OH WOW!

photo credit : Trip Advisor



photo credit : ysystem.com



photo credit : hasenstabinc.com

photo credit: Sherman Cahal

# REALTY TOWER



## The Realty Tower

In 2009, with financing from State & Federal historic tax credits, a private developer completed a \$9 million renovation of the historic Realty Tower, which consists of 23 residential apartment units and first floor retail. The first floor is now occupied by two commercial tenants, Joe Maxx coffee shop and a barber shop.



photo credit: Sherman Cahal

# WESTERN RESERVE TRANSIT AUTHORITY

## Western Reserve Transit Authority

Since 2009, the WRTA has invested more than \$4 million in office renovation and expansion for its headquarters on Lower Mahoning Avenue, as well as, maintenance costs and additional buses and vehicles to expand services. Also, WRTA has invested \$1.1 million into upgrades to the Federal Street station.



photo credit: hivelocitymedia.com

## YOUNGSTOWN BUSINESS INCUBATOR

### Youngstown Business Incubator

The Youngstown Business Incubator launched in 1995, with a \$3.8 million preservation and rehabilitation of a downtown historic building, located at 241 W. Federal Street, which is now known as the "Tech Block".

In 2008, YBI opened the Taft Technology Center, an infill development adjacent to the original building at 241 West Federal. YBI secured \$5.7 million in federal and state grants for early tenant, Turning Technologies, who have experienced rapid and exponential growth, to locate permanently.

Combined with the \$3 million in improvements in the Semple building and \$1.05 million to the Boardman street annex, a total of \$13.6 million was spent in reinvestment in Downtown Youngstown.

### The Youngstown Central Area Community Improvement Corporation

The YCACIC has been utilized as a tool to help stabilize historic building stock and demolish dilapidated structures to provide parking in the Center City.

Since 1989, the CIC has assisted in the repurposing of more than fifty structures, delivered nearly two thousand jobs to the downtown, created twelve surface parking lots, and facilitated more than \$50 million in redevelopment spending.

photo credit: Google Maps

## YOUNGSTOWN CENTRAL AREA COMMUNITY IMPROVEMENT CORPORATION

photo credit: Sara Wenger



photo credit: FLICKR.COM



photo credit: Sara Wenger

photo credit: Google Maps

## YOUNGSTOWN METROPOLITAN HOUSING AUTHORITY

### Youngstown Metropolitan Housing Authority

In 2013, the Youngstown Metropolitan Housing Authority demolished the former site of the housing project called Westlake Terrace and replaced it with the Village at Arlington. The new \$13.5 million housing development was made possible through Low Income Housing Tax Credits (LIHTC) and contains a mixed-income population in a planned-unit, neighborhood style development pattern.

### Pollock House

In 2013, the University unveiled the Pollock House, a 3 year, \$4 million rehabilitation of the former Wick-Pollock hotel on Wick Avenue. The Pollock house is the residence of the YSU President.

### Williamson College of Business Administration

is the newest building on campus. The \$30 million project was completed for the fall semester of 2010. It houses all of the business classrooms and offices. The building itself has LEED standard, making it a green building. It was one of the most expensive additions to campus, with a large portion of the funding coming from donations. The building is off of Rayen Avenue and was built to intentionally connect downtown businesses to the college and to the campus core. Recently access to the building improved when the Hazel Street Extension opened creating access for vehicle and pedestrian traffic and better connecting the central business district to the university.

photo credits : ysu.edu

## YOUNGSTOWN STATE UNIVERSITY

photo credit: ymhaonline.com

photo credits : ysu.edu

photo credit: ysusports.com



### The Andrews Wellness & Recreation Center

Completed in time for the fall 2005 semester, the Andrews Center gave YSU a complete gym facility, as well as a climbing wall & racquetball courts. The center, built at a cost of \$12.14 million, was paid for entirely from private donations from nearly 600 individuals & foundations.

### The Farmer's National Bank Field/Athletic Complex

Completed in the summer of 2013, with a total project cost of \$4.3 million, the new complex includes a soccer field equipped with synthetic turf, an eight-lane all-weather track, softball field, lighting for the fields, bleachers, restrooms, walkways, fencing, dugouts and a concession stand.

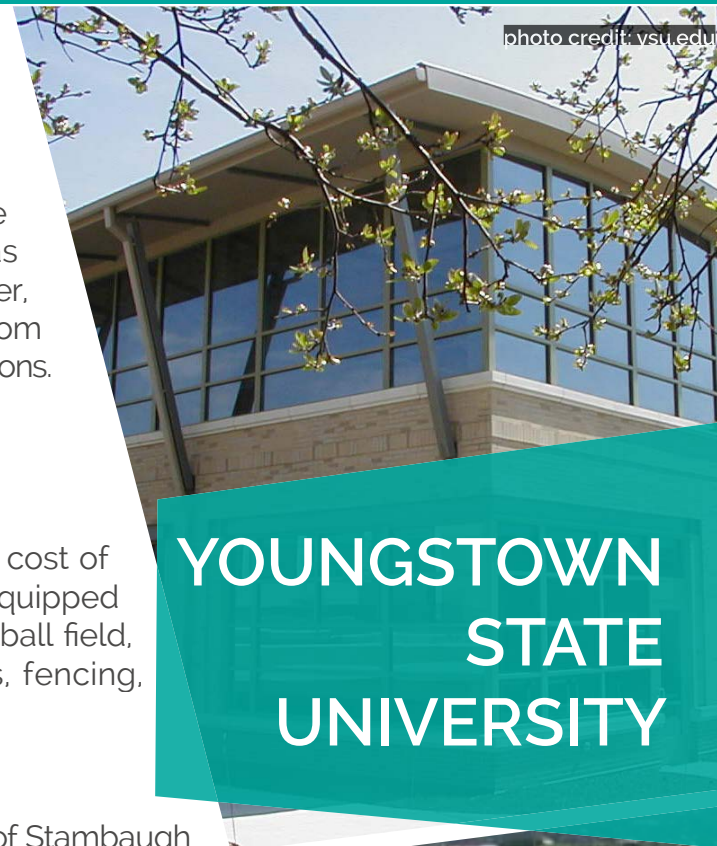
### The WATTS Center

a \$4 million project that opened in 2012, is located east of Stambaugh Stadium, features a full-length football field, a 300-meter track, 2 long-jump pits, a high-jump pit, 4 batting cages, a training room & locker rooms. The facility is used primarily by YSU's intercollegiate athletic teams, including baseball, football, soccer, softball, golf & men's & women's track. In February 2012, the WATTS hosted the Horizon League Indoor Track and Field Championship.

### The Veterans Resource Center

opened in the fall of 2014. This 6,000 SF, 2 story structure cost \$1.25 million and was the 1<sup>st</sup> design-build contract completed by the University. The Center boasts accommodations for its veteran student population such as a veterans lounge equipped with amenities. The Center will also house the Office of Veterans Affairs. YSU is the only university in Ohio with a building offered solely to veteran and military students.

photo credit: ysu.edu



**YOUNGSTOWN  
STATE  
UNIVERSITY**

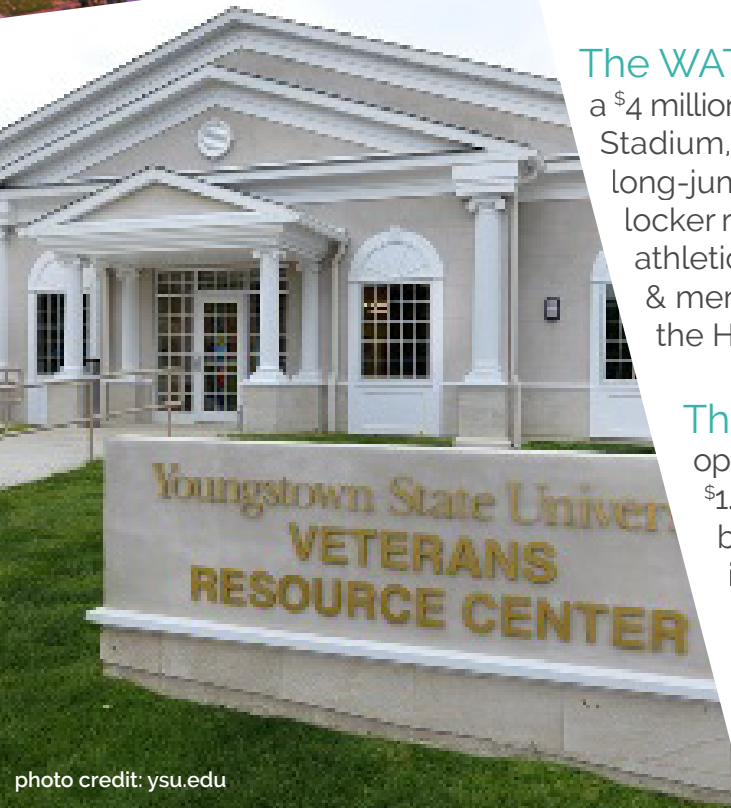


photo credit: ysu.edu



photo credit: ysusports.com





# DOWNTOWN & NEIGHBORING INVESTMENTS PLANNED

## MAIN BRANCH OF THE PUBLIC LIBRARY OF YOUNGSTOWN & MAHONING COUNTY

Main Branch of the Public Library of Youngstown and Mahoning County branch has proposed alterations to the Wick Avenue entrance to reassert the main library's presence along Wick Avenue as well as the reading room skylight restoration, with an estimated cost of \$1.1 million.

### The Gallagher Building

The Ohio Development Services Agency awarded \$14 million in historic preservation tax credits to the owner of the Gallagher Building at Commerce Street and Hazel Street. The building formerly housed Cedar's Lounge.

The Gatta Group plans to renovate the building into 18 apartments on the upper floors and a restaurant and brew pub on the first floor. The total project cost is estimated at \$6 million.

photo credit: Ohio Redevelopment Projects

## GALLAGHER BUILDING



photo credit: commons.wikimedia.com



# LEGAL ARTS BUILDING



photo credit: Sherman Cahal

## Legal Arts Building

NYO Property Group is in the process of submitting an application for consideration for the Legal Arts Building to be listed on the National Park Service Register of Historic Places. If granted this designation, the developer plans to convert the 4-story structure into a mixed-use project with office, retail & residential.

## Stambaugh Building

The Ohio Development Services Agency awarded \$5 million in Historic Preservation Tax Credits to support NYO Property Group's \$25 million project to convert the historic Stambaugh Building downtown into a 134-room hotel and first floor retail to be opened by winter 2016.



photo credit: Sherman Cahal



photo credit: Sherman Cahal



# STAMBAUGH BUILDING



photo credit: Patrick Hewitt

photo credit: Ohio Redevelopment Projects

# WELLS BUILDING

## The Wells Building

Strollo Architects aim to complete the \$5 million rehabilitation of the Wells Building by September of 2015. Plans call for the vacant building to be converted into a mix of apartments on the upper floors & offices on the lower portion.

## The Wick Tower

NYO Property Group plans to unveil the Wick Tower, a \$12 million project in the summer of 2015. The project, another Daniel Burnham building, also utilized federal and state historic tax credits. When complete, it will boast 32 apartments, 15 extended stay units, a 13th floor and roof top entertainment venue with first floor retail.

# WICK TOWER

photo credits: Sherman Cahal

photo credit: Sherman Cahal

photo credits : Sherman Cahal



photo credit: Sherman Cahal

# YBI'S 5TH BUILDING

## YBI's Fifth Building

Design planning is underway and financing is prepared for the YBI's Fifth structure that will allow the YBI to expand its focus on 3D printing technology and business to business development, with a total project cost of \$5.7 million. This building was formerly home to the Vindicator Office.




photo credit: Sherman Cahal

**The vision for Downtown** is detailed in the following pages and was a direct result of more than **50** stakeholder interviews, **20** surveys, **13** monthly economic action group meetings and intense steering committee meetings. This careful, strategic and intense planning stage created **9** recommendations, **7** goals, **8** initiatives, **25** objectives, and more than **100** action steps.

**The careful review of these items is imperative to be able to digest and determine how individuals and organizations can determine where they are best suited for participation in the following initiatives and implementation chapters of this plan.**



# CREATE



a coherent and shared vision for the development of Downtown and its neighboring assets.

By building consensus and optimizing priorities amongst existing organizations and stakeholders, this plan identifies short, mid-range, and long-term actions to enhance and link development whether public or private. These actions leverage mutual interests and available resources in order to best ensure implementation and guide investment.

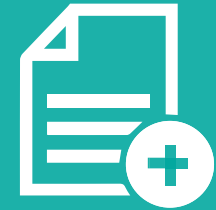
# IDENTIFY



strategies to improve accessibility to information regarding the economic impact of Downtown and its anchor institutions as prescribed by the Economic Development Strategic Plan supported by the Economic Development Administration and the Center for Urban and Regional Studies.

This plan recommends increased accessibility to Downtown from residential neighborhoods through enhanced routes, safety, and lighting. It also recommends traditional and web-based marketing and increased digital equity to residents, stakeholders, property owners, businesses, investors and visitors.

# INCORPORATE



cohesive development regulations with regard to urban design integrity and complete streets.

Coordinated regulation allows for greater efficiency of City Hall while promoting pedestrian-oriented development, public spaces, and other amenities that increase the appeal and quality of Downtown. Currently redevelopment projects, demolitions, and street improvements are piecemeal, lacking foresight and context to the history and character that make Downtown an attractive investment.



# ENHANCE



the accessibility of existing tax incentive packages and create innovative strategies to attract and retain businesses.

The Economic Development Strategic Plan recognizes the need to better utilize existing incentives to attract investment that is sustainable. Leveraging anchor institutions, media, and the private sector is critical for creating the Downtown that is attractive to all ages. A defined methodology and collaboration are needed to best advance public dollars.

# INCREASE



the capacity of the public sector to meet the demand for better services by leveraging private and nonprofit partnerships.

The Economic Action Group and other platforms allow for stakeholder involvement to better align goals with action and implementation planning. As city services continue to be stressed, creative partnerships that train and mobilize leadership are needed.

# IMPLEMENT



a strategic parking management strategy.

Without a parking management strategy, the misalignment of supply and demand will stall the ability of future development to take place. Coordination of public and private parking must be reconciled to support present and future demand

# ENHANCE



the appearance and safety of the Downtown through updated and enforced memorandums of understanding between City and University police and code enforcers.

Perception of a safe environment is critical for the revitalization of Downtown. Memorandums of understanding that would allow for greater officer support in addition to code enforcement is one opportunity. Additionally, encouraging better street-level design such as inventive facades, public art, and more lighting will discourage the mentality that Downtown isn't a safe place.

# REFORM & ADOPT



the coordination of existing plans and services.

Collaboration of anchor institutions with regular cross-sector meetings of leadership through the Economic Action Group can lead to the formalization of a specialized district to better leverage public and private investment. Frequent updating of metrics is needed to ensure the Downtown's resurgence.

# IMPROVE



the Transit options to and from the Downtown and Youngstown State University.

The Western Reserve Transit Authority offers adequate regional fixed-route service through Federal Station that is located Downtown. Increased interest in the role that transit plays in economic development allows for dialogue to take place on potential routes and circulators that better connect Downtown with higher education and health services. Additionally, improved service can be achieved through employer-sponsored vouchers and other public-private partnerships

# GOALS

photo credits : Nick Chretien

The public process that this plan has undertaken forged agreement among discordant interest by devising strategies with short, middle, and long-range initiatives that coordinate improvement activities. These initiatives are outcomes of the following goals:

## MAINTAIN

Youngstown as a regional population and economic center that offers meaningful jobs at livable wages and a diverse housing stock that serves all incomes, while encouraging the continued growth of the city's commercial tax base.

## PROMOTE

urban development measures that facilitate economically competitive, environmentally sound, socially responsible, and aesthetically-pleasing land-use combinations and urban design.

## EMPHASIZE

the importance of preserving historic and cultural features and architecture, and encourage high-quality building design to complement the existing fabric.

## STRENGTHEN

the linkages between Downtown, Youngstown State University's campus, the historical industrial corridor, and surrounding neighborhoods through transportation opportunities.

## CREATE AND ADOPT

a Complete Streets system and Design Guidelines to promote better safety, quality, and walk-ability.

## PROVIDE

a comprehensive parking allocation and management system that meets visitor, business, and resident needs while de-incentivizing single-passenger car trips.

## CONTINUE TO CONVENE

Youngstown's leadership and mobilize project teams through the Economic Action Group's monthly forum.

The goals are detailed throughout this plan as set initiatives. The priority initiatives are to attract a workforce that would allow for a knowledge-based economy that provides a high-quality of life and a destination for which tomorrow's leaders will want to live, work and invest in coming years. This plan, through actionable items will convene leadership, align goals, engage the population, and provide an urban core that serves the City, its anchors, and the region thus bolstering Youngstown's economic competitiveness through sustainable and equitable decision-making.

# INITIATIVES & IMPLEMENTATION

PAGES

44

Downtown as  
a destination

58

opportunity  
sites

66

urban  
landscape

77

campus &  
pedestrian  
connections

87

infrastructure  
upgrades

97

parking  
management

107

market  
demand  
opportunities

119

intergovern-  
mental  
cooperation



# INITIATIVES

photo credits : ?????

## Initiatives

The eight initiatives are the result of feedback from the Economic Action Group as persisting themes of common interest. Each of the following initiatives contain prescribed foci and objectives to address our goals with **immediate, short-term, mid-term, and long-term actions**. These actions are to occur within the next five years through the network of stakeholders. All stakeholders play an important role in executing this vision both independently and in collaboration with the understanding that the future is unpredictable and there are significant financial and political barriers. In order to achieve a brighter future for Downtown, a broad range of community sectors and leadership will need to prioritize and act collectively the following initiatives.





# IMPLEMENTATION

photo credits : Nick Chretien

## Implementation Matrix

It is difficult to balance promises of plans with long-range recommendations where there are immediate critical needs. This plan was created with the understanding that there are significant financial and public support barriers. In order to achieve a brighter future for Downtown, a broad range of community sectors and leadership will need to prioritize and act collectively on the following goals, objectives, and actions. All stakeholders play an important role in executing this vision both independently and in collaboration. The Strategic Framework is aspirational toward a physical and social vision for Downtown that recognizes an unpredictable future. It is designed to be flexible over different periods of time.

## TIME FRAME

**IMMEDIATE** // 2015-2016

**SHORT-TERM** // 2015-2017

**MID-TERM** // 2017-2020

**LONG-TERM** // beyond 2020

initiative one

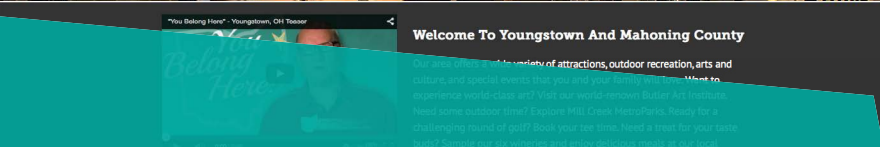
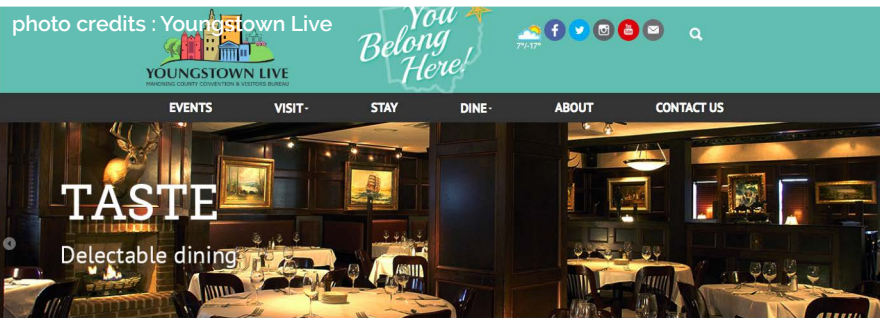
# DOWNTOWN AS A DESTINATION

46  
marketing

48  
placemaking

50  
wayfinding

52  
implementation



# MARKETING

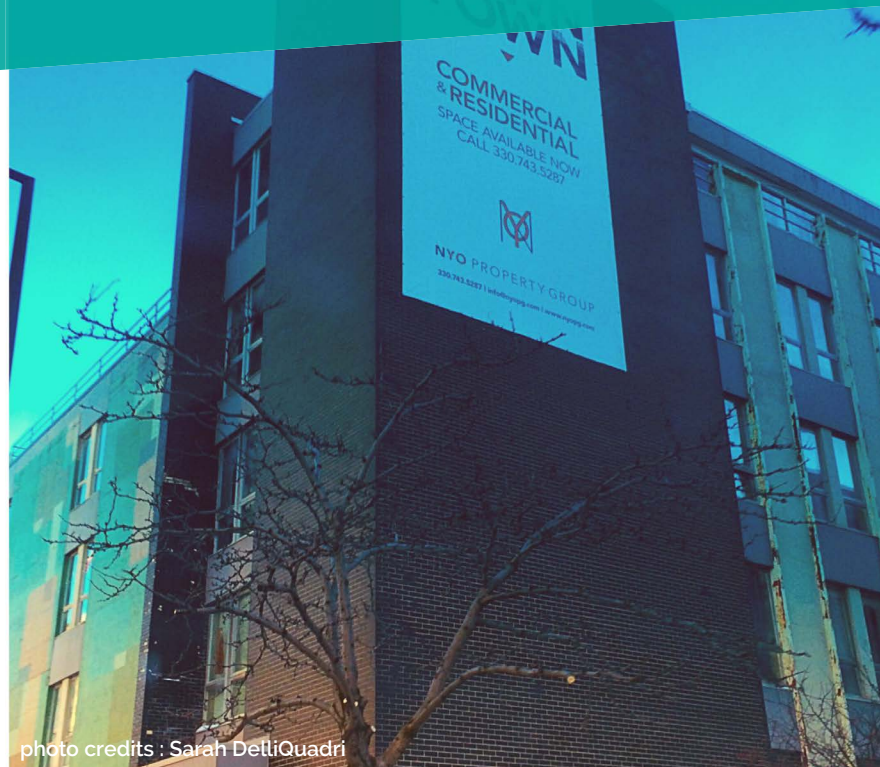


photo credits : Sarah DeLiQuadri

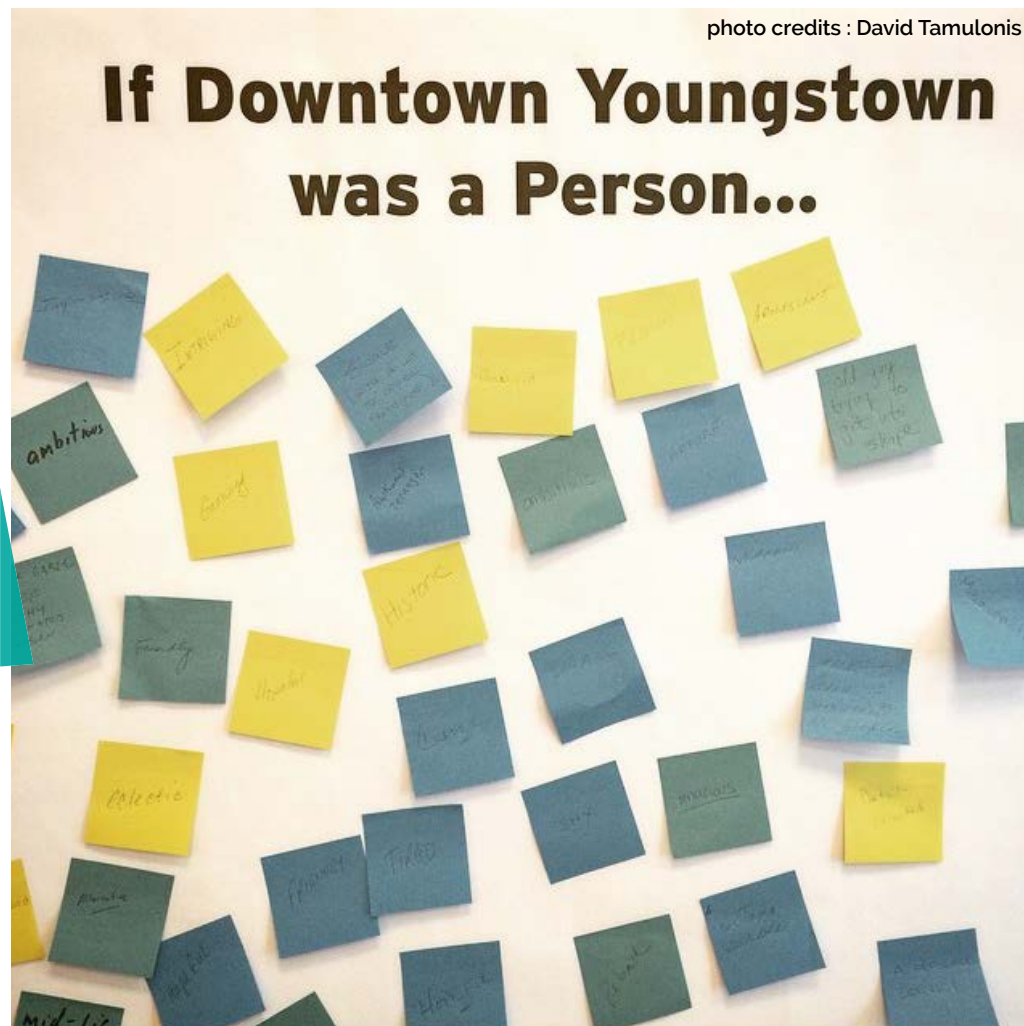


photo credits : David Tamulonis







photo credits : ohiohistory.org



## MARKETING

Initiating and marketing a Downtown brand will build awareness and promote pride in the community. The brand will be part of a larger marketing campaign that combines attracting new people to the city as well as interacting with those that regularly attend events. Determining Downtown's identity through a message and visuals is a necessary step for distinguishing Youngstown. Branding will assist in attracting and retaining businesses and entrepreneurs by articulating Downtown's competitive advantages and economic assets. This branding can further support Downtown as a place with low office rental rates, a tech savvy workforce, and other business incentives. Once the Downtown brand is established, the Downtown Events Coordinator with the support of the city should maintain the campaign, actively promoting Downtown as a place to live, work, and play.

