

Strategies Implementation Matrix
Making Vision a Reality

IDORA NEIGHBORHOOD

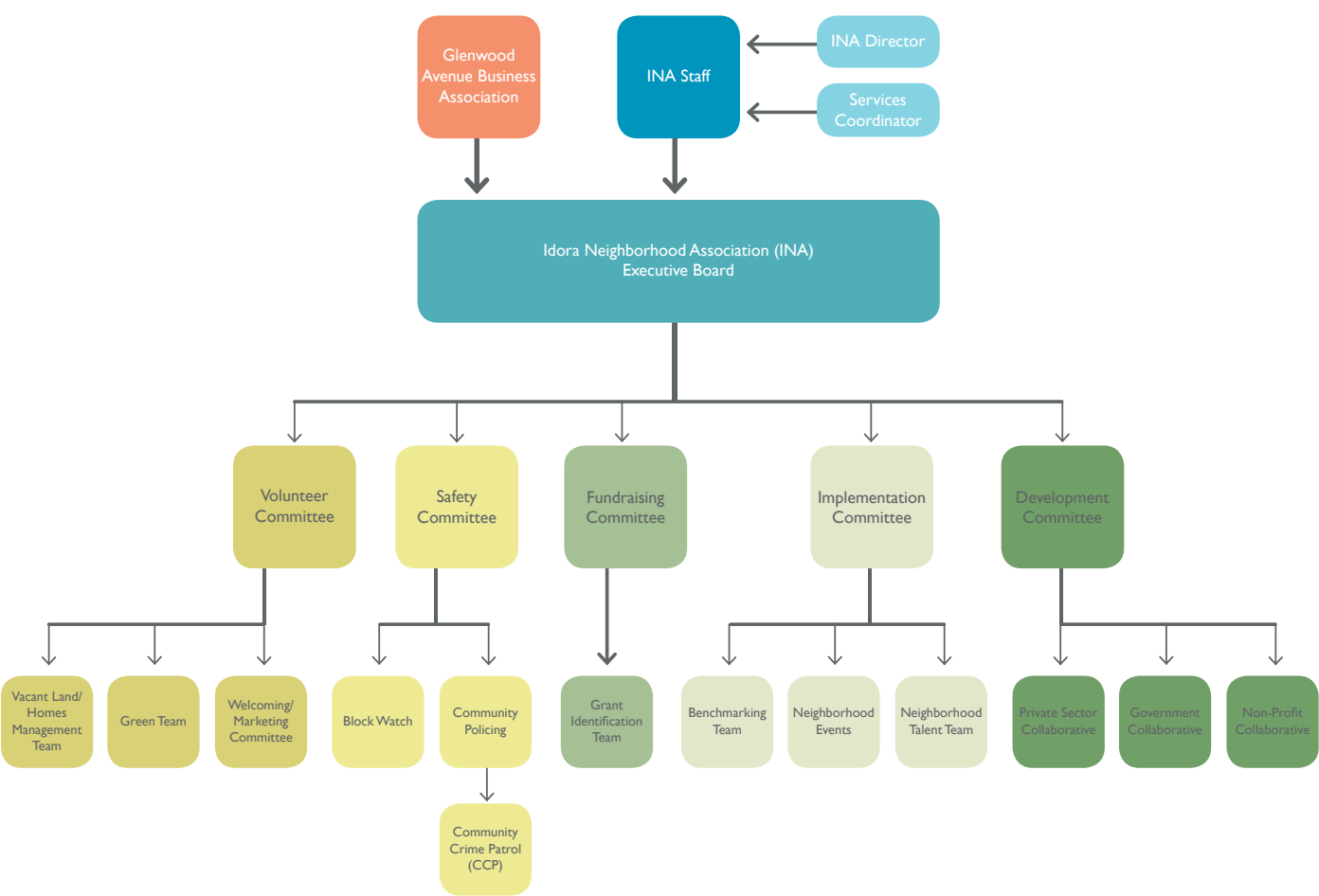
COMPREHENSIVE NEIGHBORHOOD PLAN

Strategies Implementation Matrix

The Strategies Implementation Matrix organizes the information contained in the Goals and Strategies Chapter for implementation. The matrix identifies the parties responsible for the implementation of each strategy. The matrix also identifies possible funding sources for each strategy. Many of the funding sources are grant programs, which will be instrumental in steering the neighborhood's future from BLIGHT to BRIGHT. Finally, the matrix provides a timeline for the implementation of the strategies. It would be overwhelming to attempt to implement all strategies at once, so they are prioritized for implementation over a ten year period.

