

# SYLVANIA AVENUE

## COMMERCIAL CORRIDOR PLAN



Prepared By William M. Homka AICP  
Steven E. Shrake AIA, LEED AP BD+C

In Cooperation with:  
Five Points Association  
Library Village Revitalization Committee  
Department of Neighborhoods  
Department of Development  
Toledo-Lucas County Plan Commissions

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## Next Steps

Next steps include the goals and objectives that need to be undertaken to implement the plan to address the issues with the commercial corridor along Sylvania Avenue and the neighborhoods that surround it. The following is a synopsis of those action items:

- Continue beautification efforts to include painting light poles, replanting trees, and installing decorative benches, flower planters, and trash cans.
- Initiate way finding and signage improvements. Define the design, develop cost estimates, identify funding, and installations.
- Implement the Sylvania Avenue Commercial Corridor plan thru a collaborative effort of Library Village Association and the Five Points Business Association.
- Work with TARTA to examine the possibility of locating a mini-transit station within the corridor.
- Utilize the economic development programs that are offered by various organizations in promoting business along the corridor.
- Develop a complete vacant property inventory to market the corridor.
- Conduct a realtor open house to highlight the available properties in the corridor
- Improve the quality and availability of the housing stock.
- Create bike lanes by utilizing the “edge of pavement” line along Sylvania Avenue and tie into other parks and schools within the neighborhood.
- Clearly define parking in the “edge of pavement” line and identify locations for potential parking lots to assist businesses with parking demand.



## Foreword

This plan was brought about through the efforts of the City of Toledo's Department of Neighborhoods, Engineering Services, Toledo-Lucas County Plan Commission, and the Economic Development Department through funding provided through leadership of Toledo City Council. The planning area overlays parts of three council districts: District 6 represented by Councilman Lindsay Webb; District 5 represented by Councilman Thomas Wasniewski, and; District One represented by Councilman Tyrone Riley.

The Sylvania Avenue Business Area was the initial focus of the plan due to the ongoing improvements by the city, other public entities and private sector business interests. The size of the study area was increased to include the residential area around, as well as the residents who continue to live in this proud area of Toledo. Most older, traditional business districts face hardships of competing for shoppers and physical identity due from larger, consolidated "mall shopping." These retail areas have a dominant market presence. However some business analysts, and even the typical consumer, are noticing that the typical mall concept has run its course. Older, 1960's designed malls now face competition from regional shopping venues such as outlet stores and mega malls. Though located farther away, these congregate shopping venues offer clusters of several malls suited to the full range of household incomes. Such examples relative to Toledo include the Great Lakes Shopping Center and the Somerset Collection in Detroit as well as Polaris and Easton Town Center in Columbus.

Toledo's regional retail market is also in flux. Existing malls have either closed or revamped their visual appeal, layout and store

tenants in respect to the pressure presented by new 'retail centers.' These new developments attract retail markets of varying sizes, are designed using various styles and themes in answer to consumer demand for more current trends including layouts, parking options, scale, and consumer amenities both indoors and out. Westfield Franklin Park Mall (formerly Franklin Park Mall) added additional indoor floor space and tenant options using former surface parking spaces, then built attached parking decks to accommodate the parking need and proximity to shopping. It transformed it's exterior facade with a blend of the newer exterior store facades that are commonplace in the newer town square market developments such as Levis Commons in Perrysburg and Fallen Timbers in Monclova Township. These changes helped Franklin Park survive, while two other malls in Toledo closed. Southwyck and North Towne malls were eventually demolished. This does not account for big box stores and new strip centers.

It would appear that there is always room for the new idea in retail. Often times the new idea is repeating what was originally a small town shopping feel, or a cozy town square feel where people can gather and meet as they also shop. Why travel to Columbus, Detroit or even Perrysburg when the opportunity to have a real small retail center is a short walk or drive away? That is the purpose of this plan, to look at the existing land uses in the area along Sylvania Avenue from Upton Avenue west to Detroit Avenue. It takes in the Five Points intersections, Haverhill, Phillips, the west side of Bennett Street and terminates at the new I-475 access (see figure 1). It also looks at the surrounding area's land uses to examine the neighborhood's status - analyze what strength do the remaining civic uses, businesses, and residents have to leverage business attraction and stability along



Sylvania Avenue. Also, what issues need tended to in order to revitalize this unique area of Toledo. Other retail centers are doing it, so why not an original retail corridor. But the challenges are daunting when compared to a mall, which is owned by one corporation, and a neighborhood corridor comprised of numerous mixed land uses and hundreds of land owners.

At the center of this area is the Library Village. It's an eye catching collection of eclectic architectural styles and uses. Similar to a mall and it's food court or major anchor store, the area known as Library Village is central to the Sylvania Avenue Commercial Corridor study area. The Library is a highlight of the Five Points Neighborhood, and offers the obvious focal point that can be a building block for a number of planning themes and business building concepts. Bringing people into the corridor to spend money is key to the success of the future here, and this plan looks at numerous ways to do so. Metro Parks of Toledo's future plans for a bike trail spur extended toward Laskey Road north of the area, the Toledo Area Regional Transit Authority's future plans, the City of Toledo's recent roadway improvements, the location of civic opportunities and parks, as well as the neighborhood's unique roadway system all combine to form as unique an opportunity for revitalizing the Five Points

Neighborhood, Library Village and Sylvania Avenue Commercial Corridor just as well or better than any mall out in the middle of a field.

Knowing people are interested in the multi shopping, outdoor experience that outdoor malls offer, it seems pertinent the opportunity to evaluate Sylvania Avenue's Commercial Corridor for its strengths to maintain its attractiveness as a genuine outdoor shopping venue. This means the issues of adjacency, wherein complimentary businesses are located near one another; proximity, defined as the distance between the point of interest and where the shopper has to park; and variety are all part of the successful business districts formula for success. Clearly the more variety of shopping and entertainment venues, then the broader the business market opportunity. Parking may continue to be a challenge, however, as one of the strengths of this district is the number of intact buildings that are still standing in the one-mile long planning area. And although there is a strong architectural theme among the buildings and their stylistic period, the area has long suffered from a lack of identity as to where it 'begins' and 'stops.' Thus the concept of gateways is delved into more so in this plan than in predecessors.

