

ANNUAL REPORT
YEAR IN REVIEW | '22

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OUR TEAM

Action Team



Nicholas Chretien
Executive Director



Daniel Bancroft
Program Manager



Marquett Samuels
Program Manager



Gianna Marinucci
Program Manager



Ben Kerr
Graphic Design



Rose McClurkin
Community Engagement Intern



Tykieena Williams-Barnes
Diversity, Equity, & Inclusion Intern



Matt Miller
Videography & Digital Media

OUR TEAM - CONTINUED

Completed Internships



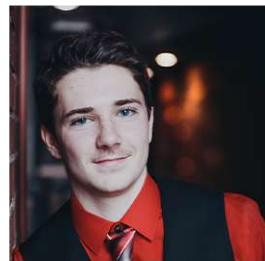
Hailey Zelinsky
Community Planning Intern



Anoushka Khayar
Outreach & Engagement



Shreeya Manandhar
Marketing Intern



David Thompson
Strategic Planning Intern

EAG worked actively with a key group of partners to implement programming and develop strategies for continued success. The experiences of our partners helped guide our vision and ensure that programming was done efficiently.

OUR TEAM - CONTINUED

Board of Directors

Anthony Trevena
President

Director of Economic Development,
Western Reserve Port Authority

James Sutman
Vice President

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

Paul Homick, Jr.
Secretary and Treasurer

President,
Mercy Health Foundation Mahoning Valley

Debora Flora
Board Member

Executive Director,
Mahoning County Land Bank

Jerome Franklin
Board Member

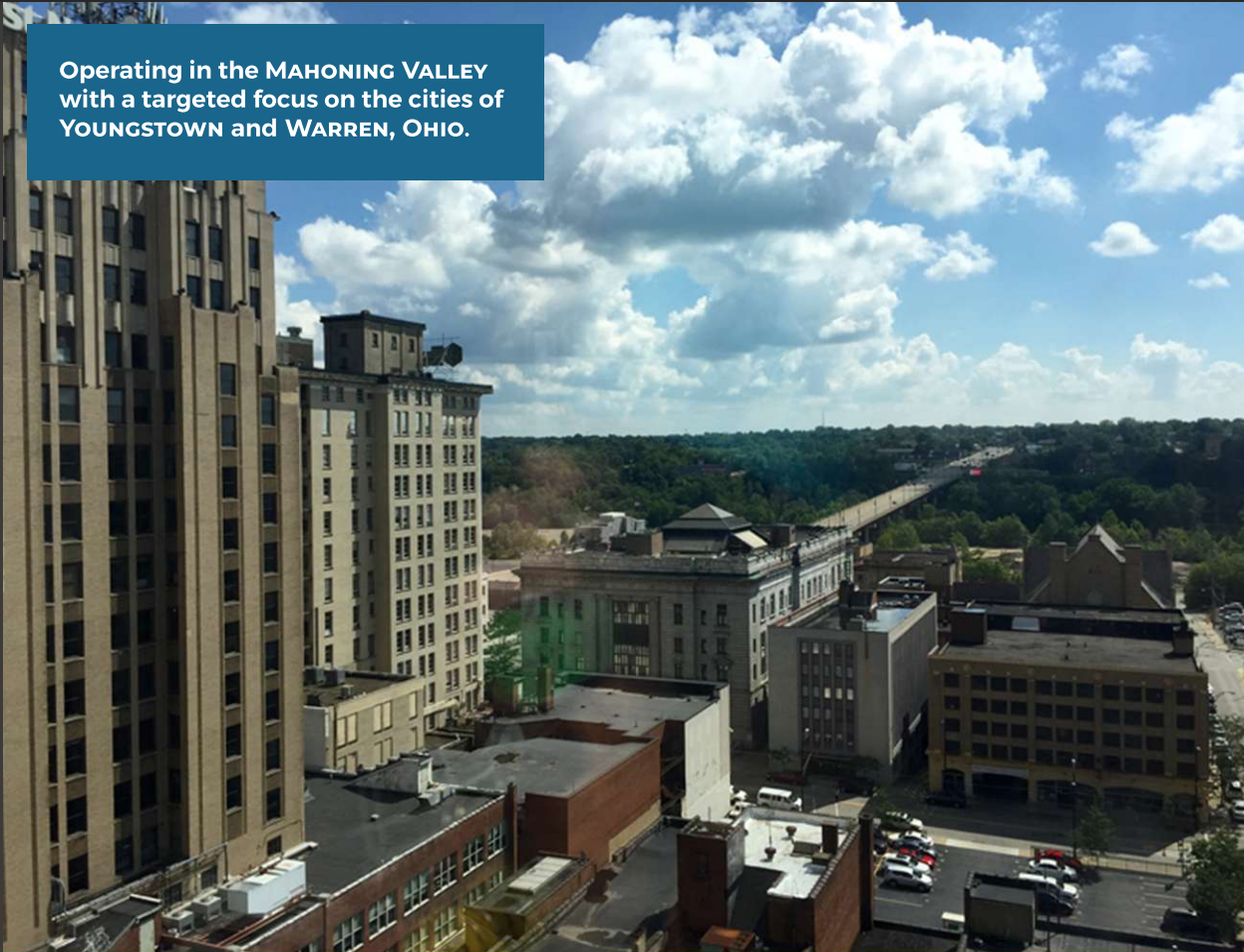
Master Barber and Founder,
Starting Lineup Barbershop

