



ANNUAL REPORT

YEAR IN REVIEW '21



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OUR TEAM

EAG Action Team



Nicholas Chretien
Executive Director



Daniel Bancroft
Program Manager



Benjamin Kerr
Graphic Design Intern



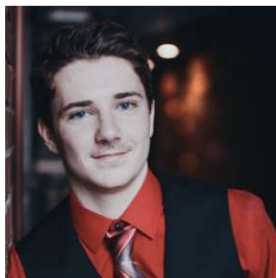
Lorinda Dixon
Graphic Design Intern



Tykieena Williams-Barnes
Diversity, Equity, & Inclusion Intern



Luke Craft
Marketing Intern



David Thompson
Strategic Planning Intern



Anoushka Khayar
Outreach & Engagement Intern

OUR TEAM - CONTINUED

Completed Internships



Dorcas Gitimu
Public Policy



Carly Calderone
Outreach & Engagement



Emily Keir
Outreach & Engagement



Alexander Price
Outreach & Engagement

Kayla Venters
Outreach & Engagement

Austin Browne
Outreach & Engagement

Joe Jadue
Outreach & Engagement

Caleb Wooley
Outreach & Engagement

Jonathan Snyder
Outreach & Engagement

OUR TEAM - CONTINUED

Board of Directors

Anthony Trevena
President

Director of Economic Development,
Western Reserve Port Authority

Paul Homick, Jr.
Secretary and Treasurer

President,
Mercy Health Foundation Mahoning Valley

Jerome Franklin
Board Member

Master Barber and Founder,
Starting Lineup Barbershop

James Sutman
Vice President

Founder and Owner,
Iron String Life Enhancement Inc. and Purple Cat

Debora Flora
Board Member

Executive Director,
Mahoning County Land Bank

Dominic C. Marchionda, EDFP
Board Member

Associate Director,
Youngstown State University Office of External Affairs,
Government Relations, & Economic Development

EAG Partners
INC

and



Action Team



VISION, MISSION, & VALUES

Operating in the MAHONING VALLEY with a targeted focus on the cities of YOUNGSTOWN and WARREN, OHIO.



OUR VISION

To provide equitable access to economic development support services for public, private, and non-profit stakeholders in order to increase the economic competitiveness of the Mahoning Valley as a leader in placemaking, redevelopment, and business retention, growth, and entrepreneurial support services.

OUR MISSION

To provide the economic infrastructure and action to overcome capacity and resource gaps for the continued revitalization and investment in Downtown Youngstown.

OUR VALUES

Our values are clustered in two focus areas – Economic Development and Entrepreneur Assistance. It is through these focuses that EAG will work to transform the Mahoning Valley. Since its inception, EAG's mission has been to fill resource and skill gaps necessary to build upon the current momentum of the City of Youngstown toward sustainable community and economic development. The work of EAG primarily involves real estate development and management, public space design, projects, maintenance, infrastructure planning and project development, and collective marketing.

MESSAGE FROM LEADERSHIP

Message from Nicholas Chretien, EAG Executive Director

This past year was difficult and filled with uncertainty. However, it also showed what can be achieved when local businesses, government, and communities work together to address challenges. 2021 was a year of development and growth for EAG, including the expansion of partnerships, thousands of businesses being assisted in the Mahoning Valley. EAG understands and embraces our responsibility to lead by example, overcoming challenges and facing adversity throughout the year head on.

We achieved success in both our programming focuses of Economic Development and Entrepreneur Assistance. Our Mahoning Valley Main Street (MVMS) Program was initially developed in 2020 with the goal to respond to the COVID-19 pandemic by assisting local small businesses with accessing local, state, and federal resources. This program substantially grew in 2021, and has proven to be instrumental to the success of the local community's effort to respond to COVID-19. In 2021, our CPR program was crucial in Voyager Specialty Coffee & Teas planning a transformative project on Mahoning Avenue. Our impact can be measured and perceived through jobs, spending, taxes, positive change, and growth in our community.

Looking towards the future, EAG needs to understand and measure progress on projects transparently and consistently. We are looking to be more data driven in tracking projects than ever before through Equitable Entrepreneurial Ecosystems (E3). E3 complements our Commercial Property Revitalization Program, working to create conditions for successful entrepreneurs and innovators across the county. Numerous economic development organizations will use E3, reducing operational costs, streamlining processes, and creating a uniform database for economic development efforts.

At EAG, we know that we cannot rest on our past accomplishments, and we are committed to building upon them. Measuring and reporting on the right things to gauge our impact in local communities is the only way to be the change we want to see in the Mahoning Valley. We are excited by the opportunity to make an even greater impact in 2022, and proud to share the progress we made this past year.



