

2015 - 2018 Strategic Plan



Trumbull Neighborhood Partnership

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Partnership

Strategic Plan

2015-2018

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Trumbull Neighborhood Partnership
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Introduction

Trumbull Neighborhood Partnership (TNP) was launched with the assistance of The Raymond John Wean Foundation in 2010 as an organization dedicated to helping the residents of Warren and its surrounding communities improve their neighborhoods. From the start, TNP resolved to carry out its mission by enlisting the community’s residents as leaders in the initiative to craft a vision for Warren’s future and a strategy for realizing that vision.

This commitment to empowering local citizens took root in 2011 with the Vacant Property Stabilization Program (VPSP). Through this program, TNP mobilized scores of residents and coordinated with public agencies to secure and clean up more than 100 blighted properties. TNP quickly expanded the vacant property program by partnering with Warren Municipal Court, which assigned Court Ordered Community Service (COCS) clients to assist in the work. Now this effort is securing, cleaning, and beautifying hundreds of properties every year.



VPSP is emblematic of TNP’s overall approach. TNP listened to and respected resident grievances; TNP enlisted hundreds of residents and civic partners to deliver a solution; and, TNP capitalized on early successes to create a much larger and more impactful program.

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Consider these other examples of TNP’s resident-driven approach:

- **In 2010** TNP worked with County officials to develop policies necessary for administering a successful countywide land bank and by 2013 became the only community-based nonprofit in Ohio to be awarded a contract to administer a public land bank. The “land bank” gives TNP the resources to demolish hazards and return hundreds of derelict buildings and vacant lots to productive use.
- **In 2012** TNP established Garden Resources of Warren (GROW), an urban agriculture and local food initiative that supports community gardens and gives residents easy access to healthy foods. And, GROW has grown! It now boasts ten resident-led gardens, a training program, the Warren Farmer’s Market, and a Community Supported Agriculture initiative.
- **In 2011** TNP won, on behalf of the City of Warren, a HUD Community Challenge grant that made it possible to collect critical data about Warren’s housing stock and engage residents in meetings to develop detailed plans for improving their neighborhoods. The plans will be completed in May 2015 and will guide TNP’s resident-driven initiatives well into the future.
- **Since 2011** TNP has worked to wed the talents of local artists with the desires of citizens to bring beauty to public spaces, resulting in dozens of high quality public art installations in the community.

Today TNP is in a strong position, having created positive momentum by turning out one tangible accomplishment after another. But, as one TNP Board member put it, “While we have shown we can get things done, we also know there is much more to do.”

In this spirit, TNP’s 12-member Board of Directors decided to sharpen its sights on how to advance the organization’s core initiatives and how to develop new programs during the next three years. To that end, Board members participated in a series of intensive planning sessions leading to the adoption of TNP’s 2015-2018 Strategic Plan. That plan, set forth in the following pages, will serve as TNP’s road map for continuing to improve the quality of life for residents and other stakeholders in the neighborhoods it serves.

Key Achievements

During its five-year history, Trumbull Neighborhood Partnership has made a tangible difference in the communities it serves. TNP's recent successes include the following:

- TNP, in partnership with the City of Warren, secured a \$356,964 award through HUD to conduct neighborhood-level planning and outreach from 2012-2015.
- Through COCS, TNP has offered a sentencing alternative for low level offenders, resulting in 7500 hours of blight remediation in Warren neighborhoods.
- Since 2013, TNP has managed the Trumbull County Land Bank. In this role, TNP has facilitated the demolition of over 275 derelict properties, the sale of over 275 vacant lots to residents for side yards, and the sale of 100 structures for rehabilitation.
- In 2014, TNP, working with the Trumbull County Land Reutilization Corporation (TCLRC), secured \$3.2 million from OHFA for demolition of derelict properties and vacant land reuse projects.
- TNP facilitated over \$120,000 in lead abatement in residential daycare centers through a partnership with USEPA.
- TNP's community partnerships have resulted in the installation of four murals, and over two dozen place-making projects.
- TNP and TCLRC created the Adopt-a-Home Program, a revolving loan fund for rehabilitation of homes in the Garden District. The loan fund was capitalized by a contribution made by Bill Casey, owner of Warren Glass and Paint.
- A \$22,000 contribution from Huntington National Bank allowed TNP and TCLRC to start the Side Lot Incentive Program, through which purchasers of land bank lots receive Lowe's gift cards to help defray the cost of supplies and tools to improve expanded lots.
- TNP has sought to promote home ownership through education and unique lending tools. Over 50 owner-occupant homebuyers have taken advantage of these opportunities.
- TNP's GROW program has assisted in the start-up of ten resident-led and managed community gardens and continues to play a support role for each site. Over 200 resident gardeners participate each season.
- TNP worked with others to successfully manage the Warren Farmer's Market and in 2014 received a \$96,773 USDA grant to promote involvement in the market by local farmers and consumers.
- The gregg's gardens effort has resulted in over \$70,000 in funding invested in the Garden District neighborhood, an accomplishment that earned the partners a Community Impact Award from the Dominion Foundation in 2015.