Partnerships



VISION, MISSION, & VALUES

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



EAG

Economic Action Group's mission is to provide the economic infrastructure and action necessary to overcome local capacity and resource gaps in order to continue the revitalization of communities in the Mahoning Valley.

Our mission is realized through two primary focus areas: Economic Development and Entrepreneur Assistance. EAG provides access to equitable economic development services for public, private, and non-profit stakeholders in order to increase the Mahoning Valley's economic growth and competitiveness as a leader in placemaking, redevelopment, business retention, and entrepreneurial support services.

PROGRAMMING OVERVIEW

Anchor Partnerships utilize the power of their economic assets to address social and economic disparities and to revitalize local communities. Anchor partnerships are uniquely positioned to stabilize local economies and reverse community disinvestment.

Community 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.

Student Service Learning is utilized at EAG with a variety of disciplines – Graphic design, marketing, strategic planning, outreach & engagement, and public policy. Interns learn more about their fields and gain on-the-job experience, while working collaboratively with one another and other agencies.

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.



ANCHOR PARTNERSHIPS

- City of Youngstown
- City of Warren
- Western Reserve Port Authority
- Youngstown/Warren Regional



CPR

- Economic Development
- Entrepreneur Assistance
- Resource knowledge
- Local business growth/expansion



STUDENT SERVICE LEARNING

- Real-world Experience
- Professional Development
- Civic Engagement
- Community Networking

ANCHOR PARTNERSHIPS

2022 saw significant growth in EAG's services for Anchor Partnerships. Our Anchor Partnerships grew out of the Mahoning Valley Main Street (MVMS) program, in which EAG led COVID-19 Outreach & Engagement efforts in 2020 and 2021. EAG employed nearly 25 interns during this time to conduct our outreach of over 20,000 phone calls and hundreds of emails to over 5,000 businesses in the Mahoning Valley. Our closest partners in this program were the Cities of Youngstown and Warren.

As the Pandemic slowed, our Partners and EAG explored other opportunities for assistance - growing into the Anchor Partnerships that we have today. The impact that EAG accomplished through this program brought forth additional collaboration through the Youngstown/Warren Regional Chamber, Western Reserve Port Authority, and Valley Partners. EAG Professional Staff and Student Service Learning Interns provide important strategic planning, specialized development skills, and nimbleness that offer our partners flexibility and reliability for growing their capacity.



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.

COY: 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 using their credit or debit card. 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 your local business. EAG supports the YO! app through business engagement, social media, and growing the app with local partnerships.

