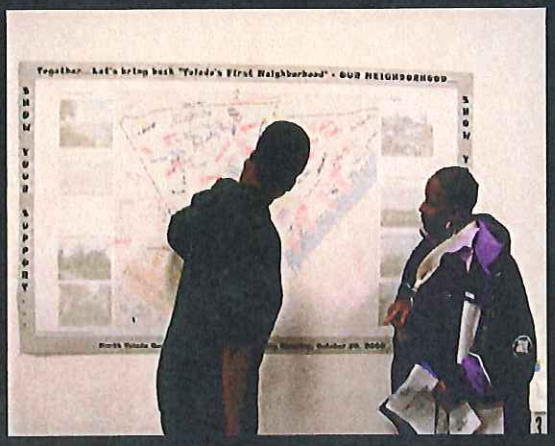
North Toledo Quality of Life Plan

May 12, 2009









Consultants:

D.B. HARTT INC
planning and development consultants

CF CORPORATE FIASCITSI
Finance / Accounting Consulting & Training Solutions

Hennes Communications LLC

United North Planning Committee

Michael Badik, Toledo Department of Neighborhoods
Mary Lou Baumgartner, Salem Lutheran Church
Julia Bryant, Lagrange Development Corporation/United North
James Caldwell, Caldwell Community Center
Laurel Capobianco, YMCA*
Caleb Cooper, YMCA
Kim Cutcher, United North
Shannon Demski, WeCare Community Group*
Dave Eddy, National City Bank
Robert Franklin, Lucas County Children Services (LCCS)
Terry Glazer, United North
Jim Gramza, Zablocki Senior Center
Rev. Morlon Harris, Friendly Center
John Jones, Urban League
Bill Kitson, United Way of Greater Toledo
Sherry Krieger, Connecting Point*
Beth Lewandowski, Lagrange Village Council
Molly Luetke, Lucas County Commission
Adam Martinez, LISC*
Ramon Perez, United North
Clara Petty, Caldwell Community Center
Emilio Ramirez, Woodward High School
Karen Rogalski, Cherry Street Legacy Plan Coordinator
Sue Sexton, NorthRiver Development Corporation/United North
Shelley Stuart, Nu-Vision U.C.C.*
Sonia Troche, Adelante Inc.
Tiffany Zinn, NW OH Dev. Agency (NODA)

* Indicates those that were on the Planning Committee at the outset of the process

The United North Planning Committee extends its gratitude and thanks to:

Over 400 residents, business owners and institutional leaders that contributed to the development of this Quality of Life Plan;

All the sub-committee members for their continuous involvement and diligence during the time this plan has been developed; and

The organizations that sponsored the development of this Quality of Life Plan with their generous financial contributions:

Toledo Community Foundation
United Way of Greater Toledo
The Stranahan Foundation
LISC Helping neighbors build communities
Strategic Partnership Alliance
St. Vincent Mercy Medical Center
Care you can believe in.

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EXECUTIVE SUMMARY



The Neighborhood Full Circle: This Quality of Life Plan is intended to guide the future of Toledo's "First Neighborhood"; a neighborhood that has transformed from its beginnings as the small historic Vistula Village along the Maumee River, to a diverse community embracing a larger area, around a sound industrial base. Today, this mature community, north of downtown (and generally bounded by the Maumee River, Interstate 75, and Cherry Street) has gone "full-circle" and is embarking on a new beginning – to be Toledo's "21st Century First Neighborhood".

Our neighborhood has a rich mix of physical assets which continue to be the foundation for "smart development" – small blocks with single-family detached homes on tree-lined streets, mixed-use centers, traditional "main street" shopping areas, close by neighborhood parks and schools, and the extensive river frontage – on which we will build our 21st century neighborhood by:

- seizing on our traditional development pattern and convenient location which is accessible to job opportunities, multiple supporting services, and amenities;
- restoring our status as Toledo's "first neighborhood" of choice; and
- being in the forefront in advancing green technologies and practices.

The Vision: In 2006, United North was formed as a strategic alliance of our long-standing community based organizations - Lagrange Development Corporation and the North River Development Corporation with the intention of generating a greater voice, having the potential to secure more resources and, thus, resulting in a greater impact on our community.

This Quality of Life Plan, developed by our alliance, is both collaborative and comprehensive. ***Collaborative*** because **the community** has established vision, dreams, desires and priorities. ***Comprehensive*** because the Plan includes the traditional physical aspects of the neighborhood

(such as housing, retail, schools, parks, and streetscape) but, equally important, considers the full range of human services and programs (such as education, safety, health, job training and social services programs) that significantly contribute to the "quality of life" of our residents.

This Plan was developed through the full engagement of our neighborhood stakeholders – residents, business owners, and representatives from churches and a wide variety of social service agencies – to advocate the change the community needs and, more importantly, has the right to expect. We are grateful that more than 400 participants contributed to framing Toledo's "21st Century First Neighborhood" Plan which envisions:

- universal access to high-quality education and schools;
- state-of-the art family resource centers and recreational facilities;
- an environment that is a safe place to live, work and play;
- a variety of housing options for all residents; and
- skilled workers with high-quality jobs and good benefits.

The Focused Initiatives: Supported by the extensive efforts of five "subject area" committees, (*Jobs and Economic Development, Safety, Housing, Parks and Community Facilities, and Schools*) this remarkable community commitment continued as the comprehensive list of strategies and implementation measures were identified. These are included in Parts V and VII of this Plan. Ultimately the community settled on the following focused initiatives which are intended to form the basis around which our implementation efforts will be concentrated:

1. Creating an "umbrella structure" that comprehensively addresses the community needs by connecting residents to jobs and job training, social and health service providers, and opportunities that help increase family income and assets;

2. Targeting investment that focuses on a three-pronged approach toward remedial improvements – building renovation and preservation, building maintenance, and demolition of deteriorated buildings;

3. Focusing new building investment in designated target areas;

4. Promoting "green building" applications to the maximum extent possible;

5. Achieving development of new senior housing;

6. Implementing the Cincinnati School Model ("One School 4 One Year", currently underway) to reduce transiency in area schools;

7. Renewing the image and perception of the neighborhood;





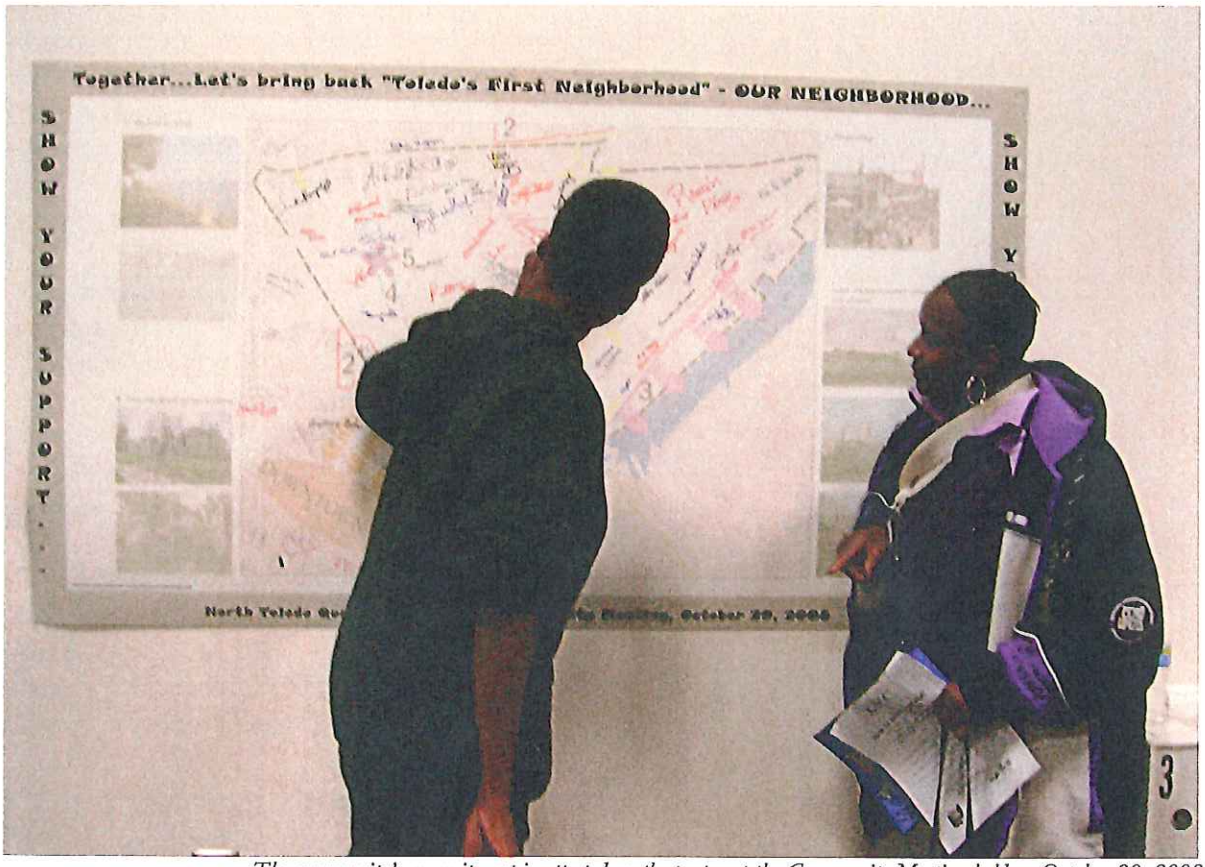
8. Organizing events in the neighborhood on a sustained basis; and

9. Continuing the Weed and Seed program with more resident involvement.

Our Continuing Commitment: The United North Planning Committee (which has coordinated the formulation of this Plan) will continue to be the "lead agency" to initiate and sustain implementation and to assure the effective use of available financial and volunteer resources.

As we move *full circle*, and begin realizing Toledo's "21st Century First Neighborhood", we trust the community will sustain the excitement, interest, sense of belonging and pride that has been instilled throughout the community during this planning process. If we do, our neighborhood will truly be the 'first neighborhood" once again – this time, in the 21st century.

Continue to join us to get ever closer to the community we all envision...



The community's commitment is attested on the poster at the Community Meeting held on October 29, 2008

PART I – PURPOSE & THE PLANNING PROCESS

The Planning Structure

In 2006, Lagrange Development Corporation and North River Development Corporation came together in an unprecedented way to form the strategic alliance called United North. The alliance strengthened both organizations; by working together, we have more impact than continuing to work on our own. With improved efficiency, the alliance turned its attention, through this planning process, to define strategies that would have a sustainable impact in the neighborhood. To this end, the extensive and sustained collaboration with residents, local businesses, government officials, and other stakeholders was developed.

This initiative reflects a growing awareness that comprehensive change requires comprehensive effort and a unified approach. The work of the several organizations with diverse missions and programs serving the neighborhood has been integrated into a coordinated vision. This is a unique engagement of the neighborhood stakeholders to bring about change to the community. Their dreams, desires, and priorities have brought them forward to work together. This participation in the entire planning process has instilled in them a sense of pride and belongingness to the community.

This broad based collaboration has fostered a Quality of Life Plan (Plan) that is not just based on the neighborhood's physical characteristics (such as housing, retail, schools, parks, and streetscape), but additionally considers the full range of programs (such as education, safety, health, job training, and social service programs) that will enhance the quality of life of our residents. This broad and sustainable planning process is the basis for this Plan.

The Planning Process

The planning process was initiated with the formation of the United North Planning Committee (UNPC), which is comprised of residents, representatives from the business community, development corporations, social service agencies, and faith based groups. Consultants, Corporate F.A.C.T.S., and D.B. Hartt, Inc., provided technical support and facilitated the planning process.

Visioning sessions were held with an extraordinary turnout of more than 400 stakeholders in attendance. The attendees identified the issues facing the neighborhood and its future. The issues were classified into several categories with the top five categories being: Jobs and Eco-

nomic Development, Safety, Housing, Parks and Community Facilities and Schools. For each category a short vision paragraph was created to guide the further development of the Plan. Five subcommittees were formed to discuss the selected issue categories. Each committee convened several meetings between February and October 2008 to develop a comprehensive range of strategies to improve the residents' quality of life, revitalize the neighborhood, and achieve the vision. Subsequently, two community forums with large turnouts were conducted to assist the committees in prioritizing their strategies. Based on this community participation, nine focused initiatives have been identified to initiate the implementation.

The following sections of this Plan include a summary of the data compiled to understand the neighborhood, an evaluation of the neighborhood opportunities, a summary of the community vision, strategies to achieve the vision, and a three-year work plan toward implementing the focused initiatives.

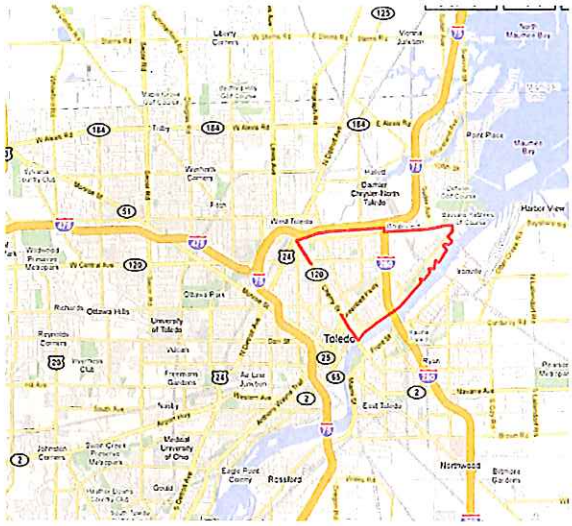
PART II – TOLEDO'S FIRST NEIGHBORHOOD – The Planning Context

Our North Toledo neighborhood of approximately 27,000 people and five square miles is located northeast of downtown Toledo. It abuts Cherry Street to its west/southwest, Maumee River to its east/southeast, and I-75 (west of I-280) and Manhattan Boulevard (east of I-280) to its north (See Map 1).

Historical Context

In 1837 the Vistula Village, combined with Port Lawrence, came to be known as Toledo[1]. North Toledo is Toledo's "first neighborhood" that grew radially from Vistula Village as its core (today known as Vistula Historic District) located in the southwestern portion of the neighborhood. Beyond this original core, this neighborhood remained essentially "farmland northeast of downtown"[2].

Map 1 – Neighborhood Location



However, in the late 1880's the Libbey plant opened in this neighborhood providing jobs to its residents and beyond. More industries followed to take advantage of the close proximity to the railroads and Maumee River.

The presence of industries and the availability of vacant land attracted more families to the area that wanted to live closer to work. Prompted by the construction of new homes, the "first neighborhood" expanded into the north and northeastern portions of the North Toledo neighborhood. Diverse ethnic populations called this area "home"; the Polish traditions had a significant impact in creating the culture of this neighborhood, which continue to attract visitors.

[1] The Ohio Channel. A Service of Ohio's Public Broadcasting Stations. *Remarkable Ohio. Making Ohio's History*
[2] Toledo Blade. At 120, Toledo's Libbey looks to its future.

Typical of most communities in the 1960's and later, the construction of the interstate highways prompted the "suburbanization" with families moving away from smaller lots and smaller homes in the inner city to suburban areas with larger lots and larger homes. Those in the neighborhood that could not afford the longer commutes or chose to stay closer to work remained in the center of the city.

The north-south I-280 highway corridor, built through the neighborhood to connect I-75 and the Turnpike, disrupted the cohesiveness of the neighborhood. Furthermore, the Toledo Correctional Facility created an incompatible use between the more traditional residential areas east and west of I-280. The neighborhood today, remains physically separated by these "barriers".

Neighborhood Development Characteristics

The neighborhood has a mix of land uses ranging from single-family housing to industry. Current development has been influenced by a combination of the historic patterns, the industrial development in the 1800's, and the interstates around mid 20th century. The industry began along the Maumee River with railroad connections from the east. Higher density residential and a mix of uses are between the industrial and the Vistula Historic District. Lower density single-family residential extends along the spokes such as Lagrange, Summit, and Erie Streets, among others. This residential pattern is characterized by small blocks, narrow width of streets, and homes on small lots compared to those built today in the suburbs. Retail is integrated with residential along the main thoroughfares of the neighborhood on Lagrange and Summit Streets. The most recent development, predominant along the neighborhood's northern edge abutting I-75, is a concentration of retail and light industrial uses consistent with the more contemporary development characteristics of the suburbs.

Following is a summary of data related to the land use, population and housing, residential and retail characteristics, education, safety, and supporting community resources. Detailed tables are not included in this Plan but have been compiled in the "Data Book", which is located in the United North office. An index of the tables in the Data Book is included at the end of this Plan.

Zoning, Land Use, and Ownership

The neighborhood has 14 zoning districts (Map 2) that include a range of land uses (Map 3) broadly comprising of residential, commercial, industrial and open space categories.

Approximately 81% of the land area in the neighborhood (including the road and railroad rights-of-way) is developed (Table 1). Major land owners include Libbey Glass, railroad companies, State of Ohio, St. Vincent Mercy Medical Center, Lucas Metropolitan Housing Authority, Citizens for Buckeye Basin Parks (Metro Parks assumed control recently), Toledo Public Schools, community development corporations and the City of Toledo (Map 4). The City owns approximately 650 acres, about 20% of the land in the neighborhood.

Residential development comprises approximately 29% of the neighborhood. More than 80% of this residential land is single-family housing on lots ranging from approximately 830 square feet to 34,280 square feet. The average lot size is approximately 4,350 square feet.

Retail uses occupy approximately 6% of the neighborhood. Retail is concentrated on small lots along Lagrange Street, Galena Street and Stickney Avenue; and, on larger tracts of land along Manhattan Boulevard.

Industrial uses occupy about 6% of the land area. They are primarily located along the Maumee River corridor and the Greenbelt Parkway. Utilities and community facilities (such as railroads, parks, schools, and cemeteries) constitute approximately 23% of the area.

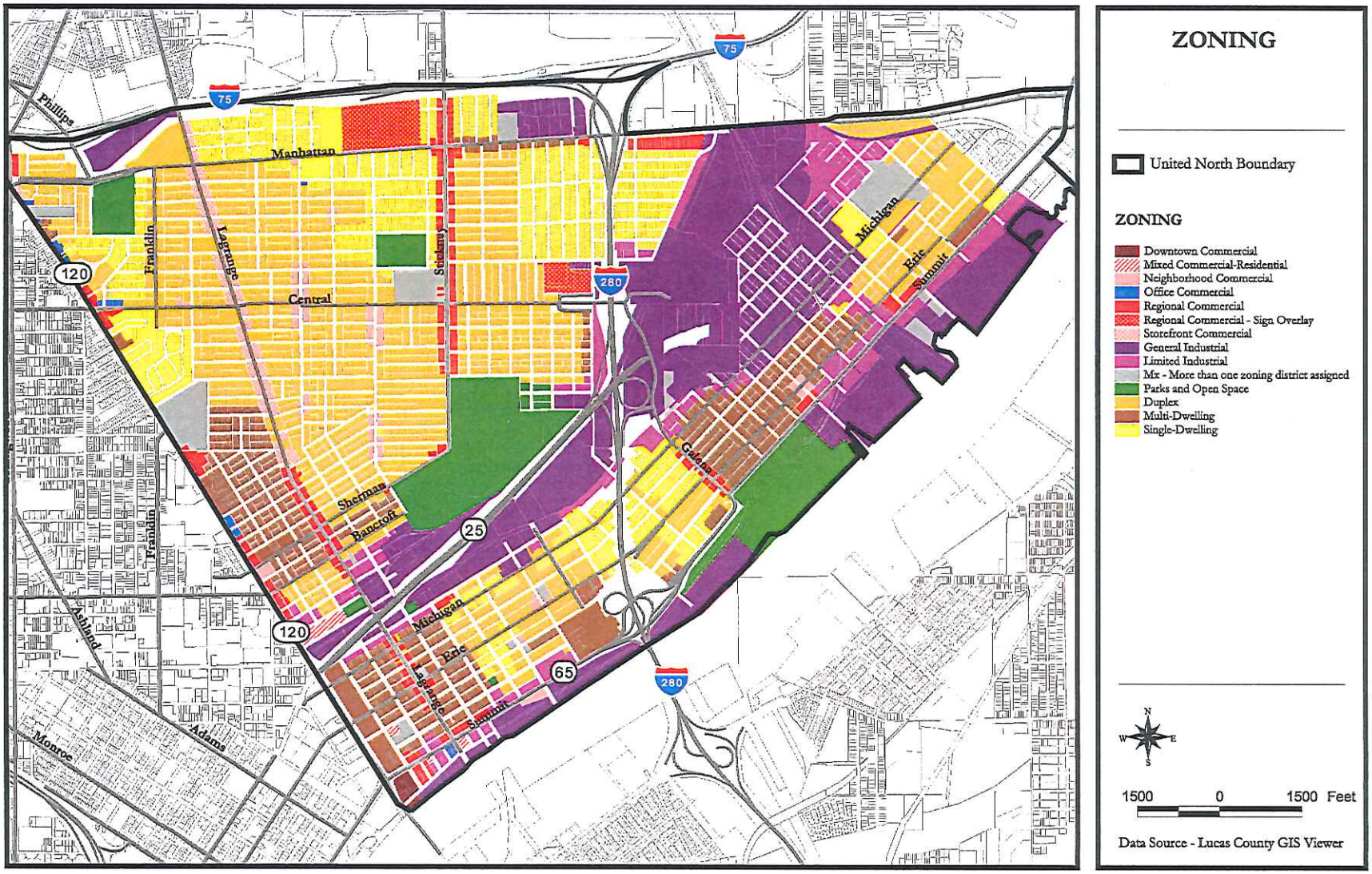
Table 1 – Land Use Distribution

Land Use Type		Area Acres	Area % of Total
RESIDENTIAL		**971**	**29%**
1. Single-Family Residential		797	*24%*
2. Multi-Family Residential	(a)	100	*3%*
3. Apartments		49	*1%*
4. Senior Housing		4	*0%*
5. Mixed - Residential and Business	(b)	20	*1%*
RETAIL/OFFICE		**218**	**6%**
1. Retail		204	*6%*
2. Offices		14	*0%*
INDUSTRY		**205**	**6%**
UTILITIES/COMMUNITY FACILITIES		**788**	**23%**
1. Public Utilities		133	*4%*
2. Community Facilities	(c)	655	*19%*
VACANT		**632**	**19%**
RIGHTS-OF-WAY		**582**	**17%**
TOTAL		**3,395**	

