



BRAINGAIN

[Mahoning Valley]

JUNE 22, 2007

BRAIN GAIN

[M a h o n i n g V a l l e y]

Project Scope	4
Boomerang Effect	5
The Creative Class	6
Findings	8
• History	8
• Corporate Findings	11
• Business Retention & Expansion	16
• External Marketing	20
• Internal Marketing	20
• The Education Factor	22
• Crime	22
• Quality of Life	24
Wrap Up	28
References	30
Mahoning Valley Resources	33
• Trumbull County	33
• Mahoning Valley	35
• Maps	37



BRAIN GAIN COMMITTEE

Danielle Battafarano

Kelly Kiraly

Brian Laraway

Mike Latessa

Jim Leugers

Heather McMahon

Matt Morgan

Julie Scarsella

Lori Shandor

Jim Sturgill

GRAPHICS AND LAYOUT

Jennifer Marsteller

SPECIAL THANKS TO

Achieving Our Potential Committee

Mahoning Valley Professional 20/30 Club

Phil Kidd

Anthony Kobak

Sarah Lown

Ginny Pasha

Jason Whitehead

Mayor Jay Williams

John Slanina



PROJECT SCOPE

“Great spirits have always encountered opposition from mediocre minds. The mediocre mind is incapable of understanding the man who refuses to bow blindly to conventional prejudices and chooses instead to express his opinions courageously and honestly.”

– Albert Einstein, in New York Times, March 13, 1940

The Mahoning Valley is in a state of flux. While the spirit of revitalization is alive and well throughout the community, many issues continue to obstruct our forward progress. Currently, several reports on the positive aspects of the Valley are in circulation. It is not the intent of this project to restate those issues that have already been addressed, nor is it meant to be a definitive statement on what will “save” our community. Rather, this report should be regarded as a catalyst for current and future administrations, and a foundation for any endeavors meant to enact positive change in our Valley. Commissioned at the request of the Achieving Our Potential committee (a sub-committee of the Vision Council), this report on “brain gain” in the Valley was compiled by members of the Mahoning Valley Professional 20/30 Club, all of whom fit the demographic group most appropriate for this issue. The expectation for this report is that it serves as a basis for future endeavors to continue moving our Valley in a positive direction.

Over the course of several months, the focus was narrowed to four general areas of interest: history, corporate findings, crime, and quality of life. During this process, the committee reviewed reports that had been commissioned by neighboring communities. One report that drew similar parallels to what this committee hoped to accomplish was Rebecca Ryan’s Akron, Ohio report entitled, *Attracting and Retaining Talent to Greater Akron: Research, Report and Recommended Actions*. Not only did this report address issues similar to what the committee was reviewing, but it also utilized and defined a term that is essential to the vision for the Valley called the “boomerang effect”.



BOOMERANG EFFECT

The expression “brain drain” is frequently employed to explain the phenomenon of educated young people fleeing their hometowns in search of greater opportunity, and is defined as “the loss of skilled intellectual and technical labor through the movement of such labor to more favorable geographic, economic, or professional environments.”¹ For those who are familiar with the term there is nothing shocking about that definition as it is a common problem in every city. Most young adults have an urge to see what lies beyond the confines of their hometown, and in actuality, this is often very beneficial due to the real-life education that will occur. The average “boomeranger” is 25 – 35 years old and has already gained invaluable “real-world” experience. They may be considering the benefits to raising their children in their hometown, or hoping for more recognition in their chosen field due to a more intimate market. The recruitment of this type of individual is referred to as the “Boomerang Effect”. Consequently, the key to a city’s success would logically not lie in retaining these young people right out of college, but rather in bringing them back once they have gained outside experience.

Theoretically, this particular population has both the desired skills and disposable income that will benefit the local economy. The ideal “boomeranger” would possess entrepreneur capability and be able to visualize the potential that lies within the Valley for start-up companies. As the boomerangs progress in their careers they may realize that their talents are underappreciated in larger cities, where it is easy to get lost in the crowd. In response, this committee suggests the engagement of the YSU Alumni Association, Regional Chamber, and local secondary school alumni associations in the promotion of a campaign to encourage these individuals to bring their talent, resources, and most importantly, entrepreneurship mentality back to Valley. The campaign should also promote the area’s low-cost of living, highly-rated public and parochial school systems, and increased opportunities for entrepreneurs and small businesses. When the boomerangs return home, they can be encouraged to utilize their regional and national contacts locally, becoming a driving force in the revitalization of our community.

¹ Merriam-Webster Online Dictionary, www.m-w.com



THE CREATIVE CLASS

Leaders in the Mahoning Valley should also take a closer look at the boomerang effect due to the large number of individuals in this age group whose education and experience categorize them within the “creative class”. A term coined by social scientist Richard Florida, creative class chronicles a group of people that, according to Florida’s research, are an essential part of revitalization in post-industrial cities like Youngstown. Members include individuals in the arts community, scientists, researchers, architects, and teachers, as well as other individuals “whose economic function is to create new ideas, new technology, and new creative content.”¹

Many large cities are discussing the importance of educating, retaining, and recruiting young professionals and other members of the creative class. In his draft report on energy independence, Senator George Voinovich stated:

These people are a fast growing, highly educated, and well-paid segment of the workforce on whose efforts corporate profits and economic growth increasingly depend. They do a wide variety of work in a wide variety of industries. The creative class also represents the next generation of energy consumers: people who are willing to adopt new technologies, and savvy consumers who are interested in doing their part to reduce their individual energy footprint.²

Indeed, if the creative class is a pivotal part of economic revitalization, all struggling cities should be asking what attracts this class of young professionals to live and work in urban centers. In his book, *The Rise of the Creative Class*, Florida reported the following results of his study:

The most highly valued options were experiential ones. A vibrant, varied nightlife was viewed by many as another signal that a city “gets it,” even by those who infrequently partake in nightlife. They favor a teeming blend of cafes, sidewalk musicians, and small galleries and bistros... The creative-class people in my studies are into a variety of active sports, from traditional ones like bicycling, jogging, and kayaking to newer, more extreme ones, like trail running and snowboarding... Places are also valued for authenticity and uniqueness. It comes from the mix---from urban grit alongside renovated buildings, from the commingling of young and old, long-time neighborhood characters and yuppies, fashion models and “bag ladies.”³

¹ Wikipedia, Creative Class definition: www.wikipedia.org/wiki/Creativeclass

² George Voinovich, *If Sprawl Meant Jobs, Ohio Would Have Full Employment: Policies for Redeveloping a Great State*. Greater Ohio Candidates’ Briefing Book, Fall 2006, <http://www.greaterohio.org/documents/go-book-final-10-10-06.pdf>

³ “Why cities without gays and rock bands are losing the economic development race” by Richard Florida; www.washingtonmonthly.com/features/2001/0205.florida.html

Many do not believe that this type of revitalization can be achieved in Youngstown because of the degree of disinvestment that has occurred over the past few decades. However, this is exactly the reason why the Mahoning Valley is ripe for Florida's cutting edge approach. Empty buildings and warehouses are not urban decay; rather, they are "crucial to economic innovation", because the infrastructure, and consequently opportunity, is already in place. According to Florida, redevelopment of these existing structures "reinvigorates our older centers, takes the pressure off the new ones, and results in a stronger overall system of cities with which the U.S. can compete against the rest of the world in the global creative economy."

Florida is not the only expert talking about livability being a central issue for the attraction and retention of the creative class. According to one national study, "today's 25- to 34-year-olds are about one-third more likely to live in neighborhoods within three miles of a region's downtown than are other Americans. Close-in neighborhoods with higher density, mixed uses, walkable destinations, lively commercial districts, and interesting streets can make a region more competitive for talented workers."⁴

With these hypotheses in mind, our committee began to look at those issues that are most likely to attract the boomerang individuals and members of the creative class to relocate to the Mahoning Valley.

4 Cortright, Joseph. "The Young and Restless in a Knowledge Economy." CEOs for Cities. Dec 2005



FINDINGS

The following reports break down the issues that may be adversely affecting the potential for Brain Gain in the Mahoning Valley, and offer action steps to begin addressing them.

- History
- Corporate Findings
- Crime
- Quality of Life

It is the committee's belief that the history of the Valley must be taken into consideration in order to effectively plan for the future. The following section outlines definitive moments in the Valley's past that have had an effect on our present, be it good or bad. By looking into the past, it becomes easier to see changes that must be wrought in order to retain the much desired young professional.

HISTORY

Attractive History: How do we draw (and keep) Young Professionals?

The Mahoning Valley looks back at over two hundred years of recorded history and ponders the changes that brought newcomers to the area as well as what encouraged these people to stay here and contribute to the vital and thriving community we know today. Some of our older residents might question the adjectives "vital" and "thriving" unless they consider the great assets that make our community what it is today. From the continuing investment in the Warren area that brought the restoration of the Kinsman House, to the recent plans for renovation and restoration of the Paramount Theater in Youngstown, to the various cultural institutions in the Youngstown-Warren metropolitan area that draw thousands of people to the community and continue to educate and entertain the Valley's residents, the Mahoning Valley shows the signs of a most vital and thriving community. In order to discuss the present and continue moving forward to a bright future, we must first examine the important periods in our history that brought us to where we are today.