2022 was an exciting year for the YO! app, with significant growth in the number of businesses on the app and the amount of residents and visitors using the app. EAG Marketing Interns grew the social media following and marketing, allowing Colu to highlight Youngstown's efforts as a model for all of their other clients. Our team grew partnerships with departments and organizations at Youngstown State University, tabled at local business events, and collaborated with the downtown DoubleTree Hotel to share YO! with all of the city's visitors. 2023 will be an exciting year with new partnerships, more users, and more engaged businesses.

- **135 Participating Businesses**
- **25 Redeemer Businesses**
- **Doubled app users in 2022 from 1,000 to 2,000 people**
- **Increased linked-card user rate from 15% to 21%**
- **\$145,000 in Economic Activity generated by app users**

THE CITY OF
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



YO!

COY: ARP

EAG continued to assist the City of Youngstown with the landmark \$82 Million of American Rescue Plan Act funding. EAG staff have contributed significant support to the city's efforts in resident engagement, committee facilitation, and data management.

- **Community Feedback Meetings**
- **Survey Distribution and Data Processing**
- **Funding Proposal Collection, Processing, and Review**
- **Facilitate Proposal Review Committee**
- **Provides general support services, including GIS mapping, graphic design, research, professional writing**
- **Resident Engagement:**

- 630 surveys collected

- 9 public feedback meetings

- 103 proposals submitted by the community

COY: ODOD GRANT

(Ohio Department of Development Demolition Grant)

EAG team compiled narratives, and thousands of files to submit 473 Youngstown blighted houses to ODOD for \$5.3 million of \$6.9 total county allocation (77%).

Receipt of this grant will allow City of Youngstown to COMPLETE residential demolition of 730 properties for ~\$6 mil total versus only demolishing 533 with original \$8 million council allocation.

CITY OF WARREN

The City of Warren continued to partner with EAG for their ARPA Funding facilitation throughout 2022. Through this partnership, we utilized survey data and community engagement feedback to launch a community proposal process. This resulted in over \$30 Million in proposed funding, with EAG providing support for committee meetings, council presentations, and community organization technical assistance. EAG's services built significant capacity for the city to advance their ARPA implementation and create a comprehensive plan for allocating the funding.

WESTERN RESERVE PORT AUTHORITY

EAG and the Western Reserve Port Authority grew in partnership in 2022 through engaging in a Cooperative Agreement. This Cooperative Agreement created additional administrative responsibilities for the WRPA, in addition to formalizing in-kind contributions of office space and EAG support services. EAG staff support the WRPA through a variety of skills, including graphic design, GIS mapping, grant writing, planning, and marketing. This partnership offers unique opportunities for EAG staff to support the Youngstown/Warren Regional Airport, CASTLO Industrial Park, the Mahoning County CIC, regional economic development initiatives, and the Campus of Care.

CAMPUS OF CARE

In 2022, Economic Action Group has worked closely on this project with the Western Reserve Port Authority in partnership with the Mahoning County Board of Mental Health and Recovery and Mahoning County Commissioners to redevelop the former 35-acre Youngstown Development Center campus. The Campus of Care is now home to several social service agencies that complement each other's services to a variety of individuals in the community. EAG has assisted the WRPA in facilitating project management of the redevelopment, providing research and design services, and other program support of the Campus of Care.

VALLEY PARTNERS

Valley Partners experienced a gap in how to showcase and market their Customer Highlights, and EAG stepped up to bring this service. After expanding our team through our Student Service Learning program, we onboarded interns with expertise in video production. The EAG team interviewed and produced three Customer Success Stories on behalf of Valley Partners.

COMMUNITY PROPERTY REVITALIZATION



Community Property Revitalization

CPR works to reshape commercial corridors and blighted neighborhoods covered by the Community Reinvestment Act (CRA) in the Mahoning Valley in order to create people-focused, livable spaces where residents can reconnect with the community through walking, shopping, and engaging locally. Our work, which has leveraged \$250,000, so far has resulted in \$1.8 million in pending and ongoing investment along the Mahoning Avenue corridor, with additional investment taking place by our planning partners citywide. To date, EAG has revitalized 23,756 square feet of commercial property in Youngstown.