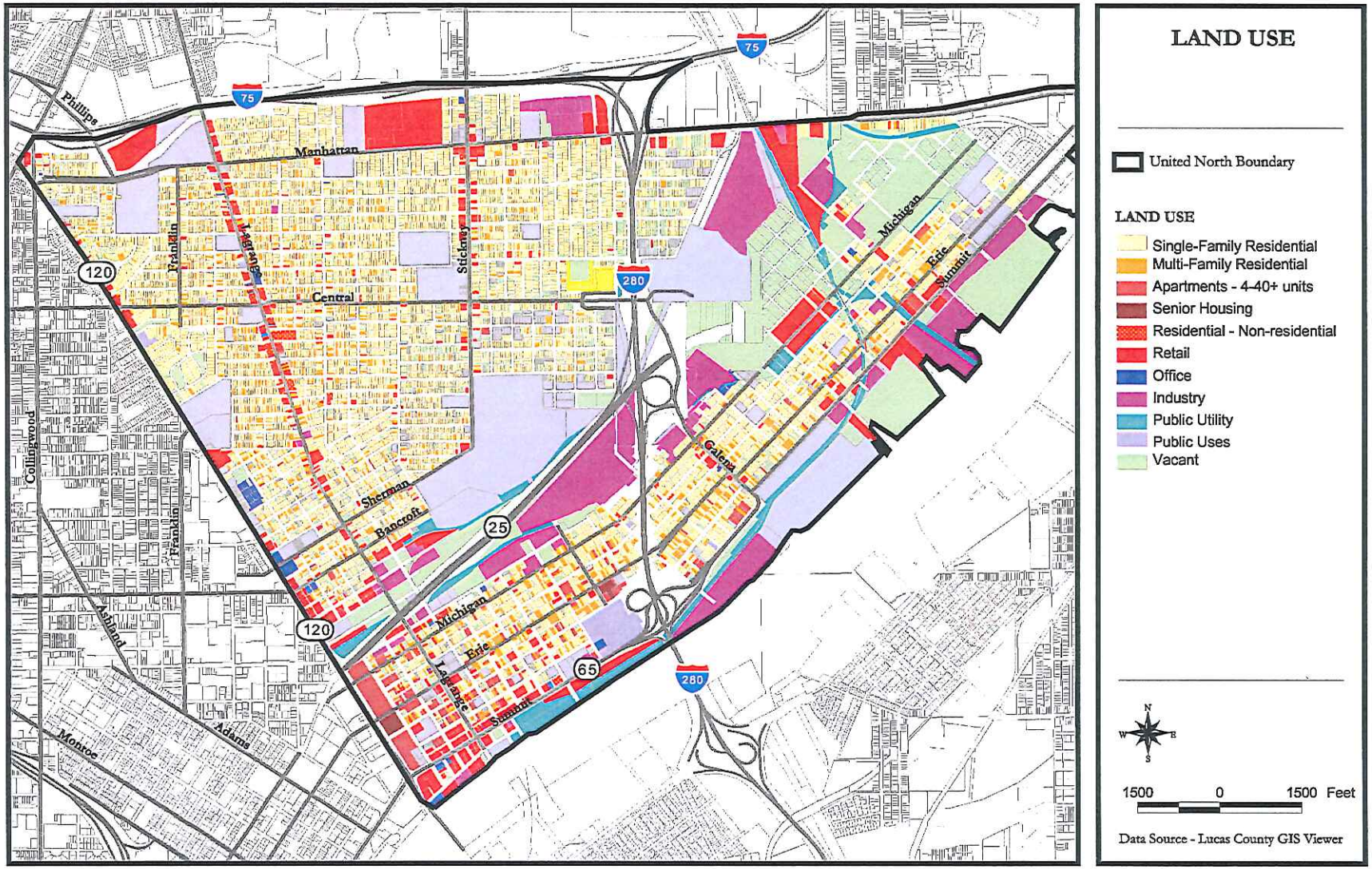
NOTE - Totals may not add up due to rounding
(a) Includes 2-family and 3-family dwellings
(b) Includes commercial housing, office/apartments, commercial/apartments
(c) Includes schools, parks, cemetery, churches, nursing homes, day-care etc.

Map 5 depicts the vacant land, which is 19% of the neighborhood. One-tenth of the vacant land area (62 acres) is environmentally sensitive and located east of I-280. Parcels zoned for residential and retail comprise more than half of the vacant land (about 60%), most of which are small privately owned parcels distributed throughout the neighborhood. Forty percent of the vacant land is zoned industrial; of which 90% is publicly owned by the City or the State.

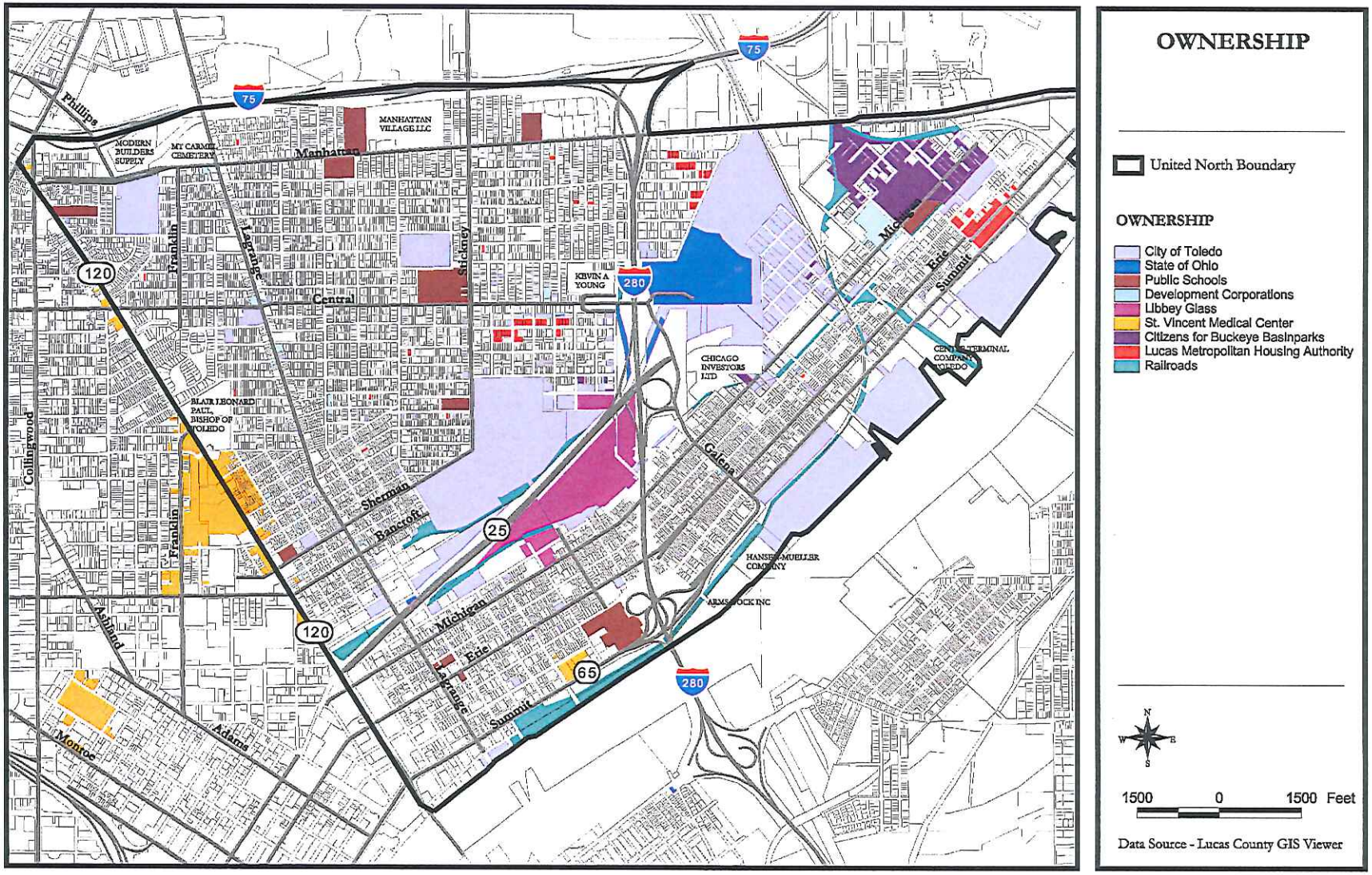
Map 2 – Existing Zoning



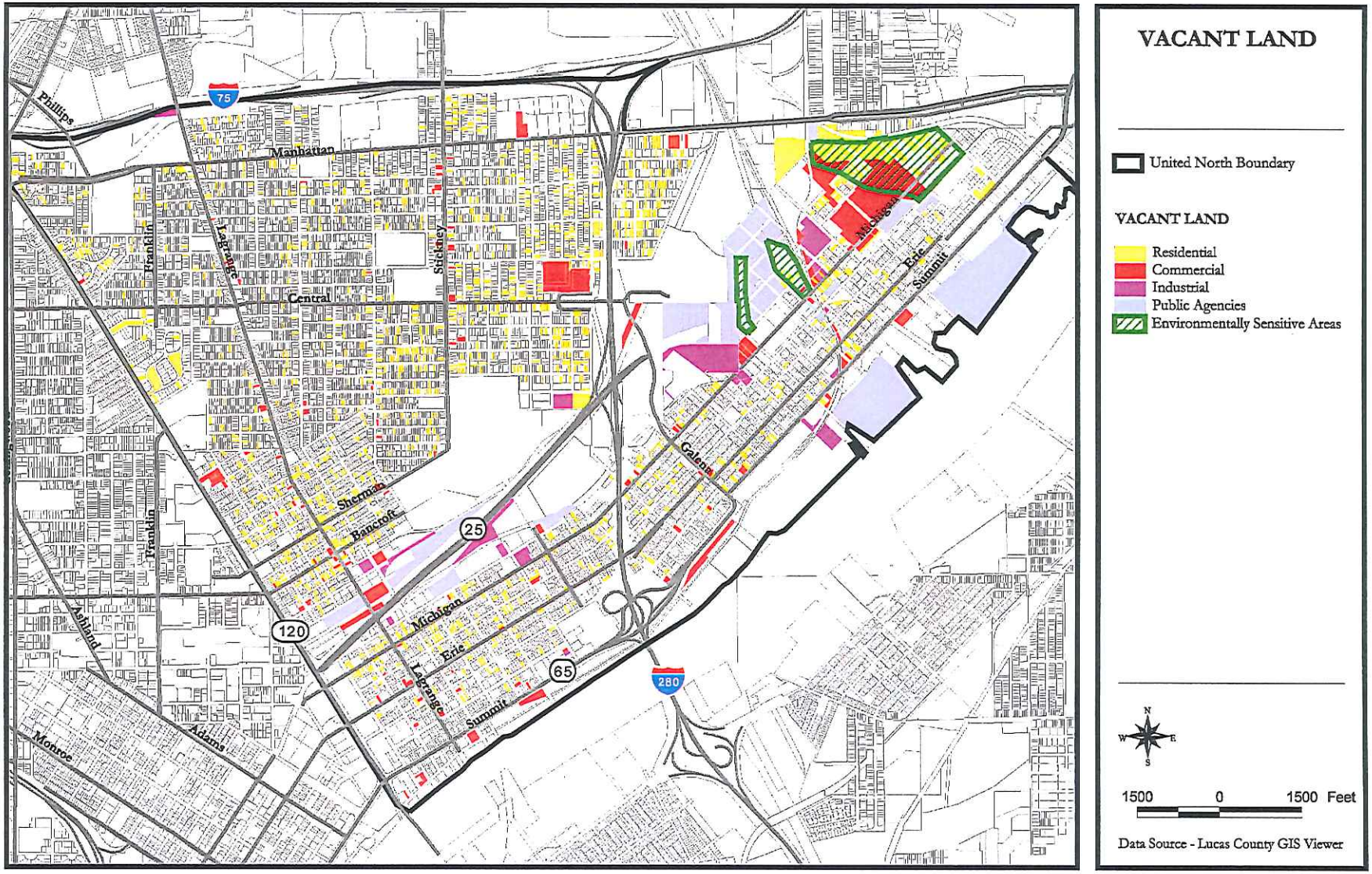
Map 3 – Existing Land Use



Map 4 – Land Ownership



Map 5 – Vacant Land



Traffic and Infrastructure

Narrow streets and small blocks are a characteristic of this historic neighborhood. The exceptions are Cherry Street, Manhattan Boulevard and Summit Street, all located along the perimeter of the neighborhood, which have wider rights-of-way.

Table 2 summarizes the Average Annual Daily Traffic (AADT) volumes for selected street segments in the neighborhood.

Table 2 - Lowest and Highest AADT volumes on street segments - Sample counts between 1996 and 2003

Street Segment	AADT Volume
Bancroft Street	7,500 – 8,500
Central Avenue	6,100 – 9,850
Cherry Street	13,800 – 25,150
Lagrange Street	1,180* – 14,450
Manhattan Boulevard.	8,850 – 11,500
Summit Street	13,900 – 23,060

* This volume is for the segment between Water Street and Summit Street.

The Ann Arbor, CSX Transportation, Canadian National and Norfolk Southern are currently active railroads located primarily east of Interstate 280 and along the Maumee River. The railroads are important transportation corridors for products manufactured in the area. Currently, Canadian National has a volume of 1-5 trains per week; the other three railroad companies run 1-5 trains daily.

Parks

The neighborhood has 12 parks (identified in Map 9 on Page 29) comprising approximately 106 acres. The parks range between 0.1 acre (Czelusta Park) and 55.4 acres (Jamie Farr Park). The parks have been classified as follows based on the standards established by the National Recreation and Park Association:

- Mini-Parks range between 2,500 square feet and 1 acre. Jean Overton, Czelusta, Dexter, Feeback and Superior parks fit this category.
- Neighborhood Parks range between 5 and 10 acres. Blair, Joe E. Brown, Mulberry, NCA Central, Sherman, and Wilson parks fit this category.
- Community Parks range between 30 and 50 acres. Jamie Farr Park fits this category.

This park land represents approximately four acres for every 1,000 residents (currently 26,758) which is 40% of what is generally accepted as an average of 10 acres/1,000 people.

The neighborhood is also served by:

- Two linear open space systems: Manhattan Boulevard and the Greenbelt Parkway. Manhattan Boulevard has a landscaped median along two segments; between Cherry Street and Franklin Avenue and between Wallace Boulevard and North Summit Street. Greenbelt Parkway has trails adjacent to its north side from Cherry Street to Galena Street.
- The Manhattan Marsh (50 acres) and the Riverfront North (90.3 acres), which provide large areas for open space and/or the potential for park development.

An evaluation of the condition of the equipment in these parks was conducted by the City of Toledo's Department of Parks, Recreation and Forestry, which concluded that:

- Picnic tables are in good condition in three of the five parks that provide them.

- Play equipment is in good condition in six of the ten parks that provide them.
- Sculptures are in good condition in two of the three parks that provide them.
- Planting in four of the five parks is in good condition.
- Lighting is in good condition in the two parks that provide it.
- Baseball diamonds are damaged in five of the seven parks that provide them.
- Basketball courts are damaged in four and out of order in two of the seven parks that provide them.

A complete summary of this park evaluation is included in Appendix A.

Population and Housing Characteristics

The neighborhood statistics have been compared with those of the City in order to place these trends in better perspective. For example, it is useful to know the extent that North Toledo is performing better than the City; consistent with the trends of the City, or whether the community is not performing as well as the City.

US Census Bureau was the source of data for 1990 and 2000. Recent City data was obtained from the American Community Survey (2006) released by the US Census Bureau; supplemental neighborhood data is from the Environmental Systems Research Institute (ESRI) Business Analyst Online On-Demand Business Reports (2007).

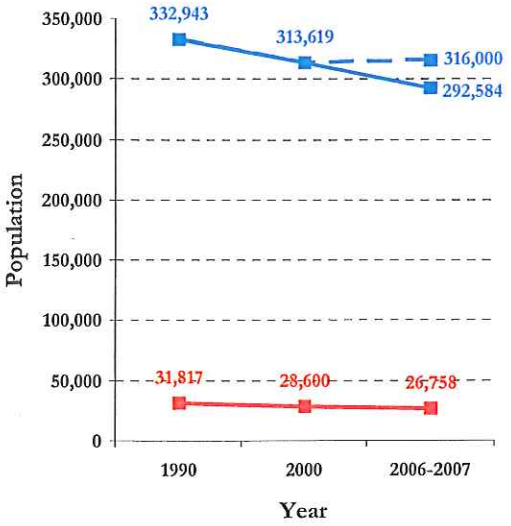
The graphs (North Toledo in red and Toledo in blue) are summarized in three categories: North Toledo trends are similar to Toledo; North Toledo reflects a greater increase than Toledo; North Toledo is decreasing at a faster rate than Toledo. **Percentage differences within 5% have been classified as not showing a significant difference, that is, the trends between North Toledo and Toledo are similar.**

Similar Trends – North Toledo and City of Toledo

Between 1990 and 2007, the decrease in **population** (Graph 1) was about the same for North Toledo (-16%) and in the City (-12%) based on the initial census reports.

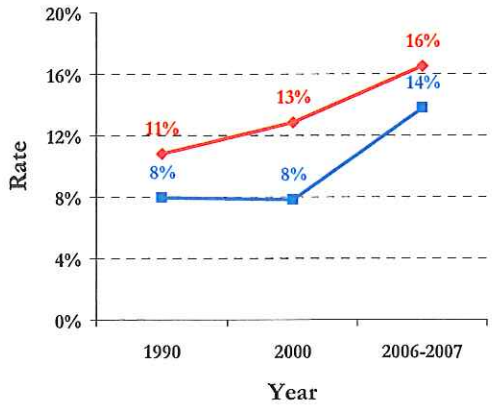
It should also be noted that in 2008, the City provided supplemental documentation that resulted in the Census Bureau adjusting upward the City's population to 316,000. The related change at the neighborhood level is not known.

Graph 1 – Total Population



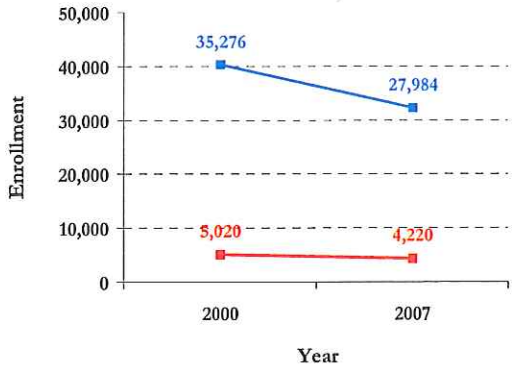
North Toledo had a higher **housing vacancy rate** (11%) than the City (8%) in 1990. Since then, the vacancy rates in both areas have increased at approximately the same rates. (Graph 2).

Graph 2 – Housing Vacancy Rate



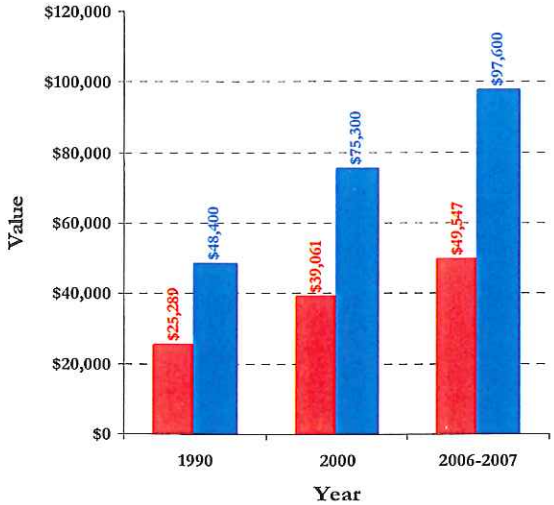
The **public school enrollment** (Graph 3) has decreased approximately 21% and 16% in the City and North Toledo respectively.

Graph 3 - Public School Enrollment



The **median housing values** (Graph 4) in North Toledo were one-half that of the City's in 1990. However, both have increased at approximately the same rate since.

Graph 4 - Median Housing Values



From 1990 to 2000, the proportion of population greater than 25 years of age that **graduated from high school** has been about the same for North Toledo (32% and 36%) and Toledo

(34% and 34%). A smaller proportion of the population in North Toledo had a **bachelor's degree and higher** (3% and 5% respectively) compared to the City (17% and 21%) during the same period.

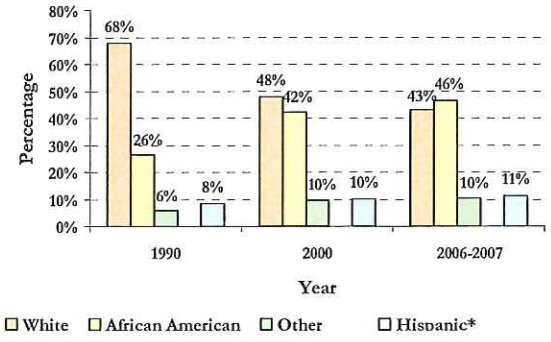
In 1989, the number of **families earning less than the median family income** was 41% in North Toledo compared to 56% in the City. In 1999, this proportion increased by 5% in North Toledo, while it remained unchanged in Toledo.

Owner occupied households in 1990 constituted a lower proportion (53%) of households in North Toledo compared to Toledo (61%). Between 1990 and 2007, this proportion remained unchanged in North Toledo but decreased about 3% in Toledo.

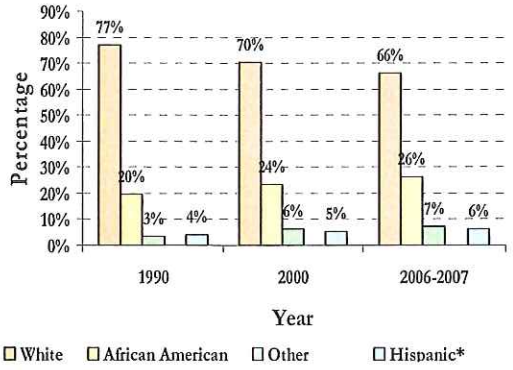
Greater increase in North Toledo compared to the City

In 1990, the **percentage of minorities** in North Toledo (Graph 5a) was greater than in Toledo (Graph 5b). Since 1990, the minority percentage in North Toledo has increased at a faster rate than in the City.

Graph 5a - Racial Composition in North Toledo



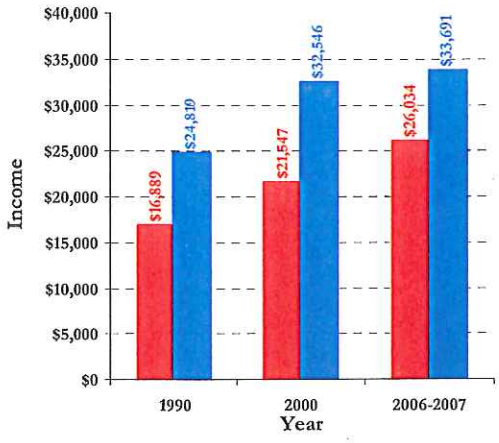
Graph 5b - Racial Composition in Toledo



* The composition of Hispanic population is shown separately and should not be included when accounting for the 100% population for any year.

In 1990, the **median household income** (Graph 6) in North Toledo was approximately two-thirds ($16,124) that of the City's ($24,819). However, since 1990, median household income in North Toledo has increased at a faster rate than the City and is now three-fourths that of the City's.