The first step in implementation is development of the Idora Neighborhood Association (INA). The Idora Neighborhood Association's mission will be to revitalize the neighborhood and carry out the strategies laid forth in this plan. The INA will need to be established as a non-profit organization in order to receive and administer grant moneys and hire staff. The INA should be developed as a grassroots organization with leadership from within the neighborhood. The neighborhood is full of talent waiting to be utilized for the purposes of revitalization. The organizational chart below provides a possible outline for the organizational structure of the INA. The establishment of such a complex organization will not happen overnight and should be done in phases. The first step is getting the organization up and running. THE TIME IS NOW.

IDORA NEIGHBORHOOD ASSOCIATION (INA) ORGANIZATIONAL CHART



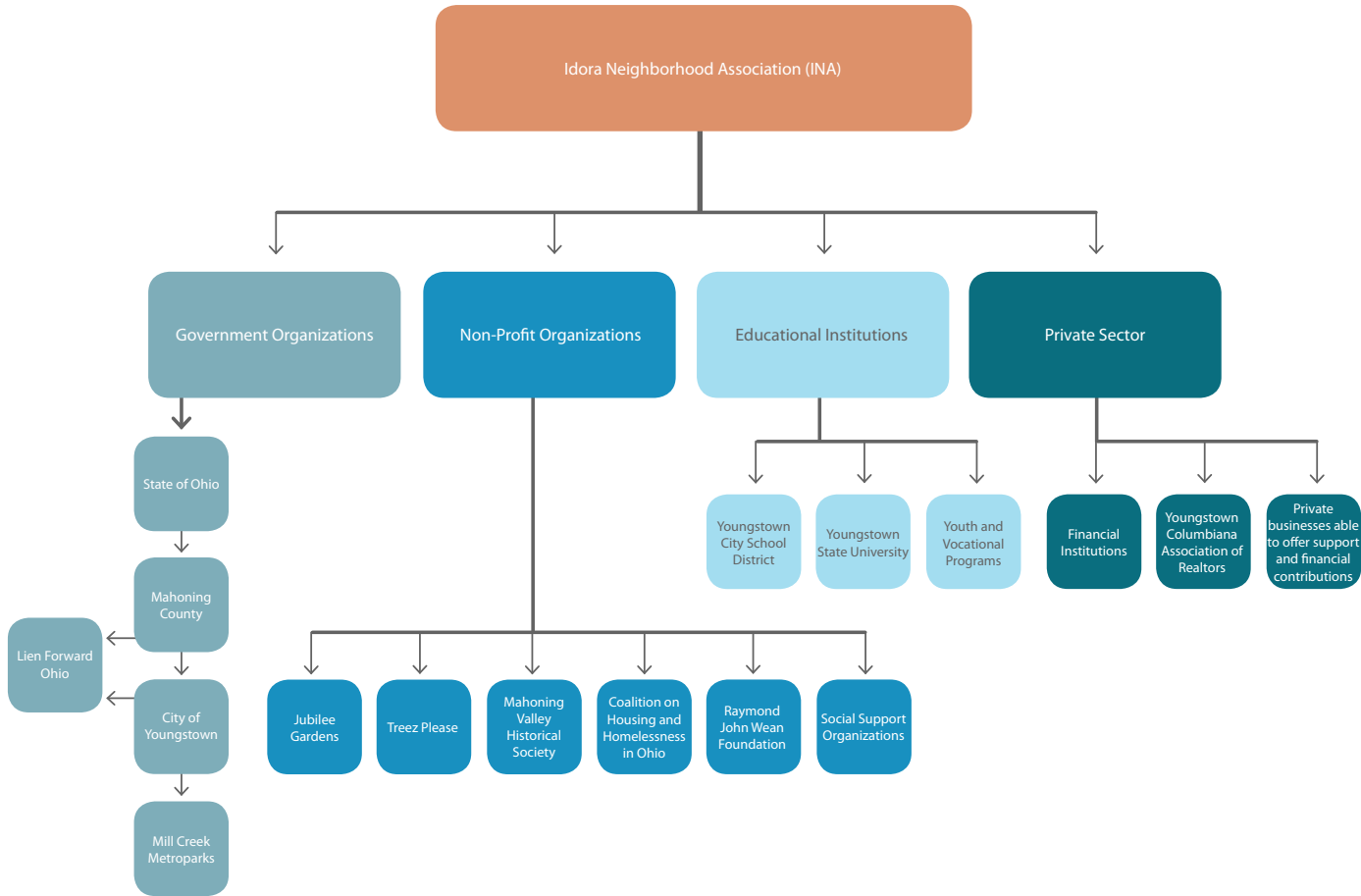
As discussed on the previous page, the first step in making the ideas of the neighborhood plan a reality is the establishment of the Idora Neighborhood Association. However, it is very important to note that the INA will not be alone in implementing the plan. The City of Youngstown and Mahoning Valley are home to a wealth of governmental, educational, non-profit and private sector organizations that will be critical in providing the necessary talent and resources to implement the plan.