Community gardens and public art projects are revitalizing neighborhoods across TNP's service area.



Since 2013, TNP has assisted in the sale of over 100 houses for rehabilitation through the County Land Bank.



TNP has leveraged over \$850,000 in private investment toward housing rehabilitation, promoting the stabilization of neighborhoods throughout the county



Citizens worked with TNP and the City of Warren to create visions and plans for the area's neighborhoods.



The gregg's garden initiative has generated over \$70,000 in investment in the Garden District.

Mission • Vision • Core Values

Mission

TNP's mission is to empower residents through programming and projects that improve the quality of life in the neighborhoods of Warren, Ohio and surrounding communities.

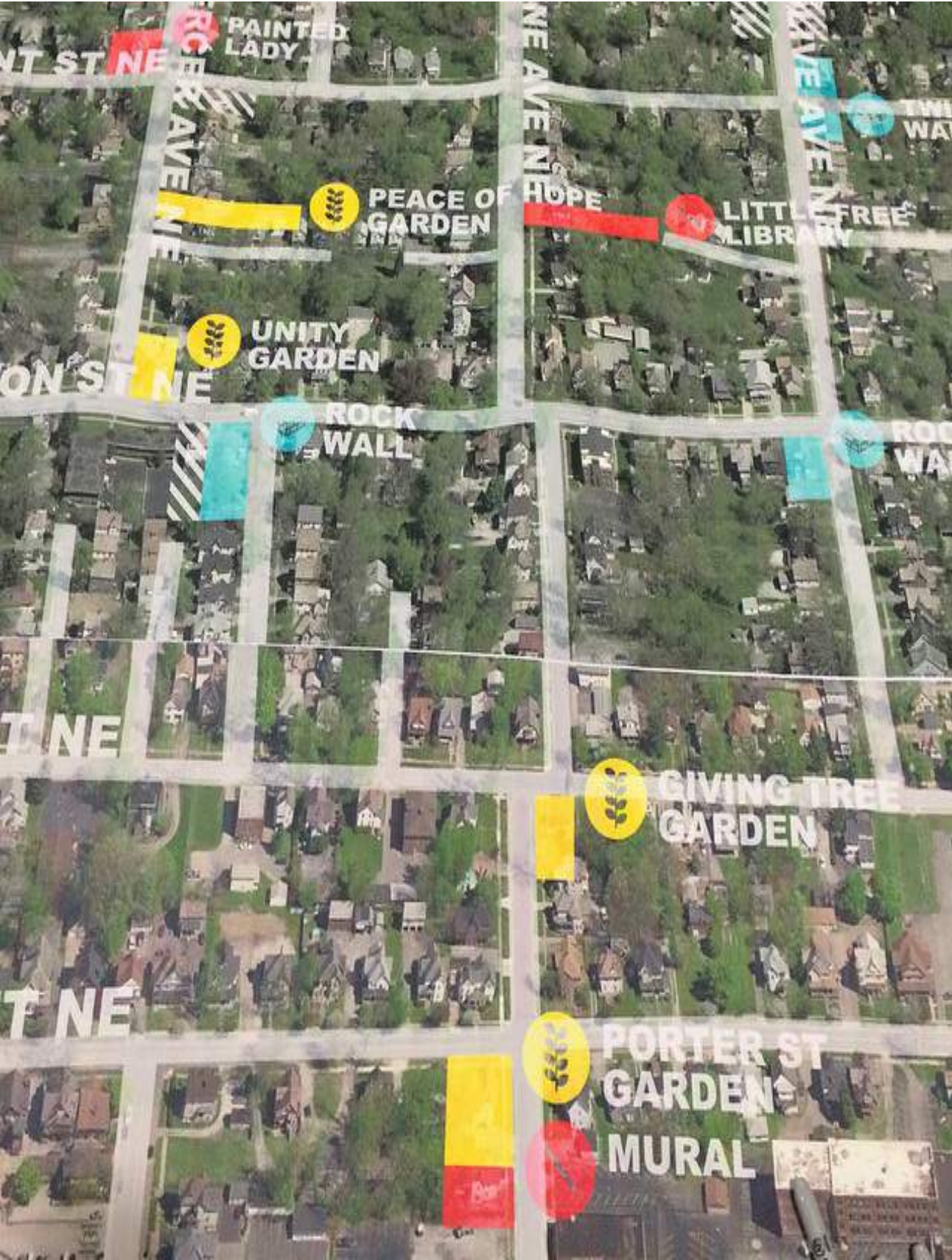
Vision

TNP's vision is to transform communities into meaningful places where people invest time, money, and energy into their homes and neighborhoods; where residents have the capacity to manage day-to-day issues; and, where neighbors feel confident about the future of their neighborhoods.

