

## **SWOT Analysis – With Public Input Added City of Warren, Ohio**

Votes (# in parenthesis) and *Additions/Comments from 4/28/08 Public Meeting (in Italics)*

### **Strengths**

#### **General**

- County Seat (4)
- City's active web site and data center (3)
- Land bank program exists (3)
- State Representatives (2)

#### **Downtown**

- Main Street status/DT revitalization efforts (6)
- 6000 employees in the Downtown (not on board for meeting)
- 50 Downtown events (9)
- DT parking garage (2)
- Dedicated local groups—WRAP, Warren Grows, Trumbull 100, Arts Council, Chamber of Commerce, etc. (1)
- Commercial Façade Improvement Loan Program (2)
- 2008 Streetscaping of East Market – between Main and Chestnut (4)
- Market Street Resurfacing in 2008 (2)

#### *Additions:*

- *Direct walking access to Market St. from the Parking Garage*

#### **Parks & Recreation**

- Warren Community Amphitheater and park/ Veterans Park (13)
- YMCA/YWCA (1) (*Comment- Do we have a YWCA?*)
- Mahoning River/Riverwalk/Perkins Park/Women's Park (one of few in US) (11)
- Proximity to Mosquito Lake (9)
- Mahoning Valley Scrappers—Class A Indians Affiliate (3)
- Golf Courses (4) (*Comment – Needs to be open to more of the public*)
- Ice Skating Rink (8) (*Comment – Put skating rink in Perkins Park all year round, where old horse show ring was (2).*)
- Warren Baseball League (3)
- Frisbee Golf Course (KSU)
- 235 acres of parks (9)
- New Natatorium (9 – was combined on board with 235 acres of parks)

#### *Additions:*

- *Make better use of Perkins Park, move all festivals to Perkins (4)*
- *The old St. Joes building*
- *Use Amphitheater for more family entertainment – movies, talent shows, teen bands.*
- *Mahoning River*
- *Water Trail from Lake Milton to Packard Park*

## **Historic & Cultural**

- History and Historic Sites (13)
  - Warren Commercial Historic District (5)
  - Mahoning Avenue (NW) Historic District “Millionaires’ Row” (4)  
*(The following were not listed separately on the board)*
  - Kinsman House (303 Mahoning NW)
  - Connecticut Land Company Office (321 Mahoning NW)
  - Perkins House (City Hall—391 Mahoning NW)
  - Woods House (624 Mahoning NW)
  - Patch-Abell House (608 Mahoning NW)
  - Wolcott-Marvin Cottage (410 Mahoning NW)
  - The Harriet Taylor Upton House (380 Mahoning NW)
  - The Trumbull County Courthouse (161 High)
  - Presbyterian Church (6383 Church)
  - First Presbyterian Church (256 Mahoning NW)
  - The Gillmer House (720 Mahoning NW)
  - Neil Armstrong “First Flight” Memorial
  - Monument Park (W Market & Mahoning)
  - The Old Mahoning Pioneer Cemetery (661 Mahoning NW)
  - Museums (1)
    - John Stark Edwards House Museum
    - National Packard Museum
    - Sutliff Museum & Underground Railroad Exhibit
    - Butler Institute of Art
    - Harriet Taylor Upton House
    - Trumbull Art Gallery*(None listed separately on the board)*
- Packard Music Hall (2500 seats) and Packard Concert Band (53 yrs.old) (4)
- Warren Symphony (4 – with Packard Music Hall)
- Warren Civic Music Association (5)
- Festivals – numerous/well-attended (not on board)
- Saturday Band Concerts – May-October (5)
- Trumbull Town Hall (one of few left in US) (4)
- Barbershop Group (3)

### *Additions:*

- *Warren G. Harding HS (33 – preserve, put on Registry, keep façade, put the Zero-Tolerance kids in the building, put Board of Education offices there, etc.)*

## **Transportation & Infrastructure**

- 422 Reconstruction in 2008 (not on board)

## **Economic Development**

- Location
- 2 railroads—B&O and Conrail (2)  
(Comments: 1. Railroad corridors: Norfolk Southern & CSX – rezone and develop for industry, market rail access for heavy industry. 2. Revamp railroad system.)
- Dedicated local groups—WRAP, Warren Grows, Trumbull 100, Arts Council, Chamber of Commerce, etc. (5)
- Trumbull County Planning Commission (2) SWOT analysis in January 2008
- Delphi's 1 million SF in 3 bldgs. (1)
- Youngtown-Warren Regional Airport (7)  
(Comments: 1. Should be Trumbull Airport. 2. Bring it back.)
- Local Revolving Loan Fund (RLF ) Program & Mini-Loan Program (1)
- Tax Incentives (Income tax relief) (3)
- Existing Community Reinvestment Area (CRA) for tax abatement (not on board)