PROGRAMMING



Transforming commercial property in the Mahoning Valley

Commercial Property Revitalization is an EAG collaborative program that aims to invest in the renovation of blighted commercial properties in the Mahoning Valley. CPR assists in providing knowledge and resources to promote the growth and expansion of local businesses in formerly blighted spaces which positively impacts both individual neighborhoods, city, and the region as a whole.

Strategy

The EAG programming strategy represents a stakeholder-informed, strengths-based approach to systematically address challenges to facilitate sustained, transformational change in Youngstown, Ohio. Our programming is grounded in vision, mission, and values that are forged through extensive community outreach and engagement, stakeholder interviews, market assessment to determine strengths and gaps, and critical reflection of impact to best define the way forward.



ECONOMIC DEVELOPMENT

- Real Estate Development & Redevelopment
- Creative Placemaking
- Community Planning
- Reporting & Tracking



ENTREPRENEUR ASSISTANCE

- Pipeline: Neighborhood to Center City
- Retention, Growth & Attraction
- Outreach & Engagement
- Capacity Building

MVMS



**MAIN STREET
PROGRAM**

Mahoning Valley Main Street Program

The Mahoning Valley Main Street Program (MVMS) serves as a comprehensive approach to assisting small businesses during the COVID-19 pandemic. As the virus took root in Mahoning Valley, local governments needed to provide outreach to small businesses, but they did not have the capacity to do so nor the finances to hire additional staff. Given the mission of EAG, it was clear that Mahoning Valley needed a response program to meet the unmet needs of the local community of small businesses.

The goal of MVMS is to assist small businesses during COVID-19, stabilize the local economy, and build a much-needed recovery effort for small businesses in the months and years after the pandemic. Our team conducted outreach in three areas, Youngstown, Warren, and Mahoning County. Specific impacts we are working towards include increasing the awareness of available resources, raising relief funds for businesses in Mahoning Valley, and improving communication networks between local governments and private businesses.

Our outreach efforts in April 2020 showed that 75% of businesses engaged in Youngstown had no prior knowledge of funding opportunities until we directly contacted them. The MVMS program was essential in enabling hundreds of local businesses to receive PPP loans, state grants, and numerous other types of funding and assistance. Additionally, the program is now shifting towards a sustainable approach to stabilize Mahoning Valley's local economy through COVID-19 and beyond.

PROGRAM AWARDS



Dominion Energy Charitable Foundation

2021 Community Impact Award

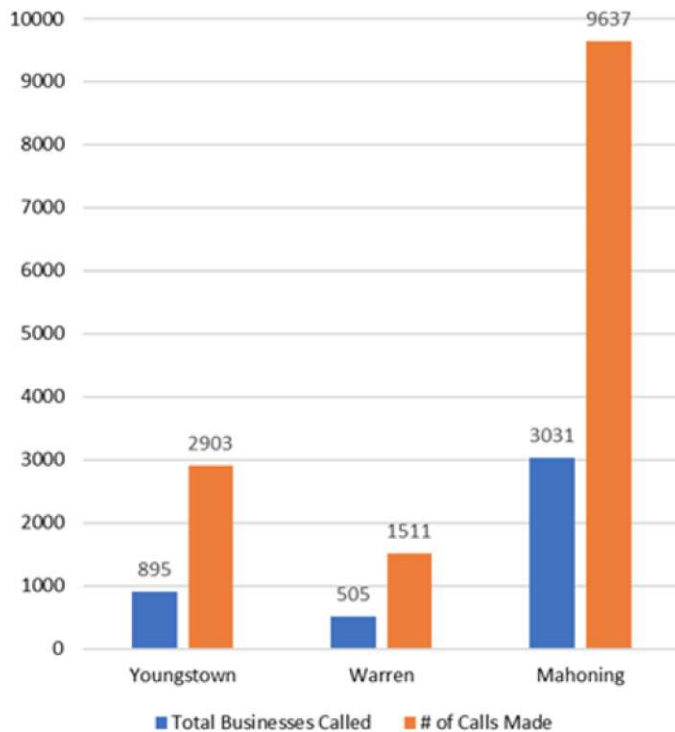


Ohio Community Development Corporation Association

2021 CDC Project of the Year

MVMS NUMBERS

PPP: Total Outreach



More than...

- 21,000 calls
- 3,700 postcards
- 700 emails

To over...

- 5,000 businesses

Program played a significant role in businesses receiving over **\$185 million** in PPP loans. Conducted outreach on **5** financial assistance programs to local businesses.