## NEXT STEPS

-  Coordinate Downtown events with YoungstownLive and local businesses
-  Provide website for Downtown events coordinator to monitor and update
-  Employ a graphic design agency to draft Downtown branding campaign
-  Explore expansion of social media strategy to reach business leaders about relocation and expansion opportunities Downtown and to attract talent

## TEAM

**CityScape**

City IT

**Center for Urban and Regional Studies**  
College of Arts and Communications at  
YSU

**Downtown Business Alliance of  
Youngstown**

Downtown Events Coordinator  
**Economic and Community Development  
Agency**

Mahoning County Convention and  
Visitors Bureau

**McDonough Museum of Art**

Youngstown/Warren Regional Chamber

photo credits : Patrick Hewitt



### Localization of Measures

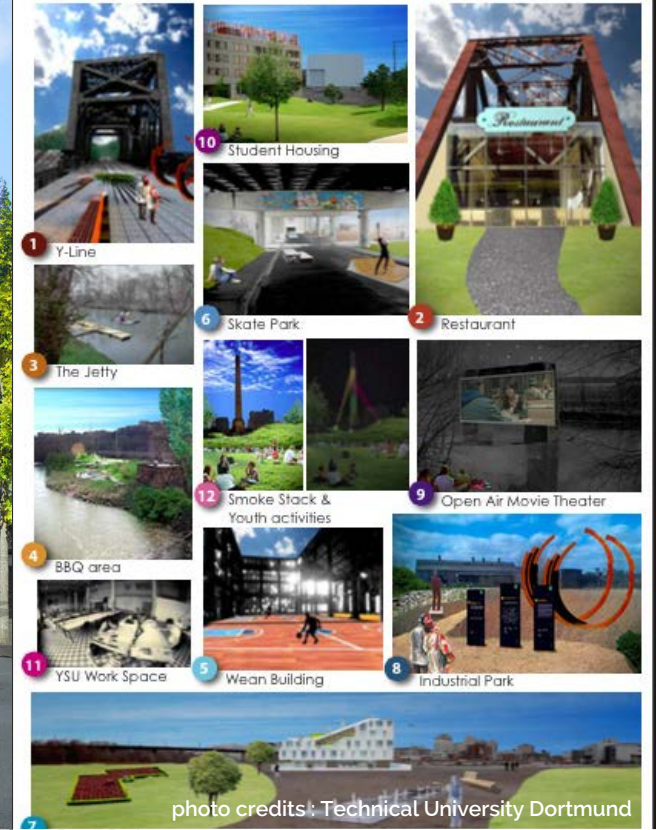


photo credits: Technical University Dortmund



photo credits : Technical University Dortmund




photo credits : YSU scape

## PLACEMAKING




Placemaking is the act of people coming together to change overlooked and undervalued public and shared spaces. Often placemaking and the public realm is overlooked despite how important it is because it falls outside of department and community organization goals.

As prescribed by Downtown Vision, our model intends to approach a new era of community and economic development through one lens. Therefore, an emphasis will be placed on focused efforts that prioritize retention of citizens over attraction as opportunities arise. Arts and culture are essential components of a thriving, knowledge-based economy. Temporary activities and permanent installations can animate and enhance Downtown with landscaping, art, and other methods that encourage interaction.

 A healthy creative sector attracts and retains residents and businesses, and produces economic benefits including jobs, a stronger tax base, Downtown and neighborhood revitalization, and tourism. Developing effective community branding and organizing cultural events can be an effective way to increase resident quality of life that honors the historic and cultural heritage unique to our valley.

Downtown should identify strategic spaces to use art as an economic revitalization tool to attract investment and better connect vacant segments between existing local shops and restaurants. Convening local design talent, effective management, and engaging with the Design and Review Board and Certified Local Government Commission can do this.

## NEXT STEPS

-  Identify and prioritize placemaking opportunities, such as Phelps Street and the riverfront
-  Convene designers and artists regularly to employ art as an economic revitalization tool
-  Create portfolio of regularly programmed special events with Downtown Events Coordinator, businesses, organizations and artists

## TEAM

Center for Urban and Regional Studies  
**CityScape**  
 College of Arts and Communications at  
 YSU  
**Downtown Residents Council**  
 Downtown Wellness Community  
**Economic and Community Development  
 Agency**  
 Friends of the Mahoning River  
**Mahoning County Convention &  
 Visitors Bureau**  
 Mahoning Valley Historical Society  
 Youngstown Business Incubator

photo credits : RJ Thompson

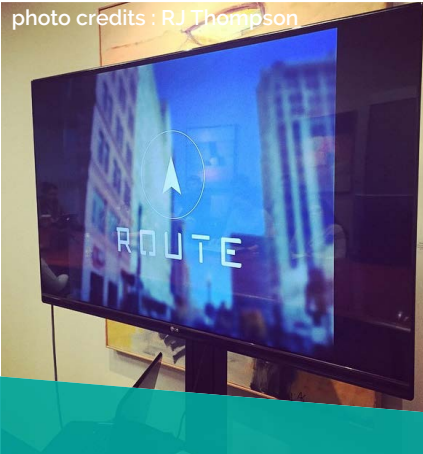


photo credits : RJ Thompson



photo credits : CityScape



# WAYFINDING



photo credits : CityScape







photo credits : CityScape

## WAYFINDING

Wayfinding is the process by which destinations are organized and communicated to those unfamiliar with a location. Wayfinding includes vehicular and pedestrian signs, visitor maps, banners, gateways, and information kiosks. Improved wayfinding through signage would make Downtown and its surroundings more accessible to visitors while increasing a sense of place. Wayfinding is an integrated part of marketing and placemaking. The City approved a "Dig Down" phase by which a plan will be created that will identify important destinations and the location and design of signs. This process will lead to greater community image building that supports marketing and placemaking.

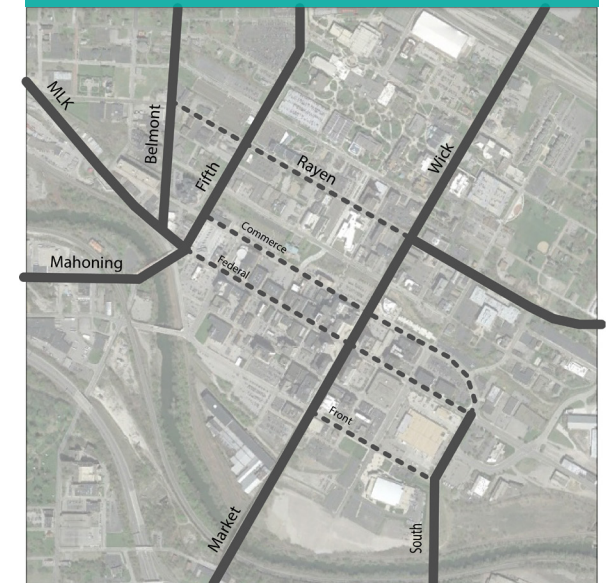
## NEXT STEPS

-  Actively support "Dig Down" phase of the Wayfinding Signage Plan
-  Determine key corridors to Downtown
-  Support ROUTE application prepared by Youngstown Design Works by securing funding for implementation
-  Identify and recommend signage that focuses on key community assets/landmarks and historical districts.

## TEAM

City of Youngstown  
Signage Committee  
Studio Graphique

## KEY CORRIDORS



# initiative 1

## DOWNTOWN AS A DESTINATION

### marketing

### TEAM

- CityScape
- City IT
- Center for Urban and Regional Studies
- College of Arts and Communications at YSU
- Downtown Business Alliance of Youngstown
- Economic and Community Development Agency
- Downtown Events Coordinator
- Mahoning County Convention and Visitors Bureau
- McDonough Museum of Art
- Youngstown/Warren Regional Chamber

#### FOCUS, OBJECTIVES, & ACTIONS

#### RECOMMENDED TIMEFRAME

#### COMPLETED

##### F1. Marketing

##### O1: Downtown Youngstown Branding

- |   |            |                          |
|---|------------|--------------------------|
| A1. Employ a graphic design agency to draft Downtown branding.  | Immediate  | <input type="checkbox"/> |
| A2. Prepare marketing video that highlights the Downtown, University, and neighboring assets that will be updated annually.                           | Short-Term | <input type="checkbox"/> |
| A3. Explore expansion of social media strategy to reach business leaders about relocation and expansion opportunities Downtown and to attract talent. | Short-term | <input type="checkbox"/> |
| A4. Position the vibrancy of Downtown as a selling point for regional business attraction, retention, and expansion.                                  | Ongoing    | <input type="checkbox"/> |

##### O2: Promotion of Events

- |  |            |                          |
|--|------------|--------------------------|
| A1. Coordinate Downtown events with YoungstownLive and local businesses.   | Immediate  | <input type="checkbox"/> |
| A2. Determine where Downtown website and calendar will be embedded within the City's website and YoungstownLive.   | Immediate  | <input type="checkbox"/> |
| A3. Create portfolio of regularly programmed special events.   | Short-Term | <input type="checkbox"/> |
| A4. Provide Downtown Events Coordinator with specific set of responsibilities for implementing the Downtown Visioning and maintaining high efficiency and coordination support for events and programming. | Short-Term | <input type="checkbox"/> |

# initiative 1

## DOWNTOWN AS A DESTINATION

### marketing

### TEAM

CityScape

City IT

Center for Urban and Regional Studies

College of Arts and Communications at  
YSU

Downtown Business Alliance of  
Youngstown

Economic and Community  
Development Agency

Downtown Events Coordinator

Mahoning County Convention and  
Visitors Bureau

McDonough Museum of Art

Youngstown/Warren Regional Chamber

#### FOCUS, OBJECTIVES, & ACTIONS

##### F1. Marketing

#### RECOMMENDED TIMEFRAME

#### COMPLETED

##### O3: Cultural & Art Amenities

A1. Encourage art walks, festivals, and other events including recreation and sports to bring the larger community Downtown.	Immediate	<input type="checkbox"/>
A2. Identify mural opportunities close to a gateway or vacant structure and paint one annually in partnership with McDonough Museum of Art.	Short-Term	<input type="checkbox"/>
A3. Convene designers and artists regularly to employ art as an economic revitalization tool.	Short-Term	<input type="checkbox"/>
A4. Report on and provide indicators to demonstrate the richness of cultural and art offerings Downtown.	Short-Term	<input type="checkbox"/>
A5. Develop, market, and fund local ecosystem of arts organizations.	Mid-Term	<input type="checkbox"/>
A6. Collaborate, curate, and fund mural campaigns and other public art installations.	Ongoing	<input type="checkbox"/>

# initiative 1

## DOWNTOWN AS A DESTINATION

### placemaking

### TEAM

- CityScape
- Center for Urban and Regional Studies
- College of Arts and Communications at YSU
- Downtown Residents Council
- Downtown Wellness Community
- Economic and Community Development Agency
- Friends of the Mahoning River
- Mahoning County Convention & Visitor's Bureau
- Mahoning Valley Historical Society
- Youngstown Business Incubator

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Placemaking

#### RECOMMENDED TIMEFRAME

#### COMPLETED

##### O1: Placemaking

A1. Adopt Certified Local Government legislation.	Immediate	<input type="checkbox"/>
A2. Identify and prioritize placemaking opportunities, including Phelps Street and the riverfront.	Short-Term	<input type="checkbox"/>
A3. Work with Youngstown Rotary on Centennial Project.	Short-Term	<input type="checkbox"/>
A4. Host lighting and creative experts to present opportunities for a strategic downtown landmark illumination implementation plan.	Short-Term	<input type="checkbox"/>



# initiative 1

## DOWNTOWN AS A DESTINATION

### wayfinding

### TEAM

City of Youngstown

Signage Committee

Studio Graphique

#### FOCUS, OBJECTIVES, & ACTIONS

#### RECOMMENDED TIMEFRAME

#### COMPLETED

#### F3. Wayfinding

##### O1: Signage

- |   |            |                          |
|---|------------|--------------------------|
| A1. Actively support "Dig Down" phase of the Wayfinding Signage Plan.                                     | Immediate  | <input type="checkbox"/> |
| A2. Support ROUTE application prepared by Youngstown Design Works by securing funding for implementation. | Short-Term | <input type="checkbox"/> |
| A3. Prepare request for proposals for installation and fabrication of signs.                              | Short-Term | <input type="checkbox"/> |
| A4. Implement recommendations and strategies identified in the Wayfinding Plan for placemaking.           | Short-Term | <input type="checkbox"/> |

##### O2: Passages

- |  |            |                          |
|--|------------|--------------------------|
| A1. Determine key corridors into Downtown.   | Short-Term | <input type="checkbox"/> |
| A2. Determine actual and perceived barriers that limit pedestrian movement around Downtown and adjacent neighborhoods.   | Short-Term | <input type="checkbox"/> |
| A3. Support creation of "paths" such as an Innovation Path, Cultural Path, Entertainment Path, and Nature Path.  | Mid-Term   | <input type="checkbox"/> |
| A4. Outline action plans for gateway and corridor enhancement into Downtown, including South Avenue, Market Street, Martin Luther King Jr. Boulevard, Rayen Avenue, Oak Street, 5th Avenue, Madison Avenue Expressway, Wick Avenue, Mahoning Avenue, and Belmont Avenue. | Mid-Term   | <input type="checkbox"/> |

initiative two

# OPPORTUNITY SITES

58

key locations

60

infill strategy

62

implementation

# OPPORTUNITY SITES

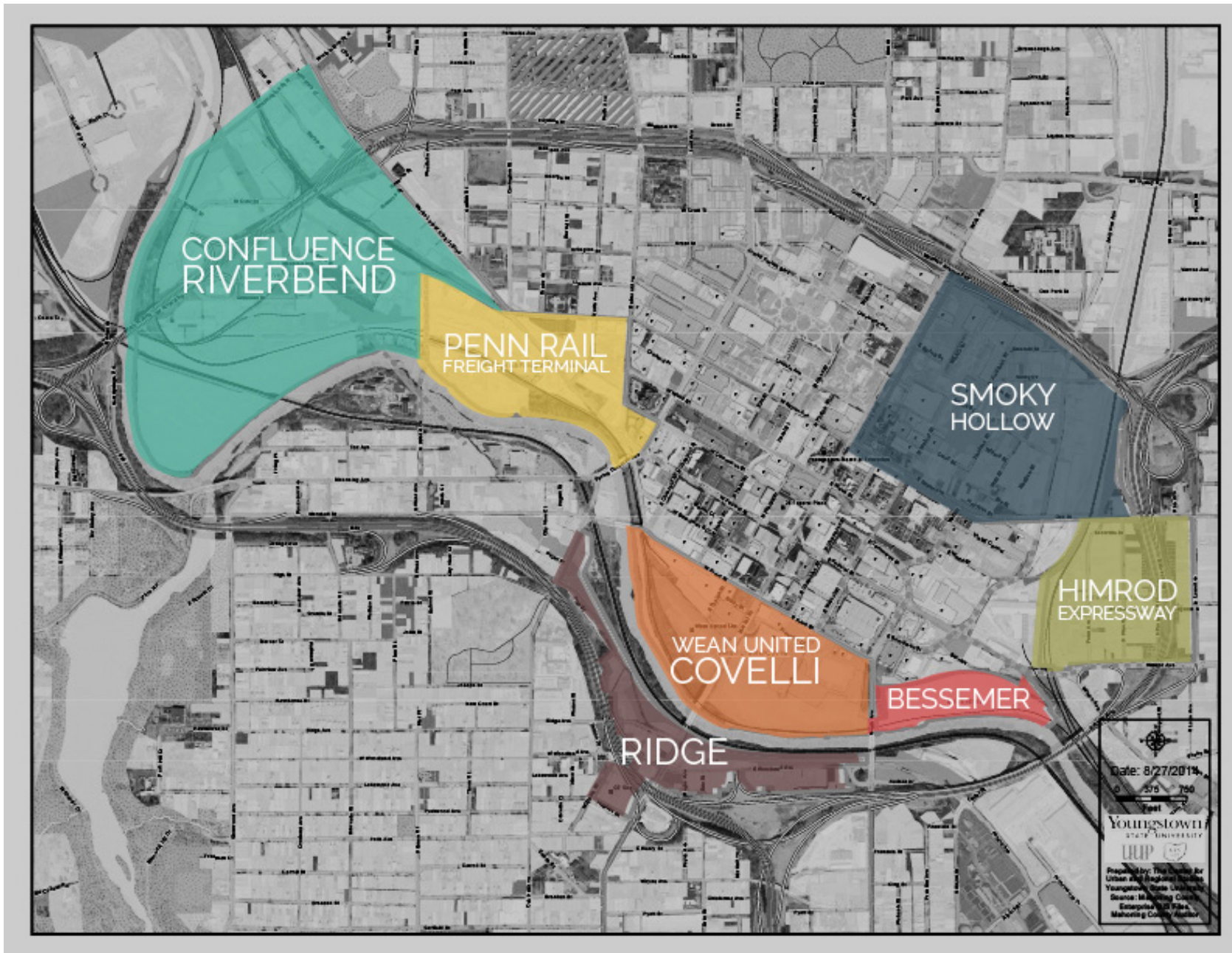


photo credits : Dominic C. Marchionda



# KEY LOCATIONS

photo credits : Nick Chretien\*\*



photo credits : Nick Chretien\*\*







photo credits : Nick Chretien\*\*

## KEY LOCATIONS

Opportunity sites offer endless alternatives for community and economic development. These underutilized and/or vacant sites should be assessed for interim and long-term redevelopment. Options for redevelopment include industry and manufacturing, housing, community facilities, open space, and recreation. Opportunity sites identified by the City should be marketed across multiple platforms to potential investors. Stakeholders such as industry, property owners, the Youngstown/Warren Regional Chamber, and Western Reserve Port Authority should continue to work with the City to recognize and utilize state and federal funding for cleaning of properties, mixed use development, and historic preservation with the intention of creating greater employment and residential density that will increase fiscal and market capacity of Downtown.

## NEXT STEPS

-  Convene stakeholders to categorize, analyze, and prioritize opportunity sites on a bi-annual basis
-  Identify barriers to development and implement remediation plans to address such barriers
-  Identify site readiness of each site
-  Create campaigns of opportunity sites available through the City's website, InSite, and other commercial development websites

## TEAM

**Center for Urban and Regional Studies**  
 Eastgate Regional Council of Governments  
**Eastern Gateway Community College**  
 Economic and Community Development  
 Agency  
**Federal Liaisons**  
 JobsOhio  
**Mahoning County Land Bank**  
 Vibrant NEO  
**Western Reserve Port Authority**  
 Youngstown State University  
 Youngstown/Warren Regional Chamber

photo credits : Sara Wenger

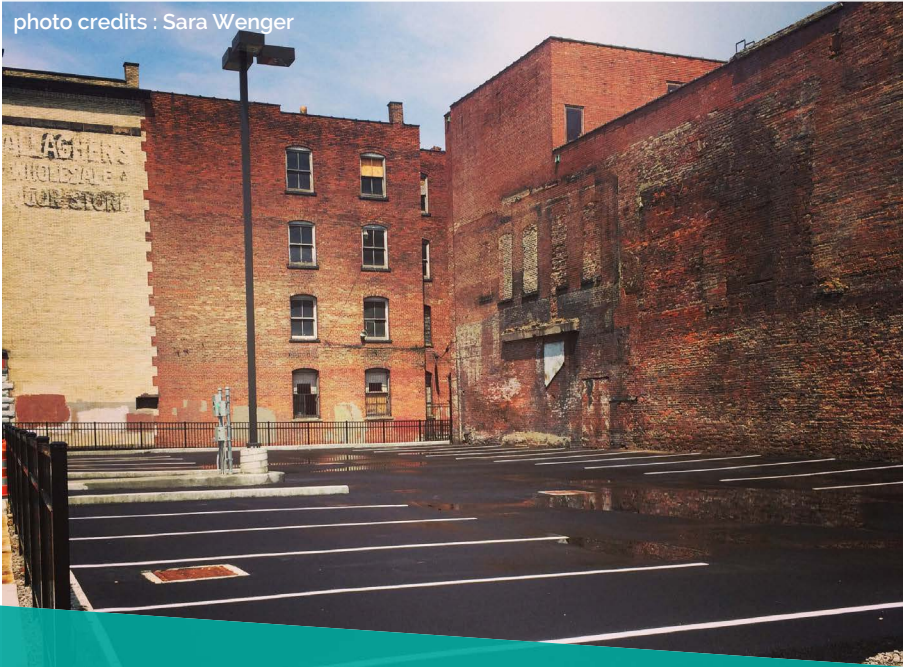


photo credits : Sara Wenger



# INFILL STRATEGY

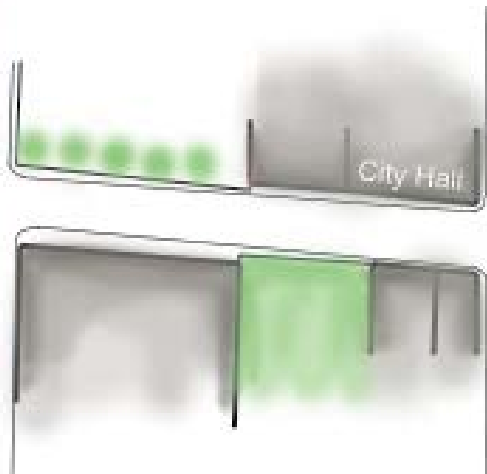
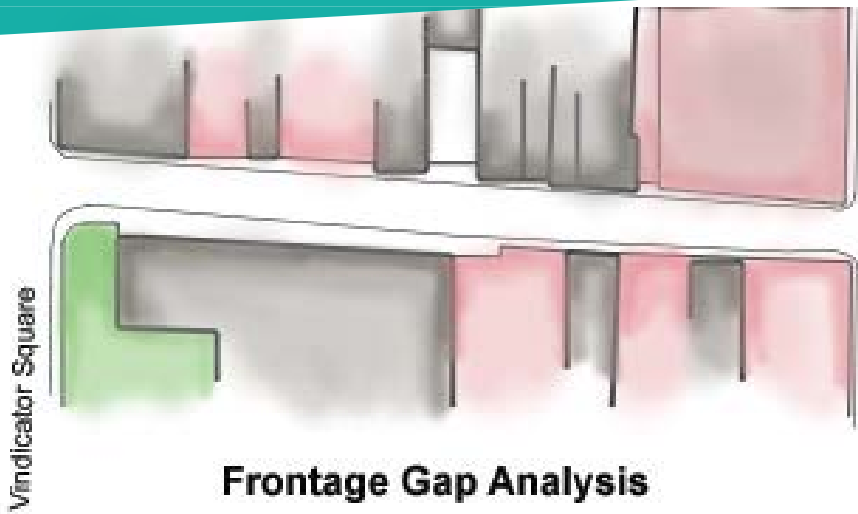






photo credits : Sara Wenger

## INFILL STRATEGY

Providing opportunities for revitalization that preserve open space and increase the tax base by renewing a property's value are outcomes of an infill strategy. Infilling takes advantage of abandoned, vacant, and underutilized sites by recognizing the significant locational and infrastructural support that older properties often provide. Infilling is a popular strategy because it strengthens local businesses, spurs involvement, and increases quality of life. Also, it provides authentic and enduring destinations. Infill strategies can attract locals and tourists because their creativity draws attention, providing an anchor quality that may lead to other incremental locally-based improvements. One common approach to infill strategies is "Lighter, Quicker, Cheaper" that incorporates incremental steps through low-cost experiments that promote local talent in public and underutilized spaces. It's an alternative to capital-heavy, top-down planning. There are several regional partners and institutions with knowledge on infilling best practices. Examples of projects in Youngstown and in the region include the establishment of community gardens and farmers markets, pop-up retail shops, food trucks, co-working facilities, and live/work studios.

