

# STRATEGIC PLAN



Youngstown Neighborhood  
Development Corporation

2020-2022



## YOUNGSTOWN NEIGHBORHOOD



# Preface

With the end of 2019, the Youngstown Neighborhood Development Corporation (YNDC) has completed its tenth year of operation and during this past decade we have grown into a strong, results-driven neighborhood development and planning organization. We could not have achieved our success without the support and effort of the many thousands of city residents that have engaged, supported, and participated, in our work; the continued support of many funders, stakeholders, and volunteers; critical partnerships with the City of Youngstown, The Raymond John Wean Foundation, and the Mahoning County Land Bank; and the tremendous effort and hard work of our staff and Board of Directors.

The past ten years have produced many tangible outputs and outcomes which demonstrate some of our neighborhoods have begun to experience real positive change and in some neighborhoods decades long trends have been reversed. Yet the change is not fast enough and our neighborhoods continue to face many challenges, so we plan to spend the next decade continuing to improve and working together just as hard to accelerate positive change in our neighborhoods and develop quality housing for all Youngstown residents. We will begin the next decade with this three year strategic plan that will focus on success by doubling down on core and critical services our neighborhoods need and by continually improving through ongoing quantitative and qualitative data analysis. To achieve continued results we will need you and your neighbors to join us as we continue pushing to put our neighborhoods first and create better places for all Youngstown residents to live.

**REVITALIZE! NEIGHBORHOODS FIRST!**



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## Core Funders

The Raymond John Wean Foundation  
City of Youngstown

## Program Investors

AmeriCorps National Civilian Community Corps  
Bernard and Elaine Soss Family Charitable Trust  
Centers for Disease Control, Youth Violence  
Prevention  
Chemical Bank  
Citizens Bank  
City of Youngstown City Council Discretionary  
Funds  
City of Youngstown, Community Development  
Block Grant  
City of Youngstown, HOME Investment Partnership  
Community Foundation of the Mahoning Valley  
Direction Home  
Dominion Community Impact Award  
Farmers National Bank  
FHLB of Indianapolis Neighborhood Improvement  
Program  
FHLB Pittsburgh AHP  
Fibus Family Foundation  
Finance Fund  
First National Bank Community Foundation  
FirstEnergy Foundation  
Florence Simon Beecher Foundation  
Frank and Pearl Gelbman Foundation  
Garden Club of Youngstown  
Home Depot Foundation  
Home Savings Charitable Foundation  
HUD Comprehensive Housing Counseling Grant  
J. Ford Crandall Memorial Foundation  
James and Coralie Centofanti Charitable  
Foundation

John and Denise York Foundation  
John D. Finnegan Foundation  
John F. and Loretta Hynes Foundation  
Mahoning County Land Reutilization  
Corporation  
Mahoning County Lead Hazard and Healthy  
Homes  
Mercy Health Foundation  
Ohio Housing Finance Agency  
Ohio Housing Trust Fund  
PNC Foundation  
Pollock Personal Foundation  
Robert H. Reakirt Foundation  
Schwebel Family Foundation  
Seidel Foundation  
Senator Maurice and Florence Lipscher  
Charitable Fund  
The Huntington Foundation  
The Youngstown Foundation  
Thomases Family Endowment of the  
Youngstown Area Jewish Federation  
United Way of Youngstown and the Mahoning  
Valley  
US Department of Agriculture Food Insecurity  
Nutrition Incentive Grant  
Walter and Caroline Watson Foundation  
Ward Beecher Foundation  
Wells Fargo Housing Foundation  
Western Reserve Health Foundation  
William Swanston Charitable Fund  
Youngstown State University

Funders

4

**Atty. Thomas Hull**

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*Vice President*

**Mr. Steve Avery**

*Treasurer*

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**Mr. Eric Holm**

**Mr. Phil Kidd**

**Mr. Dominic Marchionda**

**Mr. Juan Santiago**

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*Construction Team Member*

**Joshua Potkay**

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*Construction Project Assistant*

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**Juan Morales**

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*Housekeeping Team Member*

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# Mission

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**YNDC** is committed to improving the quality of life in Youngstown by building and encouraging investment in neighborhoods of choice for all. We aim to accomplish this mission through a dual approach that includes strategic investments to rebuild market confidence in neighborhoods with strong assets, and broader partnership strategies to strengthen Youngstown’s community development capacity and the citywide infrastructure supporting neighborhood revitalization.