## **Quality of Life**

- Local hospitals (8)  
(Comment – Patient satisfaction scores higher than Cleveland Clinic)
- Kent State University branch (12)  
(Comment – Need Community College here)
- New subdivisions (1)
- New school construction program (8)
- HUD Entitlement City—annual allocation of funds (\$1.376 million in 2007 CDBG and \$480,000 in HOME) (not on board)
- Several past studies done—results to be reviewed and incorporated (not on board)
- Home Ownership Loans, Housing rehab funds, Emergency Home Repair Funds (6)
- Public Library (12)
- 6-12 Neighborhood Associations (7)
- High School Events Participation (4)
- High School Facilities (4 – combined with HS events)
- New property maintenance code (6)
- Rental Inspection program (7)
- Sunshine Development Corporation—A CDC that has completed 4 tax credit projects in Warren and assists the City with economic development efforts. (3)
- Project Gridiron  
(Comments: What is this? More word out on this is needed.)

### **Additions:**

- SCOPE (1)
- *The people in this room tonight!*
- *Many dedicated volunteers.*
- *Cost of living.*
- *Turn vacated schools into Community College.*
- *Skilled workers and professionals facing retirement or lay-offs who are capable of starting their own businesses in the community or working for an existing company.*
- Barbara Busko – [adminawh\(?\)@neo.rr.com](mailto:adminawh(?)@neo.rr.com) (2-6 PM daily 330-394-3512 (??))

## **Weaknesses**

### **General**

- Negative image (9)
- Omnipresent link to Youngstown (4)  
(*Comment: Warren-Youngstown or Youngstown-Warren...*)
- County seat?  
(*Comment: Why weakness? (2)*)

### **Downtown**

- Lack of Restaurants and other attractions in the DT (5)  
(*Comments: 1. I think there are several good places to eat. 2. Evening hours of operation limited even with Downtown events.*)
- Maintenance of DT Sidewalks (3)  
(*Comment: Routine cleaning of Courthouse Square downtown.*)
- Roads into DT (7)

### **Parks & Recreation**

- YWCA/YMCA – few programs, funding issues  
(*Comment: Lack of collaboration between Y's – tried to consolidate and should with smaller population.*)

### **Historic & Cultural**

### **Transportation & Infrastructure**

- Aging infrastructure and roads (5)
- Sidewalks are bad throughout the City (not on board)

### **Economic Development**

- Brownfield sites (3)
- Lost manufacturing jobs (5)  
(*Comment: But this could be an opportunity – tech jobs are needed.*)
- Vacant school buildings or sites (3)  
(*Comment: Failure of WCS to adaptively re-use old schools - too afraid of Charter Schools instead of exploring options.*)
- Delphi's 1 million SF in 3 bldgs.
- Vacant commercial buildings and sites (6)  
(*Comments: Rebuild the West side. West Market Street.*)
- Lack of Hotels/Motels (1)
- Small businesses are not addressed thru the R&E program (not on board)
- Assistance to Small Businesses (9)

#### ***Additions:***

- *City in NOT business friendly. (2)*
- *Have 2-hour parking, but don't give tickets.*
- *Lack of Economic Development on Warren West Side.*
- *Need to advertise out of State to get business here.*
- *Unemployment – Available jobs are low paying.*
- *Taxes chase small businesses away to townships, if not out of State.*
- *Poor job base.*
- *Few livable wage jobs.*
- *No new immigrants – see US State Dept.*

- *Total absence of marketing Warren – lack of qualification, accountability and true results.*
- *WRAP is ineffective.*
- *Community Development (Mike Keys) is not working towards building community development. (Mike Keys says all he is supposed to do in handle HUD monies.)*
- *City Council and Mayor are not working with city businesses to grow.*
- *Start-up cost for rental of office space is too high.*

### **Quality of Life**

- *Vacant buildings and sites/boarded up homes (9)*
- *Lack of building and site maintenance (5)*
- *Crime (6)*

*(Comment: Increase in number of “panhandlers” downtown – should get this under control immediately!)*

- *Low home ownership/high rental (9)*

*(Comment: Lack of accountability with inspections, enforcement of ordinances – no follow through!)*

- *Single-family homes converted to MF use (6)*
- *High number of LMI households (7)*
- *Some city blocks have only a few good, inhabited homes (4)*

*(Comment: A very high percentage of houses have out-lived their usefulness. No longer economically feasible to maintain. Rebuild with new, more efficient structures.)*