## NEXT STEPS:

-  Conduct a space utilization survey
-  Prepare Phelps Street Plan for pedestrian-only entertainment street between Federal and Commerce streets
-  Prepare a green space and recreation plan for interim use of city-owned vacant parcels
-  Determine actual and perceived barriers that limit pedestrian movement between Downtown and destinations

## TEAM

Center for Urban and Regional Studies  
**Cityscape**  
 Cleveland Urban Design Collaborative/  
**Kent State University**  
 Downtown Wellness Community  
**Economic and Community  
 Development Agency**  
 Mahoning County Land Bank  
**MillCreek Metroparks**  
 Western Reserve Port Authority  
 Youngstown/Warren Regional Chamber

## WATERFRONT CONNECTIONS



# initiative 2 OPPORTUNITY SITES

## key locations

## TEAM

Center for Urban and Regional Studies

Eastgate Regional Council of Govern-  
ments

Eastern Gateway Community College

Economic and Community  
Development Agency

Federal Liaisons

JobsOhio

Mahoning County Land Bank

Vibrant NEO

Western Reserve Port Authority

Youngstown State University

Youngstown/Warren Regional Chamber

### FOCUS, OBJECTIVES, & ACTIONS

#### F1. Key Locations

### RECOMMENDED TIMEFRAME

### COMPLETED

O1: Promote urban development measures that facilitate economically competitive, environmentally sound, socially responsible, and aesthetically pleasing land-use combinations and urban design

A1. Create and coordinate campaigns of opportunity sites available through the City's website, Insite, and other commercial development platforms.	Short-Term	<input type="checkbox"/>
A2. Conduct a space utilization survey.	Short-Term	<input type="checkbox"/>
A3. Host a Downtown Opportunity Sites or "Developer Day" annually.	Short-Term	<input type="checkbox"/>
A4. Assemble a request for proposals for a riverfront redevelopment plan/ strategy and city-owned properties plan that will be broken into multiple phases to support green space, recreation, and mixed use development with pedestrian connections to Mill Creek MetroPark.	Midterm	<input type="checkbox"/>
A5. Orchestrate interactive facades to fill voids in building fronts along Federal and Phelps streets.	Midterm	<input type="checkbox"/>
A6. Update Opportunity Sites Catalogue annually.	Ongoing	<input type="checkbox"/>
A7. Convene stakeholders to categorize, analyze, and prioritize opportunity sites on a regular basis.	Ongoing	<input type="checkbox"/>



# initiative 2

## OPPORTUNITY SITES

### infill strategy

### TEAM

Center for Urban and Regional Studies  
Cityscape

Cleveland Urban Design Collaborative/  
Kent State University

Downtown Wellness Community

Economic and Community

Development Agency

Mahoning County Land Bank

MillCreek Metroparks

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Infill Strategy

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Exploit fully the ability of local redevelopment by maximizing existing assets

A1. Prepare Phelps Street Plan for pedestrian-only entertainment street between Federal and Commerce streets.	Immediate	<input type="checkbox"/>
A2. Prepare a green space and recreation plan for interim use of city-owned properties.	Short-Term	<input type="checkbox"/>
A3. Explore feasibility of 3D printing facades for former landmark buildings.	Short-Term	<input type="checkbox"/>
A4. Explore local retail development with upcycled shipping containers.	Mid-Term	<input type="checkbox"/>
A5. Encourage parklets in underutilized on-street parking spaces for additional public space and dining.	Mid-Term	<input type="checkbox"/>
A6. Organize an art and cultural walk that integrates the spine of Downtown and YSU and supports seasonal festivals.	Mid-Term	<input type="checkbox"/>
A7. Activate the underside of bridges leading to Downtown.	Long-Term	<input type="checkbox"/>
A8. Provide incentives to create density through new infill construction or adaptive reuse of historic structures for residential and commercial uses.	Ongoing	<input type="checkbox"/>
A9. Develop more student-oriented housing.	Ongoing	<input type="checkbox"/>
A10. Focus business development efforts for new commercial, residential, and mixed-use construction on vacant lots and surface parking.	Ongoing	<input type="checkbox"/>
A11. Prioritize increased connectivity between Federal Street and YSU along Phelps Street, including Phelps Street Plan.	Ongoing	<input type="checkbox"/>



“I am only a private citizen, trying with my humble abilities to protect the interests of the people without compensation or reward, and I must be brief.”

- Volney Rogers

initiative three

# URBAN LANDSCAPE

66

streetscape  
catalogue

68

design  
guidelines

68

implementation

photo credits : Penn Ave. Corridor Plan



# STREETSCAPE CATALOGUE






## STREETSCAPE CATALOGUE

Streetscaping is simply the appearance or design of the street including the roadbed, sidewalks, and any landscaping. Each of these individual components is important to successful streetscaping because a significant portion of Downtown is composed of these elements. Successful streetscaping provides a sense of pride and place with a clean and accessible right of way that is pedestrian-oriented.

The Design Review Standards for Development were approved by the City to promote a high level of architectural character and integrity in Downtown. This document encourages preservation of the existing urban character and requires that development be consistent with an established set of comprehensive standards. The Design Review Committee examines buildings, sites, parking, signage, & residential development within the Downtown. The Design Review Standards also include a Streetscape Program outlining paving materials, landscaping distance, and that street furniture must be placed out of direct pedestrian circulation. The Design Review Standards do not specify specific construction materials or items that should be used in the public right of way.

It is recommended that the City draft and adopt a Streetscape Catalogue that would provide a concise menu of options for potential improvements. The current process of reviewing each individual

### NEXT STEPS:

-  Formulate a catalogue of street furniture to be adopted by the City
-  Make the catalogue public and coordinate with anchor institutions to enhance the streetscape
-  Decorate utility boxes through City art programs

streetscape proposal independently has led to a disorderly array of sidewalk materials and mismatched street furniture such as benches and waste receptacles. A catalogue would speed up the Design Review Process by clarifying acceptable streetscaping items and materials that can link eras and provide unification. The catalogue should contain recommended lighting structures, planters, fencing, benches, tree base covers and guards, waste receptacles, newspaper racks, bicycle racks, traffic barriers, bollards, kiosks, and transit shelters. It should also recommend how and with what sidewalks and crosswalks be designed as potential reconstruction and improvements occur that would allow for widening and the removal of obstructions.

The Streetscape Catalogue would further support placemaking, giving the streets of Downtown comfortable and safe spaces for pedestrians to interact. Street furniture doesn't have to be uniform, in fact it should complement the distinctive nature of Downtown and provide visual interest. A catalogue would also allow individuals and other parties an avenue to financially contribute to making an attractive Downtown.

TEAM 

Center for Urban and Regional Studies  
Design Review Committee  
Eastgate Regional Council of Governments  
Economic and Community Development Agency  
Public Works Department  
Western Reserve Port Authority

photo credits : Technical University Dortmund

**(e) MU-DF Mixed Use-Downtown Form District**

**(1) Purpose**

The Mixed Use-Downtown (MU-DF) district is created for the purpose of maintaining and strengthening the established character of the downtown area (excluding Federal Plaza), as shown on the map below, including its pattern of building form and scale, street enclosure, lot occupancy, and parking location. Permitted building types, and their location on individual lots, have been established based on the existing development pattern in that area, and new development and redevelopment will be required to be consistent with that established character.<sup>15</sup>

**(4) Building Types Permitted**

Permitted Building Types	MU-DF	MU-UF	MU-DF	MU-FF
Downtown Main Street				
Downtown General				
Uptown Main Street				
Manor House				
Iconic				

Standards for building types permitted in the MU-UF district are in Section 1104.02.

**(2) Example**



**(3) District Map**

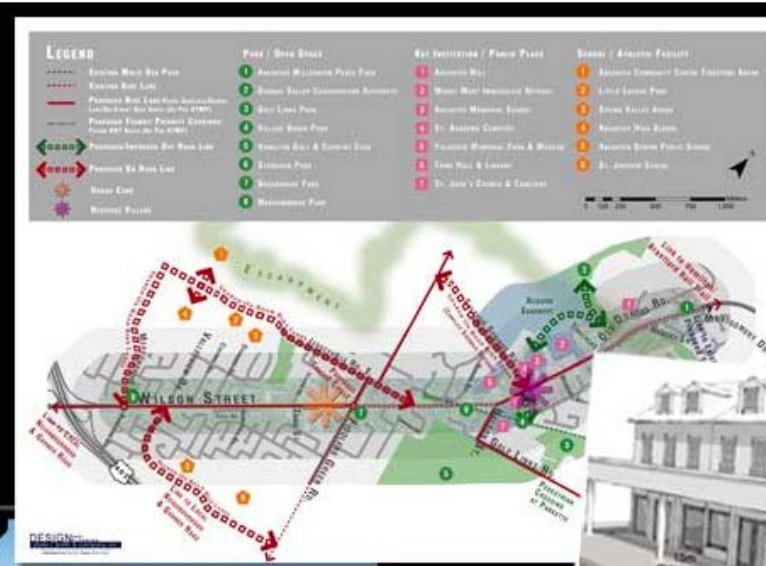
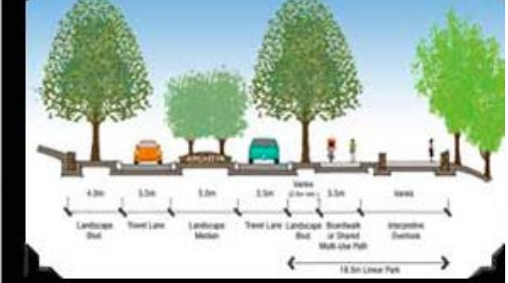


photo credits : Technical University Dortmund



# DESIGN GUIDELINES



photo credits : NACTO





**DESIGN REVIEW  
STANDARDS FOR DEVELOPMENT**



## DESIGN GUIDELINES

The City embraced Design Review Standards for Development many years ago and the committee serves its purpose of supporting the document. Additionally, the Youngstown Redevelopment Code was adopted in 2013, which outlines the Mixed-Use Downtown (MU-DF) district for the purpose of maintaining and strengthening the established character of the Downtown area. It encourages development and redevelopment based on the existing pattern of building form and scale. Despite these supporting documents, there has been little enforcement of guidelines once approved. It is recommended that the City better communicate its standards and code and enforce compliance of facades and signage. Also, the City should pass legislation to become a Certified Local Government. As a certified local government, the City can enable a wide range of preservation activities in cooperation with state and federal offices including identification, evaluation, and protection of cultural resources.

## NEXT STEPS:

-  Clarify Redevelopment Code to the public
-  Incorporate Certified Local Government legislation and committee
-  Train code enforcement for Downtown issues
-  Prepare a small business signage fund to support the Youngstown Initiative

## TEAM

Center for Urban and Regional Studies  
 Design Review Committee  
 Economic and Community  
 Development Agency  
 Public Works Department  
 Youngstown/Warren Regional Chamber

# initiative 3

## URBAN LANDSCAPE

### streetscape catalogue

#### TEAM

Center for Urban and Regional Studies  
Design Review Committee

Eastgate Regional Council of Governments

Economic and Community  
Development Agency

Public Works Department

Western Reserve Port Authority

#### FOCUS, OBJECTIVES, & ACTIONS

##### F1. Streetscape Catalogue

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Provide a menu of options for design elements of new construction and redevelopment projects in order to maintain a cohesive style and brand for the Downtown in effort to provide a sense of welcoming and recognition to the vibrant and dynamic areas of Downtown.

A1. Formulate a catalogue of street furniture to be adopted by the City.	Immediate	<input type="checkbox"/>
A2. Make the catalogue public and coordinate with anchor institutions to enhance the streetscape.	Immediate	<input type="checkbox"/>
A3. Implement recommendations of Wayfinding Signage Plan.	Short-Term	<input type="checkbox"/>
A4. Remove all periodical distribution boxes downtown that are unused, chained to trees, or do not conform to design standards.	Short-Term	<input type="checkbox"/>
A5. Assemble request for proposals for sidewalk design standards.	Long-Term	<input type="checkbox"/>
A6. Update the signage associated with themes of activity that exist throughout Downtown and its adjacent neighborhoods.	Ongoing	<input type="checkbox"/>



# initiative 3

## URBAN LANDSCAPE

### design guidelines

## TEAM

Center for Urban and Regional Studies

Design Review Committee

Economic and Community  
Development Agency

Public Works Department

Youngstown/Warren Regional Chamber

### FOCUS, OBJECTIVES, & ACTIONS

#### F2. Design Guidelines

### RECOMMENDED TIMEFRAME

### COMPLETED

O1: Ensure that new and recurring development projects adhere to high-level, cohesive design standards enforced by the City government and strongly supported by the community.

A1. Clarify Redevelopment Code to the public.	Immediate	<input type="checkbox"/>
A2. Incorporate Certified Local Government legislation and committee.	Immediate	<input type="checkbox"/>
A3. Train code enforcement for Downtown issues.	Short-Term	<input type="checkbox"/>
A4. Prepare a small business signage fund to support the Youngstown Initiative.	Short-Term	<input type="checkbox"/>
A5. Decorate utility boxes through City art programs.	Short-Term	<input type="checkbox"/>
A6. Have adequate sidewalk space for pedestrians and make sure outdoor patios are located out of the way.	Long-Term	<input type="checkbox"/>
A7. Inform residents about preservation-friendly maintenance practices that maintain and add value to buildings.	Ongoing	<input type="checkbox"/>
A8. Target code enforcement on absentee property owners and landlords.	Ongoing	<input type="checkbox"/>
A9. Educate developers, property owners, business owners, and residents on the importance of design guidelines and the expectations they should have.	Ongoing	<input type="checkbox"/>



“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

- Jane Jacobs

# initiative four

## CAMPUS & PEDESTRIAN CONNECTIONS

74  
safety

76  
complete  
streets

80  
transit

82  
implementation



photo credits : Sara Wenger

# SAFETY



photo credits : Dominic Marchionda



photo credits : Dominic Marchionda

## SAFETY

Lingering misperceptions of ongoing crime continue to be a barrier to more people coming Downtown. Although this misperception is difficult to overcome for most cities, there are several strategies to address it. For one, the shift towards a place for living, learning, working and playing encourages more active use of Downtown. Increasing Downtown vibrancy through activation of first floor businesses and by adding more residents and employees will assist.

Additionally, greater visibility of safety officials through collaboration of city, university, and private security add communication and effectiveness. Other strategies include working with local institutions to sponsor streets and public spaces, adding public art to create a sense of ownership, improving code enforcement and lighting.

## NEXT STEPS

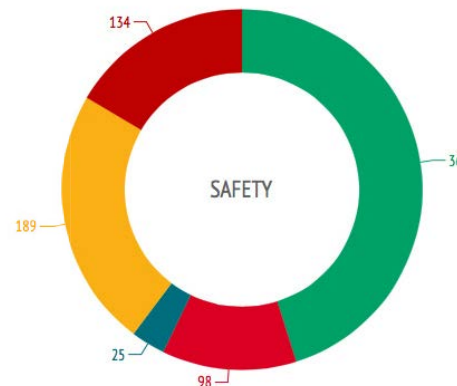
-  Engage lighting provider regarding pedestrian-scale lighting
-  Coordinate safety enforcement and efforts, such as the existing Joint Patrol District between the City, University, St. Elizabeth's, and other entities.
-  Explore partnerships to activate public space, promote health and wellness, and engage Millennial workers and residents
-  Continue engaging Midtown Detroit for support

## TEAM

- CityScape
- Economic and Community Development Agency
- Public Works Department
- St. Elizabeth Health Center
- Youngstown Police Department
- YSU Police
- YSUscape



### HOW SAFE DO YOU FEEL WHEN YOU ARE DOWNTOWN DURING THE DAY?



DOWNTOWN SURVEY

photo credits : NACTO

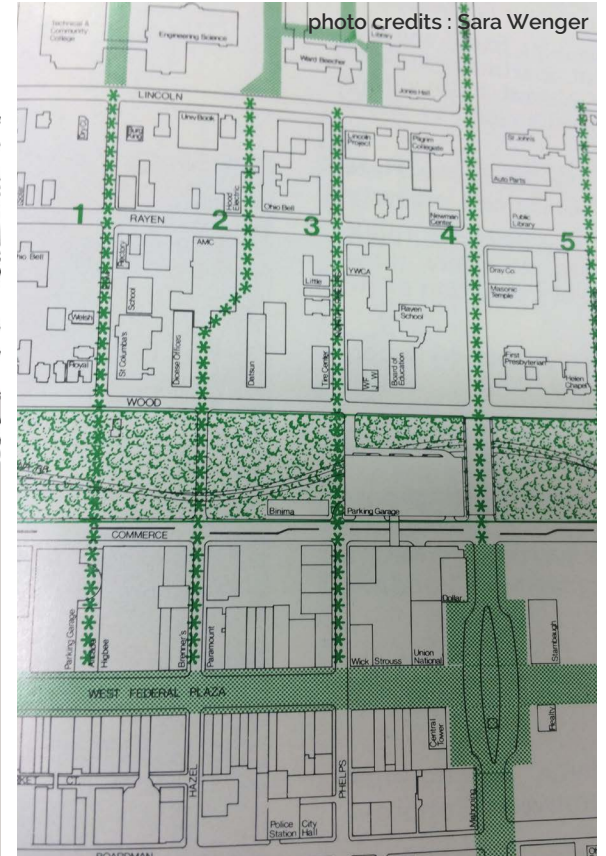
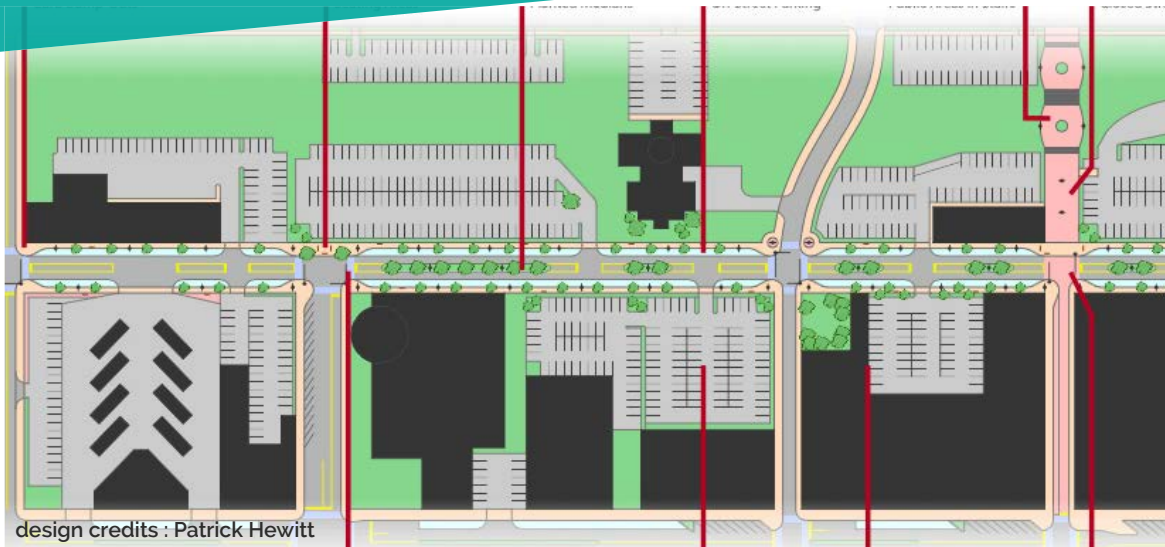


photo credits : Sara Wenger

# COMPLETE STREETS



design credits : Patrick Hewitt



design credits : Patrick Hewitt

## COMPLETE STREETS





Complete Streets are quickly becoming the preferred criterion for successful places. Simply put, complete streets are streets for everyone whether driving a car or truck, riding a bus or bike, or walking. Complete streets are linked to economic development because they enhance the perception of safety and livability. Public space is where some of the most memorable and enduring community characteristics are, the design of our rights-of-way and civic spaces shapes how we perceive Downtown.

The past few generations, streets have been designed to prioritize cars and moving them as quickly as possible, removing the sense of place that makes an area like Downtown so unique with its mix of uses. Demand for walkable, transit-oriented development is growing as noted by the National Association of Realtors. Lifelong independence with access to services that doesn't require a driver's license allow both younger and older people to have more choices and greater diversity.

In addition to economic development, complete streets are related to improved safety and health. They are linked to health because alternative modes of transportation other than the automobile are encouraged that provide physical activity. Improved walking connections are critical to Downtown's competitive edge as an urban place with a community college and university. Most pedestrians will not walk more than 200 feet out of their way to cross the street at an intersection, therefore midblock crossing with curb extensions and median islands should be considered along with public art. Traffic calming measures such as curb extensions and roundabouts clarify vehicular circulation and allow for streetscape improvements. Design standards are provided by US Department of Transportation, the National Association of City Transportation Officials, Americans with Disabilities Act, and the American Association of State Highway and Transportation Officials.

It is recommended that the City prioritize street improvements and coordinate funding mechanisms to enhance pedestrian signals and signs, widened sidewalks, bike lanes and sharrows, improved lighting, trees, green space, curb extensions and ramps, crosswalks and other features where appropriate. The City has an existing road network that has significantly more space than it requires to meet current or projected traffic demand, and yet there is a shortage of transportation options for people who walk or cycle.