The Idora Neighborhood Association must take the lead in developing an organized network of such organizations. Each sector is able to bring unique talents and resources all of which will benefit the neighborhood in different ways. These organizations must work together and coalesce in such a way never seen in the Mahoning Valley. Organizations can no longer continue to work in a vacuum, but rather they must work

together to comprehensively meet the needs and demand for resources of the neighborhood. The task is enormous, but it has been done before and will be done again. Idora should be the pilot program and once it proves successful it will serve as a model for neighborhood revitalization in the City of Youngstown, the Mahoning Valley, the State of Ohio, and the United States.

The implementation chart below provides a snapshot of some of the organizations available to assist the neighborhood and attempts to link them together in a logical fashion. While some organizations, such as the City of Youngstown, will play larger roles than others, the support and action of every organization will be critical in ensuring that the Idora Comprehensive Neighborhood Plan leads to practical, tangible, identifiable, sustainable, and long-term results. **THE TIME IS NOW.**

IDORA NEIGHBORHOOD PLAN IMPLEMENTATION



GOAL A:
ENSURE THAT THE IDORA NEIGHBORHOOD IS
A SAFE PLACE TO LIVE.



Goal A: Ensure that Idora is a safe place to live.	Responsible Parties	Possible Funding Source
Strategy: A.1 Establish a neighborhood block watch program.	Neighborhood Residents with assistance from the City of Youngstown Police Department	Edward J. Byrne Memorial Justice Assistance Grant (JAG), Project Safe Neighborhoods Grant Program, Project Safe Neighborhoods Anti-Gang Initiative, National Association of Citizens on Patrol, The Enterprise Foundation
Strategy: A.2 Enhance community policing in the neighborhood.	City of Youngstown Police Department	United State Department of Justice Office of Community Oriented Policing Services Grant Funding Program, Weed and Seed Program
Strategy: A.3 Eliminate drug activity in the neighborhood.	City of Youngstown Police Department, Idora Neighborhood Association	Project Safe Neighborhoods Anti-Gang Initiative, Ohio Task Force Commanders Association, Weed and Seed Program
Strategy: A.4 Educate residents on simple crime deterring actions.	INA, City of Youngstown Police Department	Raymond John Wean Foundation
Strategy: A.5 Provide neighborhood youth with safe activities.	INA, City of Youngstown School District, City of Youngstown Department of Parks and Recreation, All Youth Assisting Organizations in the City of Youngstown	United States Department of Justice Youth Violence Prevention Funding Program, National Youth Violence Prevention Resource Center, United State Department of Health and Human Services Youth Prevention through Community Level Change Grant Program, Raymond John Wean Foundation, Cleveland Foundation, United State Department of Labor Job Training Program Grants, Weed and Seed Program, Youth Build, Allstate Foundation, Workforce Investment Act Youth Development Programs
Strategy: A.6 Encourage strict enforcement of city ordinances.	City of Youngstown Planning Department, City of Youngstown Housing Department, City of Youngstown Health Department, City of Youngstown Police Department, INA	N/A
Strategy: A.7 Reduce criminal activity at convenience stores.	City of Youngstown Police Department, City of Youngstown Planning Department, INA	Weed and Seed Program
Strategy: A.8 Develop an illegal graffiti removal program.	City of Youngstown Police Department, Block Watch Program	Project Safe Neighborhoods Grant Program, Project Safe Neighborhoods Anti-Gang Initiative
Strategy: A.9 Focus on demolition to reduce crime.	City of Youngstown Demolition Department, City of Youngstown Planning Department, INA	United States Department of Housing and Urban Development, State and Federal Brownfield Assistance Programs
Strategy: A.10 Improve street lighting.	City of Youngstown Department of Public Works, City of Youngstown Planning Department, INA	Weed and Seed Program, Safe Streets Program, Project Safe Neighborhoods Program