Graph 6 - Median Household Incomes



Between 2003 and 2007, the **demolitions** of residential units in the North Toledo was approximately 20%, or greater, of the demolitions in the City. The total demolitions planned in the neighborhood in 2008 and 2009 are estimated to be 25% of those planned for the City (See Table 3).

Table 3 – Demolitions in North Toledo Compared to the City

Year	Toledo	North Toledo	
	Number	Number	*% of Toledo's*
2003	163	31	*19%*
2004	217	42	*19%*
2005	202	52	*26%*
2006	278	82	*29%*
2007	298	101	*34%*
Planned for 2008-2009	392	99	*25%*

Note: There were five structures between 2003 and 2007 and five in the planned structures for demolition during 2008-2009 for which the number of units is unknown.
Source: Code Enforcement Support, Department of Neighborhoods.

The national **foreclosure** trends have not spared Toledo and the North Toledo neighborhood. Foreclosure data was available at the zip code level. Table 4 shows the number of homes that were foreclosed between 2003 and 2007. The number of foreclosures in the neighborhood zip codes constitutes 16-19% of the units foreclosed in the City. However, these zip codes only comprise 14% of the City's dwelling units. Therefore, neighborhood foreclosures are occurring at a slightly faster rate than in the City.

Table 4 – Number of Foreclosures in North Toledo Compared to the City – 2003 - 2007

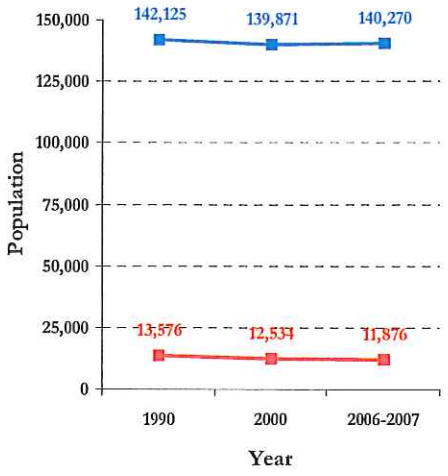
Year	Toledo	43604, 43608, 43611	
	Number	Number	*% of Toledo's*
2003	1,129	216	*19%*
2004	1,398	272	*19%*
2005	1,383	228	*16%*
2006	1,519	280	*18%*
2007	1,686	293	*17%*

Note – These figures do not include foreclosures for which a 'sale date has not been set'
Source – Lucas County Sherriff's Office

Greater decrease in North Toledo compared to the City

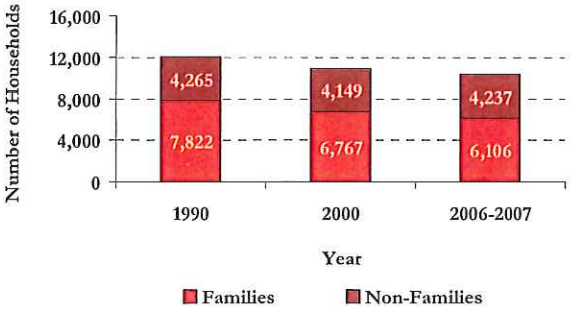
From 1990 to 2007, **housing units** (Graph 7) decreased at a substantially greater rate in North Toledo (-13%) compared to the City (-1.3%).

Graph 7 – Housing Units

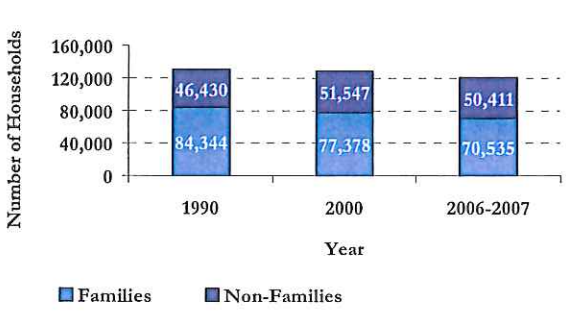


Between 1990 and 2007, the number of **family households** decreased at a greater rate in North Toledo (-22%) (Graph 8a) compared to Toledo (-16%) (Graph 8b).

Graph 8a – Households in North Toledo



Graph 8b – Households in Toledo



In conclusion, the neighborhood is generally performing the **same as the City** when considering housing vacancy, public school enrollment, median housing value rate, population that graduated from high school, population with a Bachelors and higher degree of education, families earning less than median family income, and owner occupied households.

The neighborhood is performing at higher rate of change than the City when considering the median household income rate, percentage of minorities, demolitions, and foreclosures. A greater decrease in North Toledo is evident when considering the number of housing units and family households.

Residential Characteristics

Age of Housing

The age of the homes in the neighborhood reflects the historic nature of the neighborhood. About 72% of the residential structures in the North Toledo area were built before 1920 compared to 33% in the City (See Map 6).

In contrast, houses built between 1920 and 1990 constitute 27% of all dwellings. These are primarily located along Manhattan Boulevard, Stickney Avenue, Hyde Park neighborhood, the east end of North Toledo, and, to some extent, along Cherry Street. This compares to 65% of the housing units that were built in the City during this same period.

Most recently, houses built between 1990 and 2005 constitute about 1% of the units in the neighborhood; these are located in the Vistula Historic District area, along Bancroft Street, and at the east end of North Toledo. Two percent of all City homes were built in this same period.

Size of Dwellings

Table 5 identifies the number of parcels by unit type and size for the City of Toledo and North Toledo neighborhood. Map 7 shows the type of residential unit and Map 8 shows dwelling unit sizes for single-family, two-family and three-family units. About 76% of all residential parcels in the neighborhood are single-family homes. Nine percent are two-family and less than 1%, three-family homes. (See Table 5).

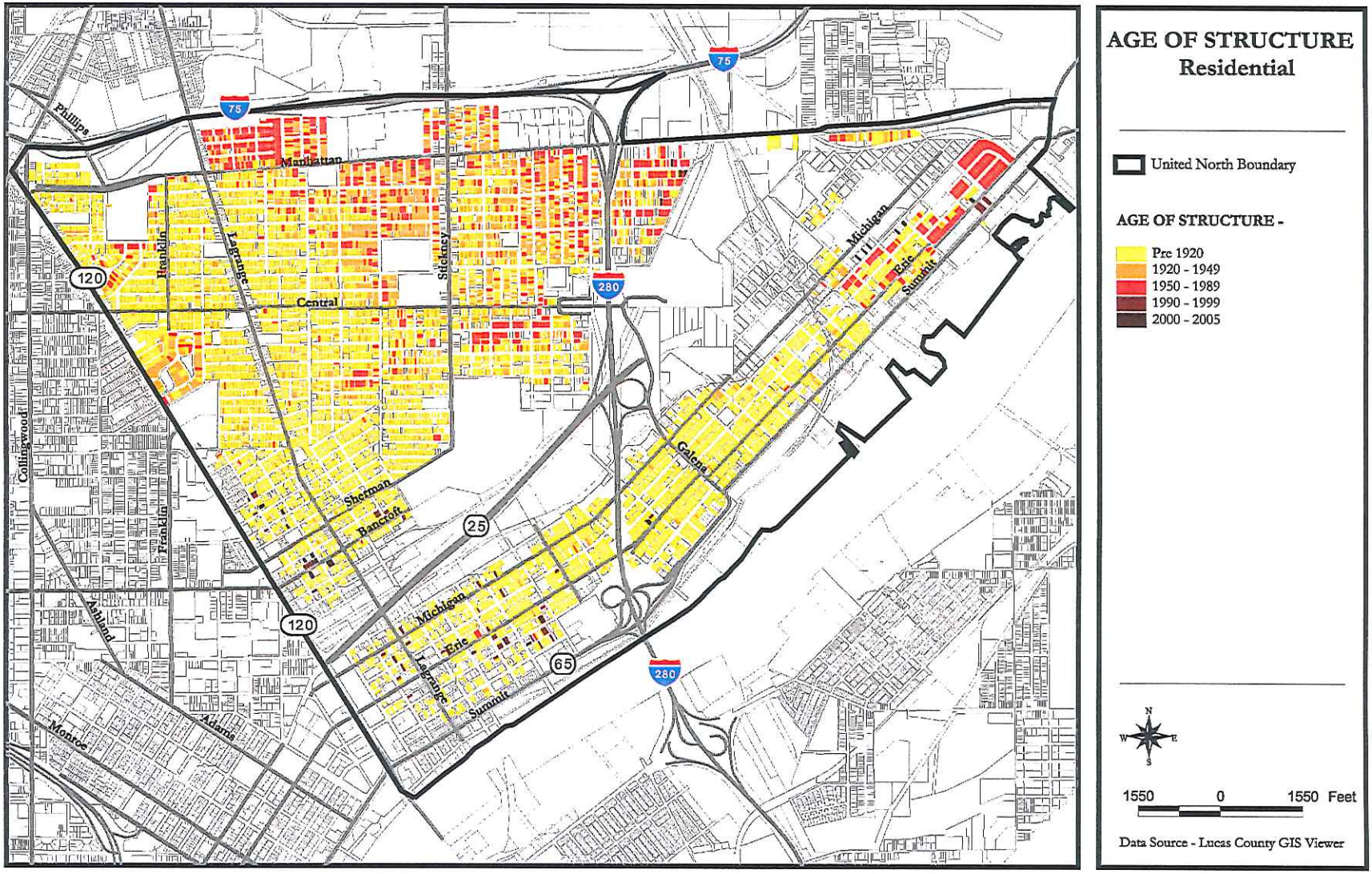
With respect to size, the neighborhood has a higher proportion (25%) of homes between 500 - 999 square feet compared to those in the City (19%). For homes between 1,000 – 1,499 square feet, the neighborhood and the City have the same proportion (50%). The City has a higher proportion of units greater than 1,500 square feet (33%) compared to the neighborhood (23%).

Table 5 – Residential Unit Type and Size

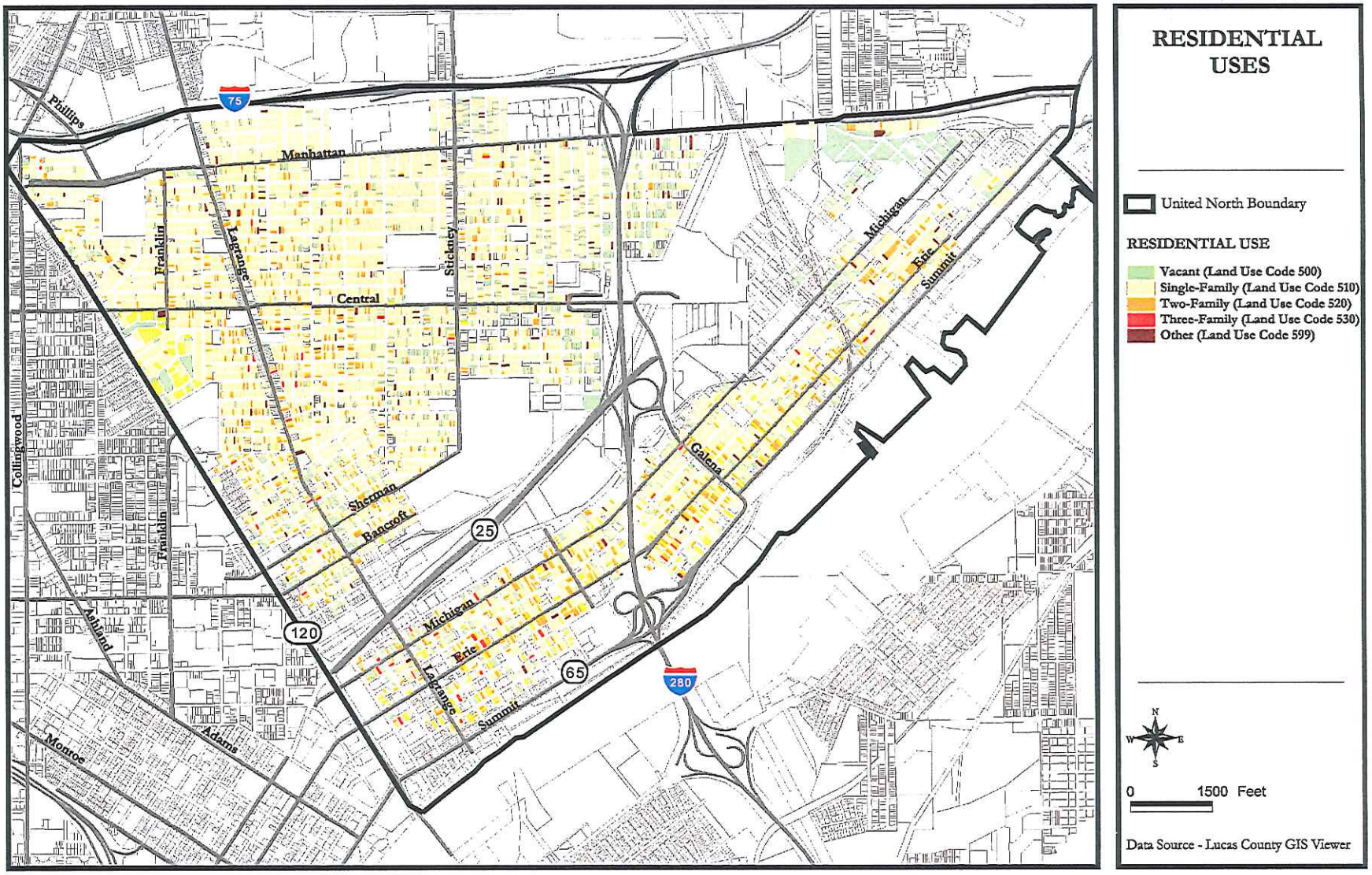
	Toledo		North Toledo	
	Number	%	Number	%
Total parcels in database	**106,186**		**10,289**	
Vacant	10,796	*10%*	1,296	*13%*
Single-Family	87,676	*83%*	7,865	*76%*
Two-Family	6,172	*6%*	888	*9%*
Three-Family	513	*0%*	85	*1%*
Other	1,029	*1%*	155	*2%*
Single-Family, Two-Family and Three-Family Unit Size Ranges	**94,361**	**89%**	**8,838**	**86%**
Less than 500 sq. ft.	*65*	*0%*	*5*	*0%*
500 - 999 sq. ft.	*17,598*	*19%*	*2,197*	*25%*
1,000 - 1,499 sq. ft.	*45,513*	*48%*	*4,437*	*50%*
1,500 - 1,999 sq. ft.	*20,375*	*22%*	*1,417*	*16%*
2,000 - 2,499 sq. ft.	*6,606*	*7%*	*408*	*5%*
Greater than 2,500 sq. ft.	*3,334*	*4%*	*176*	*2%*
No Value	*870*	*1%*	*198*	*2%*

Note
Numbers may not add up to a 100% due to rounding.
Data does not include residential units in apartments.
Data Source: Lucas County Auditor's Real Estate Information System (AREIS).

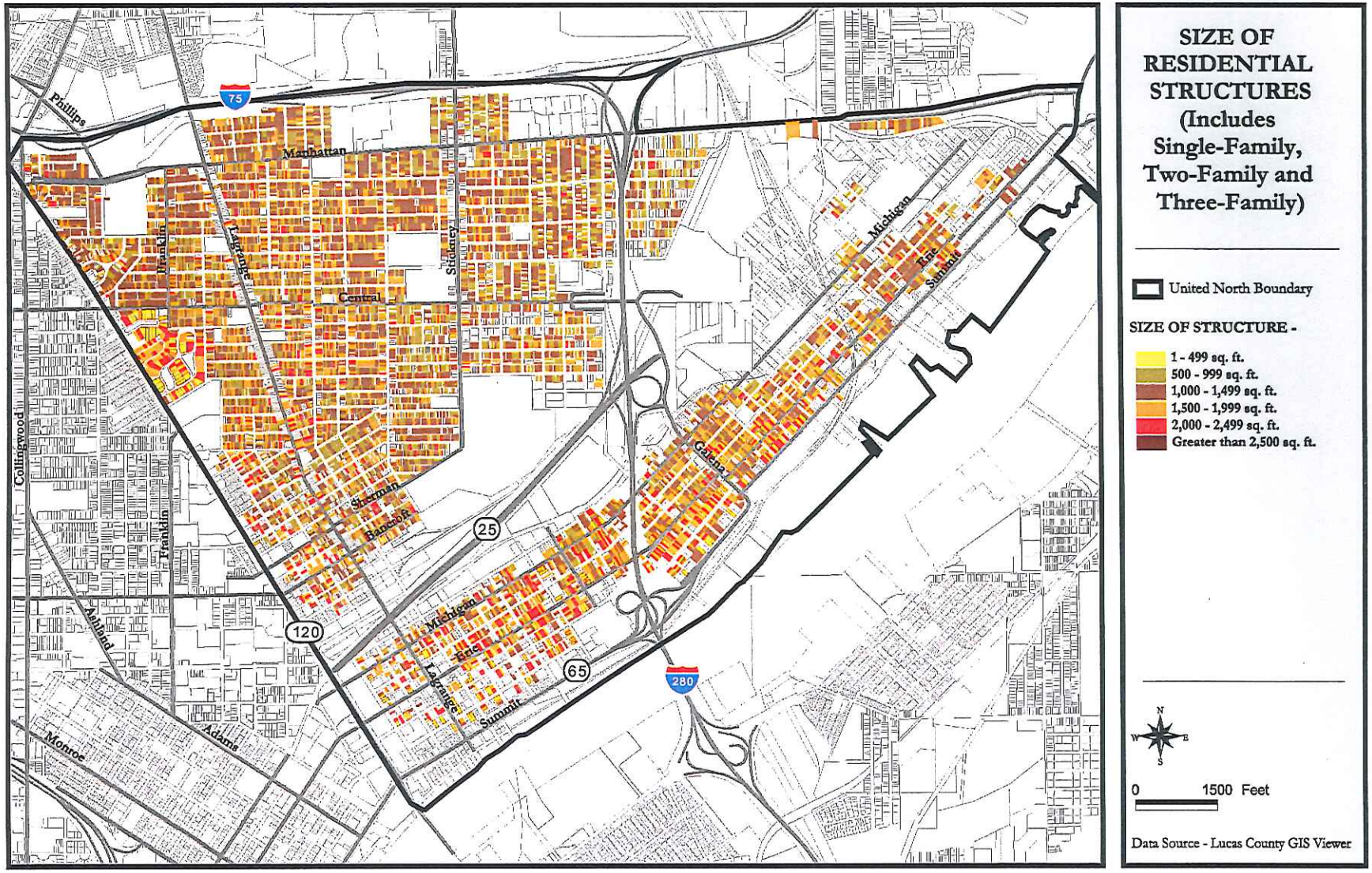
Map 6 – Age of Structure – Residential Parcels



Map 7 – Residential Use by Type



Map 8 – Size of Residential Structure



Retail Characteristics

Retail Types

This neighborhood has a range of retail types – patterns that have evolved over time. Despite its diversity, the retail -- with respect to the arrangement of buildings and parking -- can be broadly classified into two main categories:

"Main Street" Retail – This retail characteristic is predominant along both sides of Lagrange Street -both north and south of Central Avenue, south of Greenbelt Parkway, and along portions of Summit Street in the Vistula Historic District. This type of retail development generally has the following building and parking characteristics:

Buildings:

- The buildings are located on narrow lots;
- Buildings are located close to the street and connected by a sidewalk that extends from the edge of the curb to the building frontage, which makes it conducive for shoppers to walk along the frontage creating a "pedestrian friendly" environment;
- Architecture is predominantly historic or replicates historic features; and
- Buildings occupy a greater percentage of lot with, possibly, no side yard setbacks.



Lagrange Street – "Main Street" character

Parking: Parking is usually provided on the street in front of the store or behind the store. Some of the rear parking may be shared with other businesses.

Suburban Retail – This type of retail development is either a single store on a lot, or a concentration of stores on larger independent lots. Each lot has its own associated parking. Parking is located in front of and/or either side of the building. These centers are most likely to be in close proximity to freeways. These characteristics are at the intersection of Stickney Avenue and Manhattan Boulevard. The Manhattan Plaza has about 250,000 square feet of retail.



Manhattan Plaza – Suburban character

Smaller retail developments – both suburban and main street types – are scattered throughout the neighborhood.

Parking Assessment

To generally understand the adequacy of the parking in the different shopping areas, the amount of parking was estimated based on a windshield survey and aerial photos. The percentages in Table 6 are based on the amount of parking available compared to typical parking standards of four parking spaces per 1,000 square feet of retail floor area. These percentages indicate that:

Table 6 – Assessment of Parking Adequacy

Retail Area	Retail Type	Amount of Parking Provided
Manhattan Plaza	Suburban	100%
Lagrange Street Corridor – Polish International Village Area	Main Street	40-60%
Stickney Avenue Corridor	Suburban	100%
Vistula Historic District	Main Street	100%
Galena Street Corridor	Suburban	100%

- Manhattan Plaza, a suburban retail development has the parking expected in a typical suburban retail development; Stickney Avenue and the Galena Street corridors do not have a high concentration of retail, but provide the requisite parking for suburban developments;
- While Vistula Historic District does not currently have much retail, it has enough parking for the existing establishments; and
- The Lagrange Street corridor, which has the maximum concentration of traditional "main street" retail, is estimated to have about 40-60% of the required parking when applying the suburban standards. However, this "deficiency" is typical of older historic centers.

"Main street" retailers and customers routinely express concerns regarding the real or perceived deficiency of parking in these areas compared to the amount that the suburban shopping centers provide. However, providing the requisite parking may so significantly alter an area's characteristics that its appeal and marketability is dramatically reduced. Successful "main street" developments are pedestrian oriented and designed to be destination/niche retail despite having less parking than the suburban centers and having the parking located less conveniently to the stores.

Market Assessment - Supportable Floor Area

The retail floor area that can be supported by the residents of North Toledo is approximately **550,000 square feet compared to the existing 800,000 square feet (Table 7)**. This figure has been derived based on the following methodology:

1. Estimating the number of households in North Toledo – 10,300 – based on ESRI On-demand Reports from Business Analyst Online.

2. Estimating the average household income in North Toledo - $36,099 – based on ESRI On-demand Reports from Business Analyst Online.

3. Establishing the retailing spending potential of all households in North Toledo which is estimated to be 40% of household income.

4. Estimating the supportable retail floor area by using sales of $150 per square feet in North Toledo. This supports 992,000 square feet assuming that the residents do all their shopping in the neighborhood.

5. Allocating retail expenditures (based on standards from Bureau of Labor Statistics) between convenience shopping (i.e., grocery stores, drug stores, laundries) which is one-third of all shopping and comparison shopping (i.e., apparel, furniture, appliances, electronics and hardware) which is two-thirds of all shopping. The supportable retail floor area is approximately 327,000 square feet and 665,000 square feet for convenience and comparison shopping respectively.

6. Assuming that North Toledo can support 100% of the convenience shopping floor area (327,000 square feet) and about one-third of the comparison shopping floor area (219,000 square feet). This is a total supportable area of approximately 550,000 square feet.