Early Settlers

After the American Revolution, several of the former colonies, now states in the new United States, quit their claims to colonial boundaries stretching from their eastern borders to the Pacific Ocean. They only reserved a portion of these claims in order to reconcile their debts from the Revolutionary period, and paid those debts through land sales and grants to veterans who the states owed compensation for their service during the War. In the northeastern corner of the new Northwest Territory (what later became the state of Ohio), Connecticut held onto a portion of land extending from the 41st parallel of latitude to the shore of Lake Erie and from the Pennsylvania state line 120 miles west (eventually to include

an additional amount of land known as the “Firelands”) as its “Western Reserve.” The Connecticut Land Company managed the sale of this land, selling off whole 25 square-mile townships to various land speculators. The new land for sale offered opportunity for many in the eastern states to acquire a large piece of land for themselves on which to prosper. With many first-born sons still serving as sole inheritor of family possessions, younger sons and daughters of the New England elite moved to the Western Reserve to stake their claim and begin their life in the “West.” This period brought our first influx of young professionals as blacksmiths, doctors, lawyers, and clergymen, and various other businessmen and women came to the Reserve to serve the new population.

Early Industrial Steps

Concurrent with the initial immigration to the Mahoning Valley, early industries developed around the rich natural resources of Northeast Ohio. Though farming supported many early families, iron furnaces sprang up in locations across the Valley, with major furnaces in the Mill Creek and Yellow Creek valleys, as well as along the Mahoning River in Niles. These furnaces produced iron for only a relatively short time, because the fuel for these furnaces was charcoal produced from nearby trees, which depopulated the forests and required the entire operation to move. A grist mill also first sprang up on Mill Creek within the first ten years of settlement. These industries offered inventive entrepreneurs the chance to flex their industrial muscles early in the Valley’s history. Coal mining also served as an early economic staple in the Valley’s history, encouraging emigrants from the British Isles to immigrate to the Valley to mine the “black diamond.” This coal, a very high grade, first fueled the early steamships of the nation, but soon was found to be a hot-burning variety ideal for iron production. Iron continued to represent a large corner of the economic market and brought new immigrants to the Valley over the course of much of the nineteenth century. Trumbull County, founded in 1800, contained much of the land of the Mahoning Valley, and saw tension between its two largest population centers. Politicians from both towns competed for attention at the state and national levels. Youngstown and Warren vied for dominance, and eventually separated when Mahoning County was formed in 1846, with its county seat in Canfield.



Post Civil War

The period after the American Civil War saw immigrants moving to the Mahoning Valley from the South. African Americans welcomed the economic opportunities offered in the Valley’s industries and became important employees of the major companies. Joining free-born African Americans, such as P. Ross Berry, a local brick mason and architect, these new arrivals contributed to the rapid growth of the Mahoning Valley in the late nineteenth century. This growth allowed the Youngstown-Warren area to be represented as a powerhouse in national affairs. Concern for the preservation of local history led to the foundation of the Mahoning Valley

Historical Society in 1875. The 1880s and 1890s saw the germination of the companies that became the giants of local industries. Iron companies began consolidation and switched over from iron smelting to steel production. Volney Rogers, recognizing the industrial expansion of

the city, worked to preserve the land along Mill Creek as a public park and helped the Ohio legislature to pass the Township Parks Act in 1891. Some new ethnic groups began arriving at this time, mainly from Italy and western and northern Europe (Scandinavia, British Isles). The immigrants encouraged music and theater in the community, and some of these early organizations founded by the immigrants continue today, such as the Maennerchor.

Early 20th Century

The turn of the twentieth century saw the United States' emergence as a world power, and the mills of the Mahoning Valley produced some of the steel driving this emergence. Immigrants from Central and Eastern Europe came to call the Mahoning Valley home, and thousands of new arrivals added to the diverse ethnic make-up of the Valley's community. These new immigrants brought with them appreciation for culture, and contributed to the support of countless music and civic organizations for the betterment of the community, such as the Youngstown Symphony. Having experienced decades of repression, people from the Austro-Hungarian and Ottoman Empires risked everything with few possessions and the treacherous voyage across the Atlantic to find new opportunities in America.

Family members sent for loved ones left behind and distinct ethnic neighborhoods grew up from this influx of people. Youngstown's population grew exponentially with the arrival of new immigrants from around the world. Concerned with higher education in the community, the local Y.M.C.A. founded what is now known as Youngstown State University in 1908. This started the Valley community on the path to skilled and professional career training that continues today. World War I encouraged continued growth and tore families apart as their homelands engaged in a global conflict unlike any seen for centuries. Local community leader Joseph G. Butler founded an art institute dedicated specifically to American art. The thriving institution is still a valuable part of the community today. The post-war period brought great economic times, but also much dissension between employers and their workers. Several workers' strikes led to unionization of several of the larger plants, while the smaller, locally owned plants' employees took a little longer to find their voice. By the end of the 1920s, the Valley saw the height of its population and economic power as related to heavy industry.

The Depression and World War II

The stock market crash of 1929 hit the Valley and the nation hard and jobs became a very precious commodity. Immigration slowed some, and area residents felt the pinch in their wallets. Starting in the 1930s, the social programs initiated by Franklin Delano Roosevelt employed many young Valley residents working on projects, such as swimming pools and civic buildings, to improve the Mahoning Valley community. The Works Progress Administration and the Civilian Conservation Corps gave Valley residents much needed encouragement and support. The programs initiated some residents into the discipline of a military life. These important skills were required shortly after these men joined the W.P.A. and C.C.C. World War II saw Valley residents again confronted with their home countries at war. Though some fear of subversive activity by people of German and Italian descent was felt, nowhere near the tension felt on the coasts evinced itself in the Valley. Thousands of Valley men and women answered the call and served the U.S. around the world, helping to liberate Europe and the Pacific and set the stage for the world we know today. Thousands of those who remained in the Valley kept the steel mills running day and night. The Valley's mills received awards from the Army and Navy for their high production during this period.

Post War Boom and Bust

After the Second World War, the Mahoning Valley saw a new boom in its industrial production, as well as the exodus of residents into suburban communities. Townships surrounding Youngstown increased in population, while the city's population began what at first was a slow decline. This height also saw the movement of commercial businesses into the outlying areas, moving shopping and services out of the city and into the suburbs. The biggest blow to the Valley economy came in 1977, when Youngstown Sheet and Tube announced the closing of its Campbell Works. Other mills closed in the late 1970s and early 1980s, taking many jobs from the community and leaving much resentment towards political leaders.

The Valley Today – A Vision for the Future

While jobs in steel and heavy manufacturing industries have decreased over the past twenty years, the proportion of manufacturing jobs in the Mahoning Valley remains higher than most regions. Though not considered a “value-added” industry, service sector employment has been increasing, providing additional jobs for Valley residents. In addition, some émigrés from the Valley have returned to enjoy the people and places they loved growing up, and the cultural resources created by this tapestry of people continue to be a boon to the community. These trends are representative of the growing “boomerang effect” in the Mahoning Valley, which will be critical to the continued advancement of industry and population within our community.

CORPORATE FINDINGS

Several cities within the Mahoning Valley are currently in various stages of economic revitalization as a result of assorted corporate initiatives. Notably, the award-winning Youngstown 2010 Plan has provided that city with the tools necessary to take concerted action toward continued community and economic development. Several organizations and sub-committees have also released studies on the next wave of industry that should be pursued by local government and development agencies. While not this committee's intent to regurgitate existing information, certain analyses are worthy of mention due to their potential relevance to local corporate efforts.

Maintaining as well as retaining quality industries is obviously beneficial to all citizens within a community. Attracting business, as well as retaining business, is a goal for all municipalities within the Mahoning Valley. This raises questions as to how, when, and why this happens in our community. The Mahoning Valley should continue to focus its energy on business attraction efforts; consistency and perseverance is imperative in order to reach our full potential.

So which industries are the most beneficial for the Valley to attract? While several studies have been completed regarding that topic, one of the most succinct explanations was provided by Sarah Lown, Director of Economic Development at Eastgate Regional Council of Governments. Illustrating the necessity of attracting “value-added” industries, Lown has said:

A new donut shop on US 224 is not really economic development. That is because people who buy donuts there are probably the people who live and work nearby. So you are just redistributing money in the same community. You are not bringing in new money. Industries that bring new money in are called “value-added”. Traditionally, mining and manufacturing have the highest margin of value-added quality. If you are manufacturing automobiles, because the whole is worth much more than its parts, it is a high value-added industry.

Though jobs in those industries that are less value-added (i.e., service) are obviously necessary in every community, it is high value-added industries that are most sought after by municipalities.