- PPP (Round 2 in 2021)
- CoY Stabilization Grant
- State of Ohio Small Business Grants
- Mahoning County Small Business Relief Fund
- Restaurant Revitalization Fund

Services conducted through the MVMS program have led to over **\$150,000** in planning contracts with the City of Youngstown.

CPR



Commercial Property Revitalization

CPR is a community development program that revitalizes blighted and vacant commercial properties intentionally focused on improving the economic mobility for residents and building investment in commercial corridors. CPR is led by EAG and supported by a group of community partners with extensive experience serving the local community and implementing similar projects. Each CPR partner fills a unique role in the larger community.

Leveraging their expertise in implementing the CPR program enables EAG to be highly effective in advancing the progress of individual projects. These two programs also enable EAG to impact long-term community revitalization and development, such as reducing commercial vacancy rates, increasing relief funding received, and improving communication networks between local businesses and local government. These impacts can be measured and perceived through jobs, spending, taxes, positive change, and growth in our community.



VOYAGER



Voyager Specialty Coffee & Teas

In alignment with our entrepreneur assistance focus, we have seen significant development within our Commercial Property Revitalization (CPR) program, a community development program that revitalizes blighted commercial properties and strengthens neighborhoods through redevelopment services. In 2021, our CPR program was crucial in Voyager Specialty Coffee & Teas planning an over \$250,000 project at 1586 & 1588 Mahoning Avenue.

EAG worked closely on this project with the Western Reserve Port Authority and other community partners. In the past year, WRPA and EAG facilitated the stabilization of the Mahoning Avenue buildings, which has resulted in tentative plans with Voyager to make significant renovations on the property. Executive Director Nick Chretien worked closely with Voyager owner Levi Smith to explore the opportunity this property presented to Voyager and the transformation this project will bring. The vision of Smith is to make use of all the space at the property, where the two buildings will provide manufacturing, storage, and market space and back lots could become a community green space with a small stage and gathering area.

Meet Our Team

The Voyager Story

Everyone deserves unique, hand-crafted beverages and the power they have to connect us. This belief is at the core of everything we do - from how we blend our products to our carefully chosen suppliers and the Voyager approach to education.

We looked at the beverage landscape and saw either low cost, low quality products or artisanal beverages that were inaccessible to most businesses. We knew there had to be a better way. So we created one.

The Voyager promise is simple: we leverage our diverse network of partners and suppliers to provide you with the best beverage solutions for any adventure, every day.

Our passion lies in connecting your customers with premium beverages from around the world. Let's work together to create an adventure in every cup.



Josh Harbin | Brand Ambassador

Levi Smith | Head Roaster



STUDENT SERVICE LEARNING

EAG Employment - 2021



Student Service Learning is an educational approach where students learn in the classroom while simultaneously gaining experience working for a local agency. This approach gives practical experience to the student while increasing their awareness and understanding of what they have previously learned. We have made use of Student Service Learning by recruiting, hiring, and onboarding students from local universities studying areas such as economics, mathematics, communications, geography, and marketing.

- 17 internships provided through EAG in 2021
- Interns from 3 different institutions
- Provides flexibility that can be coordinated with community and programming needs
- Allows us to provide services we wouldn't otherwise be able to with traditional budget constraints of full time employees

1. Service learning is important because it connects student learning in the classroom with real-world experiences in the community. Students who participate in it are more deeply engaged in their local communities, gain practical skills, develop their career and personal interests, and are usually more engaged citizens.
2. It is also important for students to be involved and aware of their communities so they can assist each other and be more conscientious individuals. Creating opportunities for young people increases their involvement.
3. Finally, it instills the habit of performing a service for others. Students who engage early on often continue service work for the rest of their lives.

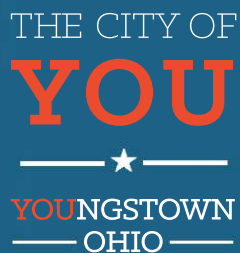
ARP Facilitation

In the fall of 2021, EAG began serving as a facilitator of Youngstown's ARPA Review Committee composed of City administration, City Council Members, and Local Philanthropy Leaders. This committee is tasked with reviewing the Funding Proposals and offering recommendations to the City Council for funding decisions. A similar arrangement is being coordinated for the City of Warren as they begin to accept Funding Proposals, which is scheduled to begin in early 2022.

EAG's unique team of Program Managers and skilled support staff within Student Service Learning have provided much needed capacity and technical skills to both Youngstown and Warren. This significant influx of funding has provided generational opportunity to both cities and to cities across the country, which requires an equally significant amount of community engagement, planning, financial management, and various other support services. The entire EAG team has worked on at least one component of ARP programming in the region, whether that is outreach, engagement, marketing, graphic design, GIS mapping, planning, or administrative support.