7. Estimating the existing retail floor area in North Toledo from the Auditor's Real Estate Information System (AREIS) land use codes – 800,000 square feet.

Based on this methodology it can be concluded that there is more retail floor area than the market can support. However, this is based only on what the neighborhood is capable of supporting and does not include either the probability or desire for outsiders to shop in the neighborhood.

Table 7 – Retail Floor Area Summary

Retail Floor Area Derivation	Floor Area (Square Feet)
Supportable Floor Area (100% of retail purchases made in the neighborhood)	992,000
Supportable Floor Area (100% convenience shopping, 33% comparison shopping in the neighborhood)	**550,000**
Existing Retail Floor Area	800,000

Schools

The neighborhood has eight public schools and one private school (Map 9 on page 29). Public school report cards for six academic years (2001 through 2007) indicate:

- An Academic Watch or Academic Emergency rating for all schools in 2001-2002 and 2002-2003 academic years;
- A Continuous Improvement rating for:
  - five schools in 2003-2004 academic year (Chase, Lagrange, Riverside and Spring Elementary, and Leverette Junior High);
  - one school in 2004-2005 and 2005-2006 academic years (Sherman and Riverside Elementary respectively); and
  - two schools in 2006-2007 academic year (Rosa Parks and Riverside Elementary).

District wide, for these six academic years, the Toledo Public Schools were rated either Academic Watch or Academic Emergency for three years (2002, 2003, and 2007) and Continuous Improvement for three years (2004, 2005, and 2006).

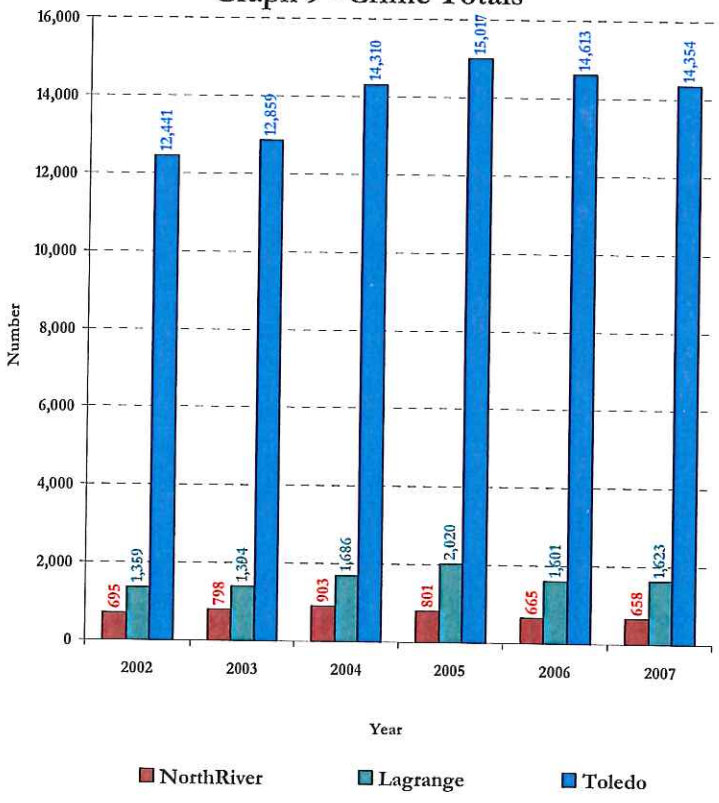
Under the "Building for Success" Program launched with both State and local funding, 37 public schools in the City are either being renovated or reconstructed. Five of the six elementary schools in the neighborhood (Lagrange Elementary being the exception); Woodward High School; and Leverette Junior High School are being reconstructed. The 2007 student enrollment compared to school capacity indicates an additional student capacity in four of the eight schools.

Safety

In 2007, the neighborhood constituted approximately 9% of the City's population. Yet, for the six years considered (2002-2007), the total crimes in the neighborhood constituted 13% or more of the City's crimes in 14 of the 15 categories[3]. For the 15th category, commercial break and entry, the total crimes in the neighborhood constituted 8% of the City's. The highest rates of crime in North Toledo were drug offense (21%) and prostitution (37%).

The greatest overall increase in crime occurred during 2003-2004 period – 13% in North River, 21% in Lagrange and 11% in Toledo. The following year (2005), crime rates continued to increase in Lagrange and Toledo, but decreased in North River. However, crimes have been decreasing since 2005 in all three areas.

Graph 9 - Crime Totals



[3] Categories include homicides, abductions, citizen robbery, commercial robbery, purse robbery, financial robbery, home invasions, aggravated burglary, commercial break and entry, rape, sexual imposition, drug offense, prostitution and aggravated assaults.

Community Resource Centers

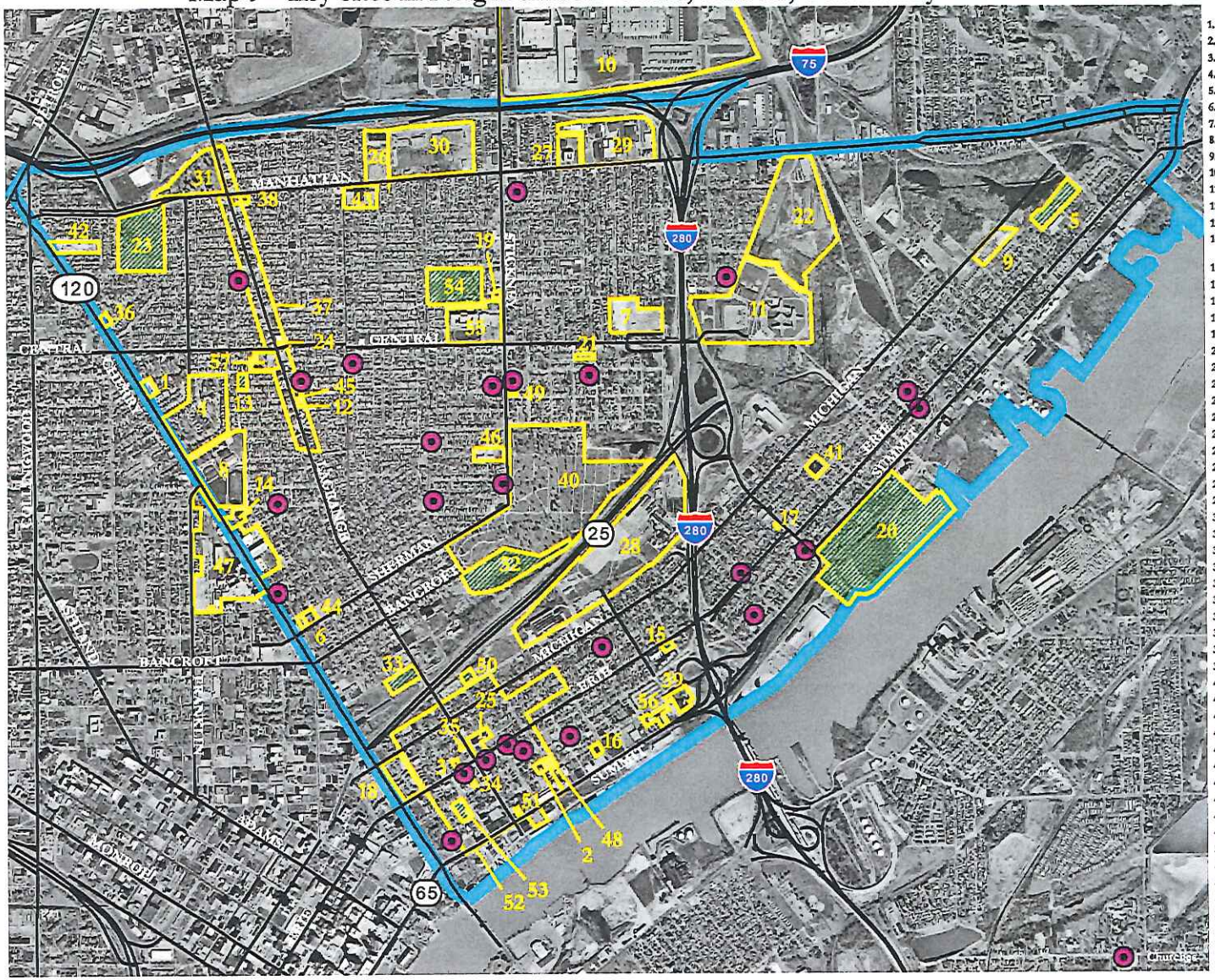
Based on the data (early to mid-year 2008) from United Way of Greater Toledo, the 63 agencies in Lucas County offer 118 different service programs. These include basic assistance to the homeless, abused, hungry; mentoring and counseling services; disaster assistance; crisis intervention; and many others. Ten of these agencies are located in the neighborhood: Aurora Project, Inc., Boys and Girls Club of Toledo, Family and Child Abuse Prevention, Beach House, Friendly Center, Inc., James C. Caldwell Community Center, Arbors at Toledo[4], Neighborhood Health Association, Toledo Day Nursery, and YMCA of Greater Toledo, their locations are depicted on Map 9.

The service levels have been tracked by the three zip codes (43604, 43608 and 43611) that most closely correspond to the neighborhood. Residents in the three zip codes use 99 of the 118 programs. A usage of 25% and greater was recorded for 24 of the 99 programs; seven of which are offered in the agencies located in the neighborhood and their usage is greater than 50% in five of them. These services are Transitional Housing (100%), Friendly Center - Family Case Management (97%), James C. Caldwell Community Center – Family Case Management (68%), Kids Café (81%) and Youth Drop-In (91%).

Additionally, Salem Lutheran, Toledo Open Door Ministry, Toledo Public Schools, Harbor House, Wesley United Methodist, Nu Vision, and Jamie Farr Park, are among the other neighborhood agencies and churches that also offer community services. The level of services from these agencies has not been statistically compiled.

[4] Is a "for profit" facility.

Map 9 – Key Sites in Neighborhood - Parks, Schools, Community Resource Centers and others



1. Arbors at Toledo
2. Aurora Project, Inc.
3. Beach House
4. Birkhead Place
5. Blair Park
6. Boys and Girls Club
7. Brownfield Site-Former Shopping Center
8. Central Catholic High School
9. Chase Elementary School
10. Chrysler-Jeep
11. Correctional Institute
12. Cszluata Park
13. Dexter Park
14. Family and Child Abuse Prevention Center (approximate location)
15. Feeback Park
16. Friendly Center
17. Galena Street Commercial
18. Greenbelt Place Apartment
19. James C. Caldwell Community Center
20. Jamie Farr Park
21. Jean Overton Park
22. Jeep Transfer Facility
23. Joe E. Brown Park
24. Lagrange CDC Offices
25. Lagrange Elementary School
26. Leverette School (New)
27. Leverette School (Old)
28. Libbey Glass Inc.
29. Light Industrial
30. Manhattan Plaza
31. Mt. Carmel Cemetary
32. Mulberry Park
33. NCA Central Park
34. Neighborhood Health Association
35. NorthRiver CDC Offices
36. Police Station
37. Polish Village & Lagrange Commercial
38. Public Library
39. Riverside (Old) Hospital
40. Riverside Cemetary
41. Riverside Elementary School
42. Ross Parks Elementary School
43. School Board Offices
44. Sherman Elementary School
45. Shoppes on Lagrinka
46. Spring Elementary School
47. St. Vincent Mercy Medical Center
48. Superior Park
49. Toledo Day Nursery
50. Union Memorial Park
51. Vistula Building
52. Vistula Historic District
53. Vistula Park
54. Woodrow Wilson Park
55. Woodward High School
56. YMCA of Greater Toledo
57. Zablocki Senior Center

PART III. NEIGHBORHOOD OPPORTUNITIES

In addition to understanding the development characteristics and the comparative trends between the neighborhood and the City (Part II of this Plan), opportunities for neighborhood improvements will also be guided by:

- Recommendations in previous studies that may continue to be relevant;
- Known development projects that should serve to stimulate further development; and
- The neighborhood's strengths.

Previous Studies

Over the last thirty years, several studies have been prepared for portions of North Toledo with the intention of improving the neighborhood for residents and business owners. While none of these studies involved the entire neighborhood, many of the recommendations from the studies have been implemented and/or are being implemented. These recommendations include:

1. Revitalizing Summit Street from Cherry Street to the west of I-280 bridge by improving the streetscape along Summit Street and by promoting mixed-use development in this area (Source - Summit Street Redevelopment Plan - Beckett and Raeder, 2000).

2. Constructing new homes or renovating existing homes around the Sherman School and the Chase School (Source - New Schools, New Neighborhoods Plan—March 2007).

3. Creating a Weed and Seed program to help fight crime, organize community events, and create youth and family services.

4. Enhancing the streetscape, developing a new name for the area, and developing infill housing along Bancroft and surrounding streets. (Source - Cherry, Summit, Bancroft Corridors Coalition, mid-1990s).

5. Revitalizing Lagrange Street corridor to expand retail market opportunities by:
   - Creating a range of alternatives for alleviating the parking shortages – Central-Lagrange Center (currently Zablocki Senior Center), Breakaway Lounge Lot, Everett and Lagrange, Mettler and Lagrange, First National Bank lot (currently Fifth Third Bank).

- Enhancing the attractiveness of the residential areas by curb and sidewalk improvements, building maintenance, and further landscaping with trees and shrubs.
- Involving organizations such as Lagrange Business and Professional Men's Association in revitalization efforts which focus on:
  - Advertising and promotion,
  - Community relations,
  - Business recruitment,
  - Security, and
  - General maintenance.

(Sources - Early-1970s, City of Toledo, mid-1980s—creation of Commercial Storefront Zoning City of Toledo; Lagrange Street Business District Economic Enhancement Strategy, Hyatt-Palma-1998, an outcome of the Revitalization Plan Lagrange-Central Business District, no date.)

6. Merging of North River Development Corporation and Lagrange Development Corporation to build consolidated power and outlining a marketing plan for the combined neighborhood (Source - Sustaining Our Community. A Business Strategy for the Future, 2005).

7. Designating a Community Reinvestment Area (CRA) east of Cherry Street, south of the Greenbelt extending to Galena (Source: 2005-2010 Consolidated Plan conducted for the City of Toledo).

8. Establishing a Sustainable Community. A Business Strategy for the Future, 2005 included several recommendations with respect to housing and retail, economic development and community support:
   - Focus on opportunity to shore up the existing, deteriorating single-family neighborhoods – especially historic homes by:
     - Creating a coalition of realtors and lenders (Community Assistance Team (CAT)) who are the "best eyes, and ears on the street". Their goal is to begin a coordinated effort to bring to the table opportunities for home acquisition, housing sales, potential homebuyers, and problematic properties; and
     - Employing green building concepts and design, since they are key to achieving energy and environmental goals and cost no more than conventional building practices.
   - Work with City of Toledo and area businesses to develop signage and landscaping for Summit/Lagrange and Buckeye Basin/Lagrange gateways.
   - Identify housing and commercial redevelopment opportunities on Lagrange Street. Focus on NRDC office area-upgrade of existing multi-family structures, vacant storefronts where possible; pressure owners for site improvements.
   - Focus near successful businesses to bolster their success.
   - Focus on renovations of existing historic homes on Lagrange Street by:
     - Contacting City for information on renovation process;
     - Contacting LISC for advise; and
     - Using CAT approach to identify buyers and tenants.
   - Gain support of elected officials in the neighborhood.
   - Develop voter involvement strategies.
   - Cultivate relationships and solicit support of major investors.

Other Known and Proposed Projects

Additional projects known or proposed to be developed (Map 10) are listed below. These may be proposed in the neighborhood and/or sufficiently near the neighborhood to influence North Toledo. Some of these may be projects to implement recommendations listed in the previous portion of this Section.

1. Conversion of the Old Wonder Bread baking facility bounded by Elm, Summit, Chestnut Streets and Ostrich Lane to 17 market-rate condominiums.

2. Creation of the Marina District across the Maumee River from the Vistula Historic District that includes mixed-use commercial, housing (1,500 units) and a Riverfront Park (Phase I) and a passenger cruise ship terminal (Phase II).

3. Construction of Central Catholic High School athletic practice fields behind their stadium on Cherry Street which is part of its master plan.

4. Plans for the 800 Huron block bounded by Walnut, Superior, Huron and Locust Streets, including 10-12 market rate condominiums with a Victorian garden.

5. Renovated and newly constructed public schools—Leverette Junior High, Rosa Parks Elementary, Spring Elementary, Riverside Elementary, Sherman Elementary, Chase Elementary, and Woodward High school ("Building for Success" Toledo Public Schools Construction Plan).

6. Thirty-two units have been built in the Chase School neighborhood and construction of 24 new homes is ongoing in the Sherman School neighborhood.

7. Recently completed expansion of St Vincent Mercy Medical Center.

8. A 15,000 square feet expansion of the Zablocki Senior Center.

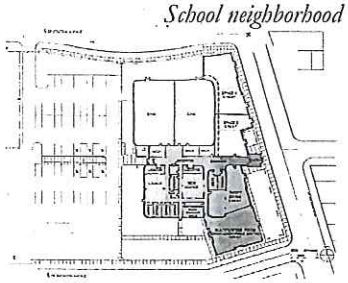
9. The Police Athletic League as of August 2008 has occupied the Old Leverette School on Manhattan Boulevard.



New Chase Elementary School



Newly constructed homes in the Chase School neighborhood



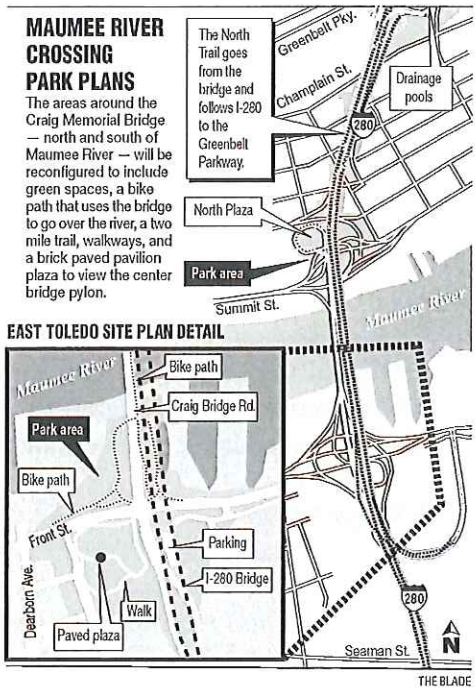
Expansion of Zablocki Senior Center

10. The Maumee River Crossing Park Plan, currently underway, that connects the neighborhoods on either side of the river and includes green spaces, bike path, a two-mile trail, walkways, brick paved pavilion and a plaza.

11. Possible infrastructure improvements between 2007 and 2035 include a Bike Path along Manhattan Boulevard, a walking path in Wilson Park, and a railroad grade separation and warning signal on Summit Street.

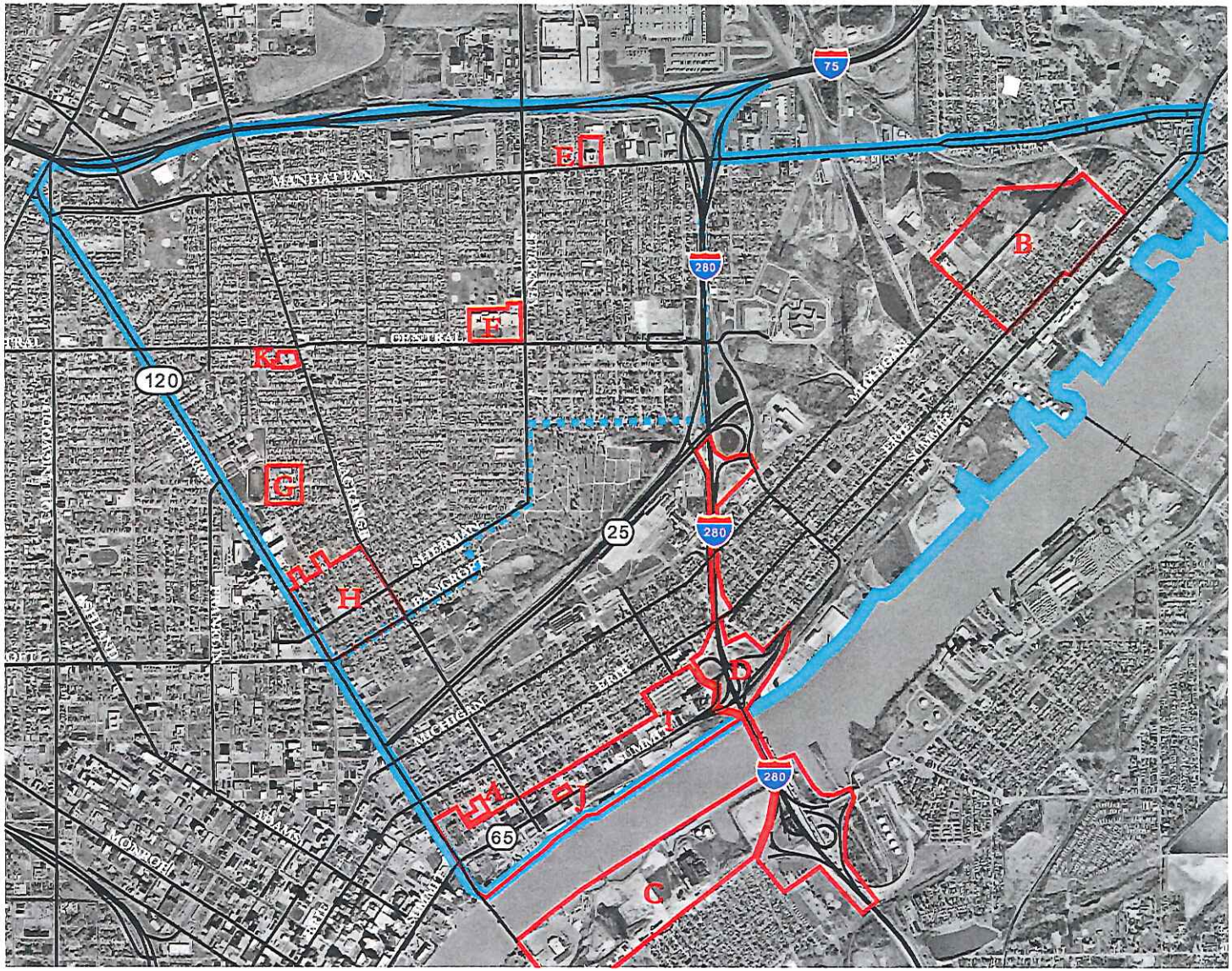
12. Completion of streetscape improvements along Summit Street and the application of the Summit Street Overlay District to develop the area in a manner that provides investment opportunities to the neighborhood.

13. Twenty-four new tax credit homes have been approved as part of the United North School Homes II program. These homes are proposed to be equally distributed in the Sherman, Chase, and Woodward High school neighborhoods.