One story that we are excited about is the new Voyager Speciality Coffee and Tea at 1586 and 1588 Mahoning Avenue. In partnership with Western Reserve Port Authority, EAG revitalized the buildings at 1586 and 1588 Mahoning. Upon completion of the properties' physical renovations, EAG vetted local investment in order to secure the best fit for the area. Originally located in the suburbs of Youngstown in Canfield, Ohio, Levi Smith, owner of Voyager Coffee, relocated his business to the heart of Youngstown with the help of EAG, bringing with him 10 new jobs to the community. 1586 and 1588 Mahoning will soon house a manufacturing space and cafe, with an outdoor event area that provides a community-focused pop up market and green space.

EAG worked with the Western Reserve Port Authority to acquire Sweet Arrangements Florist from its previous owner in the fall of 2022. Our goal for this building is to revitalize the vacant commercial building while improving the economic mobility for residents and building investment on the Mahoning Avenue corridor.

In addition, EAG acquired the Clark Bar in the spring of 2022 in partnership with the Western Reserve Port Authority. EAG and the WRPA worked to stabilize the property and remove leftover debris. Going forward into 2023, EAG will engage small businesses that are interested in the property and will contract basic renovations. The former bar and restaurant also has two second-floor apartments, which will be included in the renovation.





STUDENT SERVICE LEARNING

Shown in numerous studies, one of the most crucial components of professional retention is the relationship between Youngstown State University and Downtown. Student Service Learning (SSL) taps into this resource by employing and mentoring students across fields of study as a means to provide students with formative, real-world learning experience in Downtown Youngstown.

Our internships are focused on connecting diverse students with academic and professional opportunities in community planning and economic development. Their time with us is focused on building a more vibrant city and finding community connections that invite our greatest minds to stay. SSL bolsters creativity, fosters self-efficacy, and provides pivotal networking opportunities for students during an important time in their academic careers. In addition, SSL strengthens the sense of responsibility in students as civic-minded citizens and stewards of our community in order to develop and retain talent.

In 2022, we employed 15 interns across a range of academic disciplines, such as economics, mathematics, geography, communications, and marketing. From these 15 interns, we have on-boarded and employed multiple to our regular team. Five others are now working professionals in our community, serving our partner organizations, such as the Youngstown Neighborhood Development Corporation.

INTERNSHIP HIGHLIGHTS

- Current EAG Staff: 6 / 17%
- Stayed in Mahoning Valley: 5 / 14%
- Moved outside of region: 8 / 23%
- Current Student (Post-internship): 9 / 26%
- Moved to Cleveland/Pittsburgh: 5 / 14%

At the end of 2022, we evaluated our Student Service Learning program by looking at where 33 of our interns went after finishing their EAG internships.*

CIVIC INNOVATION TRANSFORMING YOUNGSTOWN (CITY) INTERNSHIP PROGRAM

2022 marked the first year of the Civic Innovation Transforming Youngstown (CITY) Internship Program, a collaboration of the Economic Action Group and Youngstown State University. This program model was piloted by the University of Notre Dame and their Center for Civic Innovation, and it is funded through a grant from the National Science Foundation in order to support 48 students over the next 4 years.

The CITY Internship brings professionals, scholars, and local leaders from different backgrounds and sectors (e.g., educational institutions, local government, and community organizations) together to tackle the community's most challenging problems. In collaboration with the program directors at Notre Dame, EAG and YSU experienced a successful first year replicating the internship model to provide this experience to seven YSU Engineering students.

In the summer of 2022, CITY interns spent eight weeks applying their engineering and problem-solving skills to a project for the betterment of the community. Each project involved a mentor from the City of Youngstown to provide professional guidance. This program fostered civic-minded creativity that benefited both our students and our community.



INTERNSHIP FEEDBACK

This data was collected in each intern's exit interview for the question of "What is EAG doing right?"

Rose McClurkin:

The comfortable office atmosphere.
The ability for interns to ask questions for guidance.
The intern appreciation and incentives.

Jon Snyder:

I think the strengths of EAG are developing a culture around service to local communities and giving local students opportunities to work on real-world projects.