**GOAL B:
INCREASE NEIGHBORHOOD PRIDE.**



Goal B: Increase Neighborhood Pride	Responsible Parties	Possible Funding Source
Strategy: B.1 Establish the Idora Neighborhood Association (INA).	Idora Neighborhood Residents	Raymond John Wean Foundation, City of Youngstown, Neighborhood Residents
Strategy: B.2 Create a Neighborhood Talent Directory.	INA	N/A
Strategy: B.3 Encourage the scheduling of regular block parties throughout the year.	INA	N/A
Strategy: B.4 Develop an Idora Neighborhood Webpage on the Youngstown 2010 website.	INA, City of Youngstown Planning Department	N/A
Strategy: B.5 Develop a collection of neighborhood history.	INA, Mahoning Valley Historical Society	Mahoning Valley Historical Society, Youngstown State University Department of History
Strategy: B.6 Create a Neighborhood Cookbook.	INA	Neighborhood Talent
Strategy: B.7 Brand the Idora Neighborhood.	INA	Neighborhood Talent
Strategy: B.8 Develop signage to distinguish the neighborhood as somewhere unique and special.	INA, City of Youngstown Department of Public Works, City of Youngstown Planning Department	INA, City of Youngstown
Strategy: B.9 Create murals along the Glenwood Avenue Corridor	INA, Youngstown State University, City of Youngstown School District, Art Youngstown Inc., Youngstown 2010 City Script	Sherwinn-Williams, Youngstown State University College of Fine Arts, Butler Institute of American Art, City Script
Strategy: B.10 Explore the historic designation of portions of the neighborhood.	INA, Mahoning Valley Historical Society, Rebecca Rodgers	National Trust for Historic Preservation Funding Programs, Mahoning Valley Historical Society
Strategy: B.11 Further Neighborhood Pride through housing rehabilitation and maintenance programs.	INA, City of Youngstown Community Development Agency, City of Youngstown Department of Public Works	Community Development Block Grant (CDBG) Funds, United States Department of Agriculture Mutual Self Help Loans, National Housing Trust Fund, Enterprise Foundation

Immediate	Short Term				Long-Term
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6-10

GOAL B:
INCREASE NEIGHBORHOOD PRIDE. CONTINUED



Goal B: Increase Neighborhood Pride	Responsible Parties	Possible Funding Source
Strategy: B.12 Create and distribute a city resource packet	INA, City of Youngstown Planning Department	City of Youngstown
Strategy: B.13 Publicize the names of absentee property owners that do not maintain their properties.	INA, City of Youngstown Code Enforcement	City of Youngstown
Strategy: B.14 Develop a neighborhood social support system.	INA, Rescue Mission of the Mahoning Valley, All Social Support Organizations in Youngstown	Ford Foundation, Salvation Army Kroc Community Center Fund, Raymond John Wean Foundation
Strategy: B.15 Establish an “Adopt – a – Block” Program.	INA	N/A
Strategy: B.16 Develop a strong relationship with the neighborhood’s Councilmember.	INA	N/A
Strategy: B.17 Create a Neighborhood Center on Glenwood Avenue.	INA, City of Youngstown	City of Youngstown, Raymond John Wean Foundation, Ford Foundation
Strategy: B.18 Establish strong relationships with local media.	INA	N/A