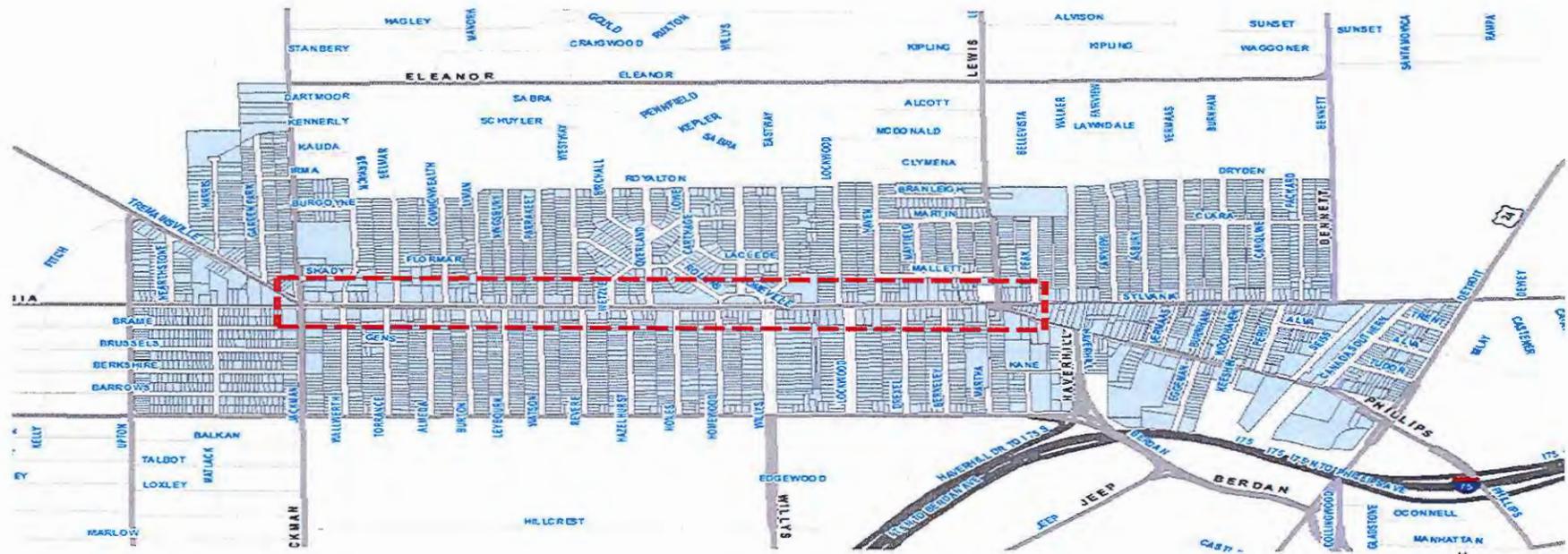


## Study Area

The planning area includes a one-mile stretch from the intersection of Jackman Road and Sylvania Avenue, east to Phillips Avenue. The plan was expanded to include Sylvania Avenue from Phillips Avenue to Detroit Avenue and Phillips Avenue from Sylvania Avenue to Detroit Avenue. The northern boundary takes in housing up to Royalton Road and Dryden Drive; the southern boundary is Berdan Avenue and I-75. The primary focus of this planning study is

the commercial corridor, with a secondary emphasis on the neighborhood surrounding the corridor. The reason for the expansion is because Sylvania and Phillips Avenues terminate at Detroit Avenue. One of the matters to settle is what constitutes a gateway to this business district, so it would seem selecting the nodes at the end of roadways rather than in the middle makes more sense. The reason for concern about the residential is fairly simple: businesses follow rooftops. The health of the surrounding neighborhood will serve as a benchmark for the attractiveness of Sylvania Avenue to future business investment.

Figure 1: Map of Study Area (Original Contract Area vs. Consultant Expansion Area)



## Past Plans, Studies & Analyses

### Toledo's 20/20 Plan

The Toledo 20/20 plan was adopted in 2000 and was revised in 2011. The Toledo 20/20 plan contains 116 pages of information to identify potential projects to improve the City. The 20 year timeline would culminate in the year 2020 with an overall improved City of Toledo. That said, Toledo's numerous neighborhoods and areas were provided only with a modest set of deliverable goals. For example the Toledo 20/20 plan mentions the Sylvania-Library Village Neighborhood twice; once as a neighborhood and another time as a potential urban village.

The Urban Village goal recommended by the 20/20 plan was to incorporate by adoption the goals and objectives of a neighborhood plan to be completed at a later date. On page 3-36 The Toledo 20/20 states:

*"The second urban village could be located in and around Lewis and Sylvania Avenue. This area has exceptionally high-quality housing and potentially good pedestrian level shopping although the width of and traffic speeds on Sylvania Avenue at some points act as deterrents to safe pedestrian movement. The library and church facing Homeville Circle Park along Sylvania contribute to making this an aesthetically pleasing urban village."*

On the following page 3-37 the Toledo 20/20 Plan makes the following goal statements about the Five Points/Library Village with changes thought to be achievable within 20 years.

*"(Council District 6 and part of Council District 1) Five Points/Library Village area is one of the older sections of West Toledo with two five-way intersections along Sylvania Ave. The Library Village section is set on a street system unique in Toledo featuring diagonal running streets mixed with long north-south and short east-west streets which meet to form a circular parkway. The existing mix of uses and community facilities gives this area many characteristics of an urban village. However, the commercial district along Sylvania Ave. would benefit from a specific economic enhancement strategy."*

It is for this reason the 2001-2004 effort began. Sylvania Avenue certainly had qualities for working to create a plan: a group of interested residents, property owners, renters and rental unit owners, and business owners. The effort was launched shortly thereafter and is described on the next page.



## Sylvania Avenue Study 2004

The predominant themes for this plan were to slow down traffic on Sylvania Avenue, improve the physical appearance of the corridor, provide as much support for encouraging start up and existing businesses that provide niche services to the community at large and provide walk-able amenities to the surrounding neighborhood. A plan participant at the time and a neighborhood resident indicates that many of the suggested goals have been addressed or achieved since 2004. Other themes and goals included addressing the safety of children crossing the street to attend Whittier School and how to slow the traffic down on Haverhill. Housing maintenance, the maintenance of the circle intersections in the neighborhoods that add character but also maintenance, and the future plans of the West Toledo Branch Library. Safety and concerns about the closure of the North West District Toledo Police Station on Sylvania Avenue, west of the planning area, were also of concern. The neighborhood businesses and residents wanted the West Toledo station to remain open to maintain a police presence in the area. Last but not least the adult themed Westwood Theater and the perception it adds to the area was of concern to the residents and business community.