Core Values

- An insistence on authentic, transparent, and equitable community engagement.
- A conviction that the health of a community is rooted in the health of its citizens.
- A belief that effectiveness is amplified exponentially through honest civic partnerships.
- An abiding regard for a proud history and considerable cultural assets.
- An unflinching commitment to racial, ethnic, gender and social diversity and inclusion.
- A resolve to protect and preserve the natural environment now and for the future.
- An outlook that encourages creativity and innovation.

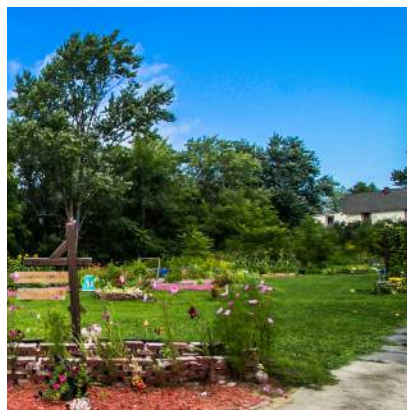
Priority Goals & Strategies



Goal One: Return vacant and abandoned property to productive use.

Strategies

- A. Nuisance Abatement: TNP will continue to secure and clean open vacant properties and adjacent lots throughout Warren and surrounding areas. This activity will avert vandalism and maximize the potential for future reclamation and redevelopment.
- B. Return Land to Productive Use: TNP will handle the demolition of hundreds of unrepairable buildings and manage the maintenance and disposition of the underlying land, plus other vacant lots acquired by the Trumbull County Land Reutilization Corporation (TCLRC). TNP's principal strategies for disposition of these lands will be:
- Sale of parcels to adjacent owners who wish to expand their yards. TNP will seek support from the community institutions to provide subsidies to help the purchasers defray improvement costs.
 - Through TNP's Lots of Love Program, transfer control of parcels to civic groups who undertake land reuse projects.
 - Transfer control of parcels to neighborhood groups undertaking community garden projects.



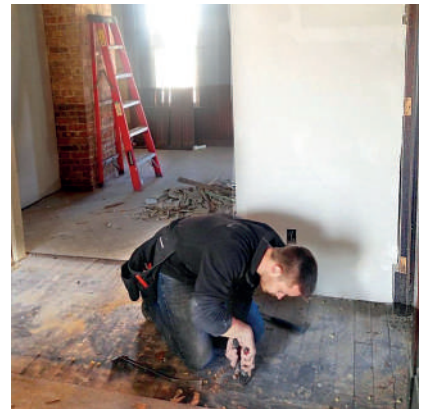
C. Return Structures to Productive Use: TNP will sell TCLRC structures resulting in rehabilitated structures and homeownership opportunities. Strategies for returning structures to productive reuse will be:

- Sale of as-is properties to owner-occupants and investors who then complete rehabilitation.
- Rehabilitation of targeted homes prior to sale.
- Expansion of the Adopt-a-Home Program – a partnership with TCLRC, Gregg's Gardens, and Trumbull 100 – with the goal to sustain a revolving fund for the rehabilitation of homes in Warren's Garden District.
- Partnerships with developers, contractors, local businesses, and non-profits that agree to purchase and renovate Land Bank properties.
- Commitments by financial institutions and TCLRC to offer home purchase financing options for buyers who are at the margins of normal underwriting parameters.

D. Work with TCLRC, neighborhood organizations, and regional/statewide organizations to pursue additional funding to address the effects of property abandonment on communities.

E. Pursue additional contributions of vacant properties – to be demolished or rehabbed - from REO inventories, private parties, or others.

F. Responsibly maintain and secure TCLRC properties, a task assisted by utilization of the Court Ordered Community Service program of the Warren Municipal Court.



Goal Two: Improve the health of Warren residents by increasing access to nutritious foods and the elimination of food deserts in Warren neighborhoods, while supporting local food producers and benefiting the local economy.