# History & Accomplishments

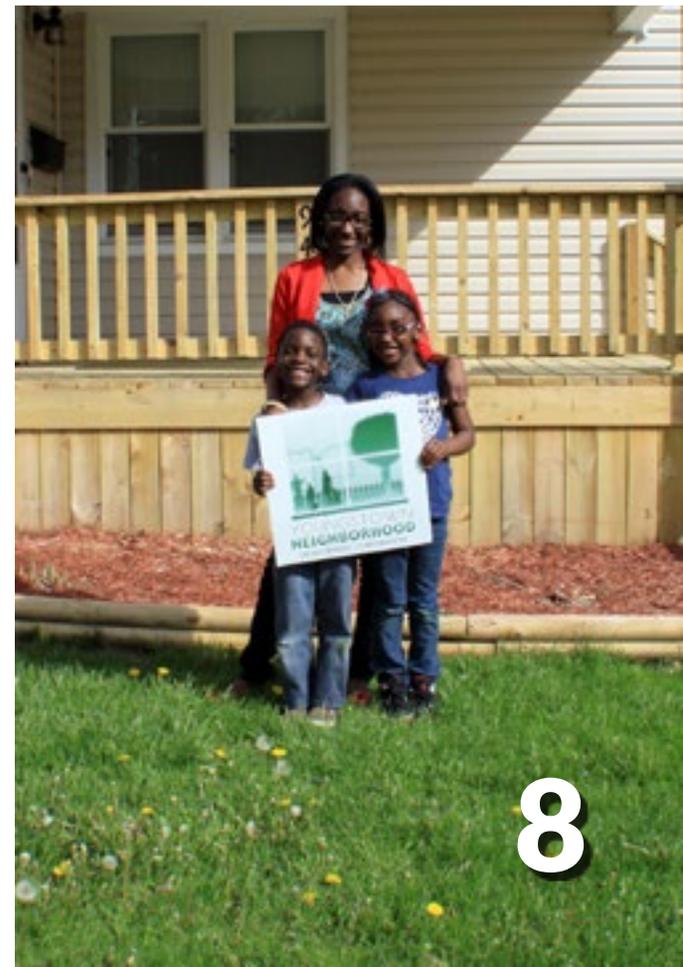


The Youngstown Neighborhood Development Corporation (YNDC) began professional operations in 2010 and has worked tirelessly to forge citywide partnerships to advance neighborhood improvement, to engage and empower residents and neighborhood groups to take action to address neighborhood challenges, to develop our internal capacity to scale up our programs to improve the quality of life and economic condition for residents, and to track and deliver a tangible and lasting impact on the revitalization of Youngstown's neighborhoods.



**Since 2010, YNDC has achieved the following milestones:**

- Developed and implemented 15 neighborhood plans in partnership with thousands of residents, leading to the demolition of over 770 blighted properties and the code compliance of over 250 properties, and over \$3 million in infrastructure reinvestment
- Rehabilitated 133 vacant units to create quality, affordable housing
- Completed 69 emergency repairs, 286 limited home repair projects, and 63 full home rehabilitations for low-to-moderate income families citywide
- Acquired and completed renovations to an underutilized commercial building for the Glenwood Business Center, now occupied by neighborhood-serving businesses and creating jobs
- Provided HUD-approved financial counseling to over 1,300 housing clients, with more than 400 now homeowners
- Provided financial counseling to over 150 small business clients



# History & Accomplishments



- Boarded and cleaned up over 2,300 vacant properties citywide, 590 tractor trailers overgrowth and debris, clearing over 6,500 illegally dumped tires, and restoring a basic sense of order and dignity to our neighborhoods
- Engaged over 12,000 volunteers in over 160 events to clean up and improve vacant properties across the city
- Engaged over 1,000 residents in neighborhood organizing efforts
- Canvassed over 2,300 households and engaged over 750 residents to improve neighborhood safety
- Coordinated a successful campaign to stop predatory housing practices from out-of-town property owners
- Provided regular lawn maintenance to over 3,000 vacant properties citywide and in strategic neighborhoods, totaling over 42,000 cuts to date