Maumee River Crossing Park Plans

Map 10 – Known and Proposed Projects



KNOWN AND PROPOSED PROJECTS

A. 800 Block Huron
B. Chase School Neighborhood
C. Marina District
D. Maumee River Crossing
E. Police Athletic
F. New Woodward School
G. School Expansion
H. Sherman School Neighborhood
I. Summit Street Overlay District/ Streetscape Project Area
J. Wonderbread Building
K. Zablocki Senior Center

United North Boundary
Boundary CDC

Neighborhood Strengths

See Map 11

Understanding the intrinsic and unique neighborhood strengths, listed below, enables us to formulate strategies that will build on such strengths to attract new residents and new investment to the neighborhood. Key strengths are:

1. **Proximity to downtown** provides residents and businesses in our neighborhood with access to the cultural and sporting activities downtown as well as quick access to both City and County services.

2. **Proximity to large employers in the neighborhood** provides continuing opportunities for nearby employment of the residents. Some of the major employers in or near our neighborhood are:
   a. St. Vincent Mercy Medical Center,
   b. Chrysler-Jeep,
   c. Libbey Glass,
   d. Argus,
   e. Toledo Correctional Facility, and
   f. Toledo Public Schools.

3. **Access to the developable Maumee riverfront** that is currently used and zoned for industrial operations.

4. **Vistula Historic District and Polish International Village** have historic development patterns that are well suited to create pedestrian destination shopping and mixed-use areas. Additionally, there are some areas east of Interstate 280 along Summit Street that have the potential for a historic designation.

5. Since 1984 the **annual Polish Festival** has been a successful event held at the Polish International Village (intersection of Lagrange Street and Central Avenue and extending south on Lagrange Street). As the largest street festival in Toledo, it attracts visitors from throughout the area and continues to grow every year.

6. **New investment within the New Schools New Neighborhood boundaries,** which includes areas around the new Sherman Elementary and Chase Elementary schools. Housing programs such as tax abatement and tax credits have resulted in new housing within these areas.

7. **Community resource centers** offer numerous programs and services to youth, families, and children. While residents may be unaware of these services, their presence is a community strength on which to build.

8. **Direct access to the interstate system** makes it easier to move about regionally and thus, attract outsiders to shop, visit or work in our community.

Map 11 – Area Strengths

Numbers on Map correspond with items listed under Neighborhood Strengths

3 - Maumee riverfront

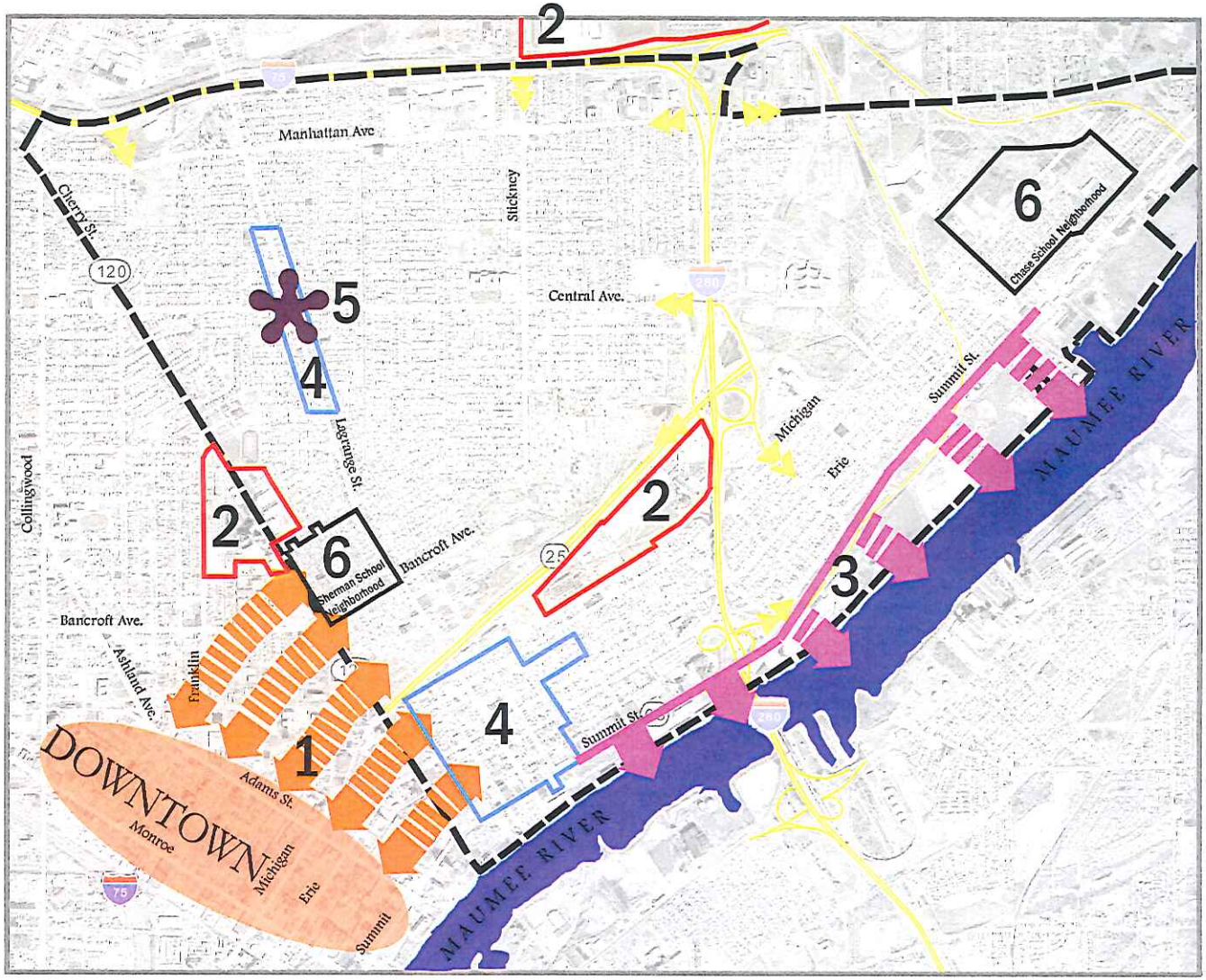




4 - Concentration of historic buildings







5 - Polish International Village



2 - Large employers located withinin and adjacent







Neighborhood Weaknesses

See Map 12

While it is important to know our community strengths, it is equally important to recognize the weaknesses or challenges that need to be addressed and overcome with appropriate strategies. Some of the weaknesses are:

1. **High rates of drug abuse and prostitution**. However, these are similar concerns shared by many inner-city neighborhoods all over the nation.

2. **Lack of sustained investment in commercial and residential properties,** even though there has been recent investment in certain areas.

3. **Lack of visual appeal** (vacant/boarded properties, trash and debris, streets in disrepair, and vacant lots) lend credence to the perception that the neighborhood is poor and crime-ridden. Poorly kept neighborhoods discourage investment.

4. **Presence of industrial frontage along Maumee River** with vacant buildings or operations that have drastically scaled down. These old buildings have become eyesores that inhibit neighborhood access to the river.



Industrial frontage along Maumee River

5. **Lack of maintenance and basic amenities in area parks** since the City of Toledo is experiencing increased budget constraints. Unfortunately, for many cities, one of the first departments to lose funding when resources are scarce is the parks and recreation department. Toledo is no exception.

6. **Lack of vibrant commercial areas** due to the presence of abandoned and boarded up buildings as those along the Lagrange Street corridor, Stickney Avenue, Galena Street and in the Vistula Historic District.



7. **Typical perception of inadequate parking** for retail establishments along Lagrange Street. Limited parking is available on the street; some establishments provide for parking spaces on the site; others provide none.

8. **Neighborhood is split geographically, by I-280 and the Greenbelt Parkway,** into three disparate areas that limits access and inter-connection among them. These areas are:
   a. Between Cherry Street and I-280, south of Greenbelt Parkway;
   b. Between Cherry Street and I-280, north of Greenbelt Parkway to I-75; and



Split neighborhood

c. East of I-280.

Multiple at-grade railroad crossings also make it difficult to get from one place in the neighborhood to another.

9. **Lack of "attractive/standard" shopping opportunities** in the neighborhood force residents to travel outside the neighborhood to shop. The Manhattan Plaza does not have a "contemporary feel" although it is mostly occupied. The smaller retail areas along Lagrange Street, Stickney Avenue, Galena Street and the Vistula Historic District are largely vacant.

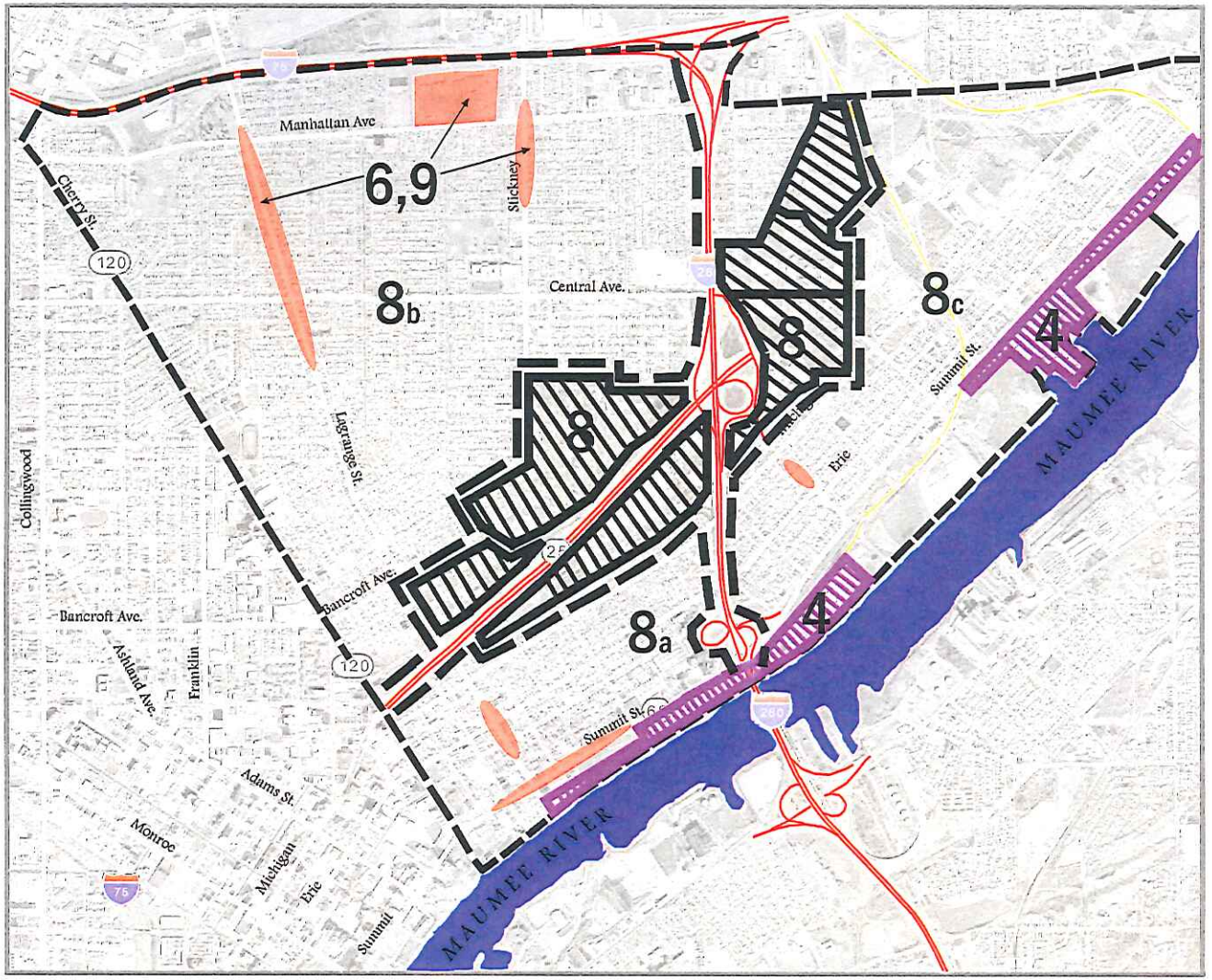
10. **Small lots and small houses** which is not the norm for today's housing preferences. Furthermore, many individual owners of small lots make it difficult to assemble large tracts of land to foster redevelopment.

11. **A transient and declining population** points to unstable occupancy, which can lead to increasing public service requirements, particularly, if this trend continues. It has been reported that Sherman School turns over 75% of their student population every school year. This population decline is expected to continue. Less population and fewer households means more empty houses and the possibility of more deterioration.

12. **Continuing negative media portrayals of neighborhood** affects the perception of outsiders. These perceptions inhibit visitors from thinking positively about the neighborhood.

Map 12 – Area Weaknesses

Numbers on Map correspond with items listed under Neighborhood Weaknesses



Neighborhood Opportunities

See Map 13

Based on the assessment of information derived from the previous studies, known projects, and the assessment of the strengths and weaknesses/challenges, following are the opportunities on which the neighborhood should focus:

1. Attracting more outsiders to the **neighborhood** by:
   a. Expanding **daytime and evening attractions** in the heart of Lagrange Street that could spin vitality into the neighborhood.
   b. Attracting **new and a complementary mix of businesses (such as restaurants, bed and breakfasts, theaters) into the "Polish International Village"** to occupy existing buildings in a manner that enriches the visitors' "main street" shopping experience.
   c. Building on the success of the annual Polish Festival by organizing **events throughout the year in this familiar location** which showcases the neighborhood to visitors who could become potential homeowners or business owners. Bus tours to portions of the neighborhood could also help showcase the new developments and achievements.



Polish Festival in the neighborhood

2. **Expanding the relationship with St. Vincent Mercy Medical Center** by creating a "Medical Village" that could provide incentives for the Medical Center staff to purchase homes.

3. **Expanding the boundaries of existing school neighborhoods and applying the New Schools New Neighborhood model** to residential areas around other neighborhood schools. This would further generate synergism between the newly built schools and the surrounding neighborhood.



St. Vincent Mercy Medical Center

4. **Connecting the neighborhood with the riverfront, downtown, and other areas of the City** by creating green spaces and multi-use paths along the riverfront and connecting to the green space and multi-use paths along the old exit of I-280, the Greenbelt Parkway, and downtown.

5. **Creating awareness of and access to community resource centers** that enable the existing resources to be used more widely thereby helping more families in need.

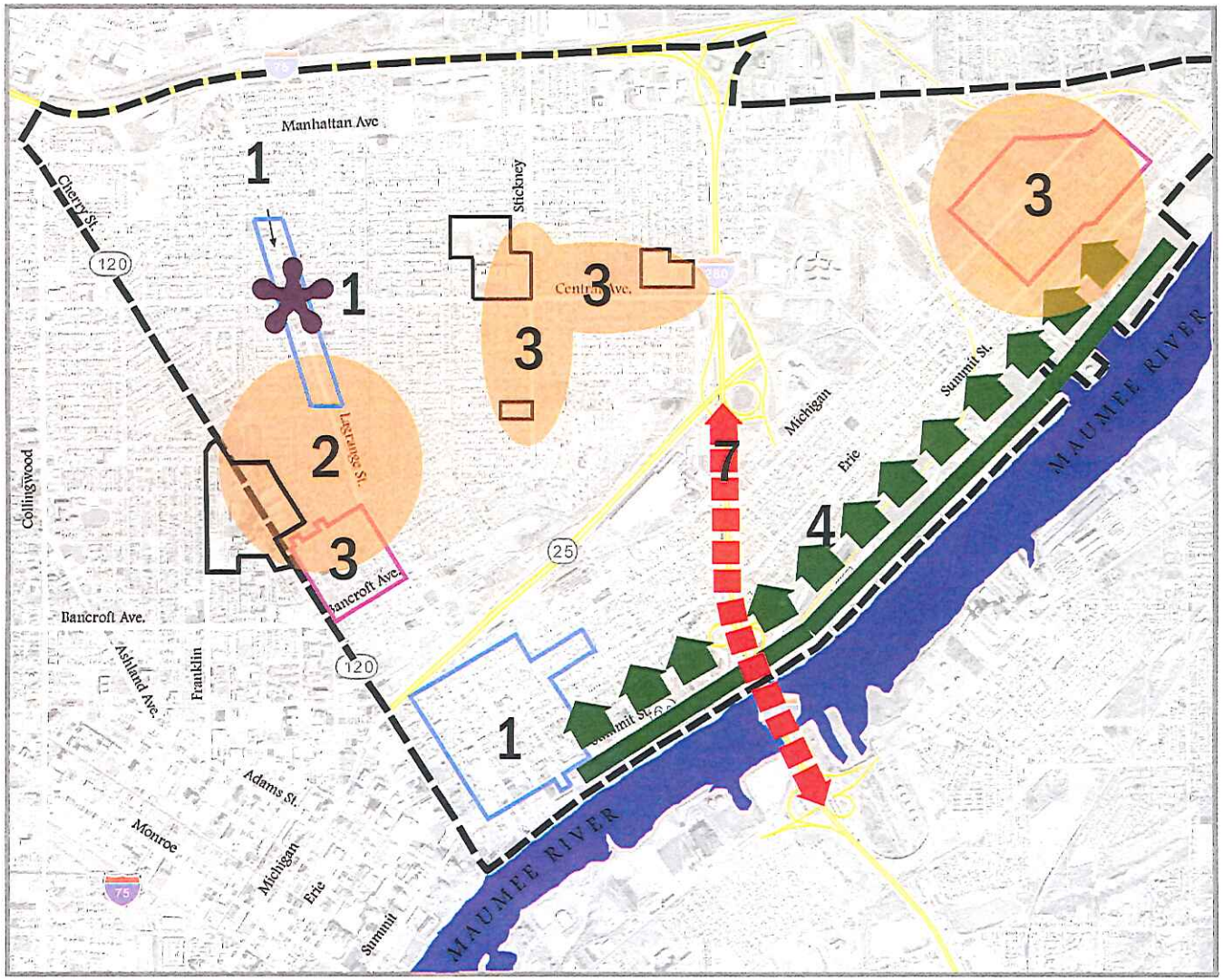
6. **Providing access to vocational training programs** that could help residents learn the skills required to prepare them to enter the work force and better secure their future.

7. **Creating a synergistic relationship between the neighborhood and large proposed developments** such as: the proposed mixed-use development in the Marina District on the south side of Maumee River across from North Toledo; and, the open space and trail development proposed in the Maumee River Crossing Plan.

8. **Encouraging development/redevelopment of vacant land and buildings** to foster both large and small-scale investment. Some of the potential sites are:
   a. Old Riverside Hospital,
   b. Land along Greenbelt Parkway,
   c. Vacant parcels and buildings along Lagrange and Summit Streets,
   d. Land along the waterfront,
   e. Old Leverette Jr. High School, and
   f. The former Cook site on Central Avenue.

Map 13 – Area Opportunities

Numbers on Map correspond with items listed under Neighborhood Opportunities



PART IV – COMMUNITY VISION

Visioning is a key element in any planning process. The essence of this Quality of Life Plan is for the community to establish this vision. Therefore, in October and November of 2007, over 400 neighborhood residents participated in the community-wide visioning sessions held during three evenings. At the two meetings in October, all participants discussed issues that they were facing in the community and brainstormed the desires/dreams/aspirations that outlined the neighborhood's vision for the next 10 years.

The third evening in November brought all of the residents together where they discussed the outcomes from the two earlier meetings.

The issues were sorted and classified into broad categories and ranked by the number of times the issue was raised. Seven priority categories were identified: Jobs and Economic Development, Safety, Housing, Community Facilities, Schools, City Services/Public Infrastructure and Parks. Subcommittees were created for each category. Each subcommittee had 10-15 members (comprised of residents, other stakeholders and representatives from the Planning Committee) with the purpose of developing the strategies for each subject area.



Visioning session held in October 2007

Early in the process, the subcommittees were reduced from seven to five based on two considerations: (1) Community Facilities and Parks were merged; and (2) the City Services/Public Infrastructure category was recognized as being applicable to all categories. Therefore, each committee would address City Services related to their subject. For example, sidewalk repairs and illegal dumping would relate to the housing committee; and streetscape and sidewalk improvements would relate to the jobs and economic development committee.

The dreams/desires/aspirations developed for each category were coalesced into a single paragraph that established the vision for each subcommittee. This vision, presented below was the basis to develop the strategies and action steps:

Schools:

A neighborhood where families have **access to high-quality education and schools**. We have a positive school environment with active, involved parents. Our children experience good retention and graduation rates and perform well on standardized tests. We hold our schools, teachers and administrators accountable for good performance. In addition to grades K-12, residents also have access to good vocational programs, adult learning centers, computer training and higher-education opportunities.

Parks and Community Facilities:

A neighborhood with **state-of-the art family resource centers and recreational facilities** that both entertain and teach our youth. Our children participate in organized sports; have access to after-school programs and centers that prepare youth for the future. North Toledo residents enjoy the beauty of public spaces and parks. Our parks are well maintained, clean and safe. Our residents participate in developing community gardens, creating art work, planting trees and flowers and making our community more beautiful.

Safety:

A neighborhood that is a **safe place to live, work, and play**. Our neighbors care about and look out for each other. We have good relations with the police and other government agencies that keep our streets well maintained, lit, safe and clean. Our citizens are actively involved in preventing crime and making our neighborhood safer.

Housing:

A neighborhood with a **variety of housing options for all residents**. The majority of our residents are homeowners who feel pride in their neighborhood, maintain their property and are active in the community. As we improve our neighborhood, we will make sure that existing residents benefit from investments. New homebuyers will have access to counseling, financial literacy, and homebuyer education to ensure success. Our residents will have access to services to prevent foreclosure or loss of homes. Families who choose to rent in our neighborhood will have access to high quality affordable housing.

Jobs and Economic Development:

A neighborhood that is a diverse, mixed-income neighborhood of choice. Our residents are **skilled workers with high-quality jobs and good benefits**. We have a strong business district that attracts commercial, retail, and other businesses. Our residents shop in the business district and actively support our neighborhood business owners. Business owners look to our residents first to fill jobs. We train and educate our residents and link them with jobs in the neighborhood and the region.

PART V – STRATEGIES and ACTION STEPS

Equipped with the vision as a guide, the five subcommittees developed concurrently the strategies and possible action steps for each category between May and October 2008. Their recommendations were formulated based on experiences of living and/or working in the community and the data and observations compiled for this Plan. The consultants, D.B. Hartt, Inc., and Corporate F.A.C.T.S., developed supplemental strategies based on their own analyses, observations, perspectives, and experiences.

Subcommittee Strategies

Schools and Education Subcommittee - This sub-committee developed six strategies and the action steps associated with each:

1. **Develop a successful comprehensive pre-elementary school program.**
   - Identify and assess current programs.
   - Create a high quality pre-elementary school program for North Toledo families.
   - Work with teachers to develop shared expectations for high quality school programming.
   - Increase parent involvement/awareness of the importance of pre-elementary schooling.