### Circulation

- Reduce Sylvania Avenue to two lanes with a center turn lane all the way to Upton
- Install a roundabout at the Intersection of Sylvania, Lewis and Phillips
- Create a new pedestrian crossing in front of Whittier School on Lewis Avenue
- Lower the load limit on Lewis Avenue and on Sylvania Avenue east of Lewis

- Reduce the speed limit on Sylvania Avenue to 25-30 mph

- ✓ • Provide marked on-street parking

### Aesthetic and Design Amenities

- Landscaping for the traffic islands on Haverhill Drive to create a gateway to the village

- ✓ • Repave the sidewalks along Sylvania Avenue with aesthetic materials

- ✓ • Replace Sylvania Avenue lampposts

- Install a gazebo and landscaping materials In Library Park

- Create design and sign guidelines for the village

- ✓ • New facade treatments for many building fronts

- Place new street furniture along Sylvania Avenue

### Maintenance and Basic Services

- Ensure that tree-trimming is performed on a regular basis

- ✓ • Perform routine checks of and repairs to sidewalks and curbs to guarantee the safety of pedestrians

- ✓ • Schedule frequent replacement of exhausted street lighting bulbs

- Make certain that codes are strictly enforced

### Means of Implementation

- Adoption of the Sylvania-Lewis Urban Village plan as an amendment to the Toledo 20 /20 Comprehensive Plan

- ✓ • CIP Programming

- Form a design committee to create design standards and perform review tasks



## 2010 Study

A quick study of businesses in 2010 found that there were a total of 255 tax parcels representing 130 structures on aggregated land parcels. The land was home to 135 uses. Interestingly 69 of the 109 property owners (63%) used their property for their own businesses and or residences. At that time, the study noted that the Sylvania Avenue, Five Points & Library Village Neighborhoods had more foreclosures than the local average. This is not surprising since it was conducted just after the national housing bust that affected the country in 2008.

The survey of businesses yielded that more traditional commercial establishments have left the study area. This includes retail establishments such as grocery/supply stores, banks, appliance stores, and middle tier clothiers. Less desirable land uses and businesses have moved in to take their place. Many brands of stores attract clientele that have less discretionary income, while others indicate a change in the area's priorities and tastes. Stores indicating neighborhood deterioration would include pay check advance outlets, pawn shops, used car lots, and second hand thrift stores. Businesses indicating a change in the neighborhood's values include tattoo parlors, piercing parlors, and cigarette/tobacco stores such as "Butt Hutts" while moving out are dry cleaning businesses, sit down restaurants, grocery stores, furniture stores, beauty parlors and other personal hygiene establishments that cater to older citizens. Now the business most likened to a grocery in the planning area is the Rite Aid at Lewis and Sylvania Avenues. The study notes that the long term, civic stakeholders appear to be steady and committed. These includes Augsburg Lutheran Church, Mancy's, the West Toledo Branch Library, and Key Bank. It also notes that

some smaller, private franchise restaurants have made investments into the area such as McDonalds and Burger King. None the less, the study authored by Chris Zervos, Manager of Inspection and Development, cited this planning area as an "at risk" commercial district.

The 2010 uses present along the planning corridor were predominantly automotive (16%), office (15%), and food service-alcohol related and personal service tied (11%). The terms selected for these uses are broad, for example 'automotive' includes used car sales, car repair and tire shops, gas stations, car washes and parking lots. Food service includes alcohol uses such as taverns, sports clubs, and private clubs.

The study concluded similar findings as the 2001 study, that Franklin Park Mall has become the areas primary retailing center with free, easily available parking; that box store retailing has changed the way people shop, which is not to the advantage of small retail shop owners. The study also calls out changes to the neighborhood, and expresses changes to the socioeconomics of the once high-paid manufacturing home owner who's now moved to the suburbs. Many newer residents earn less disposable income. Home maintenance often loses to other priorities. This also means that expensive, high-end niche shopping retail development cannot be supported by just the neighborhood, but also needs to have a regional draw.



## Sylvania Avenue/Library Village Reaches a Wider Audience

An information scan on the web pointed to several resources about the Sylvania Avenue/Library Village Area. Most of the resources have been developed since the last planning effort.

At first glance [www.ToledoLibraryVillage.com](http://www.ToledoLibraryVillage.com) is a comprehensive website that offers information about the neighborhood's block watch, churches, local business links, upcoming events, news about the Toledo Police, and opportunities to buy advertising. There are projects listed on the site, including the Toledo Waterways Initiative and Street Repair. The website does not appear to be active, however, as the most recent bi-monthly newsletter was dated July-August, 2012. The letter is eight pages and put together well, including information about City programs such as the Neighborhood Stabilization Program.

## Facebook

The [Library Village Community West Toledo Facebook Page](#) is more current. The page was created in November 2011 and had 181 "Likes" on June 27, 2013. It is being used as a hub of sorts for a variety of interests, reminiscent photos from the past, meeting date announcements, as well as a crime stoppers style help line asking for information about a robbery or potential string of arsons in the neighborhood. A positive outcome of using Facebook is its relative ease of use, zero printing cost and distribution time. It also serves as a log of events for the people and activities involved on the page.

## Wikipedia

Library Village is also listed on [Wikipedia](http://en.wikipedia.org/wiki/Library_Village_(Toledo,_Ohio)) [http://en.wikipedia.org/wiki/Library\\_Village\\_\(Toledo,\\_Ohio\)](http://en.wikipedia.org/wiki/Library_Village_(Toledo,_Ohio)). Though not much information is present, the fact that someone took the time to list the area on the site is worth mentioning. Many neighborhoods in Toledo are not on Wikipedia. It would be encouraging to see the site developed more as a project among a committee of the neighborhood association. The more information available about a given area on the world wide web, the more sense of place the area will have. This in turn means that the Sylvania Avenue Corridor has a heightened 'brand', or following, and will help market the area to new businesses in the long run. Businesses tend to locate where there is interest and rooftops housing consumers.



## Physical Inventory of Neighborhood

### Planning Area Boundary

Compared to Toledo's nearly 80 square miles, the size of the Sylvania Avenue Commercial Corridor planning area is roughly 632 acres, which is just under one (1) square mile. This is a focused plan on a strategic area that encompasses an area bounded by Detroit Avenue to the east, Berdan Avenue to the south, and Jackman Road to the west. To the north the boundary is not straight, but it's basically Royalton Road and Dryden Road. They are situated about halfway between Sylvania Avenue and Eleanor Avenue and run parallel to both streets. The area's topography is mostly flat with the exceptions found at the planning area's eastern boundary with Phillips, Detroit and I-475. Drainage ditches concur through the area leading to the Ottawa River drainage system.