We have increased our partnerships with Youngstown and Warren, which includes our involvement in conducting public engagement and data management for the American Rescue Plan funding each city is receiving. We facilitated ARPA feedback sessions for each ward in the City of Youngstown. These sessions were held for youth, young adults, and older adults to gauge what issues they felt were most important in our communities.

Our team also handled public surveys regarding ARPA funding from Warren and Youngstown. These surveys were crucial in data collection and complemented the data from the feedback sessions. We have played a key role in the facilitation of ARPA feedback sessions and surveys, collecting project proposals, and analyzing feedback data.



- 630 resident surveys
- 10 community feedback meetings
- 103 funding proposals



- 1,258 resident surveys
- 6 community feedback meetings

YO! APP

In 2021, we were able to collaborate with the City of Youngstown and COLU to promote and implement the YO! App. Powered by the creative experts at COLU and sponsored by the City of Youngstown, the YO! app rewards residents and visitors for shopping at Youngstown's local businesses. Rewards come in the form of City Bites, the City's local reward points. Each City Bite equals \$1, and it can be easily redeemed at select local businesses.

Our team was crucial in the rollout of the YO! App, attracting local businesses through outreach and information sessions. These efforts resulted in nearly 100 businesses registering for the YO! App before the hard launch on November 5th, 2021. Furthermore, the number of businesses on the app is continually growing as we continue to reach out to local businesses. Nearly 1,000 people have downloaded the app, and we hope to see that number grow even more to support our local business community.



YOUNGSTOWN presents
**The YO!
City App**



Our new mobile app that rewards community members with City Bites, our exclusive local point system!

100+ Businesses Onboarded.

Over 1,000 Downloads.

**GET 15%
BACK
IN CITY
BITES**

When you shop at participating businesses



ROBINSON-SHUBA STATUE

The first interracial handshake in organized baseball took place in Roosevelt Stadium in 1946, and in 2021, its ever-present symbolism and meaning was eternalized in downtown Youngstown. The handshake occurred on April 8th, 1946, after Robinson hit his first home run for the Montreal Royals, a Triple-A affiliate of the Brooklyn Dodgers, off Jersey City Giants pitcher Warren Sandel.

Robinson's white teammate, George "Shotgun" Shuba, who was on deck, reached out to congratulate him and shake his hand, which marked the first interracial handshake in professional baseball. Shuba was born in Youngstown in 1924 and returned to the steel city after retiring from baseball in the late 1950s, where he stayed and raised a family until his death in 2014.

EAG acted as a fiscal agent during the project and was a key member in the project being completed.



Statue sculpted by Marc Mellon.



FINANCIALS

BALANCE SHEET AS OF DECEMBER 2021

ASSETS	FY21	FY20
CASH & CASH EQUIVALENTS	\$132,747.73	\$80,349.69
FISCAL AGENT FUNDS	\$19,310.44	\$226,626.25
ACCOUNTS RECEIVABLE	\$2,927.50	\$10,259.56
OTHER CURRENT ASSETS	\$15,370.71	\$15,370.71
TOTAL ASSETS	\$170,356.38	\$332,606.21
LIABILITIES AND EQUITY		
TOTAL LIABILITIES	\$40,108.96	\$229,532.21
TOTAL EQUITY	\$130,247.42	\$103,074.00
TOTAL LIABILITIES AND EQUITY	\$170,356.38	\$332,606.21

UNEARNED GRANT RECEIVABLES: \$50,000*

THIS IS AN UNAUDITED STATEMENT

PROFIT AND LOSS: JANUARY - DECEMBER 2021

INCOME	FY21	FY20
FOUNDATIONS AND BANKS	\$63,000.00	\$74,500.00
OTHER TYPES OF INCOME	\$10,819.37	\$27,891.14
PROGRAM INCOME	\$125,669.67	\$49,483.25
TOTAL INCOME	\$199,489.04	\$151,874.39
EXPENSES		
PAYROLL	\$143,298.22	\$94,666.34
PAYROLL EXPENSES	\$10,993.99	\$7,504.56
PROGRAM EXPENSES	\$7,084.81	-
OPERATIONS	\$4,660.42	\$3,238.02
CONTRACT SERVICES	\$4,486.26	\$4,063.22
CONFERENCES AND MEETINGS	\$814.26	\$356.00
OFFICE AND SOFTWARE EXPENSES	\$558.31	\$608.11
FACILITIES AND EQUIPMENT	\$61.73	-
OTHER EXPENSES	\$357.62	\$539.88
TOTAL EXPENSES	\$172,315.62	\$110,976.13
NET INCOME	\$27,173.42	\$40,898.26

economic
ACTION
group^{inc}



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eagworks.org

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