2. **Increase parent involvement/after school programs.**
   - Work with TARTA to provide after school transportation alternatives.
   - Create incentives to promote parent participation.
   - Develop student entertainment venues (school plays, concerts, arts) to promote parental participation; use Movie Night as a vehicle to generate interest.
   - Create parent contracts to encourage more participation.
   - Provide customer service training for employees to deal with conflict resolution or to better engage staff with parents and students.
   - Work to develop a community school in partnership with the School District (long-term).
   - Host a parent led assembly at Parent Teacher Conferences or a Parent Summit to better engage parents in student curriculum and activity.
   - Create volunteer school patrols for weekends/evenings.

3. **Raise high school scholastic standards to prepare students for college or the workforce.**
   - Work with Woodward High School principal to develop high expectations from teachers.
   - Use Owens Community College's free tuition incentive to promote higher learning.
   - Expand college/senior high school-mentoring program and explore use of stipends to increase scholastic achievement.
   - Work with public school district to increase participation in vocational programs.
   - Develop strategies to increase employment opportunities or internships for students.
   - Market and promote Woodward High School programs to the community.





4. **Link North Toledo residents to adult education and employment/workforce development opportunities.**
   - Promote, market, and link North Toledo residents to The Source; explore opening a satellite office or adult training center in North Toledo.
   - Explore use of Woodward High School to offer adult education classes.
   - Keep schools open after 3 p.m.
   - Partner with University of Toledo, Owens Community College, and Lourdes on education and training programs.
   - Develop strategies for worker pre-certification.
   - Utilize school newsletters or other media to inform residents of adult education or other programs.
   - Provide job training and employment development for those who see no other options for income other than selling drugs.





5. **Identify transportation/mobility alternatives to reduce student transfers.**
   - Explore Cincinnati School Model of one school per student each year.
   - Identify emergency assistance funds to decrease student transfers.
   - Identify and link parents to community centers for emergency assistance.
   - Promote use of "211" to families needing emergency assistance.

6. **Convene a group of students to develop a business plan to open and operate a concession stand near the new high school.**

Parks and Community Facilities Subcommittee - This sub-committee developed a purpose, four priorities, and four strategies:

1. **Purpose:** To strengthen North Toledo families by any means possible, through communication, cooperation, and daring innovative partnerships among existing agencies, ministries, and families.



Friendly Center Community Building

2. **Philosophy/Rationale:** There is a wealth of resources available for strengthening families in the strategy area bounded by Cherry Street, the Maumee River, Manhattan Boulevard, and Interstate 75. At the same time, families are not accessing these resources due to transience, lack of awareness of what is available, competition between agencies, fear about judgment by social service providers, and/or inadequate transportation to agencies.

3. **Priorities:**
   - Improve COMMUNICATION, CONNECTIONS and COOPERATION among existing agencies.
   - Build CAPACITY in and among existing agencies.
   - Improve COMMUNICATION and CONNECTIONS between North Toledo families and the programming designed to serve them.
   - Support OUTREACH efforts in the Strategy Area.

4. **Strategies:**
   - **Seek funding to hire and supervise outreach worker(s) who will have access to all community services; and, to visit and connect neighbors with neighborhood agencies.**
   - **Work with residents to identify social service needs such as:**
     - Financial literacy counseling;
     - Employment training;
     - Parenting skills;
     - Technology education;
     - Anger management; and
     - English as a Secondary Language (ESL).
   - **Initiate a holistic wellness emphasis** for families, seniors, women, men, youth, and children utilizing and expanding wellness resources to address physical, emotional, vocational and spiritual fitness.
   - **Continue to identify and inspire potential partners** for strategies above.

Safety Subcommittee – This sub-committee developed five strategies and action steps associated with each:

1. **Develop a multi-agency approach to combat illegal drug usage/sales and related crimes such as robberies, burglaries, prostitution in the area.**
   - Work closely with law enforcement and prosecutors to reduce crime and deal appropriately with offenders.
   - Establish strong network of area treatment providers to provide education and training to residents/youth on prevention and intervention initiatives; take programming into schools.
   - Seek/propose to local legislators to provide tax incentives/breaks to those reentering the community; focus on drug-related, non-violent offenders only for said incentives/breaks.
   - Educate ex-offenders on process to expunge criminal record where possible; link ex-offenders with free legal advice.

2. **Explore ways to generate adequate youth employment opportunities in the area; reach out to local businesses/schools to develop basis of referral/relationship between the two.**



   - Research efforts already in action in the area aimed at developing this relationship.
   - Achieve reduction in youth violence and gang youth involvement through the positive engagement of youth through:
     - Arts/Expression programming;
     - Re-establishing art gallery; and
     - Re-establishing programming available under direction of Human Values for Transformative Action (Lorna Gonsalves), Friendly Center and other local community service agencies.
   - Re-emphasize importance of community involvement/connection through:
     - Weed & Seed Youth Council;
     - Start Something Programming;
     - Salem Church Youth Outreach Programming/service at Agape; and
     - Global Youth Service Day/ Clean-ups.



3. **Address false perceptions on both resident/citizen and law enforcement side.**
   - Open lines of communication with law enforcement officers; request Toledo Police Department (TPD) assign "dedicated" officers to cover North Toledo neighborhoods in an effort to have more officers trained in community policing. These officers would specifically provide protection to our children coming and going to school.

- Engage community resident leaders and law enforcement to work together to establish a "Trust Your Police Officer" curriculum for community programming to be presented in all elementary schools throughout the year along with a few additional town hall meetings aimed at engaging the adults in the community. At these meetings:
  - Bring facts to the table;
  - Address bigger issues underlying the perceptions, attitudes and behavior of both law enforcement officers and community residents;
  - Creative brainstorming on how to best address underlying issues;
  - Once above-mentioned curriculum established, arrange town-hall meetings wherein law enforcement and citizens are brought together; and
  - Maintain an even playing field i.e., encourage officers to wear plain clothes, position of parties to ensure open, effective communications.

4. **Increase resident involvement in Village Council, Block Watch, Citizens on Patrol and other neighborhood groups.**
   - Utilize community organizing to engage residents in active block watch/citizen patrol efforts.
   - Utilize strong leadership in block watch as a way to combat drug related crimes.
   - Coordinate off-duty patrol officers throughout North Toledo and have resident input on reporting and information sharing.
   - Develop a flier/pamphlet that provides ideas on what can be done other than just "reporting back" on crimes (i.e. planning neighborhood events, gardening, youth sports/teams, cookouts).
   - Utilize parental involvement to provide protection to our children coming and going to school.

5. **Expand ex-offender re-entry programs (youth and adults).** Establish Citizen Circles throughout the North Toledo community, which will provide peer support and linkage to existing programming offered in the areas of housing, employment, Substance Abuse Programming (SAP) to ex-offenders re-entering from jail and/or prison.

<u>Housing Subcommittee</u> – This sub-committee developed eight strategies with associated action steps:

1. **Decrease vacant and abandoned properties.**
   - Assess condition of housing stock in each targeted investment area.
   - Partner with realtors to promote sale of vacant homes or lots.
   - Identify resources to attract homeowners such as down payment assistance and home repair grants.
   - Organize community to create block watches to monitor vacant properties.
   - Seek funding from city to acquire and rehabilitate vacant and/or foreclosed homes.
   - Develop and implement a plan to deal with growing numbers of foreclosed properties.

2. **Increase options for senior living.**
   - Ensure aging citizens have access to senior housing, assisted living facilities or other housing alternatives.
   - Develop new senior housing in a campus living environment.



3. **Improve landscaping and overall neighborhood appearance.**
   - Increase funding available to and units completed in Landscape Grant Program.
   - Host a green-up day in partnership with Black Diamond, Lowe's and Home Depot.
   - Solicit support from Owens Community College (Horticulture and Landscape school).
   - Sponsor a Mission Trip (local churches, schools, businesses, sororities and fraternities) for painting and landscaping.
   - Host a Garden Contest.
   - Adopt-a-block with sign recognition and homeowner participation.
   - Coordinate students for volunteer services.
   - Organize clean-up and beautification activities.
   - Renovate vacant lots around Woodward High School; use students and parents to beautify and maintain lots or convert to more productive use such as a greenhouse.





4. **Link existing homeowners to repair and rehab programs.**
   - Identify existing programs and eligibility requirements.
   - Market and promote programs to existing homeowners.
   - Provide loan counseling to help homeowners finance needed repairs.



Pat Demo of the Polish Village is thrilled with her home's new paint.

5. **Work with landlords to repair and rehab rental properties.**
   - Connect landlords to low interest loans.
   - Partner with city to address code violations and nuisance abatement.

6. **Assist homeowners address foreclosure problems.**
   - Link homeowners to foreclosure counseling.

7. **Identify opportunities to provide housing units for renters using a 15-year rental period (applying the Tax Credit Projects model).**
   - Identify families in need of decent rental housing.
   - Over 15-year rental period, work with renters to prepare for homeownership.





New homes in the Chase School area

- Develop financing options to move families from renters to homeowners.
- Provide down payment and closing cost assistance.

8. **Promote new housing.**
   - Construct new homes for sale as market conditions dictate.
   - Look for opportunities to build or attract privately developed designated senior living communities.
   - Partner with Habitat for Humanity to build new housing for families in need.





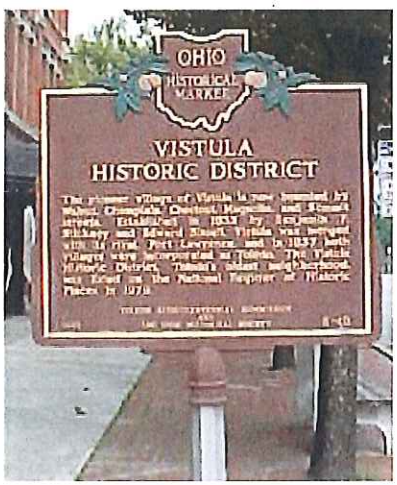
Neighborhood Housing Services of Toledo, Inc.

Making the Move Toward Home Ownership!

Jobs and Economic Development Subcommittee

– This sub-committee created two goals and provided six strategies with some action steps to realize them:

1. **Provide jobs and promote workforce development. Strategies include:**
   - Provide youth and adult education opportunities in the neighborhood to help neighborhood residents reach financial self-sufficiency.
   - Encourage expansion of Zablocki Senior Center into a full-service Family Resource Center to provide education and training programs in satellite offices of:
     - Owens Community College (alternative energy employers);
     - The Source (life skills and employment training);
     - Lucas County Jobs & Family Services (address transportation issues); and
     - St. Vincent Mercy Medical Center (mini health clinic).



2. **Foster economic development in various business districts. Strategies include:**
   - Encourage expansion of Zablocki Senior Center into full-service Family Resource Center (impacts both goals of Jobs/Workforce Development and Economic Development).
   - Promote Summit Street and riverfront development by:
     - Completing the streetscape improvement project and zoning overlay district;
     - Redeveloping the former St. James Hotel at Lagrange and Summit Streets;
     - Acquiring the CSX railroad property between Summit Street and the river;



Recently completed renovation of the Shoppes of Lagrinka

- Assembling a development team to redevelop the riverfront to include a real estate developer, the City of Toledo, the Toledo-Lucas County Port Authority, United North, and NorthRiver; and
- Connecting with owner of former Wonder Bread Bakery building (received historic tax credits for renovation project).

- Focus attention on Vistula Historic District by:
  - Promoting the Vistula Historic District through marketing events such as the new Vistula Goddess Festival;
  - Working with the Housing Subcommittee and St. Vincent Mercy Medical Center's employee housing assistance program to feature historic homes available in the Vistula Historic District; and
  - Discouraging any further building demolitions and encourage appropriate infill development.
- Enhance efforts already underway by the Business Renaissance Committee (job recruitment and retention, commercial real estate development projects, marketing and promotions projects, and architectural design standards) by:
  - Emphasizing the Summit Street commercial corridor; and
  - Including all North Toledo businesses in technical assistance including home-based businesses.

Supplemental Strategies

In addition to the strategies developed by the subcommittees (above), this part includes: (1) the supplemental strategies that were formulated by the consultants; and (2) those strategies in the previous studies that continue to be relevant.

The Consultants recommended strategies were based on the general principal that the community should concentrate its resources in a manner that maximizes the potential for investment, and to maximize the opportunities for supporting facilities and services for the benefit of neighborhood residents. Specifically:

- **The implementation measures recommended are intended to "steer the market."** The community should attract the investment it desires and not merely respond to current market demands. This is to say, the community needs to understand and promote the investment that is needed and is most beneficial (such as housing, retail and industrial), and not merely accept the investment that the free-market will currently support. Having a plan and establishing the strategic priorities provides the greatest opportunity to stimulate change and realize the community's vision. Such neighborhood benefit is in contrast to an investment that is primarily intended to reach, and be beneficial to, a more city-wide or regional market.
- **The investment should maximize benefits to the neighborhood**. Maximum neighborhood benefit means the investment primarily meets the needs of the neighborhood residents and businesses, and also changes how outsiders perceive this area. The investment creates a ripple effect by attracting complementary development into the neighborhood and/or engaging local skills and talent to the benefit of the neighborhood.
- **The location of the investment maximizes market support.** This is accomplished by concentrating new investment in proximity to the neighborhood's strengths. Since

there are never sufficient resources to carry out all the recommendations, it is essential to create concentrations of activity which maximize the catalytic potential to generate even more development.

The strategies listed are based on the above considerations:

1. **Focus on housing and related support services whether it is new housing, housing that needs maintenance, or buildings that should be demolished.**
Housing increases marketability in the neighborhood because it influences so much else that goes on in the community. New housing construction, well-maintained housing structures, and demolition of unwanted housing are directly related to promoting investment in the neighborhood that subsequently brings in more people. Having more people generally increases community surveillance by simple everyday activities they undertake, such as walking, playing and engaging with their neighbors – people liven up a place. Their interactions with each other help create an informal support structure. This support structure could increase the type of support services the residents need – such as businesses, recreational opportunities, and jobs.





An excellent housing support service network is essential if owners and renters are to maintain and enhance the housing in the neighborhood. When the areas appear well-maintained, they instill a greater sense of pride in living in the neighborhood which improves marketability.

2. **Create Target Investment Areas within the neighborhood to focus resources and investment** (See Map 14 for areas). To maximize development the community should focus on:
   - Targeting new residential development and revitalization of existing homes:
     - The "Medical Village" area - Between the St. Vincent Mercy Medical Center, Sherman New School New Neighborhood, and Lagrange/Central intersection with infill housing such as single-family, townhomes or row houses;
     - Along Lagrange Street with two to three story high condominiums or rental units for families, young couples, empty nesters and seniors;
     - By expanding the "New Schools New Neighborhood" boundaries with concentrations of infill housing and townhomes or row houses, condominiums or rental units along Lagrange Street;
     - Off the Central Avenue corridor between Woodward High School and the Cook site with concentrations of infill single-family housing;
     - Along Stickney Avenue corridor between Woodward High School and Spring Elementary School with concentrations of infill single-family housing; and
     - The Cook site with townhomes.
   - Targeting new retail and mixed-use development/redevelopment in:

- The Polish International Village in order to expand and reinforce the existing "traditional design" with buildings that are two-three stories high and occupied by retail on the ground floor; and
- The Vistula Historic District to complement the existing commercial at intersection of Erie and Lagrange Streets, and along the north side of Summit Street.

- Pursue recommended development type and areas from previous studies that continue to be relevant and correspond to the target investment areas mentioned above:
  - Redevelop the highly visible corner of Lagrange and Bancroft Streets into a dense, multi-story mixed-use development with opportunities for live/work units, ground floor retail or commercial and upper floor residential (Source - New Schools New Neighborhoods Plan, March 2007).
  - Develop townhomes or row houses, two-three stories high, along Lagrange and EcoPoint North Village. Include for-sale condominiums or rental units for families, young couples, empty nesters and elderly (Source - New Schools New Neighborhoods Plan, March 2007).
  - Redevelop corner of Cherry and Bancroft Streets into multi-story mixed-use neighborhood retail. (Source - New Schools New Neighborhoods Plan, March 2007). The Cherry Street Corridor Plan, 2006 recommended this corner as an ideal location for the Community Development Corporation offices.



The Corner of Bancroft and Lagrange could support a multi-level, mixed-use development.



Brownstones could be developed along the arterials, particularly Lagrange Street, strengthening the urban fabric.

Illustrations from New Schools New Neighborhoods Plan, 2007

- Demolish all derelict properties with greater emphasis in the target investment areas. The neighborhood has several structures that are either vacant or abandoned due to their age and/or the transiency of the occupants. These have not been kept up to the extent required and have therefore created areas prone to undesirable activities undermining the safety of the neighborhood and causing residents to leave. Identifying the buildings that cannot be reused and demolishing them can help create a safer environment for the residents living in these areas.
- Work with the City and the University of Toledo to identify the development potential for vacant properties in the target areas. Together, strategies and tools for redevelopment of vacant properties can be forged. The Report, Toledo at the Tipping Point – Strategies for Reclaiming Vacant Properties and Revitalizing Neighborhoods, February 2007 recommends the following:
  - Create a community based receivership program;
  - Partner with UT to develop a regional information system; and
  - Establish a vacant properties registration ordinance.

3. **Clean up parks and make improvements to increase park usage and safety.**
Area parks are deficient in providing basic equipment for park users; lighting, benches, and water fountains should be provided to make the parks more usable. Additionally, much of the existing equipment needs basic repair.


An example of a basic repair

Toledo Area Metroparks have agreed to assume control of the Manhattan Marsh as a new wildlife preserve, which will increase citywide awareness of the area (New Schools New neighborhoods Plan - March 2007).

4. **Communicate the renewed image of the neighborhood.**
Like most inner cities in the country, increases in minority populations and the media's portrayal with respect to safety have created a negative perception of the neighborhood. This situation has worsened since the 2005 disturbances. In implementing this new Plan, Hennes Communications LLC., recommends (See Appendix B) the following approach:
   - **Re-branding the neighborhood.** Branding, however, is more than just a new name. Residents and community leaders have to embrace the new approach if it is to stick and to be used in place of the old references (which seem to always include a reference to "where the disturbances occurred").
   - **Developing and guiding a media relations campaign**. The next step will be outreach to the local media to explain to them the reasons behind the new identity and to encourage them to begin using the new identity. This approach will require transparency. That is, members of the community must be willing to go to the media and explain their concerns about the old identity, to explain the efforts the neighborhood has put into the re-branding campaign, and to request cooperation from the media to overcome the negative perceptions. To be effective, an ongoing campaign will be required.

   The proposal to consider a new name is not a new one. The Cherry, Summit, Bancroft Corridors Coalition in mid 1990's proposed the adoption of the name "Heritage Village" for the Lagrange portion of the neighborhood acknowledging the area's history and reinforcing the sense of community.

5. **Focus on "green" technologies and "green" buildings.**
The increasing emphasis on alternative and sustainable technologies in today's world provides a tremendous potential for the neighborhood. The collaboration with technology companies can provide opportunities for the reuse of old industrial buildings and provide valuable assistance to neighborhood residents. Our workforce could be employed in these companies and our students could be exposed to these technologies through internship opportunities.


Installation of solar panels on roofs

Encourage the development of sustainable projects that qualify for the Leadership in Energy and Environmental Design (LEED) Certification. This certification can be attained for individual buildings or larger neighborhood projects. Local workforce trained in new building technologies could be employed to construct these energy-efficient buildings. With such certifications the neighborhood could be a regional example for its efforts in employing sustainable building technologies.

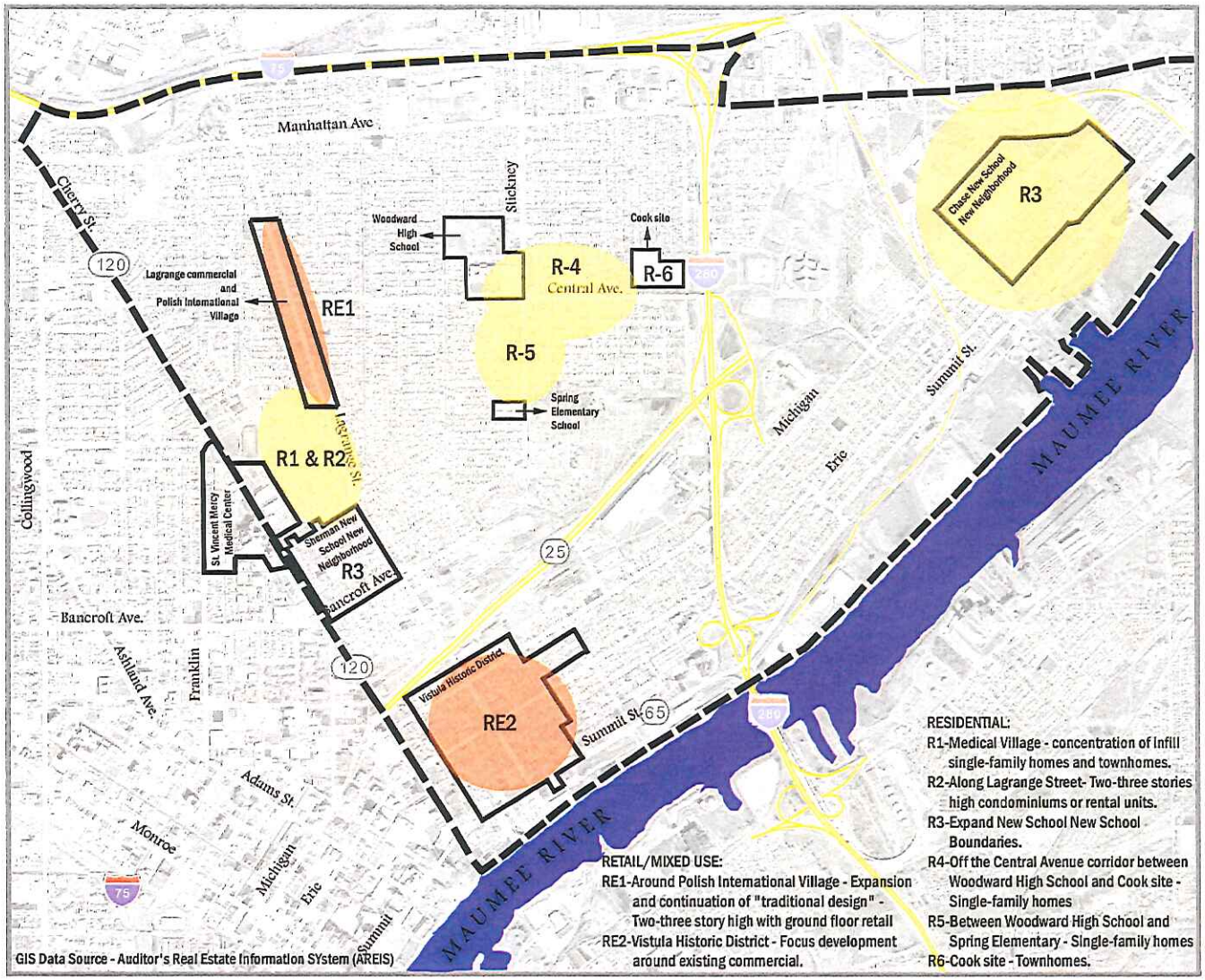
6. **Bring more people into the neighborhood primarily to Polish International Village, Vistula Historic District, and the Maumee River Crossing Park.**
Part of changing perceptions is to provide first hand information to visitors who spread word about the areas they visit to their family and friends. Therefore, it can be beneficial to use our "strengths", the Polish Festival, events in Vistula Historic District and the Maumee River Crossing as avenues to attract outsiders so they can observe the spirit and positive results of the residents working together as a community. The events could be used as a way of showcasing new developments, energy-efficient developments, and the achievements of our youth and neighbors.