In conjunction with value-added industry many municipalities also seek to attract industries that are similar which allows for a sharing of services and ideas to occur, otherwise known as “industrial cluster identification.”¹ Professor Michael Porter of Harvard University defines clusters as “geographic concentrations of competing and cooperating companies, suppliers, service providers, and associated institutions.”¹ In other words, regions should focus their economic development efforts toward those businesses and suppliers that comprise certain industries – often those industries which are already present to some degree within the community. This in turn encourages specialized workforce training, increases productivity, and stimulates continued innovation, creating a region that is desirable for the relocation of similar industry. Dr. Frank Akpadock recently conducted a study for Youngstown State University on clusters believed to be most appropriate for our local economy, entitled The Mahoning Valley Advanced Manufacturing Initiative: Assessing the State of Advanced Manufacturing Cluster Establishments in the Mahoning-Shenango Valley. According to the report, a number of value-added establishments already exist within the Mahoning Valley; with economic assistance and the infusion of a skilled workforce necessary to fill positions, industrial clusters could be developed. Below is an excerpt from the report:

SUMMARY OF SELECTED GROWTH SECTORS ONLY AMONG THE CLUSTERS IN THE MAHONING-SHENANGO VALLEY *Composite Growth Index**

Chemical Products

3241: Petroleum and Coal Products Manufacturing+1

3251: Basic Chemical Manufacturing+1

Computer and Electronics

3346: Manufacturing/Reproducing Magnetic and Optical Media +1

3359: Other Electrical Equipment and Component Manufacturing+1

Motor Vehicles and Aerospace

3361: Motor Vehicle Manufacturing+1

3362: Motor Vehicle Body and Trailer Manufacturing.....+1

Metals and Machinery

3329: Other Fabricated Metal Products Manufacturing+1

3339: Other General Purpose Machinery Manufacturing+1

¹ www.compete.org/nri/clusters_innovation.asp

Software and IT

- 5142: Data Processing, Hosting and Related Services.....+1
- 3391: Medical Equipment and Supplies Manufacturing+1

** The composite growth index takes into consideration a number of variable index variants that includes employment growth, competitive share, location quotient, and wage growth of the sectors. Sectors were then bifurcated into above and below performance groups levels. Those above, static, or below performance median were assigned composite scores of (+1, 0, and -1) to indicate growth, no growth, or decline of the respective sectors based on this schematic:*

LOCATION QUOTIENT		SHIFT SHARE (COMPETITIVE)		WAGES	
Positive/Growth	1.25+ — +1	Positive/Growth (+)	— +1	Positive/Growth (+)	— +1
No growth	1.24 - 0.90 — 0	No Growth (0-0)	— 0	No Growth (0-0)	— 0
Decline	<0.90 — 1+ — -1	Decline (-)	— -1	Decline (-)	— -1

A roundtable of experts, including the Council of Advanced Manufacturers, was convened to give feedback for this report. The group created the following three measurable goals for the Valley:

- 1. Promote industry networking and collaboration among industry stakeholders, higher education, and regional development organizations.
- 2. Attract, develop, and retain a qualified, highly-skilled workforce that would support the growth of Advanced Manufacturing firms in the Mahoning-Shenango Valley
- 3. Promote and support the Advanced Manufacturing industry in the region as a fundamental stepping-stone into the New Economy, and break down the existing and perceived barriers towards the realization of this goal.



The idea of forming clusters is already well underway within the Mahoning Valley. The Business Incubator, located in Youngstown, is currently undergoing a \$5.8 million expansion to develop a technology cluster downtown. The following three corporate profiles chronicle local companies who have initiated unique business concepts and embody the type of emergent industry that the region should be targeting for retention and attraction, as illustrated in the aforementioned report.

Corporate Profile: M7 Technologies

Established in 1918, M7 Technologies began as a bronze foundry in Warren, Ohio. Now, nearly 90 years later, they have relocated to Youngstown, Ohio with a focus on large-equipment repair for heavy industrial

manufacturers. M7 Technologies has expanded to become a nationwide provider of laser scanning and laser tracker service, with facilities that include a 46,000 square foot full-service manufacturing and repair facility. Recently, they became the first testing ground in

the United States for three-dimensional imaging equipment, and CEO Mike Garvey not only sees the potential for growth within his organization, he also sees M7 as an opportunity for collaboration. He believes a partnership between industry and Youngstown State University will provide a more highly-skilled workforce for his own firm, as well as other local companies who stand to benefit from the new imaging technology.

Corporate Profile: Turning Technologies, LLC

Turning Technologies began manufacturing housed under the umbrella of The Business Incubator in downtown Youngstown. They develop interactive response systems utilizing the latest software and hardware tools available and transform them into state-of-the-art applications for audience response. The company's flagship products, TurningPoint® Software and Responsive Innovations ResponseCard® (Keypads), integrate with Microsoft PowerPoint® software, providing the most advanced combination of knowledge and technology currently available in the field of audience and student assessment. Recently, they expanded their dedicated international distribution efforts into more than 33 countries. The company has entered into strategic alliances with third-party global brands and is leveraging these relationships to increase global market penetration. A sample of national distribution partners for Turning's audience response technology include Canada, Mexico, Brazil, United Kingdom, France, Benelux, Malaysia, and Singapore. Turning Technologies has experienced rapid growth in the domestic US market in the last three years. During that time, the company has seen significant success by partnering with two successful international distributors in Australia and the United Kingdom.²

Corporate Profile: Exal Corporation

Exal Corporation, located in Youngstown, Ohio, is part of an international group that manufactures aluminum containers for a variety of industries, including Coca-Cola and Anheuser-Busch. The Youngstown plant's production capacity is nearly 400 million units annually. They have also recently received a 55 percent tax credit for a ten-year term to expand operations. The company extrudes aluminum containers for a variety of uses, primarily involving containerization of cosmetic and personal hygiene products. Exal Corporation intends to fill the remaining space in its Youngstown facility with two additional lines of equipment. The \$22.6 million project is expected to create 33 additional jobs within the first three years of operation and retain 124.³

In addition to emerging high-tech industries, warehousing and distribution firms function well in traditional sectors, such as food processing, plastics, and printing. Bill DeCicco, Executive Director of CASTLO Community Improvement Corporation, was quoted in a recent interview with the Business Journal discussing existing and emerging industry in the Valley. He states that nearly ten million people can be reached within a 100-mile radius of Youngstown via Class-1 rail carrier access. Statistics show that the Youngstown-Warren region is also situated within 500 miles of 50 percent of the United States population, over 60 percent of national purchasing income, and ten of the top 25 US metropolitan markets. These statistics, paired with the ease of rail, highway, and air transportation access throughout the region, set the Mahoning Valley apart as a prime location for warehousing and distribution companies. In fact,

² <http://www.turningtechnologies.com/turningpoint/history.cfm>

³ <http://taftnews.org/releases/Archive2003/012803taxcredits.htm>

employment projections for the Youngstown-Warren-Boardman MSA, predict significant job growth within this sector over the next ten years.⁴ DiCicco also quoted a study conducted by the Youngstown State University Center for Urban Studies in 1998, which proved Youngstown to be a more desirable location when compared to Columbus in nearly every aspect.⁵

The Mahoning Valley is already home to a number of warehouse and distribution firms, including regional satellites of national corporations including Toys 'R' Us, K-Mart, and Frito-Lay. The Valley is also home to the headquarters of a number of local distribution firms that have expanded their operations to nationwide distribution. The following two profiles illustrate local distribution firms who have grown their business to a national level, yet have maintained office operations within the Valley.

Corporate Profile: AVI Foodsystems

Founded in 1960 and headquartered in Warren, AVI has rapidly become the largest independently owned and operated food service company in the United States. Employing thousands, AVI services millions of consumers daily from branches strategically located throughout the Midwest and eastern United States. Ms. Patrice Kouvas, President, attributes this success and unprecedented growth to exceptional quality and customer service. Serving some of the most prestigious institutions in America, including universities, medical centers, and corporate headquarters, AVI is consistently ranked in the top ten on the Top 500 Women Owned Businesses list as compiled by diversitybusiness.com; Kouvas was also recognized as a 2006 Business Star by the Women's Business Enterprise Council.⁶

Corporate Profile: Nannicola, Inc.

Headquartered in Youngstown, Nannicola, Inc. is one of the largest distributors of charitable gaming products in the United States. Founded nearly 75 years and three generations ago, Nannicola has more than 100 employees at its 70,000 square foot distribution center who service customers in over 30 states.

BUSINESS RETENTION AND EXPANSION

Addressing the needs of existing business is imperative to ensure the survival and growth of local industry. The reality of economic development is that a greater proportion of jobs result from business expansion within a community rather than recruitment of new business to a community. Though corporate recruitment draws newspaper headlines, it is job growth through small- to medium-sized businesses that drives a local economy.