- *Media (2)*

*(Comment: Media is negative.)*

*Additions:*

- *Lack of neighborhood playgrounds and water features.*
- *Police are not walking the beat downtown.*
- *Prostitution is not prosecuted and fought against on the streets by cops. I see prostitutes and dealers daily, passing by cops who aren't stopping them.*
- *Not neighborhood friendly – that is, people don't know each other.*
- *People who move here say we aren't friendly.*
- *Police only interested in violent crime; need to concentrate on blighted areas, ticketing, etc.*
- *Go to [suisun.com](http://suisun.com) – they bought out the worst crime-ridden section and tore it down and replaced it with 94 new upscale homes.*
- *City needs to get control of wages of City workers. Same number with a shrinking population, always demand wage increases.*
- *Too many employees. Pay and benefits too high – over \$70,000. You just gave police 4%. All contracts have “me too” in them. Employees get around 30 days off with pay.*
- *School Board. (3)*
  - *Lack of honest communication.*
  - *Over spending*
  - *Poor land purchases.*
  - *Board of Education talks out of both sides of mouth. We voted for the issue to save along with build other schools.*

## **Opportunities**

### **General**

- Proximity to Cleveland (4)  
(*Comment: Need complete 4-lane.*)

#### *Additions:*

- Proximity to Pittsburgh
  - Extend SR 82 to PA 60.
- We need our young people to get more involved. (2)
- Improve Gateways to City, especially along E. Market.
- Fill in the urban blight along E. Market between Trumbull Memorial and Downtown.
- Think “growth” not shrinking! Must plan for future growth.

### **Downtown**

- Huntington Bank building available for new tenant (1)
- County owns large parking lot and several vacant buildings near it
- WRAP owns former Workforce Center and Showcase Books buildings (145 and 147) and is planning a retail/office incubator project with access through building to parking garage...not yet (1)

#### *(Comment: Incubator.)*

- Potential One Stop Center for all City services in the Downtown (2)  
(*Comments: 1. Put this in old HS building. 2. Something similar to Seattle department of neighborhoods – one-stop shop.*)

- Martin Chevy property (5)

#### *(Comments: 1. Fix what is before (in front of?) building more. 2. The former Martin Chevy property could develop high-rise apartments for the elderly.)*

- Corridors into DT (3)

#### *(Comment: See Key Issues.)*

- West Market Street Corridor (3)
- DT Housing (7)
- 21 acres given to WRAP along river (7)

#### *(Comment: Questionable in all respects.)*

### **Parks & Recreation**

- Potential interest in a community center (1)

#### *(Comment: See Warren Interfaith.)*

- ODOT-funded bikepath (5)

#### *(Comment: See Warren Interfaith.)*

- Skateboard Park (5)

#### *(Comments: 1. See Warren Interfaith. 2. Skate park should include roller skating also.)*

- Recreation, Parks, Trails – Promote “Fit” City (6)

#### *(Comment: Revamp City parks.)*

### **Historic & Cultural**

- Historic Tourism (19)

#### *(Comments: 1. There will be no tourism if our streets are unsafe. 2. See Warren Heritage Day.)*

#### *Additions:*

- House styles – many architectural styles represented in neighborhoods.
- Save Harding High – a historic treasure that could have many uses. (3)
- Underground railroad needs to be expanded.

## **Transportation & Infrastructure**

- SR 46 corridor
- 422 corridor (4)  
(*Comment: Clean up 422 corridor.*)
- West Market Street corridor (not on board)

### **Additions:**

- *Change name of airport to “Neil Armstrong Airport”.*

## **Economic Development**

- New ‘Cleveland Plus’ marketing campaign [www.Clevelandplus.com--marketing](http://www.Clevelandplus.com--marketing) for NE Ohio (Cleveland, Canton, Akron Youngstown area) (2)

*Comments: 1. Appoint a liaison person or committee. 2. Every time we do this we lose – Chamber of Commerce to Youngstown, etc. 3. They still leave us out.)*

- Delphi’s 1 million SF buildings
- Hotels/Motels (1)
- Cooperation with other regional governments (2)  
(*Comment: Please!! They should cooperate with us!*)
- Better use of CRA to encourage residential and other (re)development. (not on board)