**GOAL C:
CREATE A NEIGHBORHOOD COMMERCIAL
CORRIDOR ON GLENWOOD AVENUE.**



Goal C: Create a neighborhood commercial corridor on Glenwood Avenue.		
	Responsible Parties	Possible Funding Source
Strategy: C.1 Create a detailed plan for the Glenwood Avenue Corridor.	INA, Business Association, City of Youngstown, Adjacent Neighborhood(s)	Wachovia Neighborhood Planning Grants are designed to support neighborhood plans, not strategic or business plans for the organization. http://www.wachovia.com/inside/page/0,,139_414_431_5633,00.html , Raymond John Wean Foundation
Strategy: C.2 Create a neighborhood business association.	INA, Business Owners	N/A
Strategy: C.3 Provide increased neighborhood employment opportunities.	INA, Business Association, City of Youngstown	Small Business Development Center of Ohio (SBDC of Ohio) http://www.odod.state.oh.us/edd/osb/sbdc/ , City of Youngstown Office of Economic Development
Strategy: C.4 Enhance the appearance of Glenwood Avenue.	INA, Business Association, City of Youngstown	A Business Improvement District (BID) is a formal organization made up of property owners and commercial tenants who are dedicated to promoting business development and improving an area's quality of life. BIDs deliver supplemental services such as sanitation and maintenance, public safety and visitor services, marketing and promotional programs, capital improvements, and beautification for the area - all funded by a special assessment paid by property owners within the district.
Strategy: C.5 Create a variety of commercial activities for the neighborhood.	INA, Business Association, City of Youngstown	Small Business Development Center of Ohio (SBDC of Ohio) http://www.odod.state.oh.us/edd/osb/sbdc/ , City of Youngstown Office of Economic Development
Strategy: C.6 Focus commercial activities at the neighborhood nodes to create gateways to the neighborhood.	INA, Business Association, City of Youngstown	N/A
Strategy: C.7 Improve the Glenwood Avenue Streetscape.	INA, Business Association, City of Youngstown	Wachovia Neighborhood Implementation Grants support comprehensive community development projects that target specific neighborhoods. http://www.wachovia.com/inside/page/0,,139_414_431_5634,00.html
Strategy: C.8 Encourage the rezoning of Glenwood Avenue.	INA, Business Association, City of Youngstown	City of Youngstown Planning Department

**GOAL D:
PRESERVE EXISTING HOUSING
THROUGHOUT THE NEIGHBORHOOD.**



Goal D: Preserve existing housing throughout the neighborhood.	Responsible Parties	Possible Funding Source
Strategy: D.1 Encourage existing property owners to maintain and improve their properties.	INA, City of Youngstown Code Enforcement	CDBG Funds - Home Improvement Assistance, Neighborhood Volunteers
Strategy: D.2 Rehabilitate underutilized properties.	INA, City of Youngstown Community Development Agency	Community Development Block Grant (CDBG) Funds, United States Department of Agriculture Mutual Self Help Loans, National Housing Trust Fund, Enterprise Foundation (See Strategy B.11)
Strategy: D.3 Encourage reinvestment in the existing housing stock by absentee landlords.	INA, City of Youngstown, Landlords	N/A
Strategy: D.4 Create opportunities for increased home ownership in the neighborhood.	INA, City of Youngstown, Youngstown State University	Buy Into Youngstown, Local Financial and Lending Institutions, United State Department of Housing and Urban Development, Fannie Mae Foundation, Youngstown Area Urban League, Family Service Agency Consumer Credit Counseling
Strategy: D.5 Establish a public/private loan pool.	INA, City of Youngstown, Local Financial Institutions	N/A
Strategy: D.6 Hold foreclosure prevention workshops.	INA, City of Youngstown, Youngstown State University, Coalition on Housing and Homelessness in Ohio	Coalition on Housing and Homelessness in Ohio (COHHIO), Buy Into Youngstown, Local Financial and Lending Institutions, United State Department of Housing and Urban Development, Fannie Mae Foundation, Youngstown Area Urban League, Family Service Agency Consumer Credit Counseling
Strategy: D.7 Require increased qualifications and background checks for those appraising real estate within the City of Youngstown.	City of Youngstown	N/A
Strategy: D.8 Develop an overall program to deal with vacancy.	INA, Lien Forward, City of Youngstown Planning Department, City of Youngstown Law Department, City of Youngstown Department of Public Works, National Vacant Properties Campaign, ESOP	Local Financial Institutions (i.e.: Home Savings and Loan, Chase, First Place)