## NEXT STEPS

-  Model and coordinate street design improvements before executing any future enhancements
-  Prepare Commerce Street Plan
-  Use the Wick Avenue corridor enhancement project as a pilot and standard for all other Downtown streets.
-  Prioritize project list for funding

## TEAM

**Center for Urban and Regional Studies**  
**Eastgate Regional Council of Governments**  
**Economic and Community Development Agency**  
**Ohio Department of Transportation**  
**Public Works Department**  
**Western Reserve Port Authority**  
**Western Reserve Transit Authority**  
**Youngstown Neighborhood Development Corporation**  
**Youngstown Police Department**

photo credits : Sara Wenger



# TRANSIT



photo credits : Sara Wenger



photo credits : Sara Wenger



photo credits : WFMJ






## TRANSIT

Transit oriented development (TOD) is a popular trend with tremendous staying power. A TOD maximizes high-density uses such as offices, retail, and residences near a transit station or stop. This density of people allows for greater transit ridership which in turn provides adequate and frequent service that is affordable while improving real estate values. TOD is also popular because it more efficiently uses public and private dollars for infrastructure than sprawl and can better adapt with a changing economic climate. Transit in the metropolitan area is difficult because of low density, the long distance between neighborhoods and areas of employment, and the number of residents who commute out of their communities daily. Despite these challenges, strategies can be implemented to increase transit access and use.

The City and its anchors should work closely with WRTA to coordinate investment. In the near future improved signage and bus shelters offer an opportunity for unique partnerships that may spur further economic development and increased quality of life. Successful transit has a level of service that increases ridership across income levels. The City and its anchors should consider ways of promoting WRTA to the workforce.

## NEXT STEPS

-  Conduct a transit circulation study for Downtown
-  Research workforce incentives for supporting transit
-  Coordinate a meeting between leadership to identify priority projects and opportunities to bridge partnerships that includes students and other users

## TEAM

Center for Urban and Regional Studies  
 Eastgate Regional Council of  
 Governments  
 Economic and Community  
 Development Agency  
 Western Reserve Transit Authority  
 YSUscape  
 Youngstown/Warren Regional Chamber

# initiative 4

## CAMPUS & PEDESTRIAN CONNECTIONS

### safety

### TEAM

CityScape

Economic and Community Development Agency

Public Works Department

Youngstown Police Department

YSU Police

YSUscape

#### FOCUS, OBJECTIVES, & ACTIONS

#### RECOMMENDED TIMEFRAME

#### COMPLETED

##### F1. Safety

O1: Educate the general public on the realities of crime and provide opportunities for collaboration to improve safety.

A1. Coordinate safety enforcement and efforts between the City of Youngstown (Code Enforcement and Police Department, YSU Police Department, and other entities (Downtown Residents Council, Wick Park Neighborhood Association, CityScape).	Immediate	<input type="checkbox"/>
A2. Meet regularly with YMHA and other groups to discuss issues and challenges.	Immediate	<input type="checkbox"/>
A3. Incorporate Crime Prevention Through Environmental Design (CPTED) standards.	Short-Term	<input type="checkbox"/>
A4. Engage lighting provider regarding pedestrian-scale lighting	Short-Term	<input type="checkbox"/>
A5. Produce strategies for channeling pedestrians to and from destinations along designated paths.	Mid-Term	<input type="checkbox"/>
A6. Continue engaging Midtown Detroit for support and guidance on memoranda of understanding and services plan.	Ongoing	<input type="checkbox"/>
A7. Explore partnerships to activate public space, promote health and wellness, and engage Millennial workers and residents.	Ongoing	<input type="checkbox"/>

# initiative 4

## CAMPUS & PEDESTRIAN CONNECTIONS

### safety

### TEAM

CityScape

Economic and Community Development Agency

Public Works Department

Youngstown Police Department

YSU Police

YSUscape

#### FOCUS, OBJECTIVES, & ACTIONS

#### RECOMMENDED TIMEFRAME

#### COMPLETED

##### F1. Safety

O2: Employ new strategies and bolster existing partnerships and effectiveness of organizations to increase the general safety and appearance of Downtown.

A1. Educate stakeholders on the benefits of a special or business improvement district.	Immediate	<input type="checkbox"/>
A2. Renew surveillance camera implementation discussion.	Immediate	<input type="checkbox"/>
A2. Have discussion with YPD on ideas that will minimize lower-level crimes such as littering, public intoxication, indecent exposure, aggressive pan-handling.	Short-Term	<input type="checkbox"/>
A3. Work with Homeless Coalition of Mahoning Valley to (1) find humane ways to help individuals in "Tent City" and (2) engage citizens "helping" Tent City outside of social service to stop giving aid.	Short-Term	<input type="checkbox"/>
A4. Activate Hazel Street with more activity, especially between Commerce and Federal.	Long-Term	<input type="checkbox"/>

# initiative 4 CAMPUS & PEDESTRIAN CONNECTIONS

## complete streets

### TEAM

Center for Urban & Regional Studies

Department of Transportation

Eastgate Regional Council of Governments

Economic and Community Development Agency

Public Works Department

YSUscape

Western Reserve Port Authority

Western Reserve Transit Authority

Youngstown Neighborhood Development Corporation

Youngstown Police Department

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Complete Streets

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Enhance the pedestrian and automobile relationship and orientation and interaction with the built environment to ensure safe and equitable access to all users.

A1. Prepare Commerce Street Plan to incorporate on-street parking & a boulevard setting.	Immediate	<input type="checkbox"/>
A2. Catalogue necessary street improvement including location of crosswalks, quality of sidewalks, quality of pedestrian ramps, cross visibility, and other factors.	Immediate	<input type="checkbox"/>
A3. Identify where mid-block pedestrian crossing should be added for safety.	Short-Term	<input type="checkbox"/>
A4. Prioritize project list for funding.	Short-Term	<input type="checkbox"/>
A5. Encourage cycling safety with community and youth bike clubs and maintenance days.	Short-Term	<input type="checkbox"/>
A6. Update bicycle and pedestrian transportation plan to address missing links and to include main connections to Downtown from the north, south, east and west.	Mid-Term	<input type="checkbox"/>
A7. Assemble a request for proposals for a street plan to connect corridors, improve circulation navigation, and encourage cycling.	Mid-Term	<input type="checkbox"/>

# initiative 4

## CAMPUS & PEDESTRIAN CONNECTIONS

### complete streets

### TEAM

Center for Urban & Regional Studies

Department of Transportation

Eastgate Regional Council of Governments

Economic and Community Development Agency

Public Works Department

YSUscape

Western Reserve Port Authority

Western Reserve Transit Authority

Youngstown Neighborhood Development Corporation

Youngstown Police Department

### FOCUS, OBJECTIVES, & ACTIONS

#### F2. Complete Streets continued

A8. Implement city-wide complete streets policy.

Long-Term



A9. Add bike lanes and sharrows.

Long-Term



A10. Add more prominent sidewalks.

Long-Term



A11. Improve multimodal capability and access with streetscape improvements including lighting and signage.

Ongoing



A12. Promote opportunities for healthy living including bike tours and fitness trails.

Ongoing



A13. Realign city road hierarchy to provide faster connections between employment, district, and neighborhood centers.

Ongoing



A14. Improve bikeability and access to the river

Ongoing



A15. Model and coordinate street design improvements before executing any future enhancements.

Ongoing



# initiative 4

## CAMPUS & PEDESTRIAN CONNECTIONS

### transit

### TEAM

- Center for Urban & Regional Studies
- Community & Economic Development Department
- Eastgate Regional Council of Governments
- Economic and Community Development Agency
- Western Reserve Transit Authority
- YSUescape
- Youngstown/Warren Regional Chamber

#### FOCUS, OBJECTIVES, & ACTIONS

#### RECOMMENDED TIMEFRAME

#### COMPLETED

#### F3. Transit

O1: Provide a reliable, comfortable, convenient and inviting public transportation experience to all users and visitors of the Downtown.

A1. Research workforce incentives for supporting transit.	Immediate	<input type="checkbox"/>
A2. Conduct a transit circulation study for Downtown and its neighboring assets.	Short-Term	<input type="checkbox"/>
A3. Inventory existing formal and informal transportation services that people use to get to and from Downtown.	Short-Term	<input type="checkbox"/>
A4. Arrange pedestrian shelters and bus stops with signage, lighting, public art, and emergency support.	Mid-Term	<input type="checkbox"/>
A5. Update transit technological connectivity.	Ongoing	<input type="checkbox"/>
A6. Encourage system-level thinking by connecting regional employment centers and residential areas.		<input type="checkbox"/>
A7. Work with WRTA to have all city buses be equipped with bike racks.	Ongoing	<input type="checkbox"/>

initiative five

# INFRASTRUCTURE UPGRADES

86

energy efficiency &  
systems management

88

green  
infrastructure

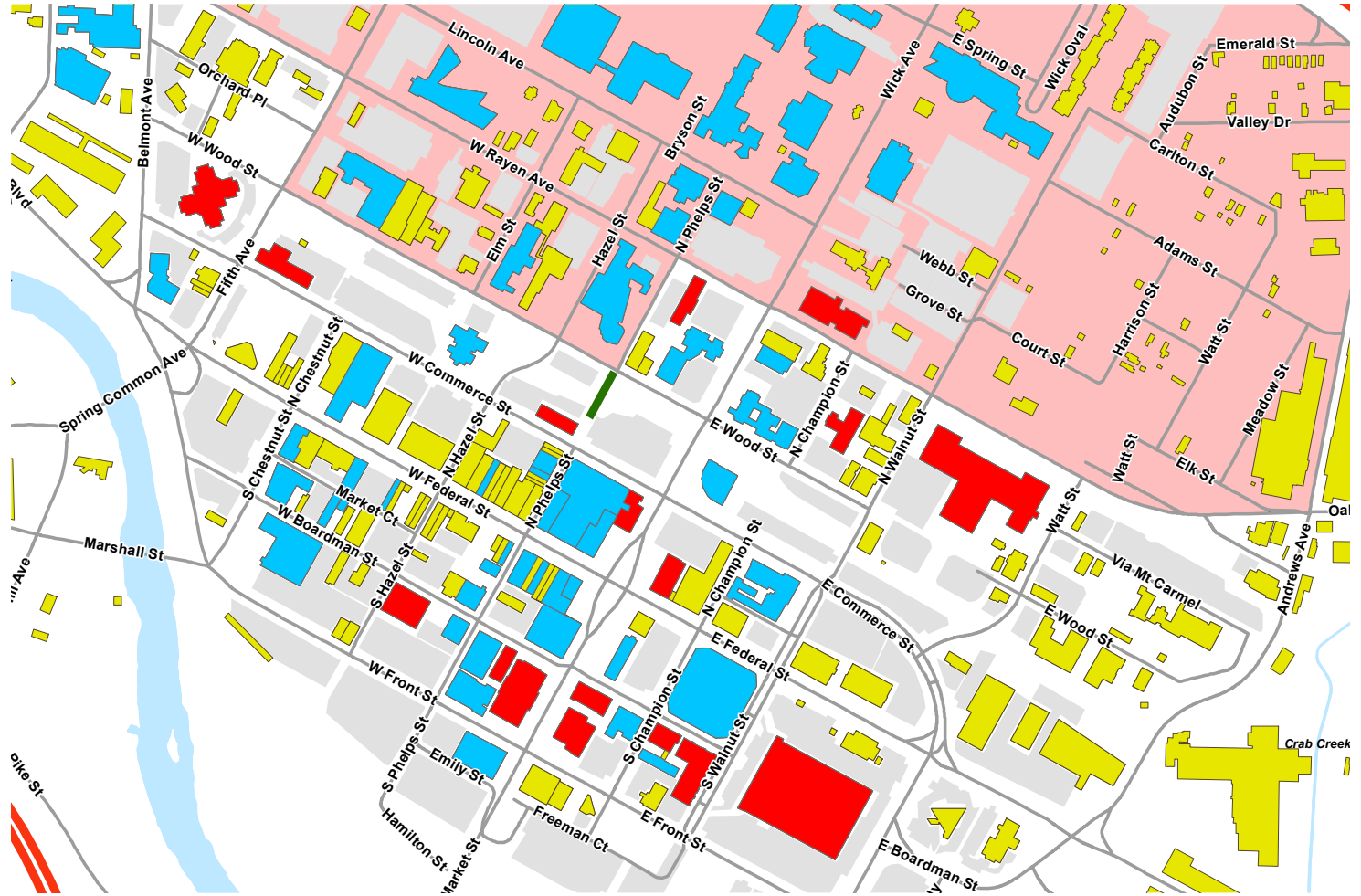
90

telecommunications

# THERMAL SERVICE AREA- DOWNTOWN

## LEGEND

- POTENTIAL CUSTOMERS
- PRIME CANDIDATES
- CURRENT CUSTOMERS
- PARKING LOT
- YSU CAMPUS
- HIGHWAY
- STREET
- PHELPS STAIRS
- MAHONING RIVER







## ENERGY EFFICIENCY & SYSTEMS MANAGEMENT

The price of utilities is one of the basic points considered by site location experts when considering relocating a company. Pricing of utilities is volatile to a number of factors including the energy's source and its efficiency. A 2011 study prepared by Global Green USA inventoried Youngstown's carbon emissions and offered recommendations for opportunities for sustainability. The study found that a significant portion of Youngstown's energy use emissions come from generating electricity and that building and facilities including the Wastewater Treatment Plant consume a considerable amount of energy. Several of the recommendations have been incorporated by the city, including updates to the Wastewater Treatment Plant and the installation of new water meters. Opportunities cited in the plan that affect Downtown include:

- ★ **Conducting** energy audits on municipal buildings to determine most appropriate and cost effective energy efficiency measures for each
- ★ **Making** bike lanes and alternative-fuel public transportation more available
- ★ **Endorsing** parking "cash-out" programs at local companies, which offer monetary and life style incentives to employees who opt not to drive to work, but rather take bikes, carpool, or public transportation
- ★ **Switching** streetlights and traffic signs to LED bulbs
- ★ **Taking** advantage of Combined Heat and Power to increase heating and cooling efficiency

Promoting energy efficiency improves all aspects of economic development that may hinder growth. Improving coordination and planning of energy efficiency will enhance the financial bottom line that can help distinguish Downtown and the City from other communities.

## NEXT STEPS

-  Project utility pricing over the near term
-  Convene major property owners to form a memorandum of understanding on energy efficiency
- ★ Prioritize project list for funding

## TEAM

Center for Urban and Regional Studies  
Public Works Department  
Western Reserve Port Authority  
Youngstown/Warren Regional Chamber  
Youngstown Thermal

photo credits : nrdc.org

# GREEN INFRASTRUCTURE

THE BENEFITS OF GREEN STORMWATER INFRASTRUCTURE ON PRIVATE COMMERCIAL PROPERTY

## GREEN ROOFTOPS

Apartment buildings with green roofs received a 16% rental premium, according to one study.

Green roofs typically last twice as long as conventional roofs, saving thousands of dollars in roof repair/replacement costs.

The green roof on the Target Center Arena in Minneapolis has decreased annual energy costs by \$300,000.



## LANDSCAPING WITH RAIN GARDENS AND BIOSWALES



## ECO-LABELS

LEED, Sustainable Sites Initiative or other labels, and occupancy rates for commercial office buildings.

# GREEN INFRASTRUCTURE

## RAIN BARRELS AND CISTERNS



## PERMEABLE PAVEMENT

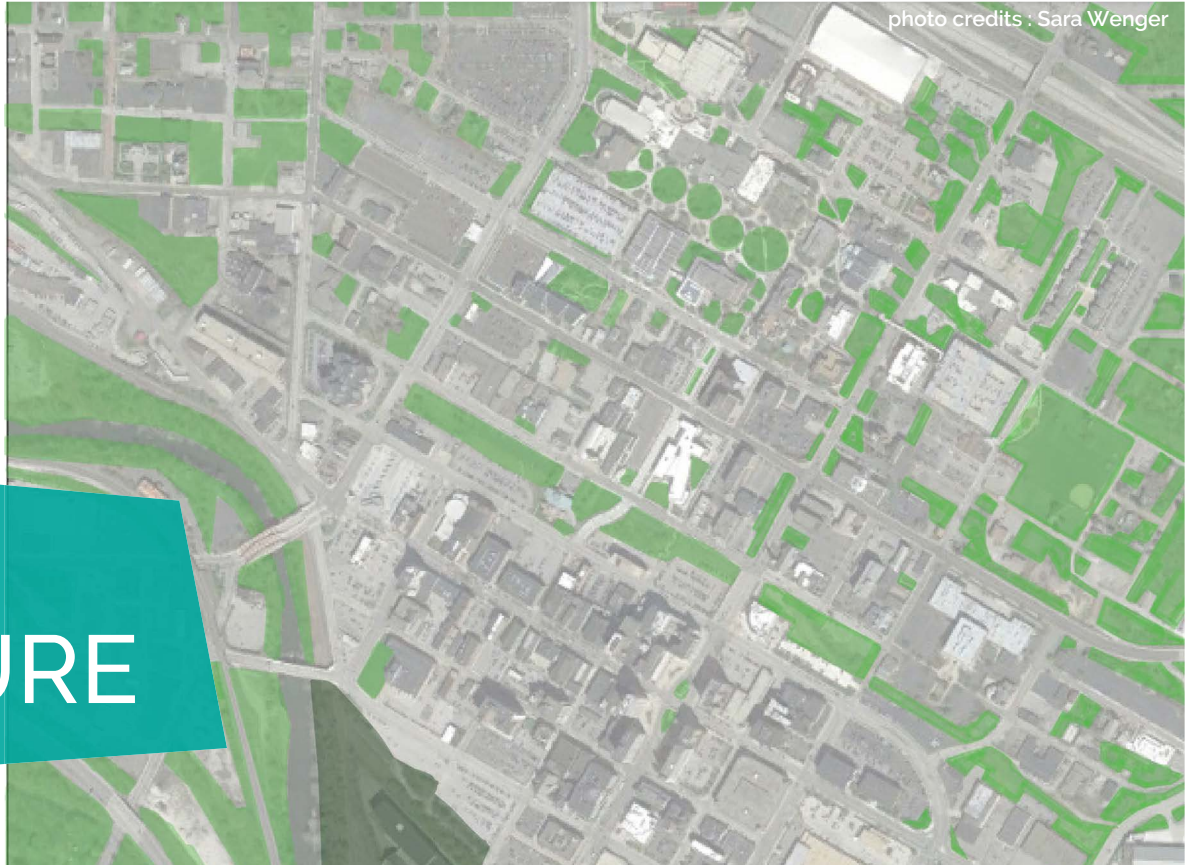


photo credits : Sara Wenger



photo credits : greenworkspc.com



photo credit : Stormwater Solutions Handbook, Portland, OR

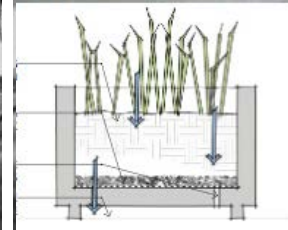


photo credits : Penn Ave. Corridor Plan




photo credit : Stormwater Solutions Handbook, Portland, OR

## GREEN INFRASTRUCTURE

Alongside the need for green space, a popular effort across the country is the inclusion of green infrastructure. Green infrastructure is the use of vegetation, soils, and other natural processes to manage water because stormwater runoff is a major cause of water pollution in urban areas. Currently when it rains Downtown, the water sits on roofs, parking lots and other impervious surface. It also enters a drainage system, entering the Mahoning River untreated during heavier events because the city's sewers are combined, meaning that both stormwater and sewage are in a single pipe system with limited capacity that discharges together during wet weather, carrying along with it trash, bacteria, and other pollutants. Green infrastructure disrupts the urban system by mimicking nature, soaking up and storing water with rain barrels, cisterns, and permeable areas such as bioswales.

By incorporating green infrastructure, the Downtown could have more attractive green space that serves multiple functions. Green space can be incorporated along the riverfront or as an infill strategy. Environmental sustainability initiatives are crucial for any community intending to be viable in today's economy. Placemaking is strongly connected to environmental concerns because of the critical role waterways, parks, and green spaces play.

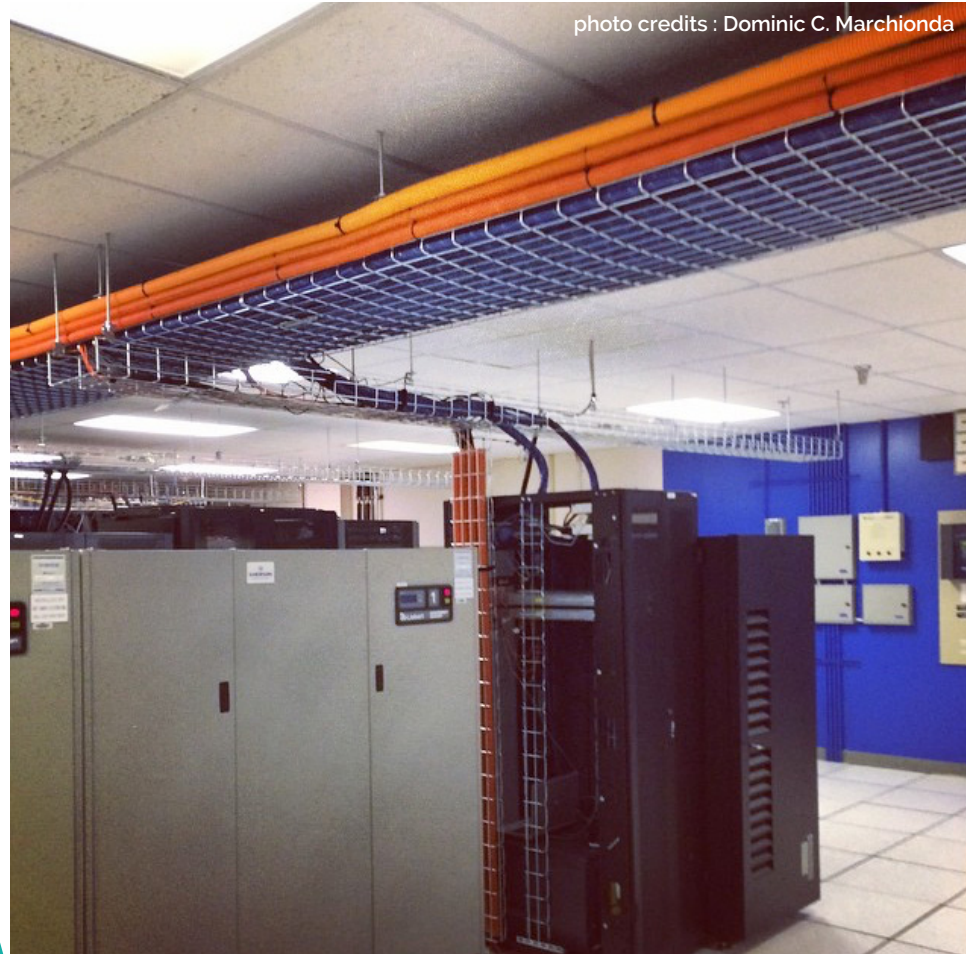
## NEXT STEPS:

-  Review Watershed Action Plan
-  Engage Environmental Studies and Engineering students at YSU to review existing plans and comparable cities
-  Bring industry experts on green infrastructure into the community for input

## TEAM

Building and Grounds Department  
 Center for Urban and Regional Studies  
 Eastgate Regional Council of Governments  
 Friends of the Mahoning River  
 Green Youngstown  
 Law Department  
 Public Works Department  
 Water and Wastewater Department  
 Western Reserve Port Authority

**Benefits of Green Infrastructure:**  
 improve water quality,  
 active use of vacant land, **improve** air quality,  
 provide recreation,  
 capture stormwater,  
 clean soil, **provide** habitat,  
 reduce maintenance costs, **create** jobs,  
 increase property values,  
 buffer impacts of industry



# TELECOMMUNICATIONS



## TELECOMMUNICATIONS






Currently, Youngstown lacks public Internet access for visitors and users of Downtown. Like many other smaller cities throughout the nation, businesses and property owners provide Internet to their customers, employees and tenants while the greater public has limited or no access. People and businesses that rely on broadband have no choice but to invest in locations already equipped with the information and communication technology required to run their business. Educational and health care systems in non-broadband locations lag behind those with broadband. With public and private investments in broadband on the rise, communities unwilling to adapt will face a competitive disadvantage to economic growth.