Growth and expansion of business within the Mahoning Valley is predicated upon the principles of basic customer service. If a customer is dissatisfied, it is necessary to determine the cause, and at the very least, acknowledge the issue if it cannot be corrected. During the

⁴ Ohio Department of Jobs and Family Services, Bureau of Labor Market Information, Office of Workforce Development: "Youngstown-Warren-Boardman MSA Job Outlook to 2014"

⁵ The Business Journal, February 21, 2007 Interview, Dennis LaRue and Andrea Wood, www.business-journal.com/default.asp?sdetail=6966

⁶ AVI Foodsystems: www.avifoodsystems.com/about/index.html

CITY COMPARISON FINANCIAL STATS

Rank	City	Median Family Income (per yr)	Sales Tax	State Income Tax Rate (lowest-highest)	Auto Insurance Premiums (state avg.)	Job Growth % (2000-2005)
	Youngstown, OH	\$33,959	6.50%	0.71%-7.19%	\$1,806	-5.30%
	Akron, OH	\$43,338	6.25%	0.71%-7.19%	\$1,806	-0.66%
	Cleveland, OH	\$32,140	7.50%	0.71%-7.19%	\$1,806	-2.52%
	Cincinnati, OH	\$39,633	6.50%	0.71%-7.19%	\$1,806	-4.94%
	Pittsburgh, PA	\$42,796	7.00%	3.07%-3.07%	\$2,497	-0.61%
	Flint, MI	\$33,980	6.00%	3.90%-3.90%	\$2,575	-1.82%
1	Fort Collins, CO	\$64,623	6.70%	4.63%-4.63%	\$2,194	6.13%
2	Naperville, IL	\$112,258	6.75%	3.00%-3.00%	\$2,006	12.14%
3	Sugar Land, TX	\$101,168	8.25%	n/a	\$2,490	30.53%
4	Columbia/Ellicott City, MD	\$96,082	5.00%	2.00%-4.75%	\$2,813	11.58%
5	Cary, NC	\$98,360	7.00%	6.00%-8.25%	\$2,203	16.14%
6	Overland Park, KS	\$89,792	7.53%	3.50%-6.45%	\$2,108	10.07%
7	Scottsdale, AZ	\$84,747	7.95%	2.87%-5.04%	\$2,588	8.75%
8	Boise, ID	\$58,489	5.00%	1.60%-7.80%	\$1,738	12.11%
9	Fairfield, CT	\$113,429	6.00%	3.00%-5.00%	\$2,505	4.05%
10	Eden Prairie, MN	\$105,177	6.50%	5.35%-7.85%	\$2,173	7.33%
	Best places average	\$76,893	6.55%	2.74-6.46%	\$2,207	10.97%

release of the preliminary report, much discussion ensued with regard to this section due to the difficulty of compiling all information available from a number of local and regional sources. However, if several different individuals have been told similar accounts regarding the decision of any firm to leave or not locate within the region, then it obviously deserves a closer look. The fact that these firms are not tracked is somewhat troubling.

Many communities throughout the nation focus their economic development initiatives on accelerating the expansion of high-growth firms while ensuring the continued health of stable business. A key feature of successful programs is a proactive approach to addressing the concerns and needs of local business. Currently, there is no central database to track companies that have inquired about location or expansion activities in the area. According to the Regional Chamber, most inquiries received are from retail or service firms. These types of companies often work directly with a local real estate broker in the pursuit of office space. This, in turn, makes it difficult to track and monitor interest in the area. The Chamber believes it receives most inquiries from out-of-town manufacturing, distribution, and business service companies, and distributes them to the appropriate development agencies.

It should be noted that several proprietary business database programs are made available for the use of municipalities and local economic development agencies, including Synchronist® and ExecutivePulse®. The following programs have received attention for their progressive approach to policy and service in business retention, expansion, and location initiatives:

Program Profile: Advantage Canton, Canton Regional Chamber of Commerce

The Canton Regional Chamber of Commerce initiated its Advantage Canton program for business retention and expansion in 2004. It was the Chamber's goal to create a database of businesses within the region, to categorize their needs and concerns, and to work specifically with individual companies to address those concerns. Four rounds of surveys are now complete, and though business owners remain somewhat cautious, the database has provided the Chamber with the tools to help define, organize, and analyze information – providing valuable insight into the dynamics of the local economy through the evaluation of growth potential, risk of relocation/downsizing, satisfaction, and employment trends.⁷

Program Profile: Ohio Business Retention & Expansion Initiative

Serving as a resource for Ohio communities to identify and address opportunities and issues that impact local and regional economies, the BR&E program provides tools, training, and resources to monitor and analyze economies, using the information as a basis for economic development action and planning. Since 1986, over 135 Ohio communities have participated in the program, which includes training, data entry and analysis software, online access to forms, reports, questionnaires, and program support.⁸

Objective

Establish a centralized web-based database and survey prospective businesses; then follow-up with existing companies as well as those that are new to the area on satisfaction level and/or concerns.

Strategy

- Consider purchasing proprietary business database programs such as Synchronist® and ExecutivePulse® to assist with tracking companies.
- Participation in the database should operate on a volunteer basis. The database would be available to cities,



⁸ Ohio Business Retention & Expansion Initiative: localecon.osu.edu/BRnE/

townships, local realtors and other organizations. These entities could log in and input the prospect's information, which would allow all parties to store and share information in a centralized and accessible location.

- Once information has been collected, a survey of all prospects should be completed by different local officials who focus on business attraction and retention. By utilizing this larger database, an increased sampling of data is acquired and recurring issues can be addressed.
- The key to this working is ongoing collaboration between local and regional officials.
- COOPERATION: the Chamber is the leader of the marketing and business attraction efforts; use that influence to bring all entities into one focused unit as the face of the area. A sense of the common good should be adopted by all parties involved. When one city or township acquires a new business, this is good for the entire area. Creating this cooperation is crucial for survival.

Information regarding business start-ups has been obtained from both the Regional Chamber and the Ohio Department of Development. The attached spreadsheet analyzes companies that have located within Trumbull and Mahoning Counties over the past five years, including industry type and number of jobs created. Mostly manufacturing plants and call centers, it remains unclear exactly what caused these companies to locate in the Valley. Any questions of future expansion also remain unanswered. Follow-up interviews with these companies would be necessary in order to answer these questions.

EXTERNAL MARKETING

The greatest business marketing efforts in the Mahoning Valley stem from the Youngstown-Warren Regional Chamber. In addition to their efforts, the Cities of Youngstown and Warren, the Mahoning Valley Economic Development Corporation, CASTLO Community Improvement Corporation, Warren Redevelopment and Planning, and other associated economic development agencies conduct business attraction efforts on a regular basis. These efforts include trade show attendance, advertising in national publications, and communication with business site consultants. The Regional Chamber also performs these duties at the state and region level. The exact frequency of activities or budget for these organizational efforts is unknown at this point. The Chamber reports they have the most extensive program in the area.



2005 OHIO PRIVATE INVESTMENT LIST

Region	County	Company	City	SIC	Product Type	Jobs	Investment	Square Feet	New	Exp
12	Mahoning	Exal Corp	Youngstown	3354	Aluminum cans Mfg	136	\$54,000,000	200,000		Exp
12	Mahoning	IES Systems	Canfield	3825	Test equipment Mfg	10	\$1,000,000	6,200		Exp
12	Mahoning	InfoCision Management	Youngstown	7389	Call center CC	250	\$1,000,000	0	New	
12	Mahoning	Miller Products Inc	Sebring	2759	Printer - LABELS Mfg	27	\$1,800,000	0		Exp
12	Mahoning	Perfecta Products	Beaver Twp	5047	Skin care products Mfg	0		37,000		Exp
12	Mahoning	Wendelin House	Youngstown	5051	Steel Dist	42	\$2,800,000	150,000	New	
12	Mahoning	Youngstown Pipe & Supply	Youngstown	3312	Pipe products Mfg	18	\$1,080,000	0	New	
12	Trumbull	American Way Manufacturing	Lordstown	3089	Vinyl fencing Mfg	31	\$2,300,000	50,000	New	
12	Trumbull	McDonald Steel	McDonald	3312	Steel Mfg	25	\$7,000,000	0		Exp
12	Trumbull	Niles Building Products	Niles	5031	Wood products Dist	2	\$1,070,000	20,000	New	
12	Trumbull	Phillips Manufacturing	Niles	3444	Fabricated metal products Mfg	5	\$1,800,000	0		Exp
12	Trumbull	Pittsburgh Forest Products	Vienna Twp	5031	Plywood Dist	30	\$2,400,000	190,000	New	
12	Trumbull	RMI Titanium	Niles	3356	Titanium products Mfg	0	\$7,000,000	0		Exp
12	Trumbull	Starr Fabricating Inc	Vienna Twp	3444	Sheet metal fabrication Mfg	30	\$1,100,000	0		Exp
12	Trumbull	Warren Fabricating Steel	Hubbard Twp	3312	Plate steel Mfg	100	\$130,000,000	150,000	New	
12	Trumbull	West Corp - ph 2	Niles	7389	Telemarketing CC	700	\$1,000,000	0		Exp

Region 12 Totals **19**

1,471 **\$22,915,000** **803,200**

State Totals **573**

20,450 **\$3,820,153,000** **25,396,270**

Objective

Obtain and use information gathered from employer and business surveys, and investigate information-sharing opportunities with other Chambers of Commerce and economic development agencies outside of Ohio.

Strategy

- Compare the data to the marketing materials currently being used by development agencies; if necessary, modify and update current marketing plans and materials.
- Use the comparison and resultant information from corporate surveys to develop more extensive marketing strategies for the Valley. This can include a review of different marketing tactics and materials, as well as budgeting issues, and would allow the Chamber to strengthen current efforts.

INTERNAL MARKETING

Unfortunately, most individuals have witnessed or participated in unconstructive commentary about the Mahoning Valley. Several regional and national publications also have portrayed the area in a negative light. In essence, the residents of this Valley are our own worst enemy in the public relations battle. This is not to say that residents and news agencies should always paint a rosy picture; rather, good news should be promoted while the region continues to address challenging issues regarding safety and development. While we cannot control what outside publications chose to report, our local media and residents must share the weight of promoting a positive self-image.