### Street Pattern

This area of Toledo was platted in the early 1900's. At that time the interurban was a popular mode of transportation. It served this neighborhood, which when it was first developed would have been considered a new suburb. The street pattern and resulting neighborhoods were laid out in a grid pattern ideal for a pedestrian oriented community. In this regard the street orientation provided the best circulation for the pedestrian by paying attention to the pedestrians experience in the neighborhood. The grid system provided ready access to the businesses and services located on the neighborhood's main thoroughfare, Sylvania Avenue. It could not have foreseen the need for the neighborhood's adaptability to motor vehicles in the future. During this time period of Toledo's

development, this particular area of Toledo has more unique street layouts than most other neighborhoods platted in the early 20th century. For example, although the streets are on a grid, there exist parkways where the interurban once ran but whose tracks were later removed, as well as the numerous focal points within the neighborhoods drawn together using full and half round-a-bouts in the neighborhoods. Narrow streets were designed with the intention for cars to park on the street and visit the resident, not to accommodate year round parking. Cars were still fairly new at the time and so were fairly expensive.

### Housing

The housing in the Library Village and Five Points Neighborhoods was built at the turn of the 20th century. The early 1900's architectural styles of the Midwest can be clearly identified as one walks about the neighborhoods. All of the styles bear a few common site features. Chief among them are a prominent entry, an elevated entry/porch area from the pedestrian walkway area (sidewalk) which is also elevated to some degree from the street. This hierarchy was a common feature of neighborhood design throughout the early 1900 American neighborhoods although the architectural styles and or their details may have varied from coast to coast.

The purpose of the hierarchy was to position the homes resident in an elevated position above the spaces of the passersby. This holdover design was from the classical orders in Greek architecture, where often people entered an important structure such as a courthouse through doors at elevations below the bases of the first row of columns. This created the perception of belonging and importance, which was relevant in American neighborhoods.



Obviously people sitting on a front porch belonged or had purpose on that property, while those on the sidewalk were part of the neighborhood. Such passersby were second tier. The street was third and fourth tier. The lane in front of the homes provided an additional buffer between the homes and the pedestrians from the buggies and cars using the streets. So at the time of designing this neighborhood, the perception of the car was dead last, while it was the perceptions of those living in and using the neighborhoods who's values and safety were the priority.

### Scattered Rental Housing

Other features common to all of the residential sites would include the scattering of "twinplexes" or duplexes throughout the neighborhood. In the early 20th century it was customary to have rentals available in neighborhoods to accommodate workers of a variety of stores and functions, as well as single, unwed bachelors or bachelorettes who shared a unit together. Home ownership was reserved for a very large financial readiness step, because banks required 20% equity which typically took a while to acquire. People moved around less so when they bought their first home it was often their only home. Rarely did single unwed individuals purchase homes near their work and then sell so they could "buy up" when they started a family. There are typically three to four two story duplexes on each block, usually two per each side of the street.

The area between the sidewalk and the street was known as the tree lawn and always a flattened area where trees were planted to grow into a tree canopy for the street. Beyond the sidewalk it was common to plant dense landscaping between the front porch and the lawn area to help strengthen the perception of the family zone's fortification, or protection. Therefore there would always be steps,

usually two to four to reach the elevation where the front porch was and the elevation where the family lived within the dwelling.

The various housing styles all fit nicely into the housing tier and relationship with the street. The types of housing that can be seen throughout the Five Points and Library Village Neighborhood are as follows:

### Bungalow:

- Arts & Crafts Bungalow
- Swiss Chalet Bungalow
- California Bungalow
- Gable Front Bungalow
- Chicago Bungalow
- Craftsman Bungalow
- Colonial Revival Bungalow
- Painted Craftsman Bungalow
- Dutch Colonial Revival Bungalow

### Other architectural styles in the neighborhood include:

- Colonial Revival
- Tudor Revival
- Arts & Craftsman
- Tudor Cottage



## **Fundamentals of the Sylvania Avenue/Five Points Neighborhood Area**

The last planning effort was conducted between 2001 and 2004 for the Sylvania Avenue/Library Village area. There have been several significant changes since that time. Some have been due to improvements made by the City and other public entities such as Toledo Public Schools Building for Success program. Other changes are largely due to extraneous influences affecting the city, state, even our nation. The national housing crisis and recession, and oscillating unemployment figures being the biggest factors. Another is the changing shopping patterns, from small retailers in the 60's, to big box retailers in the 90's, to internet shopping in the present. While no one can predict such factors, the best approach is to identify effects they have had on the planning area and to identify possible methods to stem the negative and encourage positive outcomes.

Since that time there has been much activity happen in the area. The City of Toledo has made corridor improvements and during that time the neighborhood has implemented numerous improvements. Many were identified in the last planning effort to focus on this area, such as the bump outs to add for parking along Sylvania Avenue.