- Cleaned up over 16 miles of unsafe/impassible sidewalks and restored them to safe, usable condition
- Replaced over 9,700 linear feet of sidewalk and 43 curb ramps
- Launched a healthy food incentive program that has been used by more than 5,832 people in Mahoning and Trumbull counties
- Cleaned up and re-purposed over 520 formerly-overgrown vacant lots, including over 200 resident-driven projects
- Planted over 600 trees to restore the urban tree canopy in Youngstown's neighborhoods and corridors
- Catalyzed more than \$60 million in economic impact

Taken together these actions have resulted in positive neighborhood stabilization outcomes as documented in our Neighborhood Action Plan Impact Analysis.



# 2014-2018 NEIGHBORHOOD ACTION PLAN IMPACT ANALYSIS

YNDC analyzed various factors measuring neighborhood health and stability over time to determine the impact of YNDC and our partners' work in the neighborhood action plan areas. The neighborhood action plans were completed in 2014 and 2015; thus data points in 2014 and 2015 were used as baselines to measure progress through 2018. Some historic data, dating from before 2014, was used to provide historic context. Primary findings are listed below.



Vacancy has decreased dramatically citywide, from **3,927** vacant structures in 2014 to **2,226** in 2018.



The rate of new vacancy has slowed, particularly in action plan areas; between 2008-2014 approximately **278** structures became vacant **citywide each year**, but between 2014-2018 only **25** structures became vacant each year in **all action plan areas combined**.



Crime has decreased significantly, with **decreases in the majority of action plan areas outpacing citywide declines**.



Property values have increased significantly, from an average sale price of **\$35,235** in 2014 in action plan areas to **\$50,544** in 2018.



Tax delinquency has decreased in action plan areas with the most intervention from the Mahoning Co. Land Bank and YNDC; **half of action plan areas had a decrease in tax delinquency** while the citywide rate increased between 2014-2018.



**Homeownership rates have stabilized** in multiple action plan areas in contrast to long-term trends of rapidly decreasing homeownership in most neighborhoods in the city.