Media Profile: The Charlotte Observer

Receiving accolades from the Pew Center for Civic Journalism, in 1996 the Charlotte Observer took matters into their own hands and spent six months covering town meetings and coordinated community efforts in local neighborhoods experiencing high rates of violent crime. According to the Pew Center:

The newspaper took an activist role by asking residents in the crime-ridden neighborhoods to report on the root causes of crime and to participate in the search for solutions. This newspaper effort was grounded on unusually strong neighborhood-by-neighborhood reporting. The newspaper listened to and wrote about people whose voices are rarely heard. Residents all over Charlotte responded, demonstrating that an aroused community can, within the system of public life, take responsibility for its own well-being.⁹

⁹ Etter Lauren. "College Admissions: Is Gate Open or Closed?" The Wall Street Journal. 25-26 Mar 2006: A7.

What is appealing about the Observer’s approach is that it sought to engage the community through collaborative problem solving. This proactive approach not only benefits the community as a whole, but also allows members of the media to retain the distance they require in order to report the news without perceived bias.

Objective
Get on the offensive!

- Strategy
- All of the constructive news and local success stories which are happening throughout the area must be shared with the greater region, state, and country. Independent groups, individuals, and corporations in the Mahoning Valley need to be encouraged to spread the good news with national press releases.
 - Local media should be commended for positive local stories and their commitment to revitalization; still, more can and should be done to continually refocus our local community on the many successes and benefits to living in the Mahoning Valley.

THE EDUCATION FACTOR

Of course, all of these strategies would be rendered ineffective if corporations were unable to expand or locate in the area due to the absence of a skilled workforce. According to local business owners, this is a constant source of frustration in the Mahoning Valley and is cited as the number one factor in business relocation decisions. Census data shows that only

COLLEGE ED MIGRATION

Percent of 2000 Single Population, age 25-39, with at least a bachelor’s degree, that Migrated between 1995-2000

MSA	Migrated In	Migrated Out	Net Change
Youngstown-Warren	17.2%	40.3%	-23.1%
Toledo	28.2%	56.7%	-28.5%
Pittsburgh	21.4%	35.3%	-13.9%
Cleveland-Akron	24.1%	25.6%	-1.5%
State	Migrated In	Migrated Out	Net Change
Ohio	16.2%	25.5%	-9.3%
Pennsylvania	16.9%	29.1%	-12.2%
Source: Census Bureau Migration Reports			

11.8 percent of the population in Mahoning County (ten percent in Trumbull County) holds a college degree, compared to a national average of 15.5 percent. A number of local agencies and organizations are currently addressing this pressing issue in our community, including the Mahoning Columbiana Training Association (MCTA).

Concerns regarding higher education reiterate the importance of attracting and retaining a “creative class” of individuals who, some believe, are a driving force of the regional economy. If one was to look at thriving metropolitans, a direct correlation could be drawn to the proportion of college graduates. “A typical full-time worker in the US with a four-year college degree earns about \$50,000; 62 percent more than one with only a high school diploma. The college-educated worker pays about 80 percent more in federal, state, and local income taxes.”

It is imperative that local and regional agencies place continued emphasis on the creation of a more skilled and reliable workforce. Recently, the Youngstown Entrepreneurial Academy (YEA) was established through a partnership between the City of Youngstown, the National Center for Entrepreneurship, Mahoning-Youngstown Community Action Partnership (MYCAP), the Youngstown-Warren Regional Chamber, and the YSU Small Business Development Center. The YEA plans to offer rigorous courses in entrepreneurship for women and minorities who are looking to start their own businesses. It is this education, encouragement, and sponsorship that will drive local individuals to start, grow, and finance successful small businesses in the Mahoning Valley.

It is the hope of this committee that local organizations and community leaders continue to examine the concerns facing our Valley with regard to higher education, and strive to make the necessary changes to provide the highly-skilled workforce necessary for value-added economic development.

CRIME

Though the level of violent crime in the Mahoning Valley has decreased steadily over the past decade, it remains higher than that of many similarly-sized communities. The vacation of human and economic capital, partially a result of “brain drain,” has created growth in both unemployed and underemployed populations. Over the long term, reducing brain drain will also reduce levels of economically-motivated crime in our community.

The Reality of Crime

Despite statistics illustrating that crime in Youngstown decreased 21 percent between 2000 and 2004, perceptions of increased violent activity continues to pervade the community. The realities of crime are often distorted by outside influences, including significant media coverage of single, high profile incidents paired with increased television production of both fictional and factual crime programs.

Objective

Mayor Jay Williams agrees that the public perception of crime is worse than reported figures, but he continues to stress that “even

one crime committed is unacceptable for the area.” Through the creation of an effective community policing program, the level of violent crime could be reduced in several neighborhoods while allaying fears of criminal activity throughout the Valley.

Strategies

- Combine resources of local police departments, government leaders, community members, and places of worship in neighborhood-based non-tolerance programs.
- Enforce an 11:00 pm curfew for minors, with violators being held in a truancy center.
- Actively engage at-risk youth in community programs that offer safe and productive alternatives for after school and weekends, including the Boys & Girls Club and YMCA.

Objective

In order to be effective, law enforcement agencies must cooperate with the communities they serve. When police departments are fully integrated into the fabric of a community, residents are not fearful of approaching officers for assistance before a serious problem arises, as opposed to after a crime has been committed. Strong partnerships between law enforcement agencies and local neighborhoods allow police officers to pinpoint and mitigate the underlying causes of crime.

Strategies

- Increase visibility in high crime areas by augmenting the number of patrol cruisers in those neighborhoods; in addition, foot and bike patrols can bring police closer to the community and create partnerships between officers and individuals.
- Work with local police unions to permit reserve units in which volunteers are trained to become skilled officers who are paid a stipend for their services in the community.
- Continue the demolition of vacant and blighted properties throughout the urban core, eliminating opportunities for criminal activity and creating neighborhood green space.

Changing Perception

Though the committee preparing this report felt that crime seemed to have little impact on brain drain, it was agreed that the perception of violent criminal activity in the Mahoning Valley could affect “brain gain” and the “boomerang effect,” meaning those negative perceptions may impede the return of former residents, especially to the cities of Youngstown and Warren. Indeed, couples with children who are seeking to return to the Mahoning Valley are more likely to factor opinions regarding crime into their final decision.

Objective

The development of innovative crime prevention programs is often supported with an associated marketing strategy. By teaching the public to adopt better self-protection measures and warning potential offenders of increased vigilance and improved practices, proactive publicity campaigns can both influence behavior and expose future residents to accurate information that may positively impact the decision-making process.

Strategies

- Encourage continued development of positive, reciprocal relationships between police and the local business community in order to address urban crime issues.
- Investigate the potential for special service or business improvement districts, in which an area-specific tax assessment is voluntarily imposed upon property and business owners. Extra funds generated would be spent specifically on raising quality standards in public spaces, including security and crime reduction, the generation of sales and revenues through collaborative marketing efforts, and improvement of neighborhood connectivity.

QUALITY OF LIFE

As a result of shifting patterns of population and employment, a new metropolitan reality exists in the Mahoning Valley and elsewhere throughout the United States. People live in one municipality, work in another, and choose to visit the doctor, worship, and recreate in still others. In this manner, all of the communities throughout the Mahoning Valley, though separate and distinct, remain interdependent.

In order to attract and retain a young professional workforce, the Mahoning Valley must place increased importance on the creation and promotion of a superior quality of life for all residents, especially those between the ages of 21 and 40.

Culture of Place

The physical layout of a city – mixed-use downtowns, pedestrian-friendly neighborhoods, historic districts and buildings, excellent parks, downtowns adjoining rivers and lakes – is aligned with the preferences expressed by young professionals within an innovative economy. Youngstown and Warren are uniquely situated to take advantage of this trend. Both cities have dense and historic downtown commercial districts alongside the Mahoning River. Both are also intricately connected to recreation and the environment through excellent park systems.

Objective

The cities of Youngstown and Warren must convert their central business districts from “nine to five” downtowns into “24-hour” hubs of activity, integrating work and play.

Strategies

- Work with community development corporations to secure state and federal funding for expanded business opportunities downtown.
- Encourage private market investment in additional dining and retail facilities located near existing cultural amenities in downtown Youngstown and Warren.

Objective

The Cities of Youngstown and Warren must work with private developers and community development corporations to encourage residential opportunities for single professionals, corporate executives, young married couples, and empty nesters in downtown neighborhoods.

Strategies

- Assist the Wick Neighbors organization with housing and retail development in the Smoky Hollow neighborhood adjacent to the YSU campus.
- Facilitate the process for private developers to construct apartments/condominiums above first floor retail and office space in downtown Youngstown and Warren.

Livability

In today's economy, the environment in which young professionals live is as significant (if not more so) than the environment in which they work. With advancements in technology and transportation systems, corporations have begun relocating to diverse, progressive communities in which talented professionals choose to live, instead of bringing workers to an existing location. Truly livable communities are accessible, provide recreation and social networking opportunities for residents, and instill community pride through a unique identity.