7. **Establish a community leadership and governance model.**
The key to improving and sustaining the quality of life of a neighborhood is in its leadership. Leadership can make or break a plan. Therefore, it is important to choose a governance model or a combination thereof that works for the neighborhood in implementing this Plan from among the following possibilities. For each option, some of the advantages and disadvantages have been summarized.
   - **Lead agency model** – A single agency is selected to lead the effort and is responsible for coordinating implementation of the Plan, acting as fiduciary agent, and providing staff support but is not directly responsible for implementation of all strategies.
     - *Advantages* - Creates administrative efficiencies and is easier for funders to interact with such a single agency.
     - *Disadvantages* - Power dynamics may get in the way of working well together, and staff and board of the lead agency are often unprepared for new responsibilities.
   - **Collaboration of providers** – An ongoing collaborative alliance among service providers.
     - *Advantages* - Brings together experts on day-to-day issues and allows buy-in of solutions among all those who will implement changes.
     - *Disadvantages* - Remains dependent on outside authorities for resources and policy changes and creates conflict of interest between what is best for the community and what is best for each organization's survival. The organizations may become internally focused and lose sight of community goals.
   - **Collaboration of institutional leaders** – An ongoing collaborative alliance among professional leaders of various community institutions i.e., hospital, nonprofits, local government, education system, and churches.
     - *Advantages* - Brings together experts on various issues or systems to explore interrelations; gives breadth to community governance. It also allows access to resources within each institution and brings authority to implement decisions.
     - *Disadvantages* - Institution structure distances collaboration from citizens and authority is limited by policies or regulations that are outside the control of members.

- **Community governance committee** – Is a group of community leaders, self selected or invited but not directly affiliated with any organization or sector. It recommends and oversees systems changes, and monitors progress and accountability with respect to how effectively the community's goals are being achieved.
  - *Advantages* - Creates a broad community engagement. Therefore, foundations and government are looking for more of this kind of governance. The committee can also inform and oversee systems change for other social problems.
  - *Disadvantages* - Committee is not part of members' jobs; this can affect commitment and attendance and limits expertise on issues. Authority is limited unless specially outlined and agreed upon by others in the system. There is no direct access to resources.

8. **Create a program that connects families to economic opportunities, social services and support systems and house it in the expanded family resource center at Lagrange Street and Central Avenue.**
   The Center for Working Families (CWF) is a model program intended to increase financial stability and build assets/wealth among low-income families. Based on a concept first conceived by the Casey Foundation, CWF helps families and individuals become more financially secure in three critical areas: employment and/or increased wages; improved financial condition; and improved access to public benefits (such as the Earned Income Tax Credit). The CWF provides job services and long-term case management (if needed); one-on-one financial and money management counseling; customized banking products; free tax preparation services; and state-of-the art screening for public benefits. The CWF Concept was piloted in Chicago and Baltimore with good success.

Map 14 – Target Investment Areas



Retail/Mixed-Use

Residential development

PART VI – EARLY WINS

The Toledo Community Foundation provided a $50,000 grant to United North to fund "early wins" that were identified in the planning process. Early win dollars provide seed money to build momentum and excitement while planning for the future, allow residents to get started right away on ideas that can be quickly implemented, and demonstrate the neighborhood's commitment to getting things done!

An Early Win project can receive up to $10,000, should be easily implemented, be able to start within a few weeks, involve residents in its implementation, solve a community problem or promote neighborhood engagement, and be completed in approximately six to nine months.

Below is a brief description of the projects selected for the Early Wins:

Schools – One School 4 One Year.

The project was developed to keep the students in the neighborhood in one school for an entire school year. The One School 4 One Year project provides financial support for parents with emergency housing and TARTA bus passes for students who are not eligible to ride the yellow school buses.

Parks and Community Facilities – Quick Hit.

The "Work Party" project organizes youth to spruce up and make basic improvements to the Wilson and Superior Parks. The "Spring Break" project offers a day camp for 50 children in Chase Park.

Safety – Mural Project and Glimpses From the Inside.

The Mural Project allows youth to express artistic talent by creating murals throughout the community. The Glimpses From the Inside photo project allows youth to work with seasoned photographers to capture images that reflect their experiences and insights about their North Toledo neighborhood.

Housing – Curb Appeal.

The project targets blocks around the new Sherman and Chase Elementary Schools with home improvements to enhance the "curb appeal' of those blocks.

Jobs and Economic Development – Micro Loan program.

The program provides a deferred loan for small businesses and further stabilize the neighborhood by encouraging businesses to set down roots in the community.

PART VII – IMPLEMENTATION

All of the strategies developed as part of this Plan (Part V) will help achieve the North Toledo we envision. Presented in Exhibit C of the Appendix is a comprehensive Implementation Matrix with 34 different projects. The matrix also lists the fundamental steps necessary to complete each project and indicates the estimated time frame for completion. However, due to limited resources, all of these projects cannot be undertaken concurrently. **Therefore, a few projects called "focused initiatives" have been identified to initiate implementation. These initiatives have the potential to maximize the impact on the community with the least amount of resources required.** This is not to say that the others will not be undertaken; however, they will be deferred until more resources are available or it is determined that they can be integrated into the focused initiatives.

Focused Initiatives

In identifying these focused initiatives, the United North Planning Committee (UNPC) considered "best practices." A "best practice" is defined as an approach that has been effectively demonstrated in other locations to carry out a task with the greatest benefit and the least cost. Based on the experience of other communities and the consultants, it is suggested that "best practice" is best achieved by classifying the various community programs (housing, parks, retail, schools, services, workforce development, safety, community perception) into three broad themes-- supporting community services, physical development, and communication – which more fully described are:

- **Comprehensively integrating service resources offered by all agencies.** Service, schools, police, and neighborhood activities are most effective when they are delivered in a collaborative and coordinated manner to families; and when a reinforcing relationship is created among agencies to comprehensively meet the needs of the families. This is in contrast to individual offerings to families who may not be aware of the range of services available or the agencies that may provide the services.
- **Concentrating capital investment resources to targeted geographic areas.** These are near existing community assets. This will foster a critical building mass that in return creates a self-sustaining investment in the neighborhood.

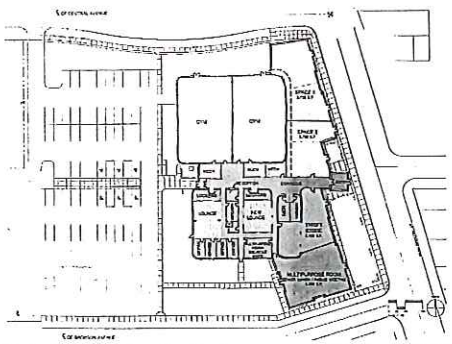
While it is best to allocate the maximum resources to these areas, a small portion of resources will also be reserved for general community enhancement and emergency assistance in other areas of the neighborhood.

- **Creating a renewed image and rebranding for the neighborhood.** People outside of the community need to be constantly reminded what the neighborhood has to offer. The uniqueness and achievements that make this place special must be constantly showcased.

The UNPC concurred with this best practice approach as the basis for identifying the following focused initiatives:

1. **Establish a methodology for administering the Plan by creating a structure to: (1) lead the effort, and (2) evaluate and monitor progress and the effective use of resources.** Until a long-term leadership entity is created to implement and administer the Plan (based on the governance models provided in Part V of this Plan) the UNPC will be the interim umbrella agency that monitors the initial implementation of this plan. Additionally, in order to begin implementation of the focused initiatives, the ad-hoc subcommittees have been incorporated into existing agencies as follows:
   - Schools – Parent Education Committee (PEC);
   - Parks and Community Facilities – United North Weed and Seed Committee;
   - Safety – Community Safety Initiative and United North Weed and Seed Committee;
   - Housing – United North Housing Committee; and
   - Jobs and Economic Development – United North Business District Renaissance Committee.

2. **Formulate a program that connects residents to economic opportunities, provides access to social services, and increases family income and assets.**
   - The tasks that the program will accomplish include:
     - Developing strategies for worker pre-certification.
     - Providing job training and employment development for those who see no other option of generating income than by selling drugs.
     - Providing opportunities to help neighborhood residents reach financial self-sufficiency.
     - Providing access to adult education opportunities.
     - Providing access to housing services.
   - The methods to accomplish the tasks above will include, among others:
     - Improving communication, connections, cooperation among existing agencies.
     - Building capacity in and among existing agencies.
     - Improving communications and connection between North Toledo families and programming designed to serve them.
     - Creating a case plan for families that need help.



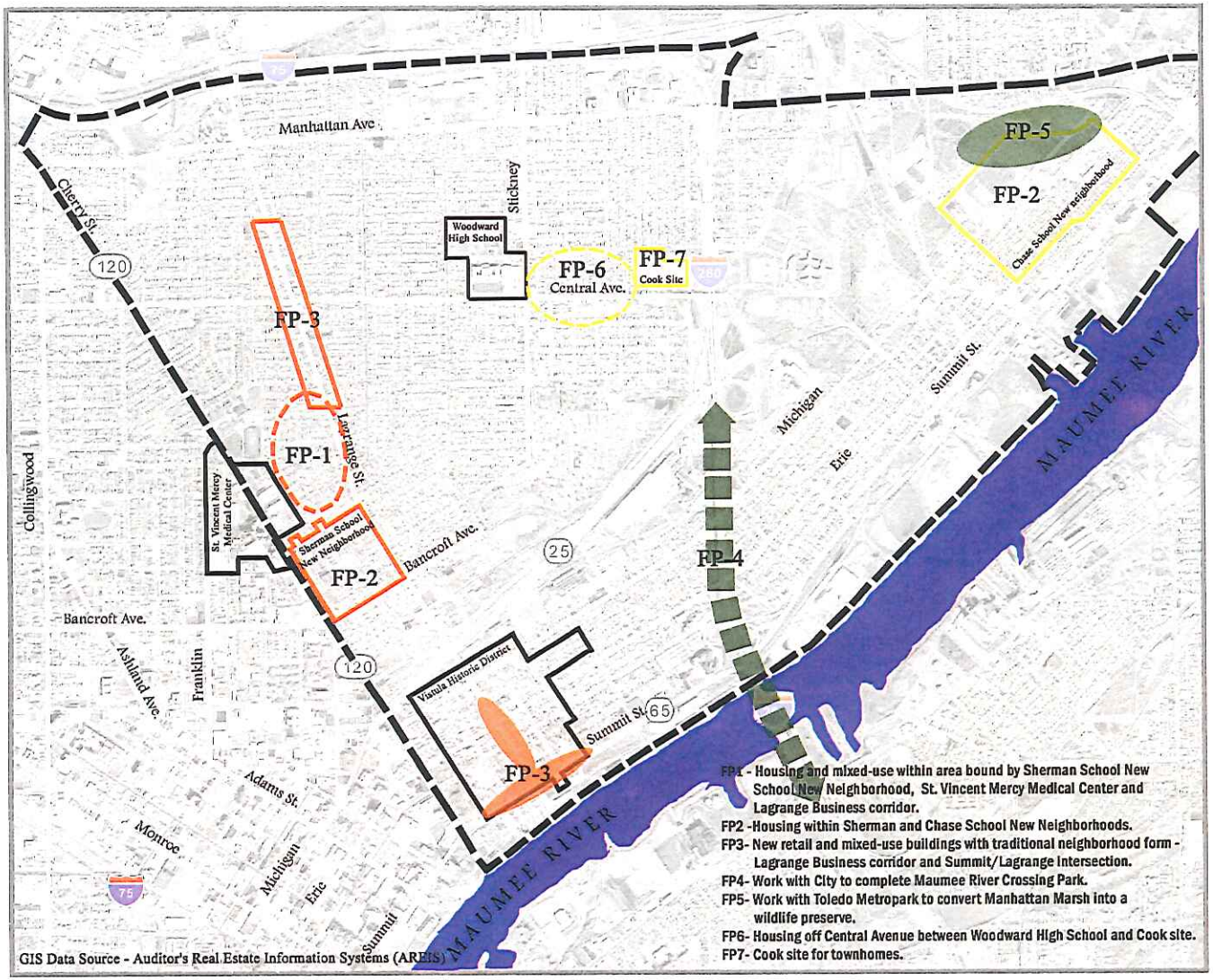
Potential location for the program modeled after Center for Working Families

- Some of the steps necessary to build a successful program include:
  - Understanding good working models of the program.
  - Hiring a community outreach worker(s) to conduct a scan of resource offerings and develop a resource guide, lead a collaboration of service providers to determine how to leverage and integrate service delivery systems and determine best methods to provide marketing and outreach services.
  - Developing a business plan to create a program modeled after the Annie E. Casey Foundation's Center for Working Families (CWF).
  - Identifying space in the expanded portion of the Senior Center at Lagrange Street and Central Avenue to house the agency.

3. **Concentrate Implementation in the Target Investment Areas (identified in Map 14, Part V) focusing on the three-pronged approach.** Improve the visual appearance of the target investment areas and increase marketability by preserving buildings that are in good shape, focusing assistance and resources for building maintenance and clean-up and, demolishing buildings that are not in good condition.

4. **Focus on the following development in Target Investment Areas (Map 15) while pursuing "green building" where possible.**
   - New housing or mixed-use in areas bound by Sherman School Neighborhood (as outlined in the New Schools New Neighborhood Report), near the southern boundary of the active Lagrange Street commercial corridor, and near the St. Vincent Mercy Medical Center.
   - New housing in the Chase School Neighborhood (as outlined in the New Schools New Neighborhood Report).
   - Revitalize and seek new retail and mixed-use buildings with traditional neighborhood form along the Lagrange business district and at the Summit Street and Lagrange Street intersection.
   - Work with City to complete the Maumee River Crossing Park which is an open space link that will bring people into the neighborhood with the opportunity to enliven the area and create a neighbor connection between the west and east sides of I-280.
   - Work with Toledo Metroparks which has assumed control of Manhattan Marsh to convert into a wild-life preserve that will provide educational and recreational opportunities for area residents and outsiders and be a great attraction in the area.
   - New single-family housing on buildable lots off Central Avenue between Woodward High School and the Cook site.
   - Townhomes on Cook site.
   - Attract alternative energy companies to industrial sites in the neighborhood.

Map 15 – Focus Projects



5. **Achieve new senior housing development.** Test the feasibility of a new senior housing development in the neighborhood. The project should have a minimum of 40 units. Potential sites need to be identified based on the desired density and character of the senior development, a preliminary development program, and an outline of development costs. These parameters and findings should then be reviewed with potential developers to determine the level of interest.

   Lower density options should be explored on the approximately Cook site (9 acres) and higher density independent apartments and perhaps assisted living at the southern end of the Lagrange corridor (approximately 3 -5 acres) in close proximity to the neighborhood's traditional retail center.

6. **Explore and apply the Cincinnati School Model to reduce transiency in area Schools.** Like many other urban neighborhoods, North Toledo struggles with student transience. Loss of jobs, home foreclosures, increased food prices, and rising energy costs are having a devastating impact on low-income families forcing them to make unplanned and sometimes multiple moves in a school year. Research strongly suggests that frequent student movement not only may have significantly negative consequences for mobile students because of academic and social disruption, but may also have negative effects on non-mobile students in schools with high levels of student movement.[5] Other communities have adopted a "One School 4 One Year" approach to deal with this growing problem. One such program exists in Cincinnati, Ohio. North Toledo schools are exploring how to implement the Cincinnati model which guarantees that if a child becomes homeless or moves in the middle of the school year, the student is entitled to remain in the school of origin for the duration of the year, with transportation arranged for and provided by the school district.

   A pilot program initiated as an Early Win project is underway to implement this model in the neighborhood.

7. **Renew the image and perception of the neighborhood.** Two approaches have been recommended - Re-branding the neighborhood and formulating a media relations campaign. These are being considered by the UNPC. The details of these approaches are in Appendix B.

8. **Organize events in the neighborhood on a sustained basis**. The Polish Festival is an annual event organized in the neighborhood. More events, at a greater frequency and at more locations such as the Vistula Historic District and the Maumee River Crossing can attract more outsiders to the neighborhood, increase the neighborhood's "energy" level, and foster more development.



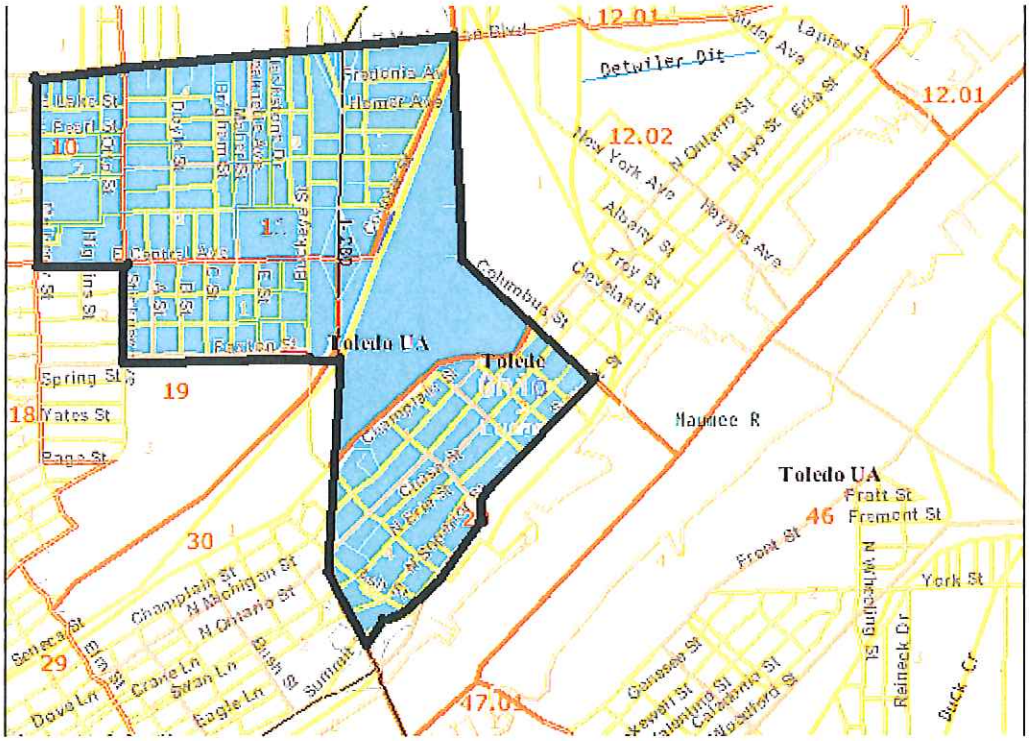
The annual Polish Festival

[5] Rumberger, Russell W. 2003. "The Causes and Consequences of Student Mobility."

9. **Continue the Weed and Seed program with more resident involvement.** The North Toledo community has greatly benefited from the Weed & Seed programs that have existed in the community for several years. This program is funded by a Department of Justice grant that typically spans three to five years. An outcome of this program is to increase the capacity of the neighborhood to combat crime and increase safety through partnerships with police, city officials and other community stakeholders. Through the Weed & Seed program the community hopes to create the infrastructure needed to retain residential involvement in neighborhood safety.

The 2009 Weed and Seed application for funding has been submitted and includes the area indicated in Map 16.

Map 16 – North Toledo Weed and Seed Target Area



Work Plan.

The Work Plan (Table 8) has outlined the specific work steps, over the next two to three years, to implement the focused initiatives. Since the implementation responsibilities have been assigned to existing committees or agencies, the number of subject headings in the Work Plan does not correspond with the number of focused initiatives in the previous section. The Work Plan has been designed to serve as a guide that the committee(s)/agency(ies) use as they proceed to implement this Plan. Nevertheless, changes are expected as, over time, opportunities and priorities will inevitably shift.