Geographies	Brownlee Woods	Cornersburg	Crandall Park	Garden District	Greater McGuffey	Idora-Indian Village	Lincoln Knolls	Pleasant Grove	Powerstown	Rocky Ridge	Taft	Upper West Side	Total NAP	Outside NAP	City of Youngstown Total
	Annualized change in own.occ. 1980-1990	-0.3%	0.0%	-0.6%	-0.1%	-0.7%	-0.5%	0.3%	0.2%	-0.4%	-0.1%	-0.2%	-0.3%	-0.2%	-0.3%
Annualized change in own.occ. 1990-2000	-0.2%	-0.1%	0.0%	-0.7%	0.1%	-0.3%	-0.6%	0.0%	-0.1%	-0.2%	-0.8%	-0.4%	-0.1%	-0.1%	-0.1%
Annualized change in own.occ. 2000-2010	-0.2%	-0.5%	-0.6%	-0.3%	-0.6%	-0.3%	-0.9%	-0.8%	-1.3%	-0.8%	-1.4%	-0.9%	-0.7%	-0.6%	-0.6%
Annualized change in own.occ. 2008-2015	-0.8%	-0.6%	-0.3%	-1.2%	-0.2%	-0.1%	-0.3%	-0.7%	-0.9%	-1.1%	-0.8%	-1.2%	-0.7%	0.0%	-0.4%
Annualized change in own.occ. 2015-2018	-0.6%	0.0%	0.2%	-0.4%	0.1%	0.5%	-1.7%	-0.7%	-0.7%	-1.2%	-1.8%	-1.3%	-0.5%	-0.2%	-0.2%
Percent Owner Occupied, 2008	76.3%	89.6%	71.4%	61.3%	61.1%	61.5%	70.3%	75.5%	65.4%	80.7%	56.5%	71.9%	74.0%	52.3%	63.4%
Percent Owner Occupied, 2015	70.7%	85.6%	69.2%	53.0%	59.7%	61.1%	68.0%	70.6%	59.4%	73.2%	50.7%	63.7%	69.3%	52.0%	60.8%
Percent Owner Occupied, 2018	69.0%	85.7%	69.7%	51.7%	60.1%	62.6%	63.0%	68.4%	57.4%	69.8%	45.2%	59.9%	67.9%	51.3%	60.1%
% Change	-2.4%	0.2%	0.8%	-2.5%	0.6%	2.4%	-7.3%	-3.1%	-3.3%	-4.7%	-10.9%	-6.0%	-2.0%	-1.3%	-1.2%
Vacant, 2008	51	34	123	77	235	139	59	44	98	96	73	139	1,168	3,406	4,574
Original Vacant, 2014	60	78	132	116	216	86	47	65	58	72	60	115	1,105	2,822	3,927
Original Vacant, 2018	32	47	50	37	116	39	11	38	34	42	31	44	521	1,705	2,226
% Change, 2008-2018	-37.3%	38.2%	-59.3%	-51.9%	-50.6%	-71.9%	-81.4%	-13.6%	-65.3%	-56.3%	-57.5%	-68.3%	-55.4%	-49.9%	-51.3%
% Change, 2014-2018	-46.7%	-39.7%	-62.1%	-68.1%	-46.3%	-54.7%	-76.6%	-41.5%	-41.4%	-41.7%	-48.3%	-61.7%	-52.9%	-39.6%	-43.3%
Total Parcels, 2008	1,237	2,922	1,628	1,110	5,477	1,239	577	1,007	1,171	2,264	706	2,520	21,858	40,689	62,547
Total Parcels, Tax Liens Sold, 2004-2008	95	148	319	196	2,871	331	131	120	262	198	136	279	5,086	16,011	21,097
Total Parcels, 2015	1,236	2,890	1,622	1,105	5,460	1,209	578	1,005	1,161	2,222	699	2,095	21,282	39,432	60,714
Tax Del Parcels, 2015	93	122	328	247	2,690	326	151	122	236	203	191	307	5,016	15,199	20,215
Total Parcels, 2018	1,236	2,890	1,623	1,105	5,461	1,210	578	1,005	1,161	2,222	699	2,095	21,285	39,441	60,726
Tax Del Parcels, 2018	110	131	302	212	2,912	237	153	116	212	208	202	286	5,081	15,379	20,460
% Change 2015-2018	18.3%	7.4%	-7.9%	-14.2%	8.3%	-27.3%	1.3%	-4.9%	-10.2%	2.5%	5.8%	-6.8%	1.3%	1.2%	1.2%
Part I Crimes, 2014	62	101	172	129	140	74	58	86	59	136	88	184	1,289	2,226	3,515
Part I Crimes, 2015	69	179	134	117	151	78	67	70	91	163	83	183	1,385	2,237	3,622
Part I Crimes, 2014-15 Total	131	280	306	246	291	152	125	156	150	299	171	367	2,674	4,463	7,137
Part II Crimes, 2014	62	100	187	217	173	121	46	95	87	170	137	205	1,600	3,975	5,575
Part II Crimes, 2015	55	88	168	156	162	114	43	59	81	122	172	220	1,440	3,321	4,761
Part II Crimes, 2014-15 Total	117	188	355	373	335	235	89	154	168	292	309	425	3,040	7,296	10,336
Reported Crimes Total, 2014-15	248	468	661	619	626	387	214	310	318	591	480	792	5,714	11,759	17,473