Both the cities of Youngstown and Warren supply countless opportunities for informal community interaction. A host of museums and galleries are available to the public in both Mahoning and Trumbull Counties. Both cities offer free outdoor arts & entertainment throughout summer months. Extensive park systems connect each city to its adjacent suburban communities. The rich history and culture that pervades the Mahoning Valley dominates the local dining scene, with hundreds of locally-owned and operated ethnic restaurants.

Objective

Increase levels of publicity, marketing, and education, which are necessary in order to acquaint members of the public (especially younger professionals and area transplants) with the various amenities present throughout the Mahoning Valley.

Strategies

- Support collaboration between existing tourism, arts, and cultural organizations throughout the Mahoning Valley, expanding market areas and increasing levels of service for all institutions.
- Create a cross-jurisdictional marketing strategy that encourages individual and business identification with the greater Mahoning Valley.
- Actively promote positive activities throughout the Valley (urban centers in particular), including downtown revitalization, housing construction and rehabilitation in older neighborhoods, and increased entertainment opportunities in Youngstown and Warren.
- Promote the entire region as competitor of Akron, Cleveland, and Pittsburgh, instead of inter-regional competition.

Entertainment

Most communities throughout the United States face the same problem of attracting and retaining young, educated, “hip” workers – Youngstown and Warren are not alone. Though often maligned, the vitality of the region is strong. Live entertainment is offered throughout the Mahoning Valley seven nights a week, with music genres ranging from country to rock, ethnic to jazz. Swing and country line dancing lessons are offered several nights a week at multiple locations. Countless bars and nightclubs cater to every type of customer throughout the Valley, from upscale martini bars to local neighborhood pubs.

Sports are also widely represented with a number of professional minor-league teams, including the Mahoning Valley Scrappers (baseball), Mahoning Valley Thunder (arena football), Youngstown Steel Hounds (hockey), and the Youngstown Phantoms (hockey).

A number of celebrated cultural opportunities are also available throughout the Mahoning Valley every month of the year. These include the Youngstown Symphony and Warren Philharmonic Orchestra, the Butler Institute of American Art, special events at the Chevrolet Center, the Youngstown Playhouse and W.D. Packard Music Hall, as well as various fairs and festivals.

Objective

Though the Valley does not lack interesting activities, there exists no common channel through which residents can access information regarding those activities.

Strategies

- Creation of a grant-funded position for a full-time executive director to focus on encouraging Brain Gain. This person could be a central point of contact for all groups that encourage young professional growth in local organizations such as Junior Achievement, MVP 20/30 Club, etc.

- Plan an hour-long program for young professionals, to be broadcast weekly on myYTV. The program should be geared towards young professionals living and working in the Mahoning Valley, and focus on many of the same topics that the MVP 20/30 Club does for educational meetings (i.e. buying a home, investing, entertainment, service opportunities, etc.). Young professionals from the area should be featured. This type of program would provide great advertising opportunities for those who are trying to reach the 18-40 professional demographic.
- Create a regional, web-based portal to house an ongoing calendar of all Valley activities, similar to Cool Cleveland or Chicago Metromix.
- Assign duties to a current, full-time staff person to continually update the calendar.



WRAP-UP

The City of Youngstown, through the Youngstown 2010 plan, has chosen to tackle the issue of urban revitalization head-on by razing numerous dilapidated structures within the city and adhering to a vision of creating a Youngstown that, as stated by Mayor Jay Williams, is “clean and green”. The acceptance of Youngstown as a shrinking city is a novel approach to declining population that has received positive attention from various national media outlets. A corporate plan and improvements to quality of life within the region are being addressed. However, more immediate improvements can be made by taking down those structures that are not only eyesores but hotspots of criminal activity. Creating parks and open space in formerly built-out neighborhoods could also attract the suburban population interested in a home surrounded by green space rather than unused, rundown buildings.

Our challenge to the organizations and/or individuals who have the ability to take on the objectives in this report is that they give careful consideration to the economic and community benefits that implementation will produce. The committee also welcomes organizations and individuals to add material to this report should they foresee any challenges or opportunities that might increase its accuracy and improve its outcome.

Again, we would like to state that this report is not meant to be the definitive account on Mahoning Valley revitalization. Rather, it was the intent of the committee to stir interest with regard to community and economic development and act as a catalyst for local agencies and officials to implement solutions to these concerns. Many people believe that the time for talk has passed, and it is now time for action. While this committee agrees, we also understand the importance of having these conversations, as they serve to remind us of that which we are trying to accomplish as a community. After decades of stagnancy, the Mahoning Valley is finally headed in the right direction and it is these conversations that keep the spirit of revitalization alive.

As a committee with several “boomerang” participants, we encourage area youth to pursue their education and early career development outside of the Valley, if necessary or desired. We believe that one cannot disregard the importance of diversity of education and experience that the young professionals who return to our valley will have, which will be crucial to the future success of this Valley. Family members and mentors should be asking them to keep an open mind in regards to bringing their talents, skills, and ideas back to the Mahoning Valley. Many of those who move away may become dissatisfied with the experience of larger cities, and would consider returning to the Valley if other local residents or family members encouraged rather than discouraged the decision.

Some may ask what makes our committee the experts on topics addressed in this report. Frankly, we aren't. However, we are the target audience claimed by local officials and business owners as crucial to the success of this Valley. We all hold at least one degree from institutions of higher education, are well-respected and responsible professionals who volunteer within the community, and - most importantly- we have all chosen to live in the

Mahoning Valley, despite numerous opportunities to reside elsewhere. We are committed to making a difference. We are committed to family. We are committed to making this Valley succeed.

THE STATISTICS

Mahoning and Trumbull Counties

Population	%	#
(<i>'04 Estimate</i>)	100	470,241
(<i>'00 Census</i>)	100	482,671
 Age 25 to 44	27	130,193
(<i>'00 Census</i>)		
Education (Persons 25+)	%	#
(<i>'00 Census</i>)	100	327,847
High School Grad	42.1	137,981
Bachelor's Degree	11	36,004
Master's or higher	5.1	16,685
Structure		
<i>Farms</i>		
Land in Farms (acres)		202,000
# of Farms		1,660
Total cash receipts		60,086,000
 <i>Parks, Forests, Preserves & Wildlife Areas</i>		
Facilities		8
Acreage		17,924.67
 <i>Communications</i>		
Television Stations		3
Radio Stations		13
Newspapers		2
 <i>Housing</i>		
Median Value		\$82,600
Crime		
Crimes reported in Uniform Crime Report		15,500
Voting		
# of Registered Voters		337,916
% Turnout in '04 Election		72.5

Summit County

Population	%	#
(<i>'04 Estimate</i>)	100	547,314
(<i>'00 Census</i>)	100	542,899
 Age 25 to 44	29.7	161,502
(<i>'00 Census</i>)		
Education (Persons 25+)	%	#
(<i>'00 Census</i>)	100	362,645
High School Grad	33.6	121,705
Bachelor's Degree	16.7	60,675
Master's or higher	8.4	30,421
Structure		
<i>Farms</i>		
Land in Farms (acres)		20,000
# of Farms		370
Total cash receipts		10,306,000
 <i>Parks, Forests, Preserves & Wildlife Areas</i>		
Facilities		7
Acreage		2,552.70
 <i>Communications</i>		
Television Stations		1
Radio Stations		6
Newspapers		1
 <i>Housing</i>		
Median Value		\$109,100
Crime		
Crimes reported in Uniform Crime Report		21,179
Voting		
# of Registered Voters		368,858
% Turnout in '04 Election		76.4



REFERENCES

Akpadock, Dr. Frank and Hunter Morrison, *The Mahoning Valley Advanced Manufacturing Initiative: Assessing the State of Advanced Manufacturing Cluster Establishments in the Mahoning-Shenango Valley*. May 2006.

Cortright, Joseph. *The Young and Restless in a Knowledge Economy*. CEOs for Cities. Dec 2005.

DeCicco, Bill, Executive Director, CASTLO Community Improvement Corporation, Interview, Dennis LaRue and Andrea Wood, *The Business Journal*, February 21, 2007 www.business-journal.com/default.asp?sdetail=6966

Dulberger, Reid, Executive Vice President, Youngstown/Warren Regional Chamber, email, August 18th 2006

Etter Lauren. "College Admissions: Is Gate Open or Closed?" *The Wall Street Journal*. March 25, 2006: A7.

Florida, Richard, *The Rise of the Creative Class*. Washington Monthly, May 2002.

Florida, Richard, *Why Cities Without Gays And Rock Bands Are Losing The Economic Development Race*. www.washingtonmonthly.com/features/2001/0205.florida.html.

Lown, Sarah, Director of Economic Development, Eastgate Regional Council of Governments, email correspondence, March 2007.

Ryan, Rebecca, *Attracting and Retaining Talent to Greater Akron: Research, Report and Recommended Actions Akron, Ohio*. Next Generation Consulting, August 24, 2005

Ohio Department of Jobs and Family Services, Bureau of Labor Market Information, Office of Workforce Development: *Youngstown-Warren-Boardman MSA Job Outlook to 2014*.