Therefore, a strategic plan to implement a high-performance broadband system that will provide bandwidth to the business and residential areas that encapsulate the campus and Downtown is essential to support, attract, retain and provide the modern infrastructure necessary to help grow business. Downtown Youngstown, home to the #1 ranked university-affiliated Business Incubator (YBI), is cause enough for the City and University to devise an initiative that aims to provide the necessary infrastructure to spur investment and provide digital equity to users of Downtown, available to all of Youngstown's residents.

### Case Study

In the Columbus Region, the City of Dublin owns and operates the DubLINK broadband system, which consists of 125 miles of conduit and optical fiber and 24 square miles of WIFI covering both business and residential areas. As a result, the City of Dublin has been named a Smart21 community for four consecutive years, achieving Top Seven status in 2010 and 2011, by the Intelligent Community Forum, which is dedicated to economic growth in the broadband economy.

### NEXT STEPS:

-  Draft scope of work for strategic plan
-  Engage regularly with OneCommunity
-  Incorporate telecommunications into a capital improvement plan
-  Involve the public, non-profit, and private sector for fundraising
-  Coordinate street improvements with utility and telecommunication upgrades

## TEAM

City IT  
 DRS Technologies  
 Western Reserve Port Authority  
 Youngstown/Warren Regional Chamber

# initiative 5 INFRASTRUCTURE UPGRADES

## energy efficiency & system mgmt.

### TEAM

Center for Urban & Regional Studies

Public Works Department

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

Youngstown Thermal

### FOCUS, OBJECTIVES, & ACTIONS

#### F1. Energy Efficiency & System Management

### RECOMMENDED TIMEFRAME

### COMPLETED

O1: Empower YSU, the City of Youngstown, private property owners and major stake holders with the ability to create an Energy Conservation District that ensures optimal rates and sustainable resources.

A1. Project utility pricing over the near term.	Immediate	<input type="checkbox"/>
A2. Prioritize project list for funding.	Short-Term	<input type="checkbox"/>
A3. Contract energy audits to gauge use and building performance of city-owned properties.	Short-Term	<input type="checkbox"/>
A4. Partner with YSU and other stakeholders in an Energy Conservation District.	Long-Term	<input type="checkbox"/>
A5. Convene property owners to form a memorandum of understanding on energy efficiency.	Long-Term	<input type="checkbox"/>
A6. Continually monitor and develop energy efficiency policies and initiatives that capitalize on state and federal policy.	Ongoing	<input type="checkbox"/>

# initiative 5

## INFRASTRUCTURE UPGRADES

### green infrastructure

### TEAM

- Building & Grounds Department
- Center for Urban & Regional Studies
- Eastgate Regional Council of Governments
- Friends of the Mahoning River
- Green Youngstown
- Law Department
- Public Works Department
- Water & Wastewater Department
- Western Reserve Port Authority

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Green Infrastructure

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Cater leadership with a guide to develop a green infrastructure plan for Downtown that is part of Infill Strategy and Complete Streets.

A1. Review Watershed Action Plan.	Immediate	<input type="checkbox"/>
A2. Identify locations for additional streetscape plantings in coordination with Cityscape.	Immediate	<input type="checkbox"/>
A3. Engage Environmental Studies and Engineering students at YSU to review existing plans and comparable cities.	Immediate	<input type="checkbox"/>
A4. Invite US Department of Energy for input.	Immediate	<input type="checkbox"/>
A5. Prepare a green infrastructure plan for Downtown that is part of Infill Strategy and Complete Streets.	Short-Term	<input type="checkbox"/>
A6. Provide map of greenspace network that connects underutilized properties with trails and the riverfront.	Mid-Term	<input type="checkbox"/>
A7. Encourage green walls on the side of buildings and parking garages.	Mid-Term	<input type="checkbox"/>
A8. Bring industry experts on green infrastructure into the community for input.	Ongoing	<input type="checkbox"/>

# initiative 5 INFRASTRUCTURE UPGRADES

## telecommunications

### TEAM

- City IT
- DRS Technologies
- Western Reserve Port Authority
- Youngstown/Warren Regional Chamber

#### FOCUS, OBJECTIVES, & ACTIONS

##### F3. Telecommunications

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Ensure high-speed data networks are in place to serve existing and new economic sectors and the wider community

A1. Draft scope of work for strategic plan for broadband installation.	Immediate	<input type="checkbox"/>
A2. Incorporate telecommunications into a capital improvement plan.	Short-Term	<input type="checkbox"/>
A3. Engage regularly with OneCommunity.	Ongoing	<input type="checkbox"/>
A4. Explore partnerships that exist in the non-profit and private bandwidth industry service providers.	Ongoing	<input type="checkbox"/>
A5. Engage stakeholders and anchors to support a telecommunications enhancement plan that aligns with other capital improvements.	Ongoing	<input type="checkbox"/>



initiative six

# PARKING MANAGEMENT

96  
parking  
system

98  
on-street  
plan

100  
off-street  
plan

102  
implementation

design credits : Sarah DelliQuadri

# DOWNTOWN YOUNGSTOWN PARKING GUIDE

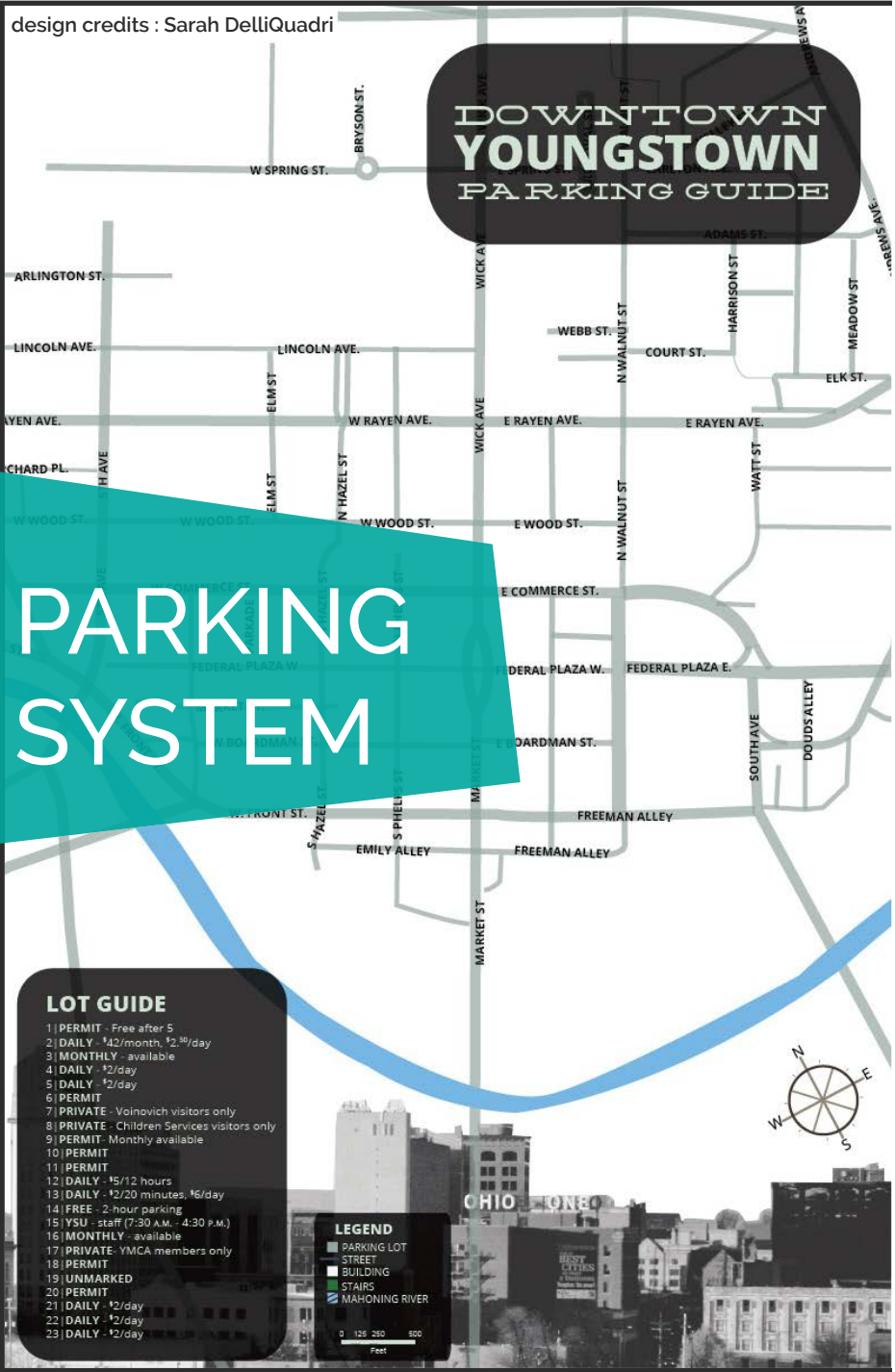


photo credits : Sara Wenger



photo credits : Sara Wenger

## PARKING SYSTEM

A fully integrated parking system is a primary component of revitalization efforts. Accessible and convenient parking is necessary for economic development. A parking system is a management plan with several parts that govern how on-street and off-street parking is utilized.





The system prioritizes users of parking facilities in the order below:

★	ONE	Delivery & service vehicles
	TWO	Vehicles used by people with disabilities
	THREE	Rideshare and transit vehicles
	FOUR	Customers, tourists, and visitors
	FIVE	Employees and residents
	SIX	Long-term vehicle storage

This prioritization of types of vehicles and users must be incorporated.

Downtown is older than the automobile so it must accommodate the presence of cars and trucks while considering its long-term economic goals. In the past, free parking was considered a good idea based in part that it is free to park at commercial properties such as malls. However, this parking is not really free because it is paid for by the consumers in the form of rents, taxes, and wages of those that shop. Therefore, un-priced or free parking isn't really free and is unfair because even those who do not park must pay for parking indirectly. Parking affects property values, travel behavior; development patterns, and is a significant expense to the public as well as private investors. Poor parking management reduces the viability of public transportation, undermines walking, lowers development density, and disrupts the urban fabric. The current parking situation Downtown is oversupplied and undervalued. If properly addressed, improved quality of service can lead to savings for governments, businesses, developers, and consumers.

## NEXT STEPS:

-  Invite parking specialists to Downtown
-  Identify and analyze existing parking problems as well as management and operation strategies
-  Project supply and demand of parking for proposed redevelopment
-  Maintain comprehensive parking inventory

**TEAM** 

- Center for Urban and Regional Studies
- Eastgate Regional Council of Governments
- Economic and Community Development Agency
- Law Department
- Public Works Department
- Youngstown/Warren Regional Chamber
- YSU Parking Services

photo credits : Sara Wenger



design credits : Sara Wenger



# ON-STREET PLAN



photo credits : Sara Wenger







photo credits : Sara Wenger\*\*\*

## ON-STREET PLAN

On-street parking is preferred for Downtown economic development because it requires less land and is less expensive to maintain. Often, one on-street parking space can substitute for two or three parking lot spaces because on-street parking is occupied by a multitude of users whereas someone might park in a lot for extended periods of time repetitively.

Demand is highest for the most convenient and visible spaces, therefore these spaces should be priced appropriately to reflect their value. A progressive rate structure that favors short term users to increase turnover is preferred. Additionally, on-street parking should be priced to cover annual operation and maintenance. A major component of on-street parking is enforcement. Enforcement can be supported through the use of signs, painted curbs, and maps or brochures that denote where a visitor should park.

## NEXT STEPS

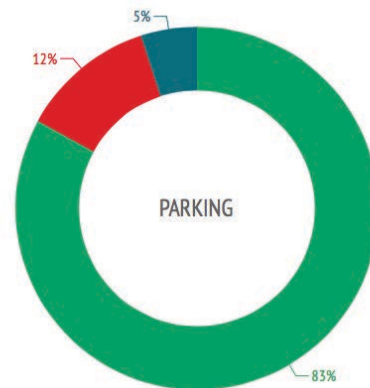
-  Publish visitor parking map
-  Designate commercial loading zones with time restrictions
-  Streamline parking ordinances
-  Prepare feasibility study of onstreet parking rates

## TEAM

Center for Urban and Regional Studies  
 Eastgate Regional Council of Governments  
 Economic and Community  
 Development Agency  
 Law Department  
 Public Works Department

DO YOU FEEL PARKING OPTIONS ARE AN ISSUE FOR PEOPLE VISITING DOWNTOWN?

yes no yes, but it doesn't prevent me from visiting



DOWNTOWN SURVEY

photo credits : Sara Wenger



# OFF-STREET PLAN



photo credits : Sara Wenger

photo credits : Sara Wenger






## OFF-STREET PLAN

Parking as defined by the boundaries of this Vision and Action Plan , contains nearly twenty acres of parking stalls that can host more than 4,800 cars at any given time. A utilization study was conducted that concluded that peak use of off-street parking was less than 51% overall and even lower in public lots, indicating vast underutilization of parking. Additionally, the current supply of parking in lots and garages can more than absorb any new or future demand for parking given the City's zoning requirements and the buildings available.

However, as a common perception parking remains in short supply. A distorted market, poor landscaping, and the demand for a select few spaces in close proximity to certain businesses cause this misperception. Strategies that should be considered to increase usage include shared parking, parking maximums, remote parking and shuttle services, improved walking and cycling conditions, and increasing the capacity of existing parking facilities.

## NEXT STEPS

-  Enforce design standards on parking facilities so that they are safe and convenient with universal design
-  Reform parking maintenance fees and taxes
-  Prepare feasibility study for facilities of rates reflecting land value, operation, and maintenance

## TEAM

Center for Urban and Regional Studies  
 Eastgate Regional Council of Governments  
 Economic and Community  
 Development Agency  
 Law Department  
 Public Works Department

# initiative 6

## PARKING MANAGEMENT

### parking system management

## TEAM

Center for Urban & Regional Studies

Eastgate Regional Council of Governments

Economic and Community  
Development Agency

Law Department

Youngstown/Warren Regional Chamber

YSU Facilities

### FOCUS, OBJECTIVES, & ACTIONS

#### F1. Parking System Management Strategy

### RECOMMENDED TIMEFRAME

### COMPLETED

O1: Provide users of the Downtown, regardless their knowledge and experience with the Downtown, with an enjoyable experience that starts with accessibility to safe and convenient parking locations.

A1. Invite parking specialists to Downtown for input.	Immediate	<input type="checkbox"/>
A2. Identify and analyze existing parking problems as well as management and operation strategies.	Immediate	<input type="checkbox"/>
A3. Project supply and demand of parking for proposed redevelopment.	Immediate	<input type="checkbox"/>
A4. Publish visitor parking map.	Immediate	<input type="checkbox"/>
A5. Expand access to bike racks.	Short-Term	<input type="checkbox"/>
A6. Adopt a parking management plan.	Mid-Term	<input type="checkbox"/>
A7. Establish a transportation management association or committee that may broker and coordinate parking, perform utilization surveys, produce and distribute user information, administer financial incentives, provide bicycle parking, manage overflow from special events, advice on parking facility design and management, and coordinate enforcement services.	Mid-Term	<input type="checkbox"/>
A8. Utilize information tools to improve awareness of and access to parking.	Ongoing	<input type="checkbox"/>
A9. Maintain comprehensive parking inventory.	Ongoing	<input type="checkbox"/>



# initiative 6

## PARKING MANAGEMENT

### on-street parking

### TEAM

Center for Urban & Regional Studies

Eastgate Regional Council of Governments

Economic and Community  
Development Agency

Law Department

Public Works Department

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. On-Street Parking

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Contribute optimal temporary parking options for high-demand services that exist in the Downtown to calm traffic and ensure small Downtown businesses have ample parking for their patrons.

A1. Designate residential and commercial loading zones	Immediate	<input type="checkbox"/>
A2. Prioritize streets by block to be enforced	Immediate	<input type="checkbox"/>
A3. Streamline parking ordinances.	Immediate	<input type="checkbox"/>
A4. Prepare feasibility study of on-street parking rates.	Short-Term	<input type="checkbox"/>
A5. Conduct cost analysis of enforcement options such as solar and electric meters.	Short-Term	<input type="checkbox"/>
A6. Amend Code to allow on-street parking within a reasonable distance to be counted as part of parking supply for residential properties.	Mid-Term	<input type="checkbox"/>

# initiative 6

## PARKING MANAGEMENT

### off-street parking

### TEAM

- Center for Urban & Regional Studies
- Eastgate Regional Council of Governments
- Economic and Community Development Agency
- Law Department
- Public Works Department

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Parking Facilities

#### RECOMMENDED TIMEFRAME

O1: Connect strategically the Downtown and campus through a well-lit, maintained, welcoming and centralized parking option for users of the Downtown and campus in order to avoid demolition for surface parking.

A1. Place a moratorium on any future conversion to surface parking along Federal Street.	Short-Term	<input type="checkbox"/>
A2. Enforce design standards on parking facilities so that they are safe and convenient with universal design.	Short-Term	<input type="checkbox"/>
A3. Reform parking maintenance fees and taxes.	Short-Term	<input type="checkbox"/>
A4. Prepare feasibility study for shared parking facilities to serve both the Downtown and University.	Short-Term	<input type="checkbox"/>

initiative seven

# MARKET DEMAND OPPORTUNITIES

106

sector  
analysis

108

entrepreneurial  
support

110

services plan

112

implementation



# SECTOR ANALYSIS








## SECTOR ANALYSIS

For quite some time urban centers across the country have witnessed community and economic activity dissipate as businesses relocated and commercial competition moved to shopping centers. As a result, high vacancy with little retail is common in Downtowns. Typically, cities do not know how to appropriately attract businesses because the development model has preferred large, isolated properties. Demographic and cultural shifts are once again bringing life to urban centers, however exploring business and entrepreneurial activities remains difficult. One solution is to employ a market analysis from the ground up that involves local business leaders, developers, and economic professionals. This analysis can pinpoint real estate opportunities and locally initiated attraction techniques by focusing on the strengths, assets, history, and unique nature of Downtown.

Downtown should prepare a market analysis that looks at residential, office, retail, services, arts, restaurants, entertainment, lodging, and educational opportunities. A better understanding of the market can lead to more in-depth analysis of the trade area, demographics, regional economics, and consumer preferences that may provide out of the box solutions for niche development and space usage.

### NEXT STEPS:

-  Analyze Peer City Review in the Economic Development Strategic Plan
-  Formulate metrics and data collection necessary to target retention, expansion, and attraction benchmarks
-  Survey Downtown businesses regularly
-  Encourage Infill Strategy
-  Create a core study group responsible for market analysis and benchmarks

## TEAM

Center for Urban and Regional Studies  
 Downtown Business Alliance of  
 Youngstown  
 Eastgate Regional Council of  
 Governments  
 Economic and Community  
 Development Agency  
 Western Reserve Port Authority  
 Youngstown/Warren Regional Chamber



credits : Sara Wenger\*\*\*



photo credits : The Youngstown Project

# ENTREPRENEURIAL SUPPORT



photo credits : Sara Wenger\*\*\*



photo credits : WKBN






## ENTREPRENEURIAL SUPPORT

Downtowns are ideal locations for entrepreneurship because of the close proximity of individuals and institutions that allow for collaboration. Groups can convene to test ideas and strategies that may spur economic development. Access to transit and close location to urban neighborhoods allows for creative partnerships to expand employment and educational opportunities to disadvantaged populations. Downtown has the unique advantage of several innovation drivers such as the business incubator and university.

Past recommendations and studies for Youngstown have mentioned a lack of focus on supporting local entrepreneurship. There are limited resources for encouraging, promoting, and providing information on how to start or expand a business within the City. Downtown with its variety of building types and access to individuals with various professional development backgrounds provides an ideal venue for supporting entrepreneurialism.

Downtown should embrace the Downtown Business Alliance and local partners such as the Youngstown/Warren Regional Chamber, the CommonWealth Kitchen Incubator, the Youngstown Business Incubator, Oak Hill Collaborative, and the Monus Entrepreneurship Center to support retail and service growth. Growing jobs by ones and twos is fundamental to creating strong local economies. Communities must support the creation and growth of a large number of small businesses rather than relying on a small number of large firms. Downtown's revitalization can be fueled by small start-ups and economic gardening strategies that develop talent and social entrepreneurs. This type of approach resonates with students and young professionals looking for challenging and rewarding work that has a tangible impact.

## NEXT STEPS:

-  Conduct pop-up events in collaboration with the Downtown Events Coordinator
-  Research feasibility of makerspace units to support the arts and IT that will identify potential developers, non-profits that can partner, and local businesses that would benefit from a public showroom
-  Support Infill Strategy by partnering with YSU departments, YSUscape, Legal Creative, Power of the Arts, Youngstown Design Works and private property owners for active storefronts
-  Align business support services
-  Convene networking events to encourage collaboration, such as Code Youngstown and the Inventors Club

## TEAM

College of Arts and Creative Communication at YSU  
 CommonWealth Kitchen Incubator  
 Downtown Business Alliance of Youngstown  
 Eastern Gateway Community College  
 Economic and Community Development Agency  
 Foundations  
 International Trade Assistance Center  
 Kiwanis  
 The Legal Creative  
 Mahoning Valley Economic Development Corporation  
 Mahoning Valley Young Professionals  
 Oak Hill Collaborative  
 Power of the Arts  
 Rotary of Youngstown  
 Williamson College of Business & Administration at YSU

photo credits : Block by Block



photo credits : Anthony Marchionda



# SERVICES PLAN



photo credits : Anthony Marchionda



photo credits : Anthony Marchionda







## SERVICES PLAN

Inconsistency between what maintenance services the City is responsible for and what property owners are led to the recent creation of a memorandum of understanding. Responsibilities of property owners include keeping storefronts clean, shoveling snow in front of businesses, and having appropriate garbage disposal. These individual responsibilities may be onerous for some property owners, requiring a lot of time and manpower.

One solution is the consideration of the creation of a special improvement district. A special improvement district can leverage taxes collected within a defined area for a variety of services including safety, maintenance, and events on top of city-provided services that include emptying trash receptacles, shoveling snow in public areas, and street sweeping. This improvement district would be a public-private partnership based off of the mall model where there is a common area maintenance fee. It will also help create clean and safe Downtown commercial space with targeting marketing, beautification, and business services. Additionally, as improvement districts have evolved in other cities beyond the focus of maintenance, security, and marketing; they have become avenues for programming, community building and placemaking. An improvement district can assist with transforming Downtown into a destination through governance and leadership.

## NEXT STEPS:

-  Call for regular meetings between Downtown business owners and city officials to address areas of mutual concern
-  Enforce the City's code and memorandum of understanding
-  Determine which services the City provides and what property owners should provide and identify any gaps
-  Identify opportunities to collaborate and provide services, particularly Wayfinding and Information Ambassadors, Hospitality and Management, Security, Valet System, Snow Removal, Landscaping, and Trash Removal

## TEAM

Cityscape  
 Eastgate Regional Council of Governments  
 Economic and Community Development  
 Agency  
 Finance Department  
 Western Reserve Port Authority  
 Youngstown/Warren Regional Chamber  
 Youngstown State University

# initiative 7

## MARKET DEMAND OPPORTUNITIES

### sector analysis

## TEAM

Center for Urban & Regional Studies

Downtown Business Alliance of  
Youngstown

Eastgate Regional Council of Governments

Economic and Community  
Development Agency

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

### FOCUS, OBJECTIVES, & ACTIONS

#### F1. Sector Analysis

### RECOMMENDED TIMEFRAME

### COMPLETED

O1: Identify and harvest opportunities for industry specific growth and types of businesses that can be supported based on existing market indicators.