Part I Crimes, 2017	48	105	121	115	128	84	51	60	52	141	84	135	1,124	1,839	2,963
Part I Crimes, 2018	52	80	100	85	87	105	62	53	46	122	65	153	1,010	1,884	2,894
Part I Crimes, 2017-18 Total	100	185	221	200	215	189	113	113	98	263	149	288	2,134	3,723	5,857
Part II Crimes, 2017	64	73	145	150	156	111	43	50	54	170	96	183	1,295	3,173	4,468
Part II Crimes, 2018	64	85	185	144	158	76	33	77	46	171	93	162	1,294	3,267	4,561
Part II Crimes, 2017-18 Total	128	158	330	294	314	187	76	127	100	341	189	345	2,589	6,440	9,029
Reported Crimes Total, 2017-18	228	343	551	494	529	376	189	240	198	604	338	633	4,723	10,163	14,886
% Change (Total 2014-15 to 2017-18)	-8.1%	-26.7%	-16.6%	-20.2%	-15.5%	-2.8%	-11.7%	-22.6%	-37.7%	2.2%	-29.6%	-20.1%	-17.3%	-13.6%	-14.8%
MLS Total Count 2014	31	82	23	19	3	10	3	19	18	57	10	41	316	111	427
MLS Average/Home Sale Price, 2014 <sup>1</sup>	\$33,072.73	\$62,511.99	\$32,562.88	\$14,963.68	\$6,152.84	\$26,755.00	\$19,054.19	\$31,423.61	\$18,851.33	\$38,762.87	\$11,559.67	\$23,823.92	\$35,235.63	\$14,619.17	\$31,688.11
MLS Median/Home Sale Price, 2014 <sup>1</sup>	\$33,936.96	\$63,631.80	\$23,861.92	\$10,817.41	\$6,363.18	\$16,750.00	\$19,089.54	\$34,997.49	\$14,926.96	\$36,164.07	\$10,287.14	\$23,331.66	\$26,750.00	\$10,500.00	\$22,271.13
MLS Total Count 2018	32	114	16	17	5	9	8	29	18	62	9	43	362	113	475
MLS Average/Home Sale Price, 2018	\$42,117.09	\$71,331.08	\$63,435.00	\$21,027.18	\$24,982.00	\$49,758.33	\$22,337.50	\$47,784.79	\$24,936.11	\$55,015.56	\$14,455.67	\$30,650.09	\$50,544.14	\$25,455.36	\$44,139.96
% Change	27.3%	14.1%	94.8%	40.5%	306.0%	86.0%	17.2%	52.1%	32.3%	41.9%	25.1%	28.7%	43.4%	74.1%	39.3%
MLS Median/Home Sale Price, 2018	\$45,250.00	\$67,750.00	\$61,500.00	\$19,125.00	\$19,760.00	\$40,000.00	\$22,100.00	\$44,500.00	\$25,000.00	\$48,450.00	\$14,000.00	\$28,000.00	\$45,000.00	\$19,000.00	\$37,000.00
% Change	33.3%	6.5%	157.7%	76.8%	210.5%	138.8%	15.8%	27.2%	67.5%	34.0%	36.1%	20.0%	68.2%	81.0%	66.1%
Auditor Total Count 2014	57	120	55	39	30	35	18	42	47	62	25	87	617	407	1,024
Auditor Average/Home Sale Price, 2014 <sup>1</sup>	\$33,085.20	\$55,924.77	\$32,182.20	\$13,690.92	\$8,823.80	\$21,324.15	\$17,027.58	\$28,883.31	\$13,882.27	\$39,308.48	\$11,144.07	\$22,510.61	\$30,402.05	\$11,774.07	\$22,998.16
Auditor Median/Home Sale Price, 2014 <sup>1</sup>	\$32,097.98	\$53,496.63	\$26,748.31	\$10,913.31	\$5,171.34	\$16,048.99	\$16,048.99	\$27,818.25	\$10,164.36	\$35,575.26	\$8,024.49	\$23,538.52	\$25,678.38	\$8,024.49	\$16,048.99
Auditor Total Count 2018	58	148	33	33	32	21	20	54	35	109	19	94	656	473	1,129
Auditor Average/Home Sale Price, 2018	\$31,252.62	\$65,038.88	\$47,249.82	\$14,705.15	\$9,547.28	\$30,988.90	\$17,389.20	\$40,111.82	\$19,207.82	\$43,463.86	\$11,139.71	\$23,220.15	\$37,739.64	\$12,998.34	\$27,374.15
% Change	-5.5%	16.3%	46.8%	7.4%	8.2%	45.3%	2.1%	38.9%	38.4%	10.6%	0.0%	3.2%	24.1%	10.4%	19.0%
Auditor Median/Home Sale Price, 2018	28,000.00	64,500.00	45,000.00	14,000.00	7,250.00	20,000.00	18,667.00	34,700.00	14,666.67	33,500.00	12,101.00	20,000.00	29,331.00	10,000.00	17,500.00
% Change	-12.8%	20.6%	68.2%	28.3%	40.2%	24.6%	16.3%	24.7%	44.3%	-5.8%	50.8%	-15.0%	14.2%	24.6%	9.0%