- A. Expand GROW, an urban agriculture and local food effort that supports the transformation of vacant lots into community gardens capable of providing fresh produce, building community, reducing food insecurity, and providing accessible sources for healthy food.
- B. Continue to offer tools, supplies, outreach, and technical assistance to existing community gardens.
- C. Work with neighborhood residents and partners to start and support new community garden sites.
- D. Provide growers and producers training in agricultural techniques through educational classes, workshops, and hands-on trainings, often in collaboration with other organizations and agriculture experts.

- E. Maintain the Warren Farmer's Market and explore ways to decentralize distribution of fresh foods in Warren neighborhoods.
- F. Renew voucher program with Mercy Health (while funding is available) and continue to encourage Warren Farmer's Market vendors to accept vouchers at the market.
- H. Create a Warren Farmer's Market website to provide market information, recipes, and information on participating producers.



- I. Develop support services, programming, and incentives for area farmers and producers, including business plan and marketing assistance.
- J. Continue to act as the Warren distribution site for the Grow Youngstown Community Supported Agriculture (CSA) program.
- G. Seek funding to develop and market a SNAP incentive program to encourage use of the Warren Farmer's Market by SNAP recipients.
- K. Promote the purchase of locally-grown foods by area restaurants and institutions.
- L. Participate in local and regional food policy councils and related advocacy groups.

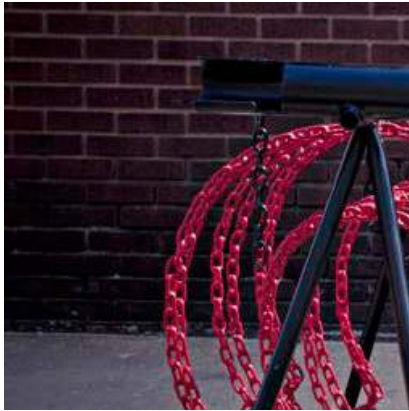
Goal Three: Support and facilitate the attainment of resident-driven neighborhood improvement plans and initiatives.

Strategies

- A. By May 2015, help complete neighborhood plans prepared through the HUD Community Challenge process involving Warren residents.
- B. Launch Warren Enriched, a TNP program to help residents implement the neighborhood plans, and continue the work of the Community Challenge process. Warren Enriched will consist of at least the following:
 - Addressing blight removal and property reuse plans through existing TNP programs.
 - Helping residents secure resources and leverage relationships needed to undertake projects.
 - Discussing with public officials cooperative approaches to delivering services.
 - Initiate Lots To Love, a program where TNP will provide financial help for neighborhood groups to complete greening projects on vacant lots.



Goal Four: Engage local artists and citizens in a robust public arts program to bring beauty and build community in Warren’s neighborhoods.



Strategies

- A. Continue program where local artists are selected to complete murals, sculptures, bike racks, and other forms of public art on vacant structures and vacant lots in coordination with property reuse initiatives.
- B. Undertake a creative place-making program where artists will be recruited to work with residents to enliven public sites – especially community gardens supported by GROW – with art.
- C. Explore possibility of attracting artists to live in and purchase restored properties.



Goal Five: Fashion partnerships with community and the public sector that result in positive outcomes for Warren residents.

Strategies



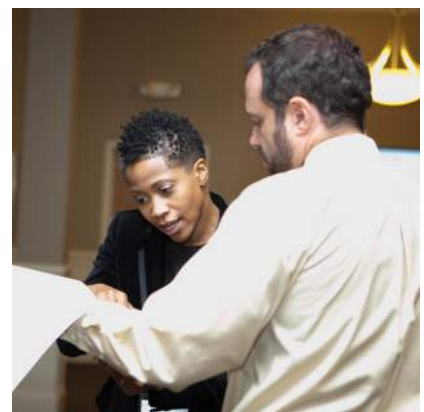
- A. Through Warren SOUP, a grassroots micro-funding effort, TNP will facilitate events where attendees pay for a dinner during which they hear presentations by leaders of various community endeavors and then vote on the best presentation, awarding the winner proceeds from the door.
- B. In tandem with gregg's gardens, continue to support revitalization efforts in the Garden District, where partners have raised contributions – in money and labor – to undertake activities that improve the quality of life. Their work has led to the preservation of properties, beautification of vacant lots, and installation of public art.
- C. Continue working with the bicycling community to promote bike-friendly activities, events, and infrastructure.
- D. Continue partnership with Warren Municipal Court, through which Court-Ordered Community Service clients maintain and secure properties, assist with neighborhood projects, and install public art.
- E. Strengthen TNP's working relationships with the City of Warren, Trumbull County, the Warren City Schools, and state/federal legislators.
- F. Collaborate with other organizations in the region on policy issues of mutual concern.
- G. Given TNP's success in managing public services on an out-sourced basis (Land Bank and COCS), explore similar contract-for-service agreements with local governments.