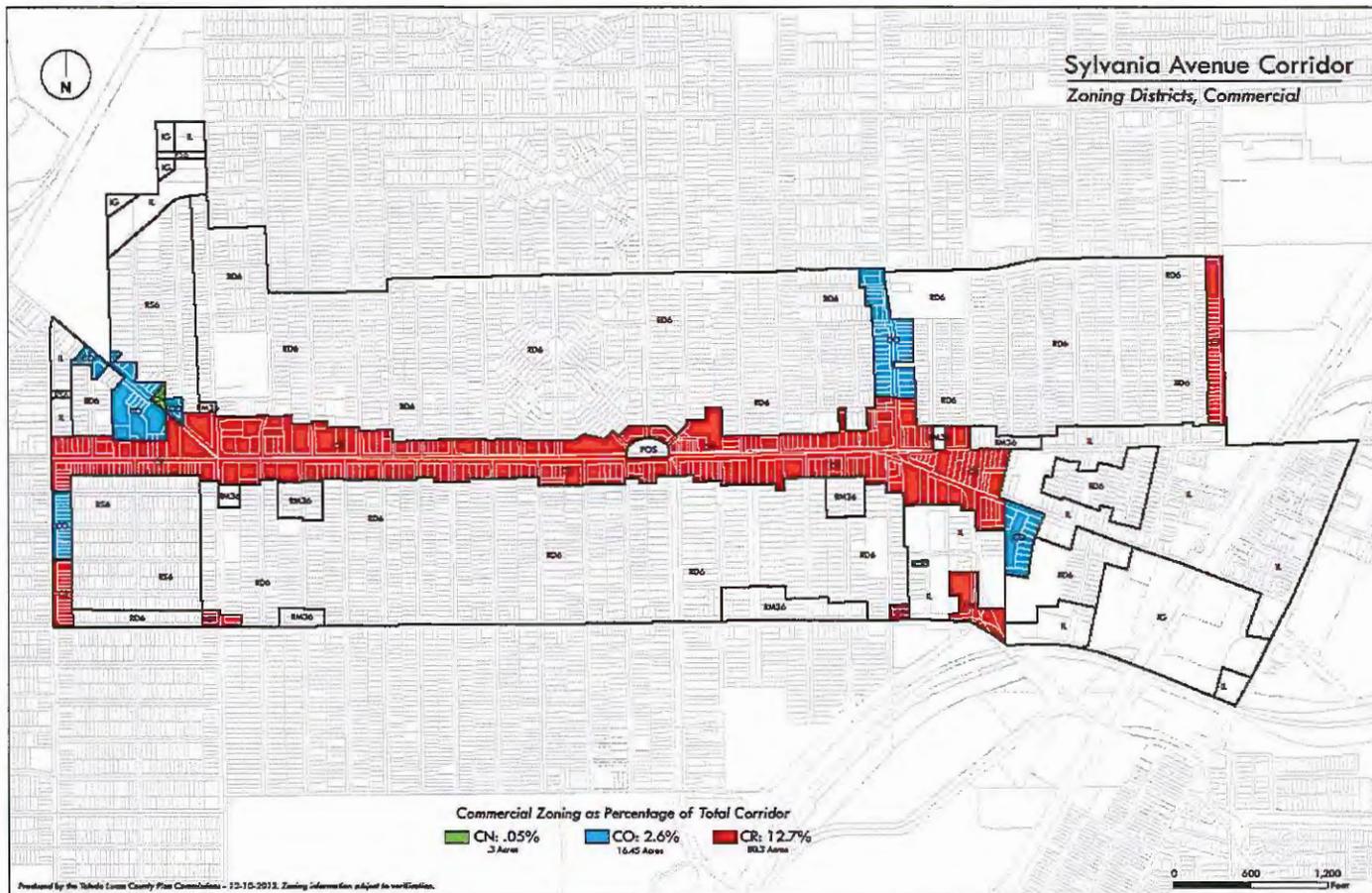
## Zoning

The predominant zoning classification in the planning area is RD-6 (Duplex Residential). The next largest zoning classification is CR (Regional Commercial) at 80 acres. The table at right illustrates the nine zoning classifications that include the range from single family use to industrial, with multi family, office and commercial in the mix. In total there are 631.7 acres of land in the planning area. The adjacent table corresponds to the zoning map below. For further clarification about the permitted uses, see the City of Toledo Zoning Ordinance available on line at [www.toledo.oh.gov](http://www.toledo.oh.gov).

## Sylvania Avenue Corridor

### Zoning Categories by Acreage

District	Acreage	Percentage
CN	0.3	0.0%
CO	16.4	2.6%
CR	80.4	12.7%
IG	25.6	4.1%
IL	77.9	12.3%
POS	1.0	0.2%
RD6	371.6	58.8%
RM36	14.0	2.2%
RS6	44.5	7.1%
Total	631.7	100.0%



## Transportation

There is currently a large volume of traffic using Sylvania Avenue, which is designated as a major thoroughfare on the city's Thoroughfare Plan. The change in the I-475 ramp and access to the neighborhood, Laskey Road, and vice versa: the new transportation patterns resulting from the change in access may have an effect on the Sylvania/Lewis neighborhoods.

There is a lot of debate about whether high traffic corridors assist or discourage the attractiveness of businesses. Some will say parallel parking is a maneuver that many find too cumbersome with cars waiting in the behind lane. Others feel there should be 45 degree angled parking, still others find backing out of those spaces is a challenge to view oncoming traffic. Some cities are designing the 45 degree angled parking to be rear in only, so that pulling out is easier. None the less, it always comes down to the opinion of whether or not a driver is comfortable putting his/her car in reverse on a major thoroughfare to park. All of these scenarios require that movement.

Some communities identify parking lots behind the business areas that are municipally owned. Cars are able to pull into these spaces without the stress of parking along a thoroughfare. This is a successful scenario in Bowling Green, for example. However the housing stock behind the business corridor is fairly intact, to which it could become the subject of another study as to whether or not there is ample room for this strategy. Unfortunately many of the vacant structures are deep within the neighborhoods and not along the rear of the business buildings as one might suspect. Tearing down viable housing is not a good strategy nor recommended here in this study to make room for rear business parking lots.

There are several areas along Sylvania Avenue that could be used as small pocket parking lots. In such instances there should be a screening and landscaping plan to address the appearance of the lots from the street and from the adjacent residential areas. These would need to be located in the "heart" of the business areas where parking is identified as deficient, such that highly desirable businesses that lack parking need help or may look to move elsewhere. It would not make sense to locate a parking lot on a vacant lot that is far from where the existing business activity is unless a there is enough room on the lot to accommodate a new business and some off street parking.

There is a solid white line that runs along both sides of the improved Sylvania Avenue. The lines terminate and begin at the bump-outs. Many businesses thought the lines meant designated parallel parking areas. However there were several problems with that concept. First, there were no perpendicular lines that indicated "spaces" and there were also many areas that were designated with signage as "No Parking Permitted." The lines are continuous, meaning they do not begin and end where there are curb cuts providing access to adjacent property. It's not legal to block access points nor park within a certain distance of each curb cut, typically three feet (3').

Others thought the line indicated a bike lane, except there are no ramps for crossings at the point where the "lanes" meet the bump-outs. Yet other business people thought the line indicated a continuous bus lane, where TARTA busses were able to pull over and have free access to the curb for patrons. Of course there are designated points, or bus stops, where for this to occur.



The project engineer who was primarily responsible for designing the Sylvania Avenue improvements was presented with the various interpretations of the white line. His answer was simple. It could be any of those things because the line only represents the "edge of pavement" for Sylvania Avenue. This means that officially the area is no longer a lane, as it was before, however there was no further emphasis placed on the leftover space. It would seem appropriate to study the area between the "edge of pavement" and the curb and account for on street parking, bus stops, and not emphasize the use as a bike path.