# 2020-2022 Program Priorities



**BEFORE**



**AFTER**



# Housing

## **Citywide Market Analysis and Housing Strategy**

YNDC will complete a citywide market analysis and housing strategy. This will include a comprehensive survey of all vacant and occupied housing in the City of Youngstown, a third party housing market assessment that includes consideration of housing quality, and a comprehensive strategy to improve housing for all in the City of Youngstown.

## **Housing Counseling**

YNDC will continue to provide high quality housing counseling for as many residents of Youngstown and Mahoning County as possible. YNDC will explore the addition of landlord and tenant counseling services.

## **Owner Occupied Home Repair**

YNDC will continue to provide and grow limited repair and owner occupied rehabilitation services for as many low income homeowners as possible.

## **Emergency Home Repair**

YNDC will integrate the historic operations of Interfaith Home Maintenance Service into the organization. YNDC will work to create greater programmatic efficiency and impact for the emergency home repair program.



## Vacant Home Rehabilitation

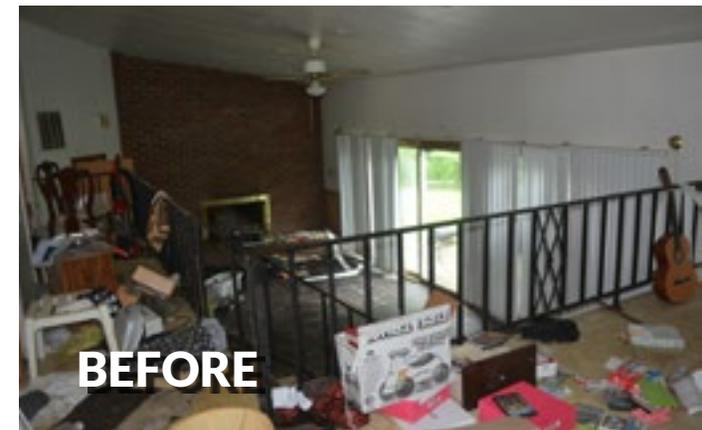
YNDC has now renovated more than 130 vacant housing units in the City of Youngstown. YNDC will explore becoming a lead abatement contractor to further streamline the organization's rehabilitation process.

## For Sale

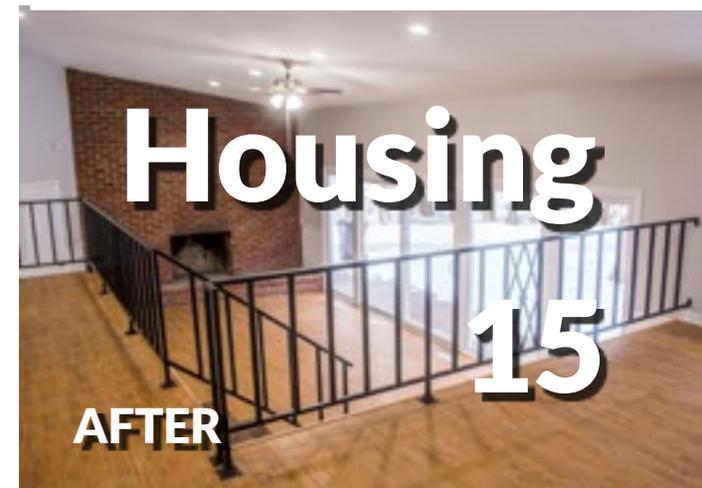
YNDC will continue to renovate vacant homes for sale to owner occupants. The volume of for sale renovations will likely continue to decrease as YNDC has renovated a large volume of the homes that were salvageable in Neighborhood Action Plan areas over the past five years.

## Rental

YNDC will continue to renovate vacant homes and multifamily buildings for the creation of high quality lead safe rental housing. These activities will be focused in the Idora Neighborhood and along the Greater Glenwood Corridor. YNDC may explore strategic and catalytic projects outside of the Greater Glenwood Corridor.



**BEFORE**



**Housing**

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**AFTER**



## Targeted New Construction

### For Sale

YNDC will complete its first new infill housing construction for homeownership project on Helena Avenue that will develop three single family homes. YNDC will explore the feasibility of other new infill construction.

### Rental

YNDC will evaluate the feasibility of new rental construction using FHLB AHP, HOME and other available sources. This will provide additional quality affordable housing and strengthen YNDC's asset base. The project will be in a strategic location and add value to the neighborhood.