Goal Six: Enhance TNP's governance, administration, and staffing capabilities.



Strategies

- A. TNP's Board will establish a formal board member recruitment and training initiative.
- B. TNP will continue to work on diversification of funding, including ways to increase program income.
- C. TNP will invest in the professional growth of staff members.
- D. TNP will work to recruit local residents to serve as staff, interns and volunteers in TNP's office.
- E. TNP will develop a succession plan for senior staff positions.
- F. TNP will continue its practice of utilizing interns, students, and VISTAs.
- G. TNP will seek a new centrally located eco-friendly office large enough to meet its administrative and program requirements.



Projected Outcomes

Following this strategic plan, TNP anticipates significant results, including:

- In partnership with the Trumbull County Land Reutilization Corporation, demolishing at least 200 blighted properties, where the underlying properties are controlled by TCLRC and TNP, for future reuse that is beneficial to the community.
- Returning at least 250 vacant lots to productive use for side yards for adjacent owners, for reuse projects undertaken by community groups (including projects fostered by TNP's Lots To Love program), or for community gardens.
- Returning at least 60 derelict structures to productive use as fully rehabilitated tax-producing properties, with at least 36 of those properties becoming owner-occupied.
- Through GROW, continuing TNP's support of 10 community garden projects and providing similar support for each new resident-led community garden initiative that emerges.
- Through GROW, continuing to engage at least 200 residents in community garden projects.
- Facilitating at least 50 days at the Warren Farmer's Market.
- Continuing and, if resources permit, expanding voucher and SNAP incentives to encourage the purchase of fresh foods from the Farmer's Market.
- Involving at least 225 residents through GROW education events.
- Providing technical assistance to at least 12 local food producers.
- Recruiting residents to purchase fresh foods from the Warren distribution site for the Grow Youngstown CSA program.
- Completing neighborhood plans as part of the HUD Community Challenge process and launching the Warren Enriched program as a mechanism for TNP to help residents implement those plans.
- Organizing at least 7,500 hours of Court Ordered Community Service and volunteer work to remediate blight and beautify spaces in Warren's neighborhoods.
- Completing at least 25 public art installations and events.

Management



TNP Staff, left to right: Lisa Ramsey, Shawn Carvin, Sheila Calko, Matt Martin, Mikenna McClurg, Nick Bellas, Marissa Williams (not pictured Denise Rising and Jarrod MacCartney).

Board of Directors

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Partners & Supporters

American Pinnacle Construction
amg Foundation
Austin-Starlite Neighborhood Association
Birdsong Farm
Community Foundation of the Mahoning Valley
Community Concerned Citizens II
The Community Foundation of Western PA. and Eastern Ohio
Dominion Foundation
Earth Angel Farm
Fine Arts Council of Trumbull County
Federal Home Loan Bank
Greater Warren Opportunity Network
GROW Youngstown
Habitat for Humanity
Historic Perkins Homestead Neighborhood Association
Huntington National Bank
Inspiring Minds
Kenmore Neighborhood Association
Kent State University
Lake to River Food Cooperative
Mahoning Valley Food Coalition
Mahoning Valley Hope Center
Mahoning Valley Organizing Collaborative
Mercy Health
Northeast Warren Neighborhood Association
North End Environmental Development
Northwest Neighborhood Association
Ohio Arts Council
Ohio Attorney General's Office
Ohio Housing Finance Agency
Ohio State Extension (Trumbull County)
Palmyra Neighborhood Association
Parsons School of Design
PNC Foundation

The Raymond John Wean Foundation
Rotary Club of Warren
Southeast Neighborhood Association
Southwest Neighborhood Association
Trumbull Art Gallery
Trumbull County Commissioners
Trumbull County Health Department
TCJFS Summer Youth Program
Trumbull County Land Reutilization Corporation
Trumbull County Prosecutor's Office
Trumbull County SWCD
Trumbull County Treasurer's Office
Trumbull County YWCA
Thriving Communities Institute
Trumbull Memorial Health Foundation
Trumbull 100
USDA
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Warren Bike to Work Committee
Warren City
Warren City Schools
warrenexpressed.org
Warren Municipal Court
Warren Neighborhood Leadership Council
Warren Paint and Glass
Warren SOUP
Western Reserve Land Conservancy
Youngstown Neighborhood Development Corporation
Youngstown State University
Youngstown/Warren Regional Chamber