### **Landscaping-Streetscape**

The City of Toledo repaved Sylvania Avenue and also created "bump-outs" to narrow the length of the pedestrian crossing in the crosswalks at many intersections. The plan also widened and repaved the sidewalks along Sylvania Avenue and added some street tree planters. Many times new trees are at risk of vandals and, perhaps more so the threat of dying from lack of watering. Although many businesses "like" the idea of having the trees, some do not feel obligated to assist with watering them to help them sustain the summer heat.

The improvements to Sylvania Avenue are not as nice as they could be if the streetscape had been designed by a landscape architect rather than merely placing trees 20'-40' on center. There is also the irrigation situation that needs to be taken into consideration, and possibly an outreach effort by the neighborhood to businesses about the importance of assisting with the growth and well being of landscaping along the roadway. Pictures are always helpful, showing how other areas use landscaping to soften the hardscape of the roadway, sidewalks, buildings, and transportation infrastructure necessary to assist in the flow of cars and

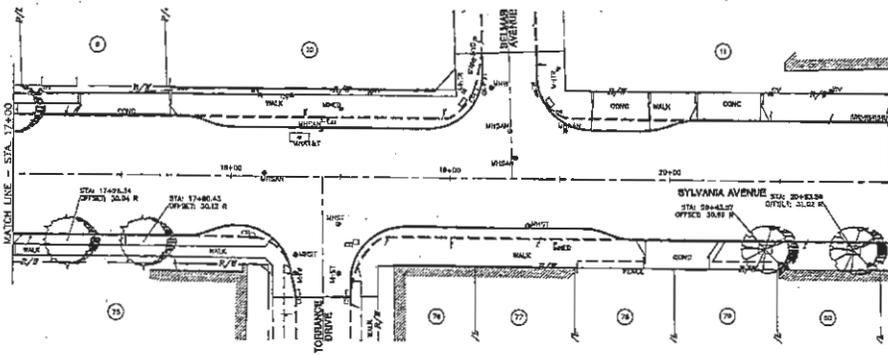
pedestrians. Lamp posts, traffic control signage, business signage, parking lots, street lights, pedestrian crossing signs, and the metal switching control stations at nearby intersections are all needed for public safety. That doesn't mean that when a person looks down the street that such infrastructure is all one needs to see.

It seems a useful recommendation to deploy the services of a landscape architect to assist with the "softening" of Sylvania Avenue in the planning area through the business district. Blending the knowledge of the professional landscape architect with the needs of the businesses in the area is probably the best way to ensure that whatever is done will use proper plants, vegetation, and ability to envision the various heights and widths of the plants so the landscaping plan will grow into a scenic, possibly colorful addition to the corridor.

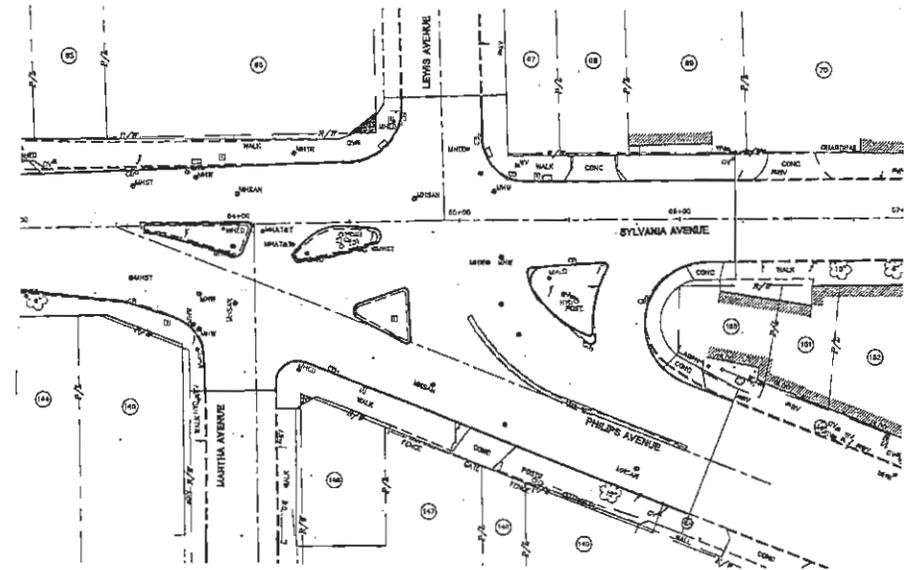


## Repaving Sylvania Avenue

The central theme of the 2001 Sylvania Avenue Plan focused on the recommendation to implement a repaving project to narrow the width of the corridor. By the time of the 2012 repaving project, the City of Toledo's Department of Engineering Services designed bump-out and lighting improvements from Jackman Avenue to Phillips Avenue. Planned improvements were presented to the community in several forums with a question and answer style follow up. Most concerns were from businesses worried about the



length of the project, and its impact on accessibility to their business. The Waterways Initiative project began in 2011 and was completed in 2013.



## Land Use Analysis

The study area was expanded since there is little to be gained in understanding the business corridor if the surrounding area is not included too. The eastern border of the initial study area actually ended at the intersection of Sylvania and Lewis Avenues and did not go west of Jackman. The initial planning area for the 2013 plan was widened after the initial project meeting to square off the planning area and make it more relative to surrounding areas. The additional areas made it necessary to look at the land use again so the land use inventory depicted in the following pages was conducted in December, 2013. The following diagrams include:

- Overall Existing Land Use Map
- Existing Commercial Land Use Map
- Existing Vacant Land Use map
- Existing Single Family Land Use Map
- Existing Duplex Land Use Map
- Existing Multi Family Land Use Map
- Existing Office Land Use Map
- Existing Institutional Land Use Map
- Existing Industrial Land Use Map
- Existing Parks/Open Space Land Use Map