Immediate	Short Term				Long-Term
Year 1	Year 2	Year 3	Year 4	Year 5	Year 6-10

**GOAL D:
PRESERVE EXISTING HOUSING
THROUGHOUT THE NEIGHBORHOOD. CONTINUED**



Goal D: Preserve existing housing throughout the neighborhood.	Responsible Parties	Possible Funding Source
Strategy: D.9 Collaborate with neighborhood realtors to market housing.	INA, Youngstown Columbiana Association of Realtors, National Association of Realtors, Youngstown 2010 Website	Youngstown Columbiana Association of Realtors, Youngstown Vindicator Homes Section (Sunday Paper), Youngstown 2010 Website
Strategy: D.10 Establish an annual parade of homes.	INA, Youngstown Columbiana Association of Realtors	N/A
Strategy: D.11 Market housing opportunities to immigrant communities.	INA, Youngstown Columbiana Association of Realtors, National Association of Realtors, Youngstown 2010 Website	Youngstown Columbiana Association of Realtors, Immigrant Community Organizations
Strategy: D.12 Collaborate with major employers to create employer assisted housing programs.	INA, Major Employers in the City of Youngstown and Mahoning Valley	Major Employers in the City of Youngstown and the Mahoning Valley, Raymond John Wean Foundation
Strategy: D.13 Develop a program to mitigate the effects of lead based paint in older housing.	INA, City of Youngstown Health District	Ohio Department of Health, Mahoning County Lead Hazard and Healthy Homes Program, City of Youngstown Health District, EPA Grants for Abating Lead in Paint, Soil and Dust
Strategy: D.14 Create a receivership program for nuisance properties.	INA, City of Youngstown Law Department, City of Youngstown Planning Department, Mahoning County Bar Association	N/A
Strategy: D.15 Create an Idora Neighborhood Homeownership Office.	INA, Buy Into Youngstown, Local Lending Institutions, Realtors	Local Lending and Financial Institutions, Mahoning Valley Urban Homeownership Incentive Program

**GOAL E:
RECLAIM, RECREATE AND REHABILITATE
VACANT LAND AND STRUCTURES TO CREATE
PRODUCTIVE AND USABLE SPACES.**



Goal E: Reclaim, recreate, and rehabilitate vacant land and structures to create productive and usable spaces.		
	Responsible Parties	Possible Funding Source
Strategy: E.1 Pursue the strategic acquisition of vacant parcels and structures throughout the neighborhood.	Idora Residents, City of Youngstown, Lien Forward	Lien Forward
Strategy: E.2 Develop a strategic demolition plan for the Idora Neighborhood.	INA, City of Youngstown	N/A
Strategy: E.3 Consider the development of a green reuse map.	INA, Lien Forward, City of Youngstown Department of Parks and Recreation, Treez Please, OSU Extension/Jubilee Gardens , Mill Creek MetroParks	Funding dependent on reuse (see other strategies)
Strategy: E.4 Organize residents to provide maintenance and management of vacant land.	INA	N/A
Strategy: E.5 Reclaim the former Idora Park Site to create a park once again.	INA, Property Owner, City of Youngstown, Mill Creek MetroParks	State of Ohio Clean Ohio Program, City of Youngstown, Mill Creek Park
Strategy: E.6 Collaborate with the community organizations to create community gardens on vacant lots.	INA, OSU Extension/Jubilee Gardens, American Community Garden Association, Lien Forward	National Gardening Association (Youth Garden Grants); Jubilee Gardens, Lien Forward, United States Department of Agriculture Urban Community Garden Funding Program, The Scotts Company Urban Garden Academy Program, EPA Environmental Education Project Grants
Strategy: E.7 Consider the development of a greenhouse at one of the community garden locations.	See above (Strategy E.6 responsible parties)	See above (Strategy E.6 funding sources)
Strategy: E.8 Collaborate with organizations to offer vacant lots to adjacent homeowners.	INA, Lien Forward, City of Youngstown	Lien Forward
Strategy: E.9 Collaborate with community organizations to create pocket parks throughout the neighborhood.	INA, City of Youngstown Department of Parks and Recreation, Treez Please	Treez Please, City of Youngstown Parks and Recreation, OSU Extension, Active Living By Design, National Tree Trust Seeds and Roots Grant Program, National Arbor Day Tree Planting Program, Funding Factory, State of Ohio Natureworks Parks and Recreation Grant Program, Land and Water Conservation Fund, State of Ohio Recreational Trails Program