A1. Analyze Peer City Review in the <i>Economic Development Strategic Plan</i> .	Immediate	<input type="checkbox"/>
A2. Formulate metrics and data collection necessary to target retention, expansion, and attraction benchmarks.	Immediate	<input type="checkbox"/>
A3. Create a core study group responsible for market analysis and benchmarks including identifying and responding to market trends and challenging commercial real estate issues.	Immediate	<input type="checkbox"/>
A4. Office tenant retention & expansion program geared toward Downtown businesses nearing the end of their leases.	Immediate	<input type="checkbox"/>
A5. Engage business schools for retail gap analysis that will analyze current retail trends and provide recommendations.	Immediate	<input type="checkbox"/>
A6. Expand tracking of and reporting on key indicators relevant to business attraction, retention, and expansion.	Short-Term	<input type="checkbox"/>
A7. Expanding tracking of and reporting on key indicators relevant to livability, talent attraction, and business requirement.	Short-Term	<input type="checkbox"/>

# initiative 7

## MARKET DEMAND OPPORTUNITIES

### sector analysis

## TEAM

Center for Urban & Regional Studies

Downtown Business Alliance of  
Youngstown

Eastgate Regional Council of Governments

Economic and Community  
Development Agency

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

### FOCUS, OBJECTIVES, & ACTIONS

#### F1. Sector Analysis continued

	RECOMMENDED TIMEFRAME	COMPLETED
A8. Develop a regional trends report, market opportunities report, and market indicators report.	Short-Term	<input type="checkbox"/>
A9. Produce a framework to make Downtown easier to understand from an investment standpoint.	Short-Term	<input type="checkbox"/>
A10. Expand tracking of and reporting on key indicators relevant to housing developers.	Ongoing	<input type="checkbox"/>
A11. Focus retail recruitment efforts on resident-serving amenities and the university.	Ongoing	<input type="checkbox"/>
A12. Focus restaurant recruitment on fast casual dining options to serve office workers, visitors, and residents.	Ongoing	<input type="checkbox"/>
A13. Survey Downtown businesses regularly.	Ongoing	<input type="checkbox"/>
A14. Support marketing, placemaking, and wayfinding.	Ongoing	<input type="checkbox"/>

# initiative 7

## MARKET DEMAND OPPORTUNITIES

### entrepreneurial support

#### TEAM

College of Creative Arts & Communication at YSU

CommonWealth Kitchen Incubator

Downtown Business Alliance of Youngstown

Eastern Gateway Community College

Economic and Community Development Agency

Foundations

International Trade Assistance Center

Kiwanis

The Legal Creative

Oak Hill Collaborative

Mahoning Valley Economic Development Corporation

Mahoning Valley Young Professionals

Power of the Arts

Rotary

Williamson School of YSU

Youngstown/Warren Regional Chamber

Youngstown Business Incubator

YSUscape

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Entrepreneurial Support

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Attract entrepreneurs and job creators to the urban core in order to retain our talent and attract regional and global investment.

A1. Research feasibility of makerspace units to support the arts and IT that will identify potential developers, non-profits that can partner, and local businesses that would benefit from a public showroom.	Immediate	<input type="checkbox"/>
A2. Support Infill Strategy by partnering with YSU departments, YSUscape, Youngstown Design Works, Legal Creative, Power of the Arts, and private property owners for active storefronts.	Immediate	<input type="checkbox"/>
A3. Develop a model lease to help start-ups and young entrepreneurs secure space in Downtown storefronts and office buildings.	Immediate	<input type="checkbox"/>
A4. Convene networking events to encourage collaboration, such as Code Youngstown and the Inventors Club.	Immediate	<input type="checkbox"/>
A5. Support pop-up retail initiatives as catalysts to permanent future retail districts.	Immediate	<input type="checkbox"/>
A6. Enact a stronger partnership between the Monus School of Entrepreneurship and incubation facilities in the Mahoning Valley.	Immediate	<input type="checkbox"/>
A7. Establish a Welcoming Youngstown policy to attract and guide foreign born residents to live and work Downtown.	Short-Term	<input type="checkbox"/>

# initiative 7

## MARKET DEMAND OPPORTUNITIES

### entrepreneurial support

#### TEAM

College of Creative Arts & Communication at YSU

CommonWealth Kitchen Incubator

Downtown Business Alliance of Youngstown

Eastern Gateway Community College

Economic and Community Development Agency

Foundations

International Trade Assistance Center

Kiwanis

The Legal Creative

Oak Hill Collaborative

Mahoning Valley Economic Development Corporation

Mahoning Valley Young Professionals

Power of the Arts

Rotary

Williamson School of YSU

Youngstown/Warren Regional Chamber

Youngstown Business Incubator

YSUscape

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Entrepreneurial Support

	RECOMMENDED TIMEFRAME	COMPLETED
A8. Allow temporary occupancy to test new business ideas and revise ordinances to welcome nontraditional vendors such as food trucks.	Short-Term	<input type="checkbox"/>
A9. Conduct pop-up events in collaboration with the Downtown Events Coordinator.	Short-Term	<input type="checkbox"/>
A10. Relax business start-up and use regulations to allow a greater array of commercial activity and promote informal economy.	Ongoing	<input type="checkbox"/>
A10. Provide greater access to education, capital and business support services.	Ongoing	<input type="checkbox"/>
A11. Develop, fund, and sustain programs that support entrepreneurship and small business start-ups.	Ongoing	<input type="checkbox"/>
A12. Work with property owners, developers, business accelerators, and entrepreneurs to develop and concentrate post-accelerator and co-working office space Downtown.	Ongoing	<input type="checkbox"/>
A13. Encourage Infill Strategy.	Ongoing	<input type="checkbox"/>
A14. Regularly conduct retail survey to better understand demand.	Ongoing	<input type="checkbox"/>

# initiative 7

## MARKET DEMAND OPPORTUNITIES

### services plan

### TEAM

Cityscape

Eastgate Regional Council of Governments

Economic and Community Development Agency

Finance Department

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

Youngstown State University

#### FOCUS, OBJECTIVES, & ACTIONS

##### F3. Services Plan

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Produce an enjoyable, clean, safe and overall aesthetically invigorating experience for all visitors and patrons of the Downtown.

A1. Invite services provider such as Block by Block to speak.	Immediate	<input type="checkbox"/>
A2. Determine which services the City provides and what property owners should provide and identify any gaps.	Immediate	<input type="checkbox"/>
A3. Identify opportunities to collaborate and provide services, particularly Wayfinding and Information Ambassadors, Hospitality and Management, Security, Valet System, Snow Removal, Landscaping, and Trash Removal.	Immediate	<input type="checkbox"/>
A4. Plan routine cleanup days.	Immediate	<input type="checkbox"/>
A5. Fundraise for a toolbox truck to be housed by the City that is accessible to main stakeholders.	Short-Term	<input type="checkbox"/>
A6. Align resources with programming to drive expenses down and calculate costs to determine feasibility of an improvement district.	Ongoing	<input type="checkbox"/>
A7. Call for regular meetings between Downtown business owners and city officials to address areas of mutual concern.	Ongoing	<input type="checkbox"/>
A8. Enforce the City's code and memorandum of understanding.	Ongoing	<input type="checkbox"/>
A9. Align business support services.	Ongoing	<input type="checkbox"/>

initiative eight

# INTERGOVERNMENTAL COOPERATION

118

capital  
improvement

120

funding

122

implementation

photo credits : Sara Wenger\*\*\*\*\*

COMPLETE STREETS

# CAPITAL IMPROVEMENT PLAN



design credits : Patrick Hewitt



photo credits : Dominic C. Marchionda









## CAPITAL IMPROVEMENT PLAN

The Economic Action Group has recognized the need to focus attention and resources on showcasing successes and the impact investment has on Downtown. One tool that would assist in coordinating efforts to leverage investment would be a Capital Improvement Plan (CIP). A CIP is a five-to-six year schedule of capital projects. Capital projects include reconstruction and improvements to facilities such as city hall and fire stations, streets, parking facilities, utility systems, bridges, parks, heavy equipment, sewer and water mains, land purchases, and lighting.

A CIP is beneficial because it helps staff plan and provide advice to coordinating departments and agencies to take advantage of federal and state grant and loan programs. Other advantages include that it is a transparent public process that uses taxpayer's dollars wisely while focusing on community needs and capabilities in a comprehensive manner. In order to create a CIP for Youngstown, the City must identify needs and costs and perform a financial analysis for adopting a program. A CIP can assist Downtown revitalization by pinpointing specific investments and potential public-private partnerships.

## NEXT STEPS:

-  Assemble feasibility study for a CIP
-  Review contracts up for renewal including lighting and parking
-  Identify capital improvements for Downtown, and corridors connected to it
-  Prepare immediate capital improvement analyses for Wick Avenue, Phelps Street, Federal Plaza, fiber optic cable, and centralized parking
-  Coordinate capital improvements with YSU, Eastern Gateway, and other anchors
-  Convene Downtown Visioning Team regularly

## TEAM

Center for Urban and Regional Studies,  
Eastgate Regional Council of  
Governments  
Economic and Community Development  
Agency  
Finance Department  
Ohio Department of Transportation  
Western Reserve Port Authority  
Youngstown/Warren Regional Chamber  
Youngstown State University

photo credits : Enzo Recchia



# FUNDING



photo credits : O'Keal Gist



photo credits : Dominic C. Marchionda

## FUNDING

To achieve the initiatives outlined in this plan, understanding and coordination of available funding resources is key. Funding opportunities should be leveraged to achieve the goals of connecting innovation by strengthening education and employment, enhancing the urban landscape with inviting public spaces, creating economic diversification through business development and retention, and mobilizing public, private, and nonprofit partnerships. These goals should be tracked and monitored to evaluate performance and encourage coordination with regional economic development partners.

Below is a list of available funding opportunities:

### LOCAL

Business Improvement District  
Hotel Bed Tax  
Property Assessed Clean Energy Financing  
Tax Increment Financing

### STATE

Clean Ohio Fund  
Ohio Development Services Agency  
Ohio Department of Public Safety  
Ohio Department of Transportation  
Ohio Public Works Commission  
Ohio Third Frontier  
Team NEO

### FEDERAL



Appalachian Regional Commission  
Army Corps of Engineers  
Department of Agriculture  
Department of Commerce  
Department of Energy  
Economic Development Administration  
Environmental Protection Agency  
Federal Highway Administration  
Federal Transit Administration

General Services Administration  
Health and Human Services  
Housing and Urban Development  
National Endowment for the Arts  
Small Business Administration

### FOUNDATIONS

Community Foundation of the Mahoning Valley  
The Dominion Foundation  
FirstEnergy Foundation  
The Fund for our Economic Future  
The Hines Foundation  
Home Savings Charitable Foundation  
Huntington Grants  
Mill Creek MetroParks Foundation  
The Raymond John Wean Foundation  
The Rotary Foundation  
The Youngstown/Warren Regional Chamber Foundation  
Youngstown Area Jewish Foundation  
The Youngstown Foundation  
Youngstown State University Foundation

## NEXT STEPS

-  Convene City departments and economic development partners regularly
-  Monitor success with annual reports on capital investments and grants

## TEAM

Eastern Gateway Community College  
Eastgate Regional Council of Governments  
Economic and Community Development Agency  
MVEDC  
Finance Department  
Western Reserve Port Authority  
Youngstown/Warren Regional Chamber  
Youngstown State University



# initiative 8

## INTERGOVERNMENTAL COOPERATION

### capital improvement plan

#### TEAM

Center for Urban & Regional Studies

Eastgate Regional Council of Governments

Economic and Community Development Agency

Finance Department

Ohio Department of Transportation

Western Reserve Port Authority

Youngstown/Warren Regional Chamber

Youngstown State University

#### FOCUS, OBJECTIVES, & ACTIONS

##### F1. Capital Improvement Plan

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Actively and deliberately plan to align capital improvement plans in a prioritized fashion in order to leverage resources, minimize costs, maximize impact and guarantee efficiency and quality in order to position Youngstown businesses and residents to thrive in 15 years.

A1. Assemble feasibility study for a CIP.	Immediate	<input type="checkbox"/>
A2. Identify capital improvements for Downtown, corridors connected to it.	Immediate	<input type="checkbox"/>
A3. Prepare capital improvement analyses for Wick Avenue, Phelps Street, and Federal Plaza.	Immediate	<input type="checkbox"/>
A4. Prepare capital improvement analyses for fiber optic cable.	Immediate	<input type="checkbox"/>
A4. Coordinate capital improvements with YSU, Eastern Gateway, and other anchors.	Ongoing	<input type="checkbox"/>
A5. Convene City departments and economic development partners regularly.	Ongoing	<input type="checkbox"/>
A6. Review contracts up for renewal including lighting and parking.	Ongoing	<input type="checkbox"/>

# initiative 8

## INTERGOVERNMENTAL COOPERATION

### funding

### TEAM

- Eastern Gateway Community College
- Eastgate Regional Council of Governments
- Economic and Community Development Agency
- Finance Department
- MVEDC
- Western Reserve Port Authority
- Youngstown/Warren Regional Chamber
- Youngstown State University

#### FOCUS, OBJECTIVES, & ACTIONS

##### F2. Funding

#### RECOMMENDED TIMEFRAME

#### COMPLETED

O1: Alleviate the reality of capital deprivation faced in a tertiary market such as Youngstown by ensuring that all opportunities for development, capital projects and programming that align with the priorities derived from this strategic vision for Downtown, are funded and supported through ongoing cross sector partnerships.

A1. Connect community stakeholders and partners with the Strategic Framework to allow informed and inclusive decisions.	Immediate	<input type="checkbox"/>
A2. Enlist additional champions for implementation through the formalization and adoption of the Memorandum of Understanding between members of the Downtown Youngstown Economic Action Group.	Immediate	<input type="checkbox"/>
A3. Establish a Downtown Youngstown "Core Fund" for to eliminate gaps in private and public development projects that align with the priority initiatives set forth in this document. This will include local banks, philanthropic/foundation support and private and public match to create a sustainable fund with continuous growth and investment.	Immediate	<input type="checkbox"/>
A4. Inform, educate, and equip key stakeholders.	Immediate	<input type="checkbox"/>
A5. Report back for transparent and ongoing progress	Immediate	<input type="checkbox"/>
A6. Identify alternative capital sources for real estate development	Immediate	<input type="checkbox"/>

# initiative 8

## INTERGOVERNMENTAL COOPERATION

### funding

### TEAM

- Eastern Gateway Community College
- Eastgate Regional Council of Governments
- Economic and Community Development Agency
- Finance Department
- MVEDC
- Western Reserve Port Authority
- Youngstown/Warren Regional Chamber
- Youngstown State University

### FOCUS, OBJECTIVES, & ACTIONS

#### F2. Funding continued

	RECOMMENDED TIMEFRAME	COMPLETED
A7. Establish quarterly town hall meeting where stakeholders present to the public ongoing projects and challenges to encourage collaboration.	Immediate	<input type="checkbox"/>
A8. Monitor success with annual reports on capital investments and grants.	Ongoing	<input type="checkbox"/>
A9. Advocate to attract additional state and federal funds for road repair.	Ongoing	<input type="checkbox"/>
A10. Convene Downtown Visioning Team regularly that includes the Steering Committee and representatives from City Council, CityScape, Downtown Business Alliance, and YSU.	Ongoing	<input type="checkbox"/>
A11. Align public, private and philanthropic investments.	Ongoing	<input type="checkbox"/>
A12. Convene quarterly grant opportunity update meetings to ensure alignment of efforts and avoid redundancies or miscommunication.	Ongoing	<input type="checkbox"/>

# CREDITS & STAKEHOLDERS



## Stakeholders:

AmericaMakes  
 Arms Family Museum & Mahoning Valley Historical Society  
 Ballet Western Reserve  
 The Business Journal  
 The Butler Institute of American Art  
 Chase Bank  
 City of Youngstown  
 CityScope  
 Cleveland Urban Design Collaborative  
 Code Youngstown  
 College of Creative Arts & Communication at YSU  
 Common Wealth Kitchen Incubator  
 Community Corrections Association  
 Community Foundation of the Mahoning Valley  
 Covelli Centre  
 The Daily Legal News  
 DeYor Performing Arts Center  
 Diocese of Youngstown  
 Downtown Business Alliance of Youngstown  
 Downtown Residents Council  
 Downtown Wellness Community  
 DRS Technologies  
 Eastern Gateway Community College  
 Eastgate Regional Council of Governments  
 Farmers National Bank  
 FirstEnergy  
 First National Bank  
 First Presbyterian Church  
 First United Methodist Church  
 Foundations  
 Friends of the Mahoning River  
 The Fund for Our Economic Future  
 Green Youngstown

Home Savings & Loan  
 Huntington Bank  
 Junior League of Youngstown  
 Kiwanis  
 The Legal Creative  
 Mahoning/Columbiana Training Association  
 Mahoning County  
 Mahoning County Bar Association  
 Mahoning County Convention & Visitors Bureau  
 Mahoning County Land Bank  
 Mahoning Valley Economic Development Corporation  
 Mahoning Valley Historical Society  
 Mahoning Valley Organizing Collaborative  
 Mahoning Valley Phantoms Hockey  
 Mahoning Valley Young Professionals  
 Masonic Temple  
 McDonough Museum of Art  
 MetroMonthly  
 Mill Creek MetroParks  
 NYO Property Group  
 Oak Hill Collaborative, Inc.  
 Oakland Center for the Arts  
 Ohio One Corporation  
 OhWow! Children's Center for Science and Technology  
 OneCommunity  
 PNC Bank  
 Power of the Arts  
 The Public Library of Youngstown & Mahoning County  
 The Raymond John Wean Foundation  
 The Rescue Mission  
 The Rotary Club of Youngstown  
 St. Vincent de Paul Society  
 TeamNEO  
 Trinity United Methodist Church  
 United Way of Youngstown and the Mahoning Valley



**Vibrant NEO**  
**The Vindicator**  
**WFMJ**  
**WKBN**  
**WYTV**  
**Western Reserve Port Authority**  
**Western Reserve Transit Authority**  
**Williamson School of Business at YSU**  
**YMCA**  
**YWCA**  
**Youngstown/Warren Regional Chamber**  
**Youngstown Area Jewish Federation**  
**Youngstown Area Development Association**  
**Youngstown Business Incubator**  
**Youngstown Central Area Community Improvement Corporation**  
**Youngstown City Schools**  
**Youngstown Design Works**  
**Youngstown Education Association**  
**The Youngstown Foundation**  
**Youngstown Historical Center of Industry & Labor**  
**Youngstown Lions Club**  
**Youngstown Metropolitan Housing Authority**  
**Youngstown Neighborhood Development Corporation**  
**Youngstown State University**  
**YSUscape**  
**Youngstown Thermal**

## Steering Committee:

**John McNally**, Mayor, City of Youngstown

**Bill D'Avignon**, Director of the Community Development Agency, City of Youngstown

**Ronald K Chordas**, Associate Provost for University Outreach at YSU

**Thomas A Finnerty**, Associate Director, Center for Urban and Regional Studies at YSU

**Paul Hagman**, Owner, RBF CoLab

**Sarah Lown**, Senior Manager, Western Reserve Port Authority

**Dominic C. Marchionda**, City-University Planning Coordinator at Youngstown State University

**Rachel McCartney**, Economic Development Analyst at YSU

**Charles Nelson**, President, Nelson Development LTD

**Chuck Shasho**, Deputy Director of Public Works, City of Youngstown

**Scott Smith**, SC2 Fellow, United States Department of Housing and Urban Development

**Sara Wenger**, Community Development Program Manager, Eastgate Regional Council of Governments

**T. Sharon Woodberry**, Development Director, City of Youngstown

## Stakeholders Interviewed:

**Martin Abraham**, Interim Provost, YSU

**Bill D'Avignon**, Director of the Community Development Agency, City of Youngstown

**Abigail Beniston**, Code Enforcement Officer, City of Youngstown

**John Beshara**, Youngstown Police Department

**Dave Bozanich**, Director of Finance, City of Youngstown

**Leslie Brothers**, Director, McDonough Museum of Art

**Kelly Chaffee**, Property Manager, NYO Property Group

**Ronald K Chordas**, Associate Provost for University Outreach at YSU

**Nick Chretien**, Intern, Center for Urban and Regional Studies

**Michael Crist**, Director, Dana School of Music, YSU

**Michael Conway**, Executive Director, Mahoning Valley Economic Development Corporation

**Jim Cossler**, Chief Evangelist, Youngstown Business Incubator

**Rick Deak**, Computer Center CIO, City of Youngstown

**Ray DeCarlo**, Zoning Specialist, City of Youngstown

**Stephanie Dyer**, Environmental Program Manager, Eastgate Regional Council of Governments

**Thomas A. Finnerty**, Associate Director, Center for Urban and Regional Studies at YSU

**Kathleen Fox**, Strong Cities Strong Communities Fellow

**Denise Glinatsis-Bayer**, Founder and Executive Director, The Legal Creative

**Paul Hagman**, Owner, RBF CoLab

**Jacob Harver**, Owner, Knox Building

**Elsa Higby**, Community Food Advocate, Grow Youngstown

**Michael Hripko**, Deputy Director, Workforce and Educational Outreach, AmericaMakes

**John Hyden**, Executive Director, University Facilities, YSU

**Keith Kaiser**, Horticulture Director, Mill Creek MetroParks

**Phil Kidd**, Defend Youngstown and Youngstown CityScape

**Bill Lawson**, Executive Director, Mahoning Valley Historical Society

**Pam Lilak**, Executive Director, Downtown Wellness Community

**Sharon Letson**, Executive Director, Youngstown CityScape

**Sarah Lown**, Senior Manager, Western Reserve Port Authority

**Linda Macala**, Director, Mahoning County Convention and Visitors Bureau

**Dominic C. Marchionda**, City-University Planning Coordinator at Youngstown State University

**Thomas Maraffa**, Professor, YSU

**Rachel McCartney**, Economic Development Analyst at Youngstown State University

**Michael McGiffin**, Downtown Events Coordinator, City of Youngstown

**Sean McKinney**, Commissioner of Building and Grounds, City of Youngstown

**John McNally**, Mayor, City of Youngstown

**Brad Miller**, General Manager, Suzies Hot Dog's and Drafts

**Justin Mondak**, Planner, Eastgate Regional Council of Governments

**Hunter Morrison**, Executive Director, Northeast Ohio Sustainable Communities Consortium

**Charles Nelson**, President, Nelson Development LTD

**Kris North**, Barista, Joe Maxx Coffee Shop and Downtown resident

**Dan O'Connell**, Director of Parking Services, YSU

**Daniel Raushenbauch**, Downtown Artist and YSU alumnus

**Mirta Reyes-Chapman**, Transit Program Manager, Eastgate Regional Council of Governments

**Justin Rogers**, Planning Manager, Mill Creek MetroParks

**Scott Schulick**, Vice President/Investments, Stifel Nicolaus

**Chuck Shasho**, Deputy Director of Public Works, City of Youngstown

**Scott Smith**, SC2 Team Lead under the White House Council for Strong Cities, Strong Communities

**John Slanina**, Senior Content Manager, FactSet Research Systems, Inc.

**James Sutman**, Business Owner, ISLE Inc. and Purple Cat

**Chris Thompson**, Director of Regional Engagement, Fund for our Economic Future

**R.J. Thompson**, Assistant Professor, YSU

**Sara Wenger**, Community Development Program Manager, Eastgate Regional Council of Governments

**T. Sharon Woodberry**, Development Director, City of Youngstown

# Appendix

## REDEVELOPMENT CODE

### WHERE TO FIND IT:

The Redevelopment Code is available on the City's website in the Planning & Zoning section

### DESCRIPTION:

The purpose of the Code is to protect public health, safety, and welfare and to implement the goals and objectives the the City Comprehensive Plan. Mixed Use Downtown Form is its own district created for the purpose of maintaining and strengthening the established character of the downtown area.