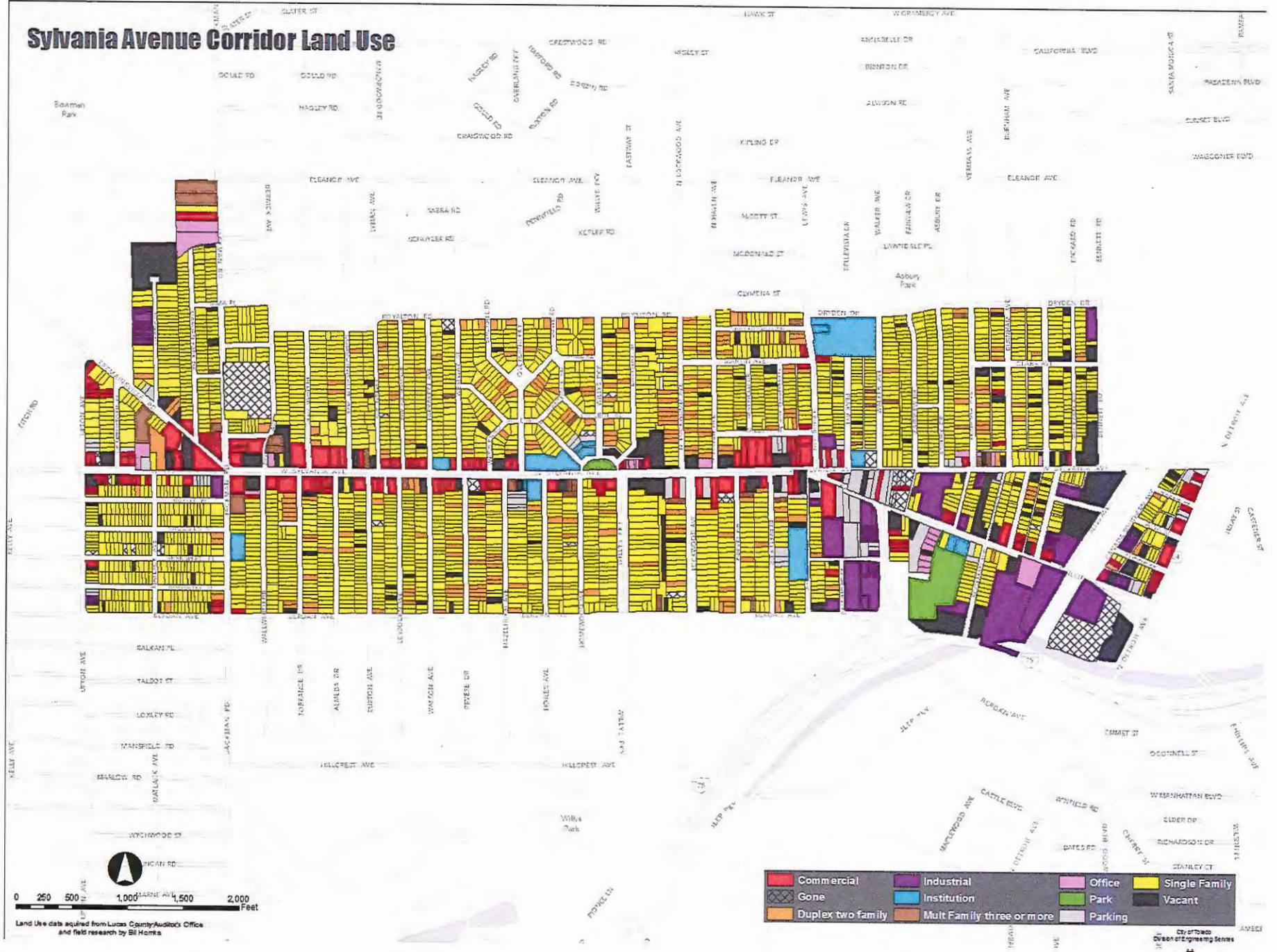
The total annual taxes paid by all property owners in this 680 acre area of Toledo is \$6,262,493. There are just over 2,800 parcels. Most of the land owners only own one piece of property in the study area, however there are owners of multiple properties. Most of these people or corporations own between two (2) parcels and sixteen (16) parcels. There is one land owner, Greater Metropolitan Title LLC that owned forty-four (44) properties as of April 7, 2014. The other top 10 property owners include

2. Toledo 422 BLDG LTD PT A DE PT (16)
3. T & D Corporation (14)
4. Darah Investments Inc. (13)
5. CCL Phillips LLC (11)
6. Dupont Performance Coatings LLC A Delaware LLC (11)
7. Ammons Richard P Trustee (11)
8. H& M Machine & Tool LLC (10)
9. GTA Rental Real Estate Inc (10)
10. Lucas County Land Reutilization (10)

The largest land use along Sylvania Avenue is commercial, but a close second is vacant. This highlights a problem in the business corridor that there is a need to refocus the nature of the corridor and take advantage of the vacant land for future development opportunities.