Table 8 – Preliminary Work Plan for Focused Initiatives
(As of March 06, 2009)

Initiative and Tasks	Partners	Lead Agency	Staffing Responsibility			Funding		Estimated Completion (in months)					
			Existing Paid	Additional Paid	Solely Volunteers	Existing	New	6	12	18	24	30	36
OVERALL													
1. Connect residents to support services													
a. Formulate a program to:													
i. Understand programs and funders in communities that are good working models of an established program.	LISC/United Way	UNPC	X			X	X	X					
ii. Identify space for the agency at 3015 Lagrange and seek funding for building expansion.	AOA/UW/COT	UNPC	X	X		X	X				X		
iii. Establish organizational structure of the program.	UW	UNPC		X		X		X					
iv. Create a business plan to initiate a pilot modeled after the Center for Working Families.	LISC/UW	UNPC		X			X		X				
b. Operate the new agency based on the program by hiring staff.	UW	UN		X			X					X	
2. Restructure committee													
a. Establish interim leadership structure.		UNPC	X			X		X					
b. Explore other leadership models and evaluate interim structure.	LISC	UNPC	X			X			X				
3. Evaluation component													
a. Identify consultant.	Stranahan	UNPC	X			X		X					
b. Identify and adopt evaluation criteria.	Stranahan	UNPC	X		X	X		X					
HOUSING													
4. Focus on three-pronged approach in Target Investment Areas: Preservation, Maintenance and Clean-up and Demolition													
a. Continue to focus on areas for rehab and demolition that are consistent with those identified as Target Areas in the Plan.													
i. New Schools New Neighborhood areas, St. Vincent Legacy Area (Bancroft, Cherry, Lagrange, Central) rehab and demolition.	COT/DON	UNHC	X			HOME	NSP				X		
ii. Advocate target capital improvements in the NSNN areas and the St. Vincent Legacy Area (Bancroft, Cherry, Lagrange, Central).	NSNN/St:V's	UNPC	X			CIP			X				
iii. Identify and prioritize rehabs and demolitions in the Woodward and Vistula target areas.	COT/DON/VHF	UNHC	X			HOME					X		
iv. Secure funding sources for the Huron Flat project in the Vistula Historic District.	COT/DON/VHF/LISC	UNHC	X			HOME	TLCHTF		X				
b. Establish the methodology and create an inventory of conditions of buildings that can be preserved and demolished.													
i. Explore possible tie up with University of Toledo to create an inventory of the condition of buildings in the Woodward and Vistula target areas.	UT-Shetty	UNHC			X	X		X					
ii. Work with the University of Toledo's Geography and Planning De-	UT-Shetty	UNHC			X	X		X					

Initiative and Tasks	Partners	Lead Agency	Staffing Responsibility			Funding		Estimated Completion (in months)					
			Existing Paid	Additional Paid	Solely Volunteers	Existing	New	6	12	18	24	30	36
partment to update the inventory in the NSNN areas.													
c. Elevate the profile of the historic districts to include Vistula, Birkhead and Bronson Place.													
i. Utilize the landbanking program to target renovation opportunities in Vistula, Birkhead Place and Bronson Place.	Housing Court/COT/DON/VHF	UNHC	X				X				X		
ii. Access the Receivership Program to create a sustainable model for renovating homes in the Vistula Historic District.	Housing Court/COT/DON/VHF	UNHC	X				X					X	
d. Develop and administer a regular program of "Community pride" days or weeks for clean-up and maintenance.													
i. Create additional short-term projects like the Curb Appeal (that includes clean up and maintenance of homes) that are targeted towards cleaning up of general neighborhood (streets, vacant lots, etc.) in the target investment areas.	Yes/Catholic Heart Group	UNHC	X		X	X		X					
e. Coordinate with St. Vincent to start the employee assisted housing program for the legacy area (Bancroft, Cherry, Lagrange, Central).	UNHC/ St. V's	COT	X				X		X				
5. Continue and expand new development in target investment areas and pursue "green building" where possible.													
a. Continue to pursue development in areas consistent with Target Areas identified in the Plan.													
i. Complete UNSH I (2008-9) in Sherman School target area.	LISC/NEF/ Charter/ National City	UNHC	X			X			X				
ii. Complete UNSH (2009-10) in the Sherman, Chase and Woodward target areas.	LISC/NEF/ Charter/ National City	UNHC	X			X				X			
iii. Constructing homes in Edison Place subdivision near Chase School.	LISC/NEF/ National City	UNHC	X			X						X	
b. Identify potential sites (vacant lots, clusters of buildings that have buildings that could be demolished for infill housing) for general feasibility of new single family and senior housing development. For senior housing, the project should have a minimum of 40 units. Explore:													
-Lower density independent living on Cook site (9 acres approx.).	CDFF/LISC	UNHC	X			X				X			
-Higher density independent apartments, and perhaps, assisted living along the southern end of the Lagrange core area (3-5 acres approx.).	CDFF/LISC	UNHC	X			X					X		
SCHOOLS													
6. Apply One School 4 One Year Approach to reduce student transiency.													
a. Coordinate between TPS, TARTA and families.													
i. Determine if TPS and TARTA will support program.	TPS/PTO/JFS /TARTA	Parent Education Committee			X			X					
ii. Explore funding options: schools, schools jointly with others, 100% others.	TPS/TCF	Parent Education Committee	X			X			X				

Initiative and Tasks	Partners	Lead Agency	Staffing Responsibility			Funding		Estimated Completion (in months)					
			Existing Paid	Additional Paid	Solely Volunteers	Existing	New	6	12	18	24	30	36
iii. Implement and evaluate the program.	TPS/PTO/JFS/TARTA	Parent Education Committee	X		X	X			X				
7. Raise High School Scholastic Standards to prepare students for college or the workforce.													
a. Review successful models.	Gear-up/OCC/UT/PTO/TPS	Parent Education Committee	X			X			X				
PARKS AND COMMUNITY FACILITIES													
8. Improve park facilities and programming.													
a. Work with agencies to improve basic facilities in existing parks - Wilson, Chase and Superior parks.	Resident Organizations/PTA/Caldwell/NTN	UNWS			X	X	X	X					
b. Work with City to maintain Maumee River Crossing Parkway and integrate with neighborhood.	COT/NTN	UNWS	X						X				
c. Work with Toledo Area Metroparks to develop Manhattan Marsh as wildlife preserve.	Metroparks/EPA/Chase School/UN/COT	UNWS	X							X			
d. Work with area agencies to improve neighborhood parks.	COT	UNWS	X			X		X					
JOBS and ECONOMIC DEVELOPMENT													
9. Link residents to jobs.													
a. Explore potential linkages with area agencies in the area including those working on "alternate technologies."													
i. Explore University of Toledo's technology incubator center and understand the program.	UT	BRC	X			X		X					
ii. Explore potential needs of employers in and around the neighborhood.	UT	BRC	X			X				X			
iii. Conduct job fairs in the neighborhood - Lagrange Village Council Fairs.	BRC/OCC/UT/JFS/PEC	LVC	X		X	X		X					
iv Establish certification courses and job placement in the neighborhood.	LVC/OCC/JFS	LVC	X		X	X	X		X				
b. Seek potential training opportunities to obtain jobs including training in "alternative technologies."													
i. Establish education and training programs in neighborhood using satellite offices.	LVC/OCC/JFS	BRC	X			X		X					
10. Focus on Target Areas.													
a. Continue to promote businesses and investment in Lagrange Business District.													
i. Attract new businesses into neighborhood.	COT	BRC	X			X		X					
ii. Provide small business assistance to 5 businesses.	COT	BRC	X			X			X				
b. Pursue retail and mixed-use development along Summit Street.													

Initiative and Tasks	Partners	Lead Agency	Staffing Responsibility			Funding		Estimated Completion (in months)					
			Existing Paid	Additional Paid	Solely Volunteers	Existing	New	6	12	18	24	30	36
i. Assess St. James Hotel on Summit and Lagrange.	Port/CDFF/ COT/AMO	Design Com	X				Port/CDFF				X		
ii. Monitor progress of Summit Street Overlay project to assure neighborhood objectives are achieved.	Plan/VHF	BRC	X			X				X			
iii. Complete streetscape at Summit and Lagrange.	COT	BRC	X			X		X					
c. Attract alternative energy companies to vacant buildings and sites in neighborhood.													
i. Approach companies to understand space requirement for "alternative technologies" and create incentives to house them in the neighborhood - in vacant industrial buildings and other large vacant buildings.	Port/UT/RGP	BRC	X				X					X	
ii. Assess sites through US EPA Grants.	COT/Partners	BRC	X				US EPA			X			
11. More events on a sustained basis – attract more people into the neighborhood.													
a. Polish International Village and Vistula Historic District.	BRC/LVC/ Festival Committee	Marketing Com	X		X	X			X				
SAFETY													
12. Continue the Weed and Seed Program with more resident involvement.													
a. Obtain 5th year of funding for new combined sites.	DOJ	NRWS	X				X			X			
b. Complete and receive Official Recognition Application for new site.	DOJ	UNWS	X						X				
COMMUNICATION													
13. Renew the image and perception of the neighborhood.													
a. Meet with Communications Consultant.		UNPC	X					X					
b. Create a marketing division for the neighborhood.													
i. Rebrand the neighborhood.	BRC/UNHC/LVC	UNPC					X		X				
ii. Develop a media campaign template.	BRC/UNHC/LVC	UNPC					X		X				

APPENDIX

Appendix A – Condition of Park Equipment

Developed Park Area	Acres	Equipment Condition																																						
Name of the Park		Baseball Diamond	Baseball Diamond Lighted	Basketball Court	1/2 Basketball Court	BBQ Grill	Bocce Ball Court	Boat Launch	Drinking Fountain	Fishing	Golf Course	Horseshoes	Icerink	Nature Area	Parking Lot	Park Bench	Paved Game Court	Picnic Shelter	Picnic Tables	Play Equipment	Pool Complex	Junior Pool	Restroom	Shelterhouse	Sledding/Tobogganing	Soccer Field	Community Building	Shuffleboard	Sun Shelter	Tennis Lighted	Tennis Unlighted	Walks/Trails	Sculpture/Monument	Planting	Field Games Area	Lighting	Disc Golf Course	Maintain Lawn
Blair	5.0	D		D												O				G												D			D				
Jean Overton	0.6			D																D																		
Czelusta	0.1															G				D													G					
Dexter	0.9	D							O							D	D			G												O					
Feeback	0.4														D				D	D														D				
Greenbelt Pkwy.																																		G				G
Jamie Farr	55.4	D		D		D		G				D			D	D			G	G		D	O	D					O			D	G	G	G	G		
Joe E. Brown	14.0	G	D	D											G					G						D			G		D	D						
Manhattan Blvd.																																		G				G
Mulberry	12.9	O		O															G															D				
NCA Central	1.9																															D						
Sherman	1.5	D		O																G															G			
Superior	0.5																		D	G														G				
Wilson	12.4	D		G		G									G	G			G	D		D		D							O				G			
	105.6																																						
Undeveloped - Riverfr	90.3																																						

Indicates Linear parks

G Good: Facility undamaged and in good working order

D Damaged: Facility shows signs of damage through lack of maintenance, vandalism, and/or normal wear; facility can function as it was designed to

O Out of Order: The damage is such that the facility cannot function as it was designed to.

Source: City of Toledo Department of Parks, Recreation and Forestry

Appendix B – Letter from Hennes Communications LLC.

Hennes Communications LLC
Crisis Communications Media Training
Media Relations Litigation Communications

2841 Berkshire Road • Cleveland, Ohio 44118 • **office** 216/321-7774 • **fax** 216/321-7577
web www.crisiscommunications.com

December 3, 2007

To: David Hartt, John Dahlgren

From: Barbara Paynter

cc: Bruce Hennes

Re: Improving the image of North Toledo

Thank you for the opportunity to work with DB Hartt on this interesting project. After reviewing the materials, here's how I think Hennes Communications could best assist you and the residents of North Toledo.

Re-brand the neighborhood
Once DB Hartt and the community have agreed on an approach for a redevelopment plan and for scenic "gateways" to the community, there will be opportunities to explore both a new name for the neighborhood and a fresh image for residents and visitors. Branding, however, is more than just a new name. Residents and community leaders have to embrace the new approach if it is to stick and to be used in place of the old references (which seem to always include a reference to "where the riots occurred"). This process will include:

- Brainstorm/ develop a list of potential new names.
- Meet with residents (probably one of the project's committees) to reach consensus about a new identity.
- Develop a strategy to introduce the new identity to the residents and to encourage local businesses and community leaders to use the new identity in their communications with customers and residents.
- Send letters to churches, schools and other institutions asking them to use the new name in their bulletins and on websites.
- Develop a timetable for re-branding as well as a media relations campaign (see below).

Develop and guide a media relations campaign

The next step will be outreach to the local media to explain to them the reasons behind the new identity and to encourage them to begin using the new identity. This will require transparency. That is, members of the community must be willing to go to the media and explain their concerns about the old identity, to explain the efforts the neighborhood has put into the re-branding campaign, and to request cooperation from the media to overcome the negative perceptions. This will take time, and will have to be an ongoing campaign. Here are some of the tactics we recommend:

- Identify several ambassadors from the neighborhood – executive director of the CDC, community leaders, business owners and long-time residents – to meet with the local media; prepare them for media interviews.
- Develop talking points and fact sheet about the neighborhood's assets and the redevelopment plan.
- Develop a media list of contacts at various publications and broadcast outlets, including the minority press and local community newspapers.
- Pitch stories about the community's efforts to revitalize the neighborhood, highlighting broad-based support and local business efforts. Offer tours of the neighborhood and opportunities to meet with those closely involved with the redevelopment effort.
- Set up meetings including the editorial board of the *Toledo Blade* and the *Toledo Business Journal*.
- Distribute any positive publicity to local business owners and institutions. Encourage them to post materials where customers and clients will see them.
- Make sure that any press materials announcing local events (festivals, parades, etc.) use the new name and community description.
- Encourage the CDC, local residents and business owners to continue media relations efforts. Put together a team that will make calls and write letters to correct misperceptions and reports that continue to relate events back to the riots. Continue sending news releases and meeting with editors and reporters whenever there is good news to share.

Given the limited budget on this project, we believe this approach will generate the greatest benefits for the time allowed. If you have any questions or comments, please call me to discuss.

Appendix C - Implementation Matrix

All strategies developed (Part V) were organized into 34 projects in order to implement the Plan. Some projects (listed as Alphabet-Number) have identified action steps to be accomplished and the preliminary timeframe corresponding to each.

The time frames assigned are 6 - 9 months (Early Wins), 1-2 years, 2-3 years and 4-5 years. The time frames have been assigned to both, projects and work steps based on the assumption that all of them will be initiated at the same time. The assignment of time frames is based on our experience of how long a project could take depending on how many entities are involved and how complicated the project seems. However, since there are limited resources, these assignments could be adjusted based on their priority and the feedback provided by the members in the Planning Committee as the Plan moves from the draft to the final version and beyond. Some of them have not been filled since additional information is needed in anticipating the time frame.

The project and/or associated work step, in some cases is about finishing a task, but in others it is a continuous action. Those that are a single task have been identified with a symbol that conveys the completion of a project within that time frame. Those that have the symbol in the larger time frames convey that the project could be recurring for years into the future.

The Table has also allocated areas to identify the responsible agencies for each project and action step when this information is determined. **The community could use this program as a work sheet** to update information pertaining to time frames and agencies responsible for each project and work step as we move forward and implement the Plan.

Those that are marked as Early Wins could start as small projects, some of which are underway (identified in Part VI). More early win projects have been identified that could be undertaken in the neighborhood.

We have also identified the preliminary focused initiatives which are the longer-term projects that could initiate the implementation of the Plan. The community will have to create a detailed program for the other long-term projects in the Table when they see it appropriate to undertake a particular project.

Implementation Matrix

(Those indicated in "X" are timeframes for starting. The time frames with an "O" are the proposed "Early Win" projects and those indicated with an "*" are projects included in focused initiatives)

Agency legend:

UNPC – United North Planning Committee
BRC – Business Renaissance Committee
PEC – Parent Education Committee
UNWS – United North Weed and Seed Committee
HC – Housing Committee

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
I.	**SUPPORTING COMMUNITY SERVICES**							
	A.	**Asset Building, Workforce development and other services**						
		A-1.	Establish a Program modeled after the Center for Working Families.			**X***		**UNPC**
		A-2	Encourage expansion of senior center at Lagrange and Central into a full-service Family Resource Center.			**X***		**UNPC**
		A-3	Provide education and training programs in satellite offices of: Owens Community College (alternative energy employers), The Source (Life Skills and employment training, Lucas County Jobs and Family Services (address transportation issues), St. Vincent Mercy Medical Center (mini health clinic).		**X**			**UNPC**
		A-4.	Secure funding for and hire outreach worker(s) with access to all community services to visit and connect neighbors and neighborhood agencies	**X***				**UNPC**
		A-5	Publish a resource guide listing all community resources for distribution and on website.	**X**				
		A-6.	Provide access to adult education programs		**X**	**X**	**X**	
			• Explore use of Woodward to offer adult education classes	X	X	X	X	BRC/PEC
			• Keep schools open after 3 p.m.	X	X	X	X	PEC
			• Partner with UT, Owens Community College, Lourdes on education and training programs		X	X	X	BRC/PEC
			• Utilize school newsletters or other media to inform residents of adult education or other programs		X	X	X	BRC/PEC
		A-7.	Establish a Wellness Center to address physical, emotional, vocational and			**X**	**X**	**UNWS/PEC**

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
			spiritual fitness					
		A-8.	Enhance emphasis underway by the Business Renaissance Committee	X	X	X	X	BRC
	B.	Housing Services						
		B-1.	Establish a housing service agency that could do one or more of the following: - Provide assistance related to new and existing housing - Provide assistance and work with landlords to repair and rehab rental programs - provide foreclosure counseling		X	X	X	HC
		B-2.	Establish a program to manage vacant property working with City and UT by creating: - The receivership program, - Information Systems to create a database of properties and - A vacant property registration ordinance.		X			HC/UNWS
	C.	Opportunities for youth						
		C-1.	Establish and facilitate an expanded youth program by working with businesses and community organizations by creating programs such as: - Arts/Expression programming - Weed & Seed Youth Council - Start Something Programming - Global Youth Service Day/Clean-ups	O*	X	X	X	UNWS
		C-2.	Increase employment opportunities or internships for students			X	X	UNPC/UNWS
		C-3.	Work with Woodward High School principal to develop high expectations from teachers by			X	X	PEC
		C-4.	Use Owens Community College free tuition incentive to promote higher learning		X	X	X	PEC
		C-5.	Increase participation in vocational programs by working with public school district		X	X	X	PEC/UNWS
	D.	Schools						
		D-1.	Increase parent participation		X	X	X	

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
			• Work with TARTA to provide after school transportation alternatives		X	X	X	PEC
			• Develop student entertainment venues (school plays, concerts, arts) to promote parental participation; use Movie Night as a vehicle to generate interest	X	X	X	X	PEC
			• Create parent contracts to encourage more participation		X	X	X	PEC/UNWS
			• Provide customer service training for employees to deal with conflict resolution or to better engage staff with parents and students		X	X	X	BRC
			• Host a parent led assembly at Parent Teacher Conferences or a Parent Summit to better engage parents in student curriculum and activity	X	X	X	X	PEC
		D-2.	Develop a Community school in partnership with the School District			**X**		**PEC**
		D-3.	Explore Cincinnati School Model of one school per student each year to reduce student transfers	**O***				**PEC**
			• Identify emergency assistance funds to decrease student transfers			X		PEC
			• Identify and link parents to Community centers for emergency assistance			X		PEC
			• Promote use of "211" to families needing emergency assistance			X		PEC/UNWS
		D-4.	Develop a comprehensive pre-elementary school program				**X**	**PEC**
			• Identify and assess current programs		X			PEC
			• Increase parent involvement/awareness of the importance of pre-elementary schooling		X			PEC
			• Work with teachers to develop shared expectations for high quality school programming			X		PEC
	E.	**Safety**						
		E-1.	Develop a multi-agency approach to combat illegal drug usage/sales and related crimes such a robberies, burglaries, prostitution etc. in area		**X***			**UNWS**
			• Work closely with law enforcement and prosecutors to reduce crime and deal appropriately with offenders		X	X	X	UNWS
			• Establish strong network of area treatment providers education and			X	X	UNWS

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
			training to residents/youth on prevention and intervention initiatives; take programming into schools					
			• Seek/propose to local legislators to provide tax incentives/breaks to those reentering the community; focus on drug-related, non-violent offenders				X	UNWS
			• Educate ex-offenders on process to expunge criminal record where possible; link ex-offenders with free legal advice.				X	UNWS
		E-2.	Reduce false perceptions on both resident/citizen and law enforcement side	**X**	**X**	**X**	**X***	
			• Open lines of communication with law enforcement officers; request TPD assign 'dedicated' officers to cover North Toledo neighborhoods to have more offices trained in community policing	X	X	X	X	UNWS
			• Engage community resident leaders and law enforcement to work together to establish a "Trust Your Police Officer" curriculum for community programming	X	X	X	X	UNWS
		E-3.	Expand involvement of residents in Village Council, Block Watch, Citizens in Patrol and other neighborhood groups	**X**	**X**	**X**	**X***	**UNWS**
			• Utilize community organizing to engage residents in active block watch/citizen patrol efforts	X	X	X	X	UNWS
			• Coordinate off-duty patrol officers throughout all of North Toledo and have resident input on reporting and information sharing	X	X	X	X	UNWS
			• Develop a flier/pamphlet that provides ideas on what can be done other than just "reporting back" on crimes (i.e. planning neighborhood events; gardening; youth sports/teams; cookouts, etc.	X	X	X	X	UNWS
			• Utilize parental involvement to provide protection to our children coming and going to school.	X	X	X	X	UNWS
		E-4.	Establish Citizen Circles throughout North Toledo community, which will provide peer support and linkage to existing programming offered in the areas of housing, employment, SAP to ex-offenders reentering from jail and/or prison.					**UNWS**
II.	**PHYSICAL DEVELOPMENT**							

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
	A.	**Target Investment Areas**						
		A-1.	Implement Targeted Investment Areas using a three (3) pronged approach: • Demolitions of buildings that are not in good shape • Preserving buildings in a good shape • Focus assistance and resources for building maintenance			**X**	**X***	**HC/BRC**
		A-2.	Focus on clean-up within Target Investment Areas	**X**	**X**	**X**	**X***	**HC/BRC**
			• Increase funding available to and units completed in Landscape Grant program	O				HC
			• Host a green-up Day in partnership with Black Diamond, Lowe's and Home Depot	X	X	X	X	HC
			• Solicit support from Owens Community College (Horticulture and Landscape school)		X	X	X	HC
			• Sponsor a Mission Trip (local churches, schools, businesses, sororities and fraternities) for painting and landscaping	X	X	X	X	HC
			• Host a Garden Contest	X	X	X	X	HC
			• Adopt-a-block with sign recognition and homeowner participation • - Coordinate students for volunteer services	X	X	X	X	HC/UNWS
			• Organize clean-up and beautification activities	O*	X	X	X	HC/UNWS
		A-3.	Work with St. Vincent Mercy Medical Center's employee housing assistance program to feature historic homes available in the Vistula Historic District					**HC**
		A-4.	Clean up of parks	**O**	**X**	**X**	**X**	
		A-5.	Achieve new senior housing development				**X***	**HC**
		A-6.	Pursue Summit Street and riverfront development				**X**	**HC/BRC**
			• Complete streetscape improvement project and zoning overlay district				X	BRC
			• Redevelop the former St. James Hotel at Lagrange and Summit Streets				X	HC/BRC
			• Acquire the CSX railroad property between Summit street and river				X	BRC
			• Assemble development team to redevelop the riverfront to include				X	BRC

				6 -9 Mo.	1-2 Yrs.	2-3 Yrs.	4-5 Yrs.	Responsible Agencies
			real estate developer, City, Toledo-Lucas County Port Authority, United North and North River					
			• Connect with owner of former Wonder Bread bakery building	X				HC/BRC
		A-7.	Focus on following development projects				X*	**BRC**
			• Housing or mixed-use along Lagrange between the Sherman school neighborhood (identified by the New Schools New Neighborhood Study), Lagrange commercial and St. Vincent Medical Center.				X	HC
			• Revitalization and new retail mixed-use with Traditional neighborhood form at Erie Street and Lagrange intersection				X	BRC
			• Maumee Crossing				X	UNWS/BRC
			• Work with Toledo Metroparks in the creation of a wild-life preserve in the Manhattan marsh area				X	HC
			• New housing along Central Avenue between Woodward High School and the Cook site.				X	HC
III.	**COMMUNICATION**							
		A-1.	Re-brand the neighborhood		**X***			**UNPC**
		A-2.	Develop and guide a media relations campaign.		**X***			**UNPC**
		A-3.	Develop more continuous events on Lagrange at the intersection of Lagrange and Central already known for the annual polish festival	**X**	**X**	**X**	**X**	**BRC**
		A-4.	Promote Vistula Historic District through marketing events such as the new Vistula Goddess Festival		**X**	**X**	**X**	**BRC**

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(The Data Book is located in the United North office.)

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