**GOAL E:
RECLAIM, RECREATE AND REHABILITATE
VACANT LAND AND STRUCTURES TO CREATE
PRODUCTIVE AND USABLE SPACES. CONTINUED**



Goal E: Reclaim, recreate, and rehabilitate vacant land and structures to create productive and usable spaces.		
	Responsible Parties	Possible Funding Source
Strategy: E.10 Consider the feasibility of creating a new neighborhood park	INA, City of Youngstown Department of Parks and Recreation	N/A
Strategy: E.11 Develop a boarding program to secure abandoned structures.	INA, City of Youngstown Department of Public Works, City of Youngstown Fire Department	City of Youngstown - Community Development Block Grant (CDBG) Funds
Strategy: E.12 Require the planting of lots after vacant structures are demolished.	INA, City of Youngstown Department of Public Works, City of Youngstown Department of Parks and Recreation, Treez Please	Treez Please, City of Youngstown Parks and Recreation, OSU Extension, National Tree Trust Seeds and Roots Grant Program, National Arbor Day Tree Planting Program, Greenworks Program
Strategy: E.13 Educate residents about the benefits and incentives of locating to healthier portions of the neighborhood/city as outlined in Youngstown 2010. (Accepting that we are smaller)	City of Youngstown Planning Department	City of Youngstown
Strategy: E.14 Develop a best practices guide regarding ways to turn vacancy into an opportunity.	INA, Lien Forward, City of Youngstown Planning Department, City of Youngstown Law Department, City of Youngstown Department of Public Works, National Vacant Properties Campaign	Local Financial Institutions (i.e.: Home Savings and Loan, Chase, First Place)
Strategy: E.15 Encourage strict enforcement of litter control and dumping ordinances.	INA, City of Youngstown Code Enforcement, Litter Control and Recycling	N/A
Strategy: E.16 Encourage the development of new quality infill housing in strategic locations.	INA, Housing agencies	Habitat for Humanity, Choice

Immediate	Short Term				Long-Term
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**GOAL F:
CLEAN AND GREEN THE NEIGHBORHOOD
WITH THE HELP OF THE CITY, LOCAL ORGA-
NIZATIONS AND IDORA'S OWN RESIDENTS.**



Goal F: Clean and green the neighborhood with the help of the city, local organizations, and Idora's own residents.		
	Responsible Parties	Possible Funding Source
Strategy: F.1 Establish seasonal neighborhood clean ups.	INA, City of Youngstown	Donations from local businesses, City Street Department,
Strategy: F.2 Ensure that infrastructure is adequately and consistently maintained.	INA, City of Youngstown Department of Public Works	City of Youngstown, Transportation Enhancements Program, Urban Paving Program
Strategy: F.3 Encourage increased recycling and environmental responsibility throughout the neighborhood.	INA, City of Youngstown, Litter Control and Recycling,	ODNR Division of Recycling and Litter Prevention grants, Recycling Division of Mahoning County, Recycling Initiatives Grants from the Mahoning County Green Team, ODNR Tire Recycling Grants Program
Strategy: F.4 Reuse vacant land for green uses.	See Goal E.	See Goal E.