Hailey Zelinsky:

The other interns on the team were a great part of this job, and the overall work environment that EAG has created was great.

Shreeya Manandhar:

EAG provides a lot of guidance and feedback for personal growth.

Anoushka Khayar:

Student engagement, reaching out to students for internships, not requiring a lot of skills



CAPACITY BUILDING

a. Reclaiming Vacant Properties Conference

EAG Executive Director Nick Chretien and Program Manager Daniel Bancroft attended the 2022 Reclaiming Vacant Properties Conference in Chicago, Illinois on September 7-9. We presented a session on Community-Driven Approaches to Commercial Corridor Revitalization, hosting a joint session alongside Detroit's East Warren Development Corporation. This session highlighted our work with the CPR program and how we have utilized our partners to navigate the barriers to commercial property development.

b. Appalachian Regional Commission READY Nonprofits Course

We were selected by the Appalachian Regional Commission to receive a 6-week Financial Management Course through their READY Nonprofits Program. This enabled EAG staff to receive valuable guidance on proper financial management and planning for 501(c)(3) Nonprofits. As part of this program, the Appalachian Regional Commission invited EAG to apply for a READY Nonprofits grant opportunity, which would enable EAG to fund a strategic planning effort and financial audit.

c. Raymond John Wean Foundation Equitable Nonprofits Series

As a Community Investment Grant recipient of the Raymond John Wean Foundation, we were invited to attend the first workshops in the Equitable Nonprofit Series, which focused on Pay Equity. This interactive, hands-on workshop was facilitated by Jennifer Kelsch, owner of JSK Solutions and Jerry Peña and Victor Ruiz, both founders and senior partners of Gradient. Moving into 2023, EAG intends to put the lessons learned here on pay equity, job descriptions, and strategic planning into practice.

d. Strategic Plan

Developing our capacity through a strategic plan that focuses on our strengths and identifies areas for improvement will not only enhance our ability to effectively serve our clients and constituents in the Mahoning Valley, but it will also provide us with the opportunity to grow with and better serve the surrounding community as well.



FINANCIALS

BALANCE SHEET AS OF DECEMBER 2022

ASSETS	FY21	FY22
CASH & CASH EQUIVALENTS	\$132,747.73	\$327,378.60
FISCAL AGENT FUNDS	\$19,310.44	\$30,561.08
ACCOUNTS RECEIVABLE	\$2,927.50	\$5,534.81
OTHER CURRENT ASSETS	\$15,370.71	\$25,675.02
TOTAL ASSETS	\$170,356.38	\$389,149.51
LIABILITIES AND EQUITY		
TOTAL LIABILITIES	\$40,108.96	\$16,344.83
TOTAL EQUITY	\$130,247.42	\$373,388.20
TOTAL LIABILITIES AND EQUITY	\$170,356.38	\$389,733.03

PROFIT AND LOSS: JANUARY - DECEMBER 2022

INCOME	FY21	FY22
FOUNDATIONS AND BANKS	\$63,000.00	\$160,000.00
OTHER TYPES OF INCOME	\$10,819.37	\$33,457.30
PROGRAM INCOME	\$125,669.67	\$182,847.63
TOTAL INCOME	\$199,489.04	\$376,304.93
EXPENSES		
PAYROLL	\$143,298.22	\$125,521.08
PAYROLL EXPENSES	\$10,993.99	\$9,546.38
PROGRAM EXPENSES	\$7,084.81	\$3,632.18
OPERATIONS	\$4,660.42	\$5,042.59
CONTRACT SERVICES	\$4,486.26	\$10,576.24
CONFERENCES AND MEETINGS	\$814.26	\$2,540.05
OFFICE AND SOFTWARE EXPENSES	\$558.31	\$1,932.44
FACILITIES AND EQUIPMENT	\$61.73	\$280.69
OTHER EXPENSES	\$357.62	\$997.40
TOTAL EXPENSES	\$172,315.62	\$160,069.05
NET INCOME	\$27,173.42	\$216,235.88

economic
ACTION
group^{INC}

 @eagworks

234.228.9696

 @EAGworks

eagworks.org

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