Porter, Michael, Harvard University, *Pittsburgh-Clusters of Innovation Initiative*, April 2002, www.compete.org/nri/clusters_innovation.asp

Voinovich, Senator George, *If Sprawl Meant Jobs, Ohio Would Have Full Employment: Policies for Redeveloping a Great State*. Greater Ohio Candidates' Briefing Book, Fall 2006, <http://www.greaterohio.org/documents/go-book-final-10-10-06.pdf>.

References Continued**WEBSITES:**

<http://www.avifoodsystems.com/about/index.html>

<http://www.m7tech.com>

<http://www.turningtechnologies.com/turningpoint/history.cfm>

<http://www.exal.com>

<http://taftnews.org/releases/Archive2003/012803taxcredits.htm>

<http://www.wikipedia.org/wiki/Creativeclass>

<http://www.m-w.com>

<http://www.wikipedia.org/wiki/Creativeclass>

<http://www.nannicola.com>

[http:// localecon.osu.edu/BRnE/](http://localecon.osu.edu/BRnE/)

[http:// www.pewcenter.org/batten/pr1996.html](http://www.pewcenter.org/batten/pr1996.html), Thursday, May 2, 1996

CHECK THESE OUT FOR IDEAS ON HOW TO SOLVE ISSUES:

This article outlines the weakness of places like Cleveland in attracting young professionals:

<http://www.washingtonpost.com/ac2/wp-dyn/A172012003Nov8?language=printer>

Cleveland is attempting to resolve this through Jumpstart, an organization that promotes new ventures (their district includes our area too) <http://www.jumpstartinc.org/>

Richard Florida developed this theory that the “creative class” is what is revitalizing America’s cities: <http://www.creativeclass.org/>

Milwaukee developed a plan to attract and retain you, creative class types:

<http://www.wisconsin.edu/summit/papers/YPMEconomicSummitIWhitePaper.pdf>

Pittsburgh has its own chapter of young, creative class professionals: <http://www.pump.org/>

The Brookings Institute, a Washington think tank, has some of the best research on cities:

http://www.brook.edu/data/brookings_taxonomy.xml?taxonomy=Cities%20and%20Suburbs

In this article Joel Kotkin argues we should accept the suburban trend and make optimal use of it: http://www.americancity.org/article.php?id_article=183

This is a corporate survey of the top site selection factors. It provides some hopeful data:

<http://www.areadevelopment.com/Frame05CorpSurvpdf.html>

Really cool groups and/or individuals:

<http://shoutyoungstown.blogspot.com/>

<http://www.defendyoungstown.com>

<http://www.downtownyoungstown.com>

<http://www.youngstownsource.com>

<http://www.subpopular.com>

<http://www.youngstownsteel.com>

<http://www.steelvalleyoutdoors.info>

<http://www.mvp2030club.org>

<http://www.youngstown2010.com>

<http://www.youngstownpride.blogspot.com/>

<http://talesfromtherustbelt.blogspot.com/>

<http://newytownwordpress.com/>

<http://yngir.wordpress.com/>

<http://theoaklandstage.blogspot.com/>

<http://mightymahoning.blogspot.com/>

<http://ytownrenaissance.blogspot.com/>

<http://mahoningvalley.info/>



MAHONING VALLEY RESOURCES

On the following pages are listings of educational, entertainment, golf, media, museums, parks, sporting venue, and transportation resources located throughout the Mahoning Valley.

TRUMBULL COUNTY

Education

Symbol on map: star

Kent State University, Trumbull Campus: www.trumbull.kent.edu

Warren-Trumbull County Public Library, (1 main, 5 branch locations): www.wtcpl.lib.oh.us

Entertainment

Symbol on map: cross

Eastwood Expo Center: www.eastwoodexpo.com

Eastwood Mall: www.eastwoodmall.com

Trumbull New Theatre: www.geocities.com/trumbullnewtheatre

W.D. Packard Music Hall: www.packardmusichall.com

Warren Community Amphitheatre: www.warren.org

Golf

Symbol on map: triangle

Avalon Lakes: www.avalonlakes.com, Warren

Avalon South: www.avaloninn.com, Warren

Bronzewood: www.bronzewoodgolfclub.com, Kinsman

Walnut Run: www.walnutrun.com, Cortland

Pine Lakes: www.golfpinelakes.com, Hubbard

Riverview: www.riverviewgc.com, Newton Falls

Squaw Creek: www.avalonlakes.com, Vienna

Tamer Win: www.tamerwin.com, Cortland

Westgate Golf Center: www.tesslergolf.com, Cortland

Yankee Run: www.yankeerun.com, Brookfield

Forest Oaks (27), Southington

Candywood (18), Vienna

Deer Creek (18), Hubbard

Doughton (18), Hubbard

Mahoning Golf Course & Country Club (18), Girard

Ash Hills (9), Cortland

Bristolwood (9), Bristolville

Cranberry Hills (9), Warren

Donnybrook (9), Hubbard

Duck Creek (9), Newton Falls

Hidden Oaks (9), Vienna

Northwood (9), Warren

Prestwick (9), Cortland
Vienna Short Holes (9), Vienna

Media

Symbol on map: diamond

Tribune Chronicle Newspaper: www.tribune-chronicle.com
WANR Radio, Warren

Museums

Symbol on map: circle

Butler Institute of Art (Howland): www.butlerart.com
John Stark Edwards House and Museum: www.trumbullcountyhistory.org
McKinley Birthplace Home Museum: www.mckinley.lib.oh.us
National McKinley Memorial Library & Museum: www.mckinley.lib.oh.us
National Packard Museum: www.packardmuseum.org
Ridgeview Farms: www.ridgeviewfarmtours.com
Sutliff Museum: www.wtcpl.lib.oh.us/museum.htm
Trumbull Art Gallery: www.trumbullartgallery.com
World War II Vehicle Museum: www.WWIIvehiclemuseum.com
Butts Museum, Fowler
Harriet Taylor Upton House, Warren
Henry Barnhisel House, Girard
Neil Armstrong "First Flight" Memorial, Warren
Viets House Museum, Cortland
Ward-Thomas House, Niles

Parks

Symbol on map: arrow

Grand River Wildlife Area: www.dnr.state.oh.us/wildlife
Mosquito Lake State Park: www.dnr.state.oh.us/parks/parks/mosquito.htm
Western Reserve Greenway Bike Trail: www.greenway.co.trumbull.oh.us
YMCA: www.trumbullcountyyymca.org
Canoe City MetroPark, Leavittsburg
Churchill Park, Liberty
Clarence Darrow MetroPark, Champion
Foster MetroPark, Newton Falls
Girard City Parks, Girard
Howland Township Park, Howland
Thomas Swift MetroPark, Leavittsburg
Trumbull County Women's Park, Warren
Newton Falls City Park, Newton Falls
Niles City Parks, Niles
Warren City Parks, Warren

Sporting Venues

Symbol on map: hexagon

Eastwood Field: www.eastwoodfield.com

Sharon Speedway: www.sharonspeedway.com
Thunderplex Sports: www.thunderplexsports.com

Transportation

Symbol on map: moon

Youngstown-Warren Regional Airport: www.yngwrnair.com
Greyhound Bus Lines: www.greyhound.com

MAHONING COUNTY

Education

Symbol on map: star

Youngstown State University: www.ysu.edu
Maag Library, YSU: www.maag.ysu.edu
Public Library of Youngstown & Mahoning County, (1 main, 16 branch locations): www.libraryvisit.org
Ward Beecher Planetarium: www.ysu.edu/physics-astro

Entertainment

Symbol on map: cross

34 West Theater Company: www.34west.org
Ballet Western Reserve: www.balletwesternreserve.org
Canfield Fairgrounds: www.canfieldfair.com
Chevrolet Center: www.chevroletcentre.com
DeYor Performing Arts Center: www.youngstownsymphony.com
Monday Musical Club: www.mondaymusical.com
Oakland Center for the Arts: www.oaklandcenter.com
Opera Western Reserve: www.operawesternreserve.org
Southern Park Mall: <http://www.simon.com/mall/default.aspx?ID=160>
Stambaugh Auditorium: www.stambaughauditorium.com
University Theater: www.fpa.ysu.edu/theater/univtheater
Youngstown Playhouse: www.youngstownplayhouse.com

Golf

Symbol on map: triangle

Bedford Trails (18), Coitsville
Country Side (18), Lowellville
Diamond Back Golf Course (18), Canfield
Fonderlac Country Club (18), Youngstown
Mill Creek North (18), Boardman
Mill Creek South (18), Boardman
Reserve Run (18), Boardman
Stambaugh (9), Youngstown
Tippecanoe Country Club (18), Canfield
Youngstown Country Club (18), Youngstown

Media

Symbol on map: diamond

WFMJ Television: www.wfmj.com

WKBN Television: www.wkbn.com

WYTV Television: www.wytv.com

WKBN Radio: www.570wkbn.com

WPIC Radio: www.wpic.com

Buckeye Review Newspaper: www.buckeyereview.com

Business Journal: www.business-journal.com

MetroMonthly: www.metromonthly.com

Youngstown Vindicator Newspaper: www.vindy.com

Town Crier: Austintown, Boardman, Canfield and Poland editions

Museums

Symbol on map: circle

Arms Family Museum of Local History: www.mahoninghistory.org/armhome.stm

Butler Museum of American Art: www.butlerart.com

Children's Museum of the Valley: www.ValleyKids.org/info.htm

McDonough Museum of Art: www.mcdonoughmuseum.ysu.edu

Rose Melnick Medical Museum: www.melnick-museum.ysu.edu/index.htm

War Vet Museum, Canfield: www.warvetmuseum.org

Youngstown Historical Center of Industry & Labor: <http://www.ohiohistory.org/places/youngst/>