YNDC will investigate the feasibility of developing new construction capacity.



**BEFORE**



**AFTER**



**BEFORE**



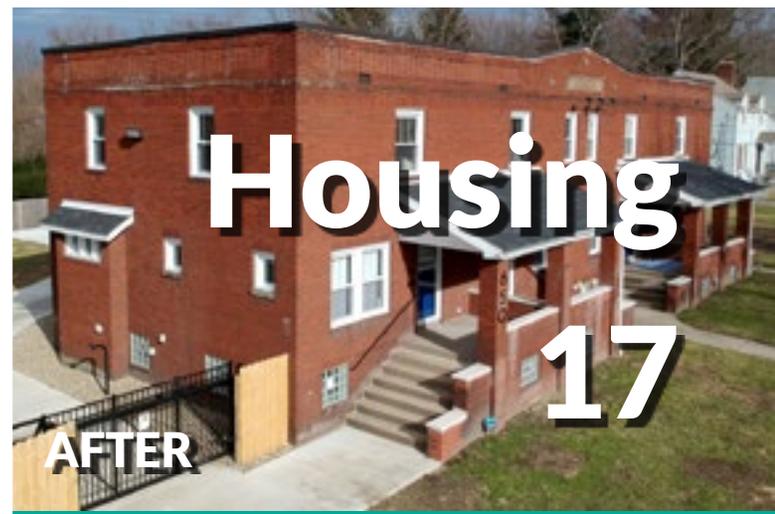
**DURING**

## **Rental Property Management**

YNDC currently has 31 rental units and plans to grow this number to 50 units. YNDC will ensure it has implemented best practice residential property management and preservation practices and all rental property management staff have received the requisite training.

## **Nuisance Property Receivership**

YNDC will work with the Youngstown Housing Task Force and resident groups to use receivership to address nuisance properties.



**AFTER**



Over the past two years YNDC has begun to grow significant neighborhood organizing infrastructure. YNDC now has a base of several hundred neighborhood residents and will continue to grow its base of leaders. YNDC will also grow its staffing to include additional organizers and canvassers.

### **Housing Task Force**

The Housing Task Force will continue to increase landlord accountability, target policy change to improve housing quality for all and eliminate housing predators, and take other direct actions necessary to improve housing quality in the City of Youngstown.

### **Infrastructure**

If YNDC's neighborhood organizing capacity is able to grow and make tangible progress on housing, then infrastructure will be added as a second campaign area. Infrastructure will include parks and all public realm infrastructure: streets, sidewalks, stormwater, etc.



**Neighborhood Organizing**

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## Grass Cutting

YNDC will continue to cut grass at approximately 400 YNDC, Mahoning County Land Bank and abandoned properties throughout the Greater Glenwood Corridor as it has for the past ten years.

## Board Ups

YNDC will continue to board up properties on behalf of the City of Youngstown.