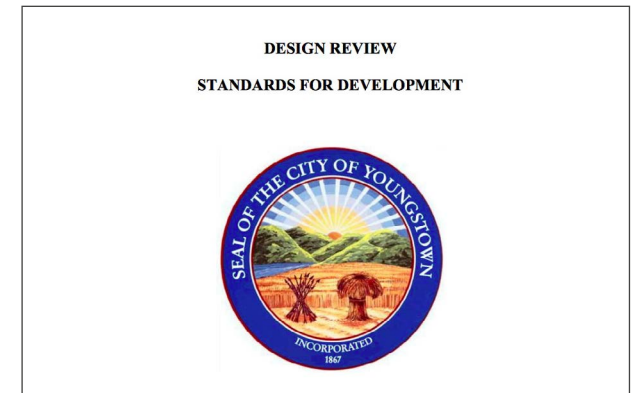
## DESIGN REVIEW STANDARDS FOR DEVELOPMENT

### WHERE TO FIND IT:

The Design Review Standards for Development is available on the City's website in the Planning & Zoning section

### DESCRIPTION:

These standards for development were designed to aid the developer in designing a pleasing environment supportive of the goals and objectives of the Central Area of Youngstown.



## CENTER CITY OPPORTUNITY SITES CATALOGUE

### DESCRIPTION:

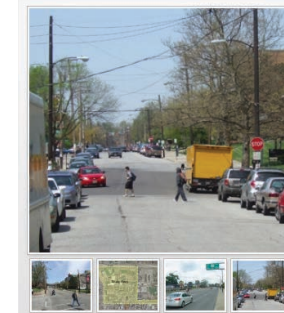
The Center City Opportunity Sites Catalogue is a parcel by parcel analysis of large vacant tracts of land, including former industrial sites and greenfields. This document provides parcel numbers, ownership information, acreage, land use, photos and other site specific information.



**SAFETY PLAN**

**DESCRIPTION:**

To improve safety and ambiance, the city of Youngstown undertook a comprehensive engineering study to determine enhancements for all travel modes on city streets throughout the campus of the university. This study examines pedestrian safety, parking, connectivity, wayfinding, and gateway aesthetics.



**Corridor Study – Youngstown State University**

Similar to many urban campuses, Youngstown State University has to manage a mix of vehicular, pedestrian and bicycle travel. The current economic situation has made active transportation modes more prevalent, with increasing scooter and motorcycle use adding to the daily vehicle blend.

To improve safety and ambiance, the city of Youngstown is undertaking a comprehensive engineering study to determine enhancements for all travel modes on city streets throughout the campus of the university. YSU already has a good reputation as a desirable place to earn a degree and as having an attractive campus. However, there are specific concerns and desires for improvements to enhance both YSU and the city's sense of place:

**CENTENNIAL CAMPUS MASTER PLAN**

**WHERE TO FIND IT:**

The Centennial Campus Master Plan is available on YSU's website as part of the Strategic Plan

**DESCRIPTION:**

The plan builds on the University's academic strengths and identifies critical investments in YSU's capital plan that must be made if YSU is to remain competitive for both students and faculty. It recommends greater physical connections between the University and Downtown.



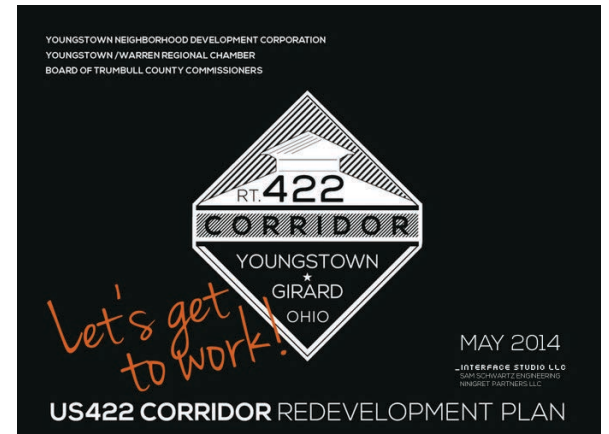
**US422 REDEVELOPMENT PLAN**

**WHERE TO FIND IT:**

The US422 Redevelopment Plan is available on YNDC's website.

**DESCRIPTION:**

This comprehensive plan was developed with the primary goal to identify and direct the improvements necessary to help the Corridor reach its economic potential and attract outside investment.



**REGIONAL BICYCLE PLAN**

**WHERE TO FIND IT:**

The Regional Bicycle Plan is available on Eastgate's website under Transportation Planning.

**DESCRIPTION:**

The plan outlines bicycle infrastructure projects in Mahoning and neighborhood counties and provides a suitability map for roadways and trails.

**Bicycle and Pedestrian Planning**

**Bicycle Suitability Map**

A bicycle suitability map was added as a new product in 2012 after numerous requests for such a map, and in an effort to consolidate several local mapping initiatives into one cohesive regional effort. The map's color-coded roads will help cyclists in Mahoning and Trumbull Counties find the most appropriate route for their comfort level and will help local planners and engineers identify where trouble spots and disconnects exist.

The maps are available in the Eastgate Map Center.

**Pedestrian Inventory**

An analysis of aerial photographs and other sources resulted in a map showing the locations of ADA ramps, painted crosswalks and sidewalks. The maps are available in the Eastgate Map Center.

**Regional Bicycle Plan**

The status of the area's bicycle projects are outlined in the Regional Bicycle Plan.

**Great Ohio Lake-to-River Greenway**

For information, please see the Great Ohio Lake-to-River Greenway page.

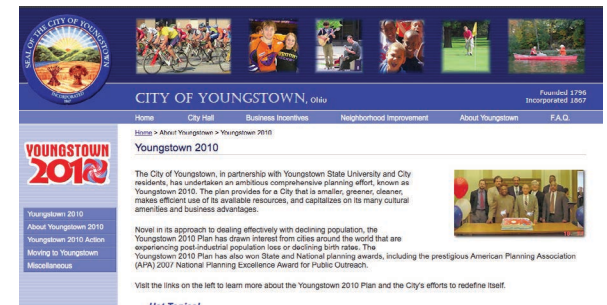
**YOUNGSTOWN 2010**

**WHERE TO FIND IT:**

Youngstown 2010 is available on the City's website in the About Youngstown section

**DESCRIPTION:**

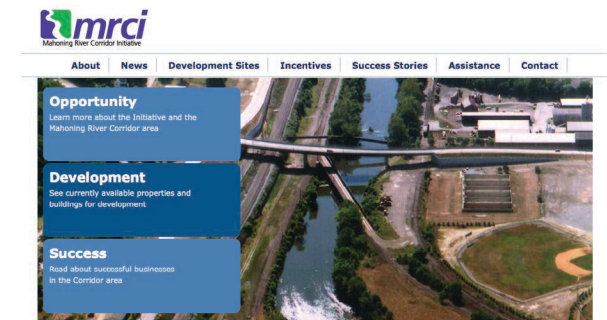
The comprehensive plan provides demographic data and other information throughout the city with key recommendations. Downtown is outlined as a neighborhood.



**MAHONING RIVER CORRIDOR INITIATIVE**

**DESCRIPTION:**

A plan resulted in this Initiative with provides recommendations for land along the river as well as economic development priorities. This initiative is currently undertaken by the Western Reserve Port Authority.

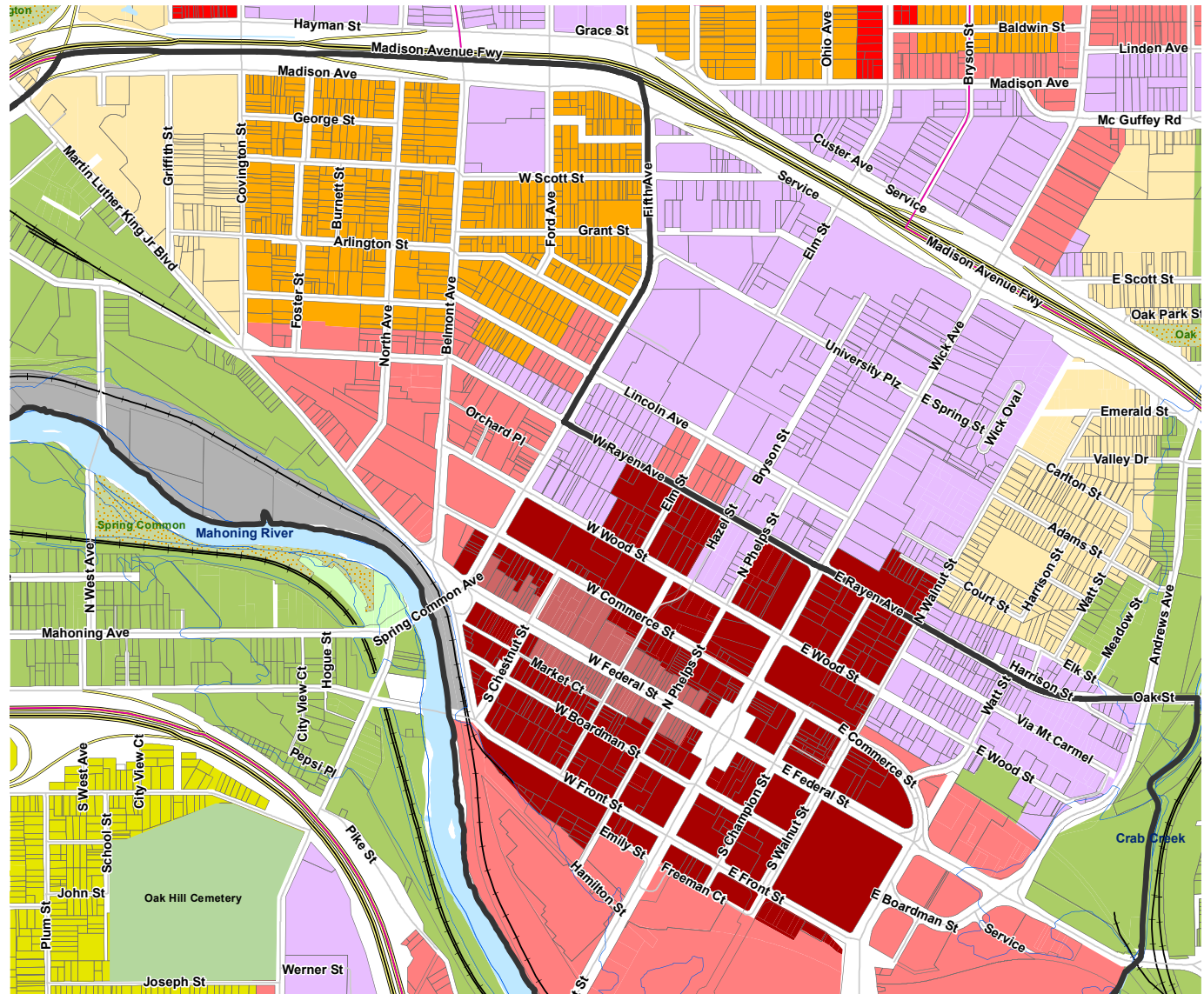


# ZONING

## LEGEND

### NEW ZONE DISTRICTS

- IG INDUSTRIAL GREEN
- IU INDUSTRIAL UNLIMITED
- MU-C COMMUNITY
- MU-DF DOWNTOWN FORM
- MU-FF FEDERAL PLAZA
- MU-I INSTITUTIONAL
- MU-N NEIGHBORHOOD
- MU-R RESIDENTIAL REUSE
- OS OPEN SPACE
- RM-1.0 MULTI-FAMILY
- RM-1.5 MULTI-FAMILY
- RS-20 SINGLE FAMILY
- RT-5.5 ONE AND TWO-FAMILY
- FLOOD PROTECTION OVERLAY
- HISTORIC PRESERVATION OVERLAY
- CENTRAL DESIGN OVERLAY
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- RAILROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES

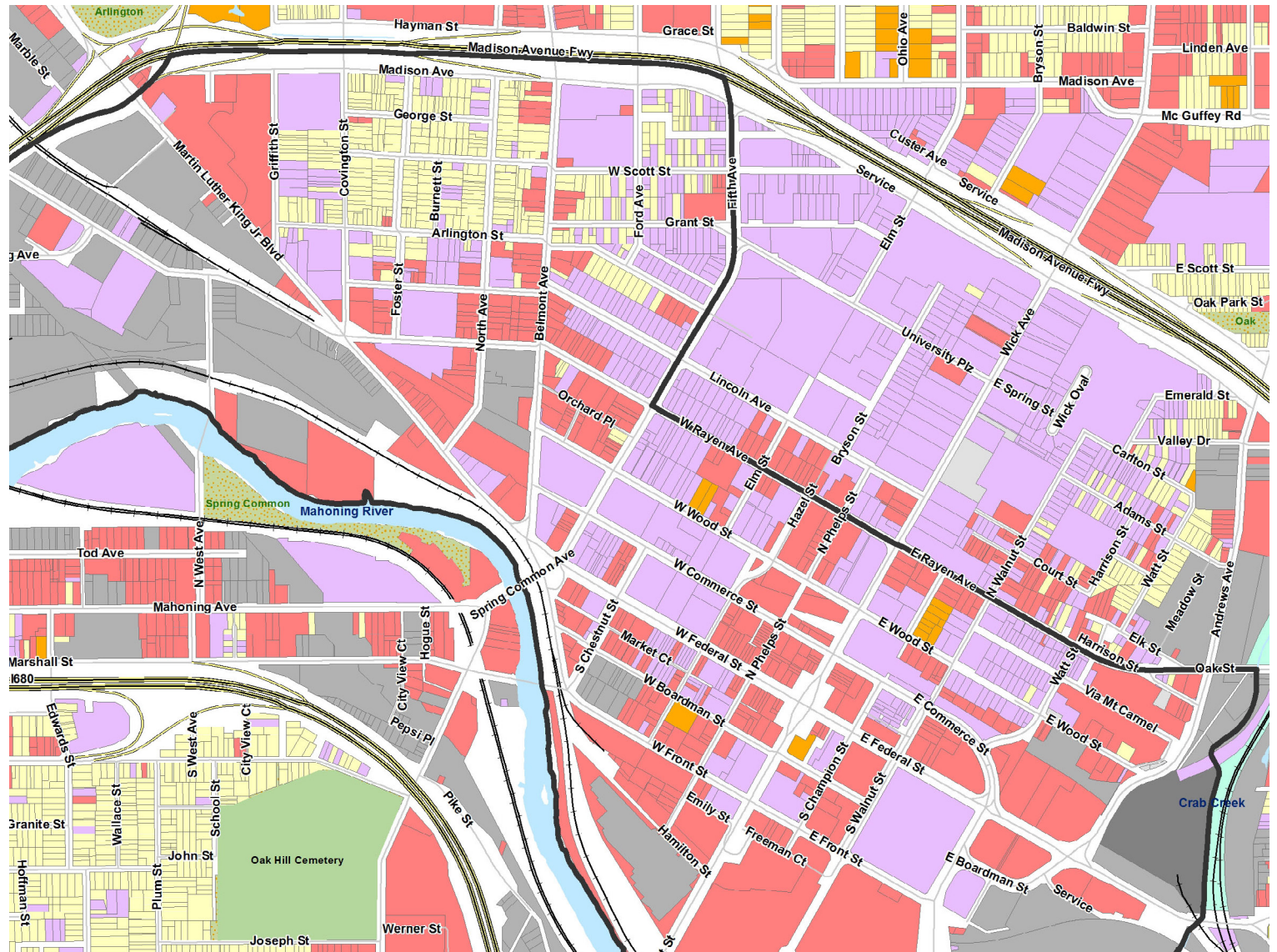


# CURRENT LAND USE

**LEGEND**

**Land Use Class**


















- BUSINESS
- INDUSTRIAL HEAVY
- INDUSTRIAL LIGHT
- INSTITUTIONAL
- RECREATION/OPEN SPACE
- SINGLE TWO & THREE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- OTHER
- UNKNOWN
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK

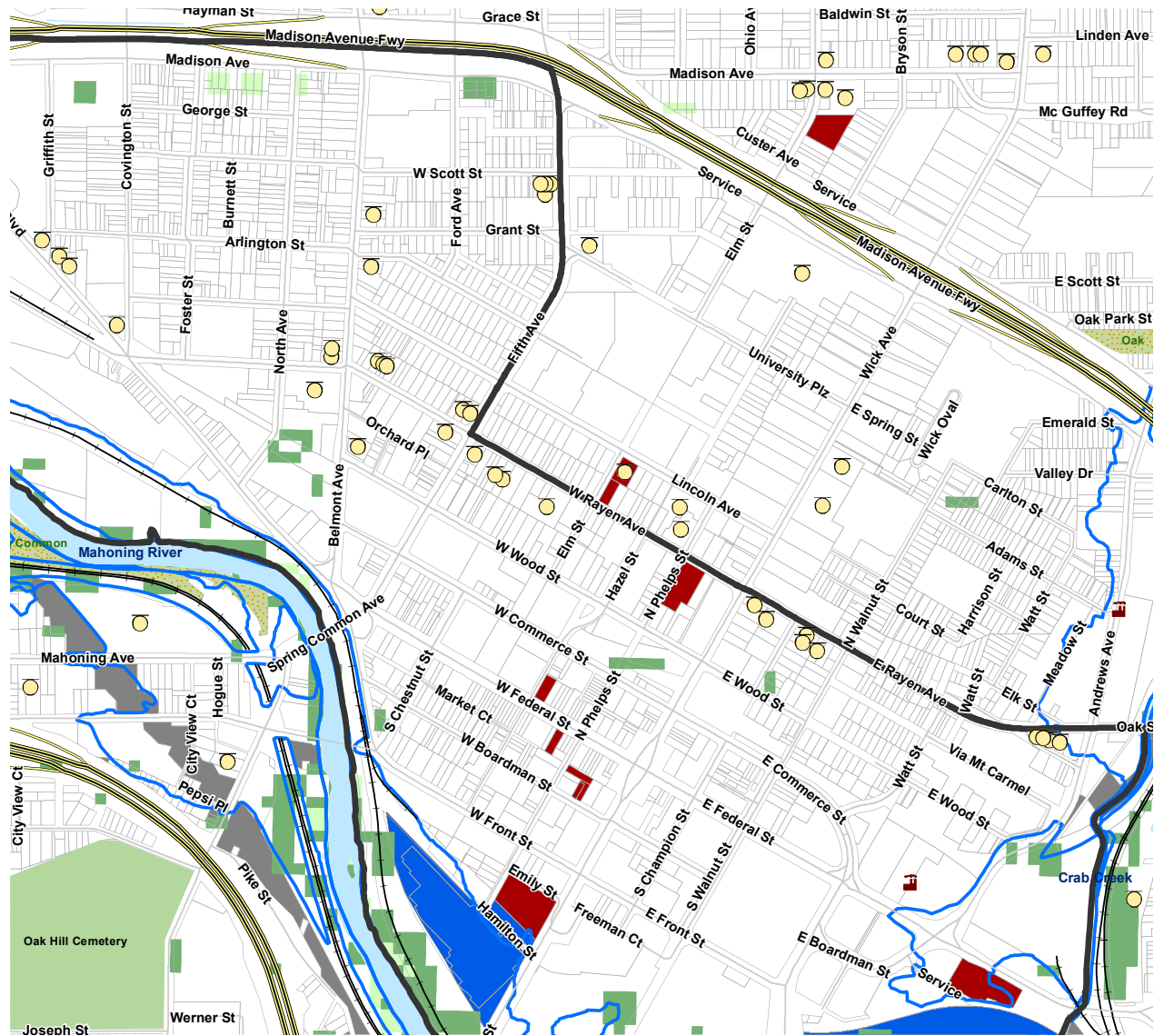




# DOWNTOWN ENVIRONMENTAL CONCERNS

## LEGEND

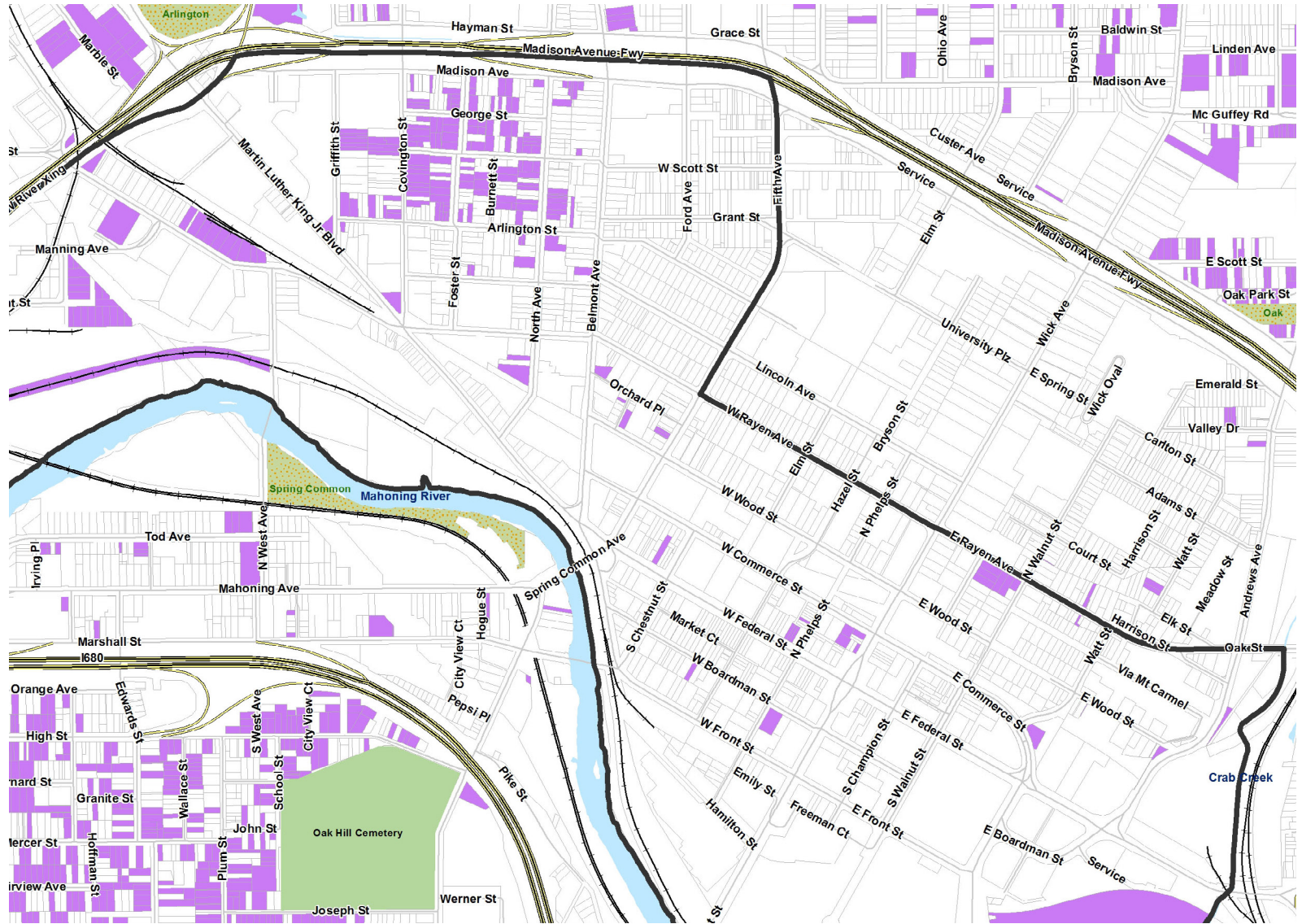
-  POTENTIAL UNDERGROUND STORAGE TANK SITE
-  MRCI LIST: BUILDING
-  MRCI DEVELOPMENT SITE
-  VACANT INDUSTRIAL LAND
-  OEPA BROWNFIELD INVENTORY
-  FEMA 100-YR FLOOD PLAIN
- Ohio Wetlands Inventory
-  SHALLOW MARSH (EMERGENT VEGETATION IN WATER <3FT)
-  SHRUB/SCRUB WETLAND (EMERGENT WOODY VEG. IN WATER)
-  DOWNTOWN VISIONING
-  HIGHWAY
-  HIGHWAY RAMP
-  SECONDARY ROAD
-  LAKE, RIVER
-  STREAM
-  CEMETERY
-  PARK
-  PROPERTIES