Parks

Symbol on map: arrow

Austintown Township Park, Austintown

Boardman Township Park, Boardman

Cene Park, Struthers

Fellows Riverside Gardens, Youngstown

Mill Creek MetroParks: www.millcreekmetroparks.com

Woodworth Park, Beaver Township

Youngstown City Parks: www.cityofyoungstownoh.org

Sporting Venues

Symbol on map: hexagon

Chevrolet Center (Steelhounds, Thunder): www.chevroletcentre.com

Ice Zone, Boardman (Phantoms): www.theicezone.com

Sports Complex, Struthers

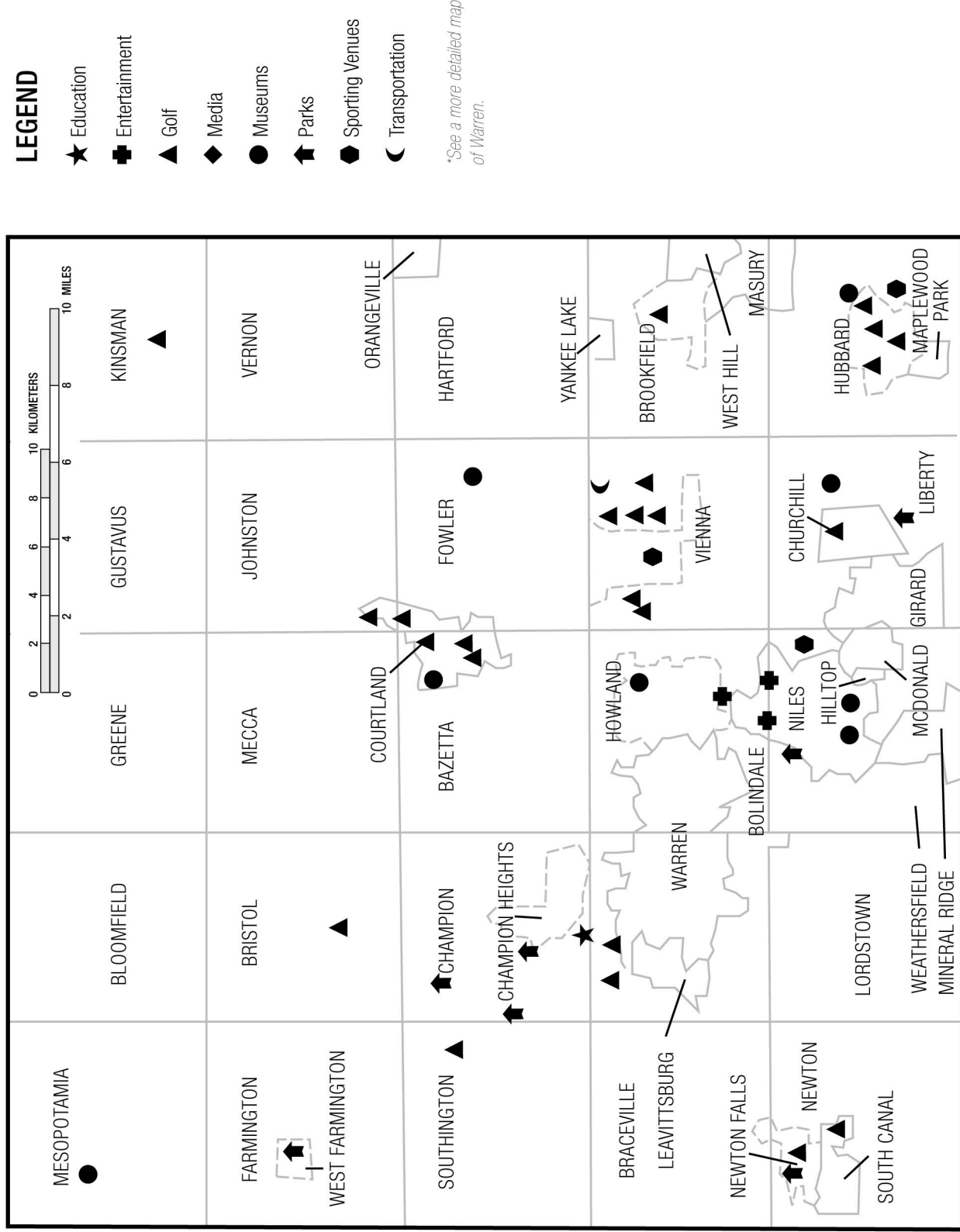
Youngstown State University: www.ysusports.com

Transportation

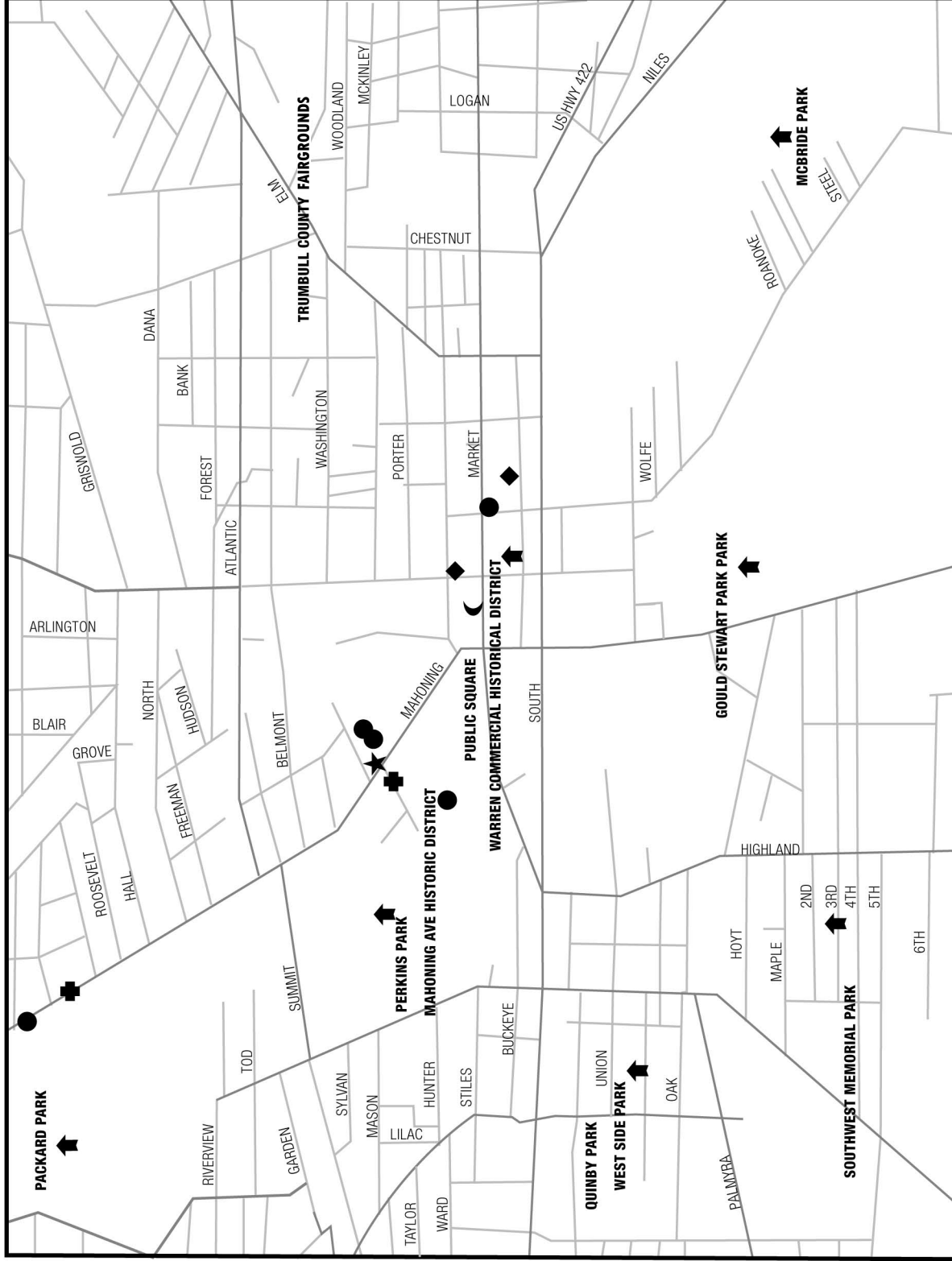
Symbol on map: moon

Western Reserve Transit Authority: www.wrtaonline.com

TRUMBULL COUNTY



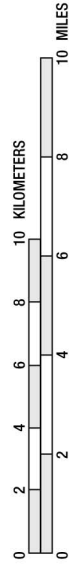
CITY OF WARREN



LEGEND

- ★ Education
- ★+ Entertainment
- ▲ Golf
- ◆ Media
- Museums
- ↑ Parks
- + Sporting Venues
- ☾ Transportation

MAHONING COUNTY



CITY OF YOUNGSTOWN