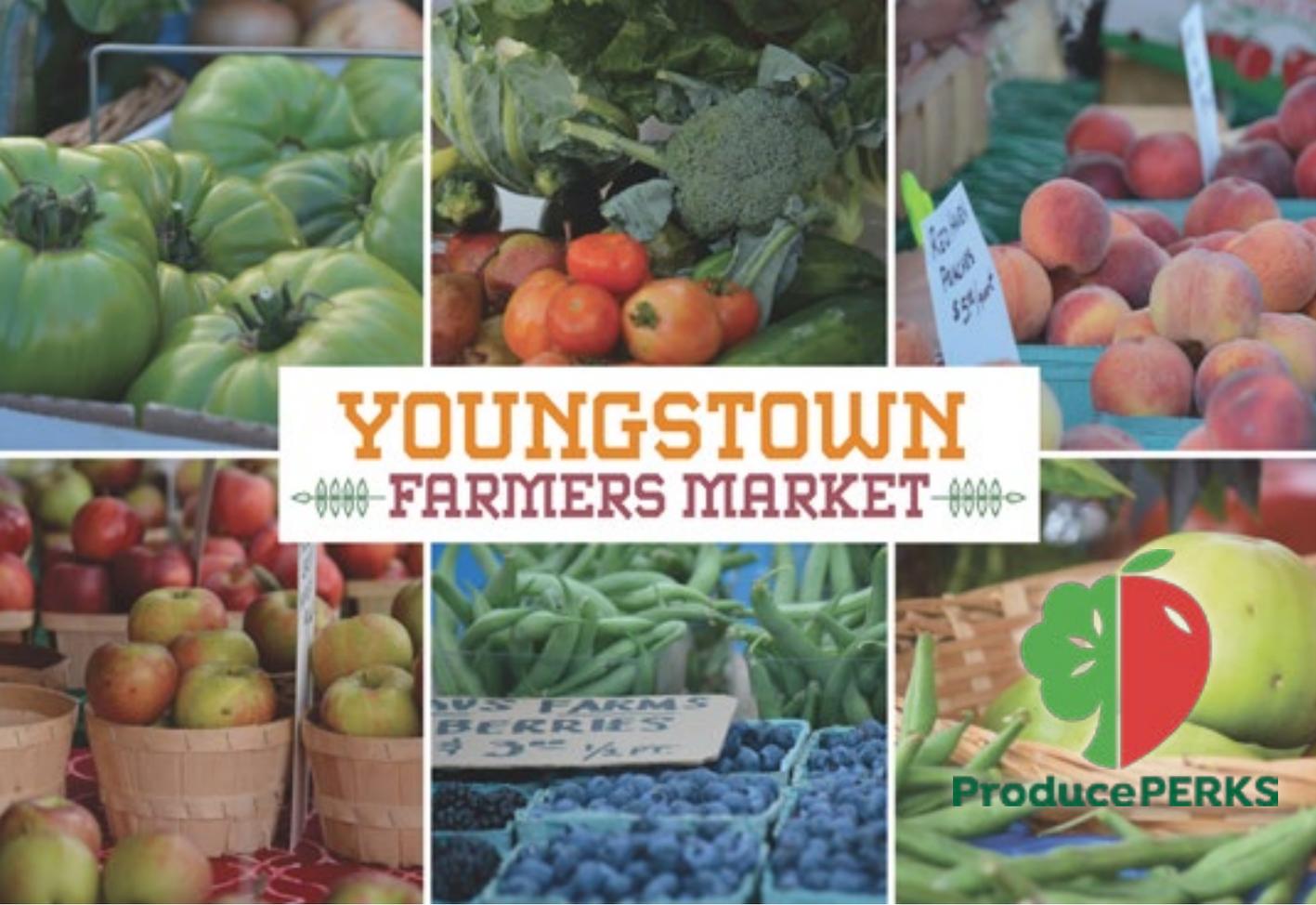
## Glenwood Avenue Corridor

YNDC will continue its overall efforts to Clean Up Glenwood Avenue. These efforts include grass cutting, greening of vacant lots, acquisition of property, and development of residential and commercial property.



# Neighborhood Stabilization

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# Healthy Eating & Active Living 20

### Double Up

YNDC will continue to operate its SNAP incentive (Double Up) program to incentivize healthy eating. The program is currently operating at nine grocery stores, four farmers markets and one coop serving several thousand residents. Once the USDA FINI grant expires, YNDC may consider transitioning administration of the Double Up program to Produce Perks, a regional nonprofit working to address inequities within our food system.

### Farmers Market

YNDC will continue to operate the Youngstown Farmers Market with Mercy Health. This will be reevaluated at the end of the USDA FINI grant.

# Organizational Capacity



## **Staffing**

Adequate staffing for current and planned programming will be evaluated. This evaluation may result in staffing changes and/or additions.

## **Staff Development**

YNDC will continue investing in staff and each professional staff person will have an individualized development plan. All staff will attend Race, Equity, and Inclusion training and YNDC will continue working to develop a staff representative of the neighborhoods and communities it serves.

## **Financial Health**

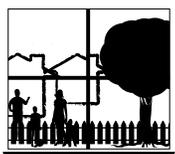
YNDC will develop a 90 day general operating reserve and continue to grow the facility reserve.

## **Data & Evaluation**

YNDC will continue to generate and collect data to document outputs and outcomes and analyze the overall impact of its work.

## **Merger**

YNDC will continue integrating staff and programmatic functions of Interfaith Home Maintenance Service after the completion of a merger in late 2019.



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