### **Additions:**

- *Tremont in Cleveland is a lovely example to follow.*
- *We need 21<sup>st</sup> Century workplaces to attract 21<sup>st</sup> Century businesses.*
- *Include stakeholders before decisions are made which benefit the decision makers.*
- *Need a community college.*
- *Need early college.*
- *Float bonds before the World Bank forces the Federal Reserve to raise interest.*
- *Call Centers like West Group and Infocision. Locate closer to neighborhoods to reduce commuting costs for workers.*
- *Entertainment as a tourist attraction (ala Branson, MO), we have talented people, KSU, YSU and TNT.*
- *Medical tourism. Accommodate people traveling to hospitals, heart and cancer centers.*
- *Warren as a focal point for County, Mahoning Valley, and Western Reserve.*
- *Waterfront possibilities.*
- *The future is Black, let’s get them into business.*
- *Sell Western Reserve School to a “green” company that will operate on the waste from the landfill nearby.*
  - *It will create jobs.*
  - *It will be good for the environment.*
  - *It will provide funds for a school system with a looming budget deficit.*
  - *The landfill will fill more slowly.*

## **Quality of Life**

- Youngstown going through a similar process.  
(*Comment: Youngstown out to get what is left, they eat other's pie.*)
- Ability to accept being smaller, need to create a quality environment (5)
- Renovation of the Packard Brothers apartments (16 units, 900-1400 SF each) (4)
- New property maintenance code in the works (6)  
(*Comment: Only if enforced!*)
- Rental housing inspection program started (7)  
(*Comment: Only if enforced. Must be done fairly, no one cut any breaks!!*)
- New school construction program: McGuffey (NW), Jefferson (SW), Willard (SE), Lincoln (NE), Harding HS (2)
- DT Housing (not on board)
- Vine & Scott Streets –transition area
- Land-banked properties (3)

### *Additions:*

- *20 acre park (Interfaith) – Niles Road. (2)*
- *Community Center (1952 Burton Street)*
- *Proximity to State Park*
- *Area golf courses rated #2 in Golf Digest*
- *Low cost of living (nationally speaking)*
- *Historic preservation of Harding High (2)*
- *Ohio Edison needs to start a program to change from poles to underground – do an area at a time. Too many power outages with overhead lines.*
- *Embrace all the residents of Warren, not just the Country Club set.*
- *Collect better crime statistics similar to Akron, OH or NYC, to help target problems.*
- *Investigate creating cul-de-sacs in high-crime residential area (Hartford, CT).*

## **Threats**

### **General**

- Negative attitudes and press (14)  
(Comments: 1. Times 10! 2. Any criticism is alleged to be negative; it is a shield to accountability. 3. Press coverage of police department.)
- Link to Youngstown (2)

#### *Additions:*

- *Funding without accountability; non-qualified personnel in key government positions.*
- *Broken window mentality.*
- *The City needs to make the same deal with the Tribune that the developers in the mall area have – Stop reporting all the crime.*
- *Old chain link fences and litter along the River.*
- *Parking lots on W. Market with grass and weeds growing. This is demoralizing to see.*
- *More demolition of blighted buildings – cut down shrubs and trees growing out of the foundations of Downtown buildings.*
- *Education.*
- *High School drop-out rates.*
- *College opportunities.*
- *Job base.*
- *Livable wages.*
- *Lack of education of citizens:*
  - *Still believe this is a manufacturing society.*
  - *Do not believe it is our lack of an educated workforce that is responsible for businesses not coming to this area.*

### **Quality of Life**

- Attractiveness of neighboring areas  
(Comment: Strengthen property maintenance codes.)
- Crime or perception of it. (4)

#### *Additions:*

- *Racism*
- *The west side of Warren is like a 3<sup>rd</sup> world country, yet the City won't address the problem: Black Blight!*
- *I have lived in Warren 62 years and have seen my neighborhood, as well as many others, turn into slum areas – drugs, prostitution, break-ins, etc. If the crime is not curtailed, no one will come back, and many others will leave. I will be putting my home up for sale soon. No one should have to live in fear.*
- *Lack of alternative education and community awareness for at-risk youths and juveniles.*
- *Homeless, beggars and drug dealers in Courthouse Square.*
- *We need young people to get more involved.*

## **Economic Development**

- Potential marketing study results (2)
- Brownfields (2)
- “Steel industry” focus (1)

*(Comment: Education is not geared toward entrepreneurialism.)*

- Pre 1984 CRA—should be recertified, expanded, and monitored. (not on board)

*Additions:*

- *Large sub-educated population.*
- *Disconnect between schools and reality of workplace:*
  - *Skills for jobs*
  - *Conduct*
  - *Economic literacy*
- *WRAP*
  - *Unpaid loan money*
  - *Inability to collect parking fines (Why is WRAP involved with parking?)*
- *Urban Blight on Courthouse Square. Why are deals being made with certain property owners who have let their buildings crumble?*
- *Too much Section 8 housing in and around Downtown. Check the sex offender online data base and see what is living around downtown. (2)*
- *Lack of coordination between Warren, neighboring communities, and Trumbull County which limits projects and duplicates efforts. (Regional focus.) (2)*