# TAX DELINQUENT

## LEGEND

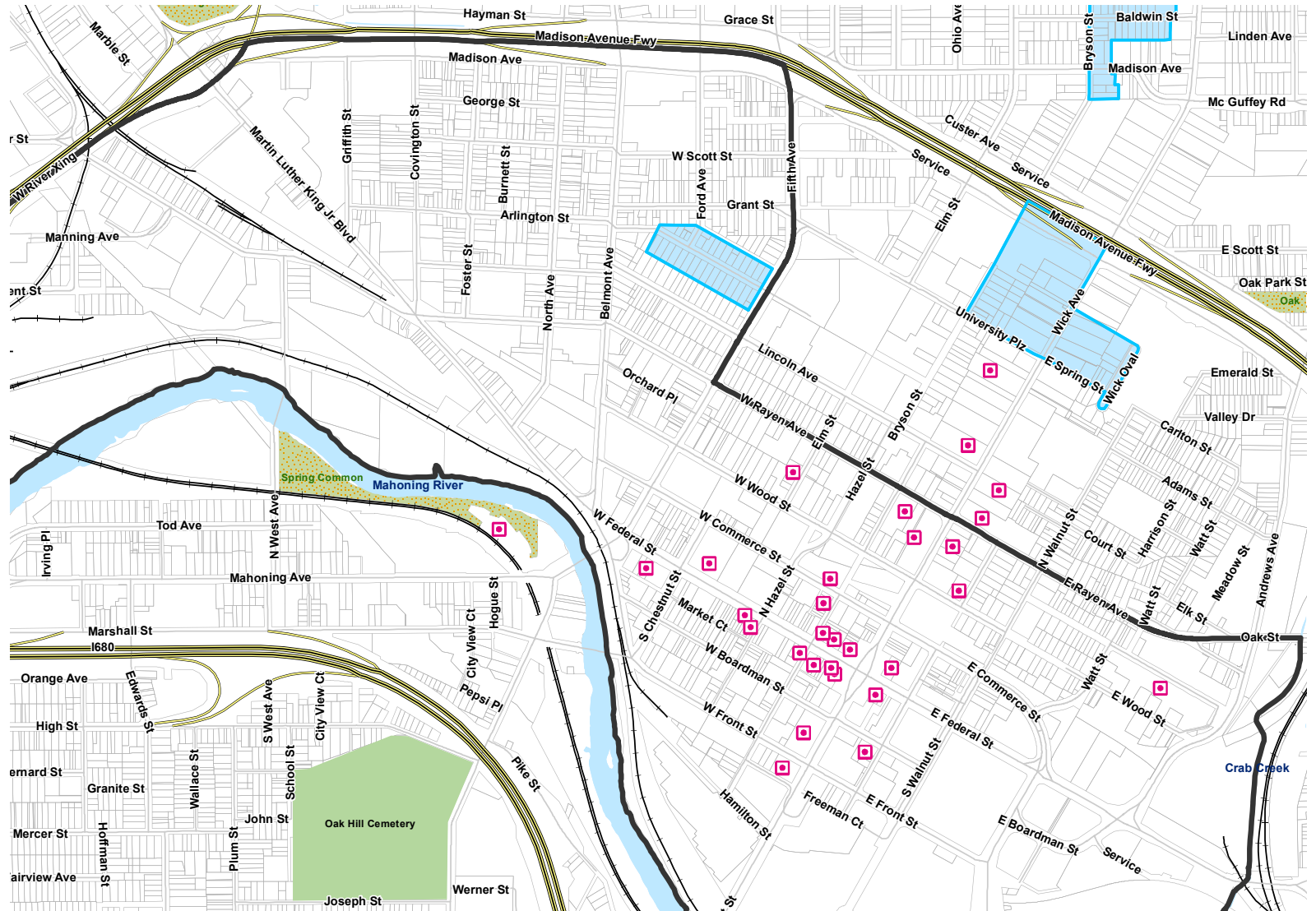
- TAX DELINQUENT
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES



# ARCHITECTURAL RESOURCES

## LEGEND

-  NRHP BUILDINGS
-  NRHP DISTRICTS
-  DOWNTOWN VISIONING
-  HIGHWAY
-  HIGHWAY RAMP
-  SECONDARY ROAD
-  LAKE, RIVER
-  STREAM
-  CEMETERY
-  PARK
-  PROPERTIES

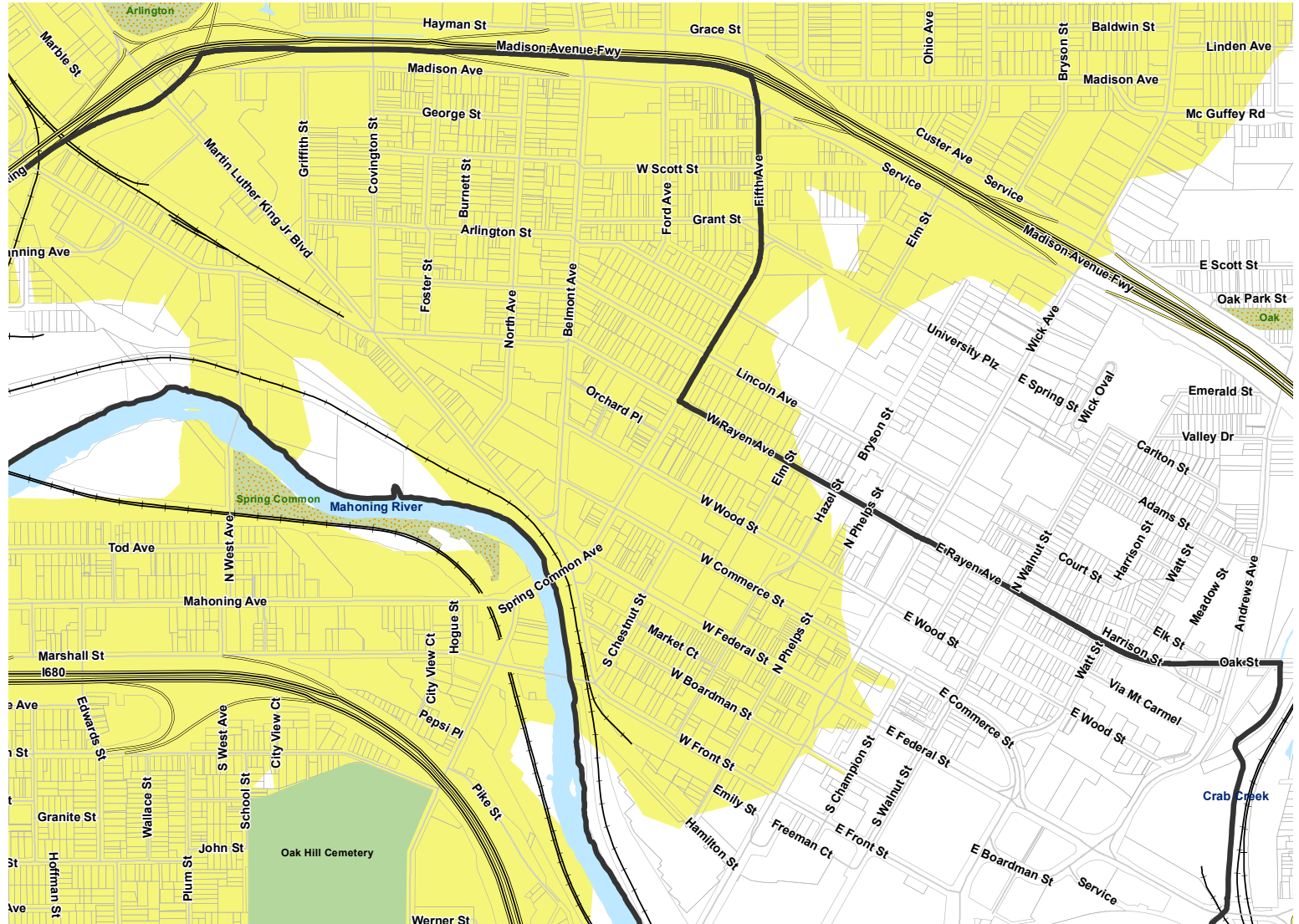


# WALKABILITY

within 1/2 mile of parks

**LEGEND**

- 1/2 MILE WALK FROM PARKS
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES

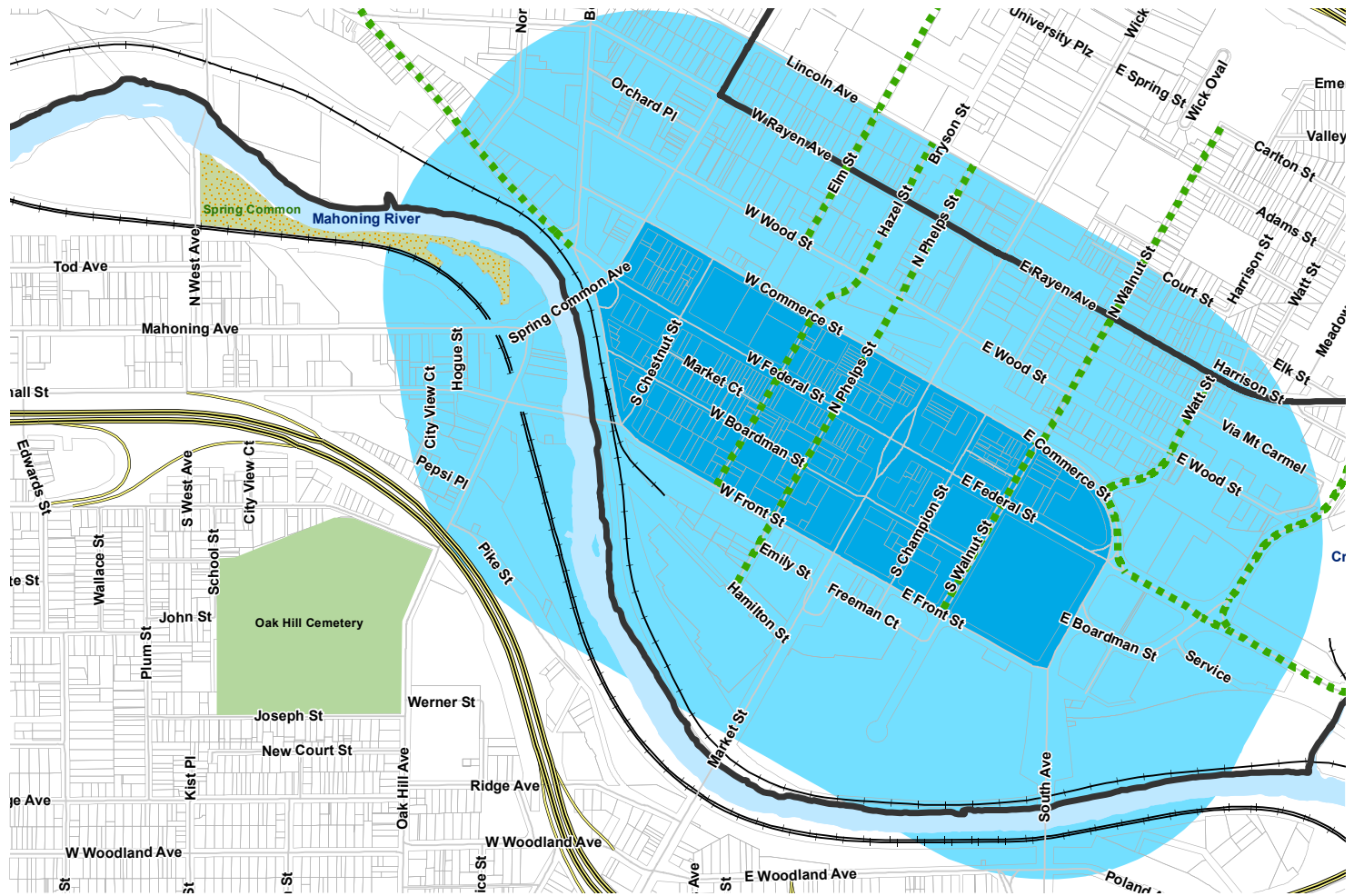




# DOWNTOWN WALKABILITY MAP

## LEGEND

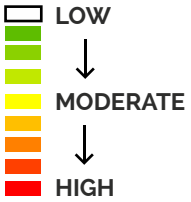
- ZONES OF TRANSIT ACCESSIBILITY
- 1,200-FOOT BUFFER
- CONNECTIONS/LINKAGES
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- RAILROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES



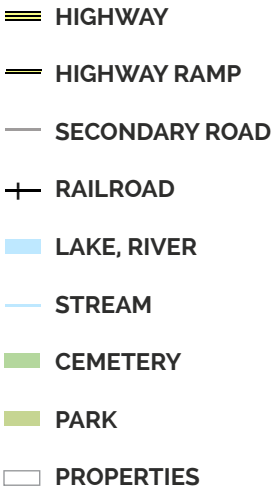
# DOWNTOWN CONCENTRATION OF CRIMES AGAINST PERSONS & PROPERTY CRIME 2011-13

## LEGEND

### CONCENTRATION OF CRIME



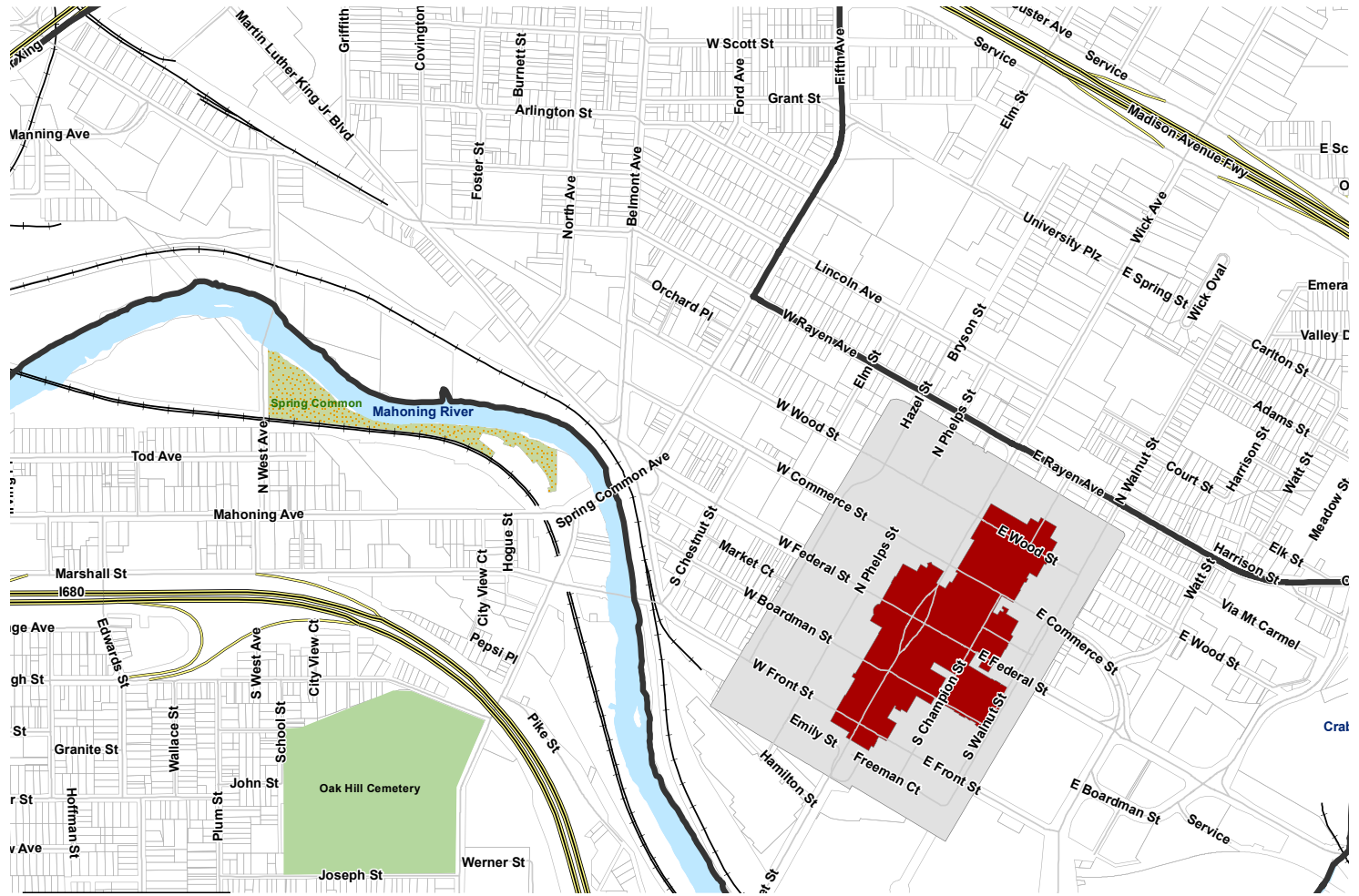
### DOWNTOWN VISIONING



# DOWNTOWN REGIONAL MALL COMPARISON

## LEGEND

- SOUTHERN PARK MALL FOOTPRINT
- MALL BUILDING
- PARCEL/PARKING LOT
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- RAILROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES



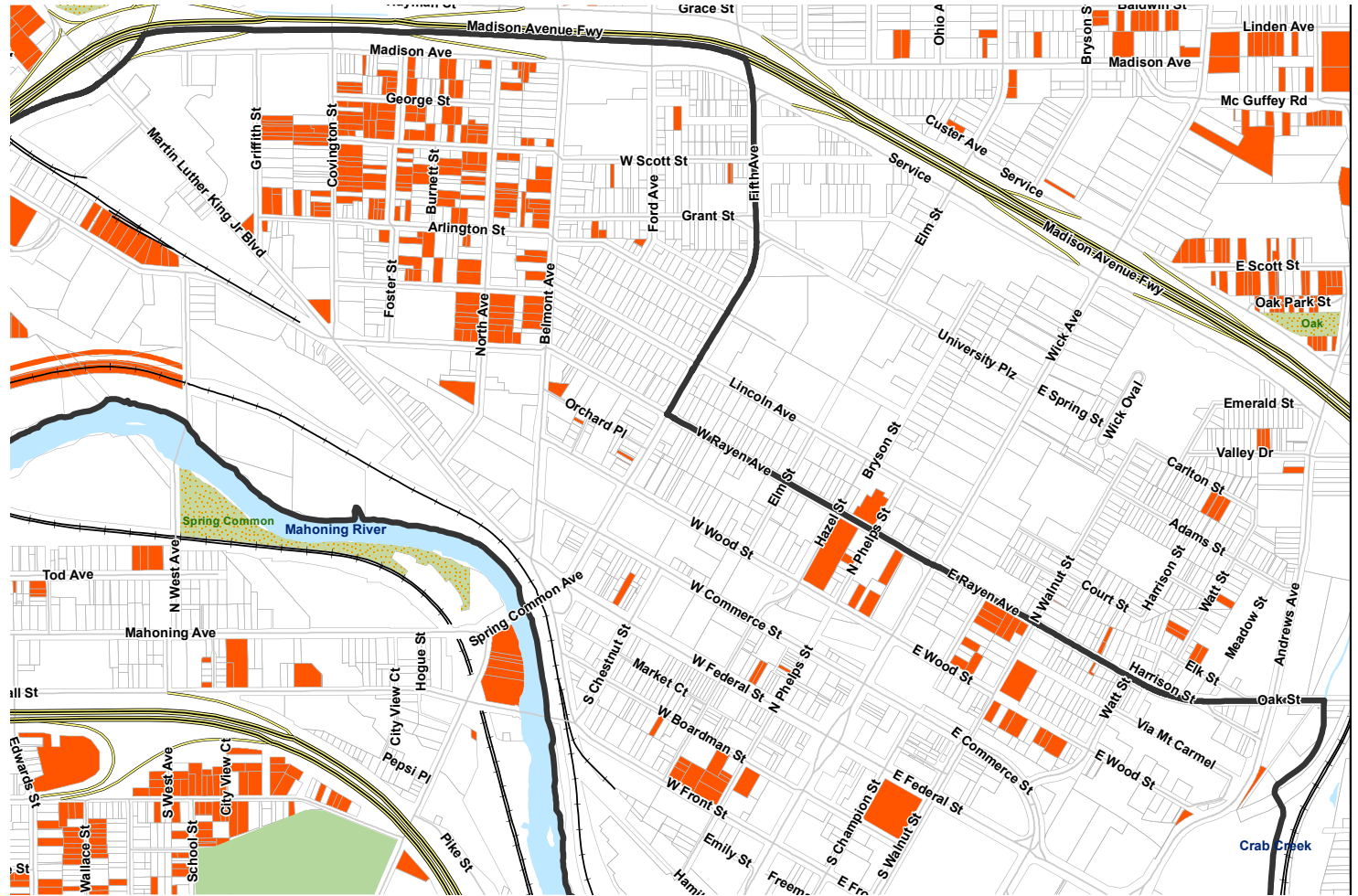




# LAND BANK-ELIGIBLE PROPERTY

## LEGEND

- LAND BANK ELIGIBLE
- DOWNTOWN VISIONING
- HIGHWAY
- HIGHWAY RAMP
- SECONDARY ROAD
- RAILROAD
- LAKE, RIVER
- STREAM
- CEMETERY
- PARK
- PROPERTIES



## Quality of Life Definition

**Quality of life is the standard of health, comfort, and happiness experienced by an individual or group.**

Components of Quality of Life:

**Safety:** The sense of physical and emotional security, primarily focused on the individual or family but also extended to surroundings

**Physical Condition:** The state of constructed and natural surroundings

**Health:** Mental and physical well-being

**Housing:** Quality dwelling options that provide shelter and safety for all residents

**Education:** The opportunity to gain a quality of education for all ages, incomes, and abilities

**Public services:** Core services provided by the city government and allied providers, ranging from utilities to maintenance and sanitation

**Prosperity & Income:** The opportunity for long-term fulfilling employment that allows for personal growth, self sufficiency, and wealth creation

**Mobility:** The ability to effectively and efficiently access employment, housing and services

**Community:** The inherent sense of belonging with neighbors, sharing common interests and working together to achieve common goals

**Environment:** The physical, chemical and biotic factors that affect the surroundings and conditions in which a person, animal or plant lives

**Recreation:** Places to accommodate physical activity and social interaction

## Quality of Business

**Network:** Proximity to related businesses, suppliers, and business services

**Cultural:** Numerous events and cultural activities that define the social composition of daily life

**Cost:** The operating cost environment for business compared to regional and peer cities

**Retail services and amenities:** Places to facilitate material, service and entertainment needs

**Services:** Effective and reliable government services that are necessary to support private investments

**Regulations:** Permitting, zoning, and other codes that need to be aligned to support job growth

**Information:** Access to necessary knowledge and data for aligning businesses with workforce, incentives and public assistance

**Access:** Strategic improvements that are necessary to ensure efficient access via highways, rail, ports, and local streets