# Sylvania Avenue Corridor Land Use



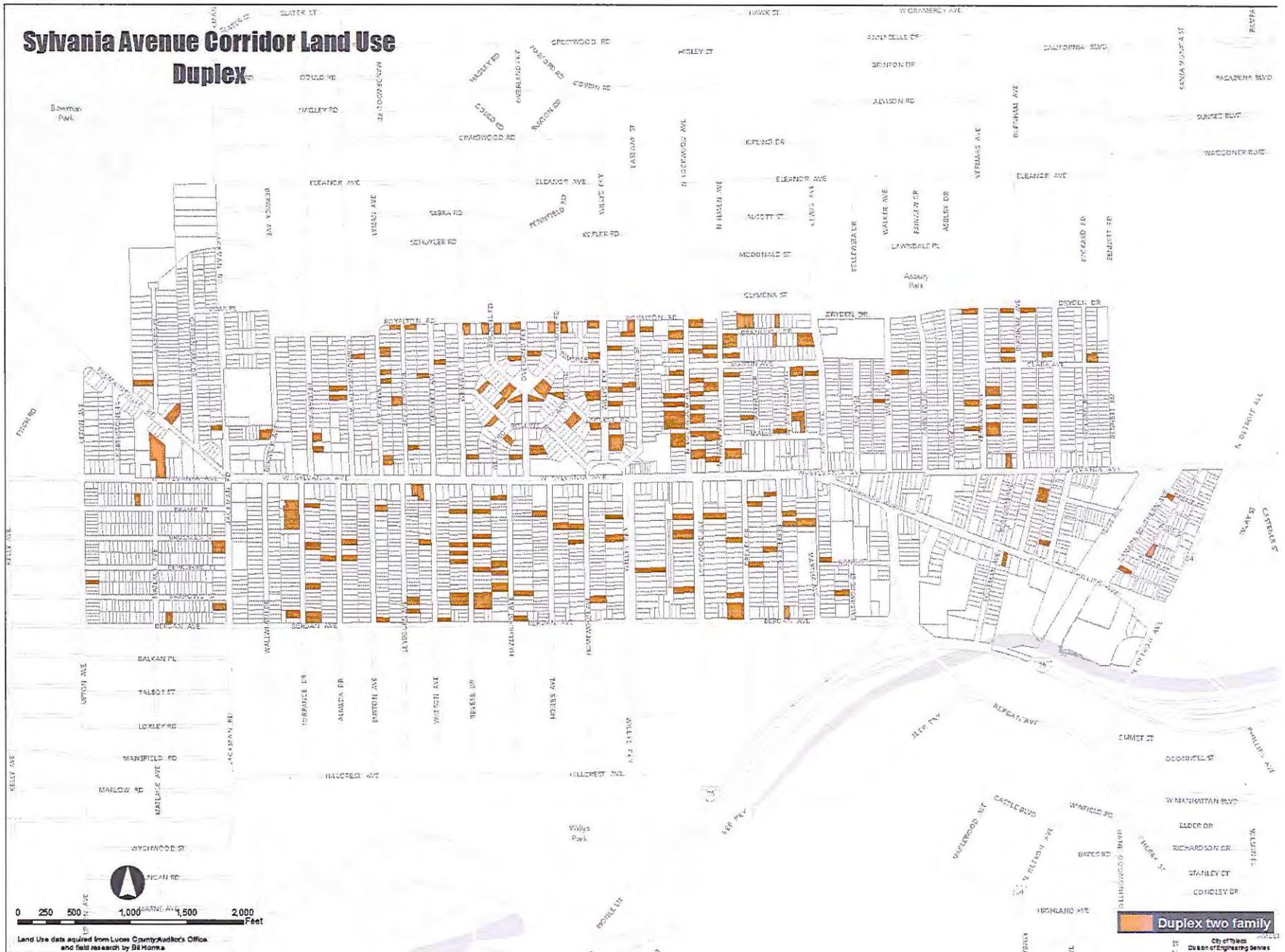
Land Use data acquired from Lucas County Auditor's Office and field research by Bill Honka

City of Toledo  
Division of Engineering Series





# Sylvania Avenue Corridor Land Use Duplex

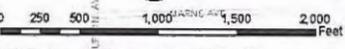
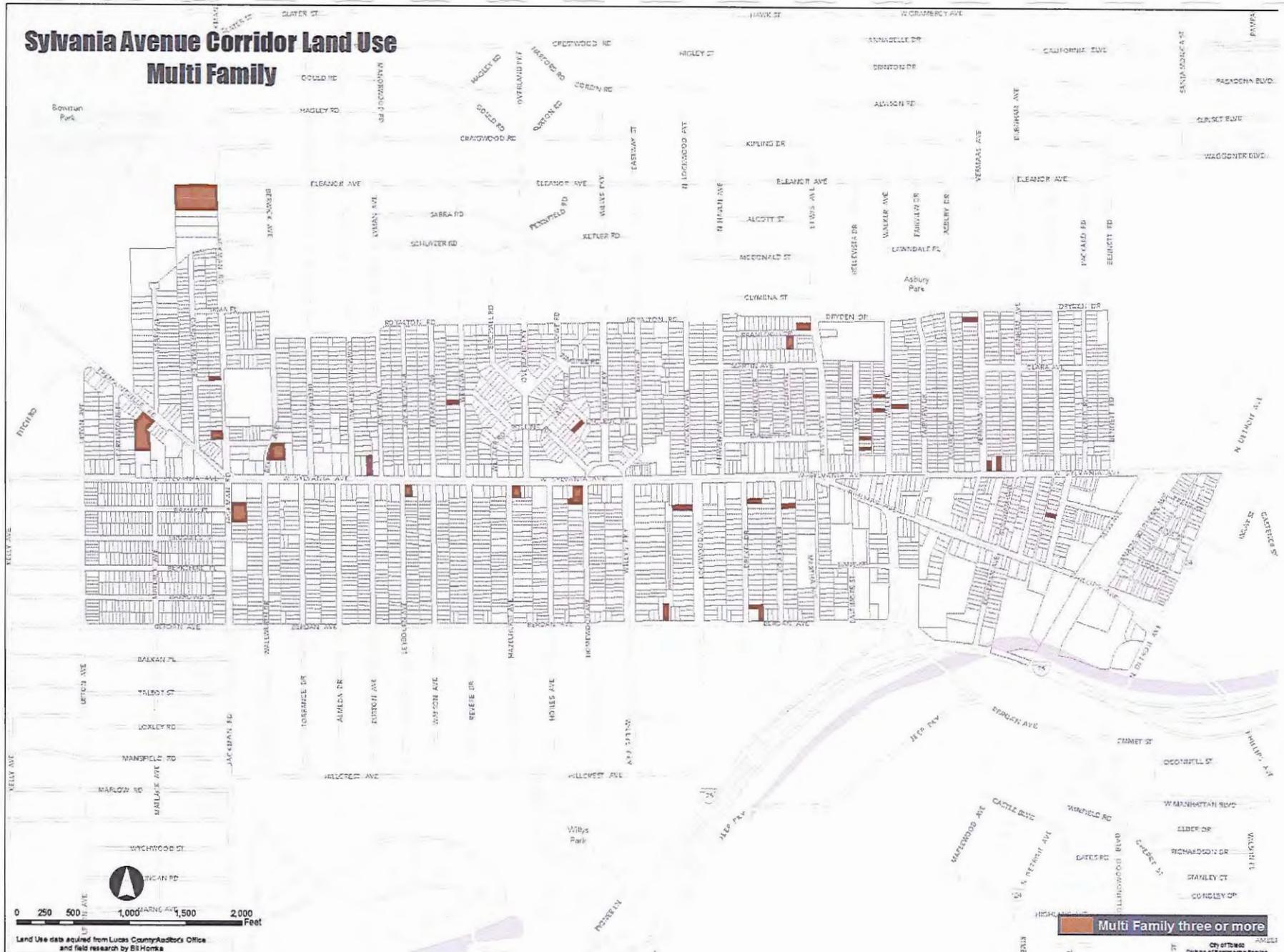


Land Use data acquired from Lucas County Auditor's Office and field research by BI Homes

**Duplex two family**  
City of Toledo  
Division of Engineering Services



# Sylvania Avenue Corridor Land Use Multi Family



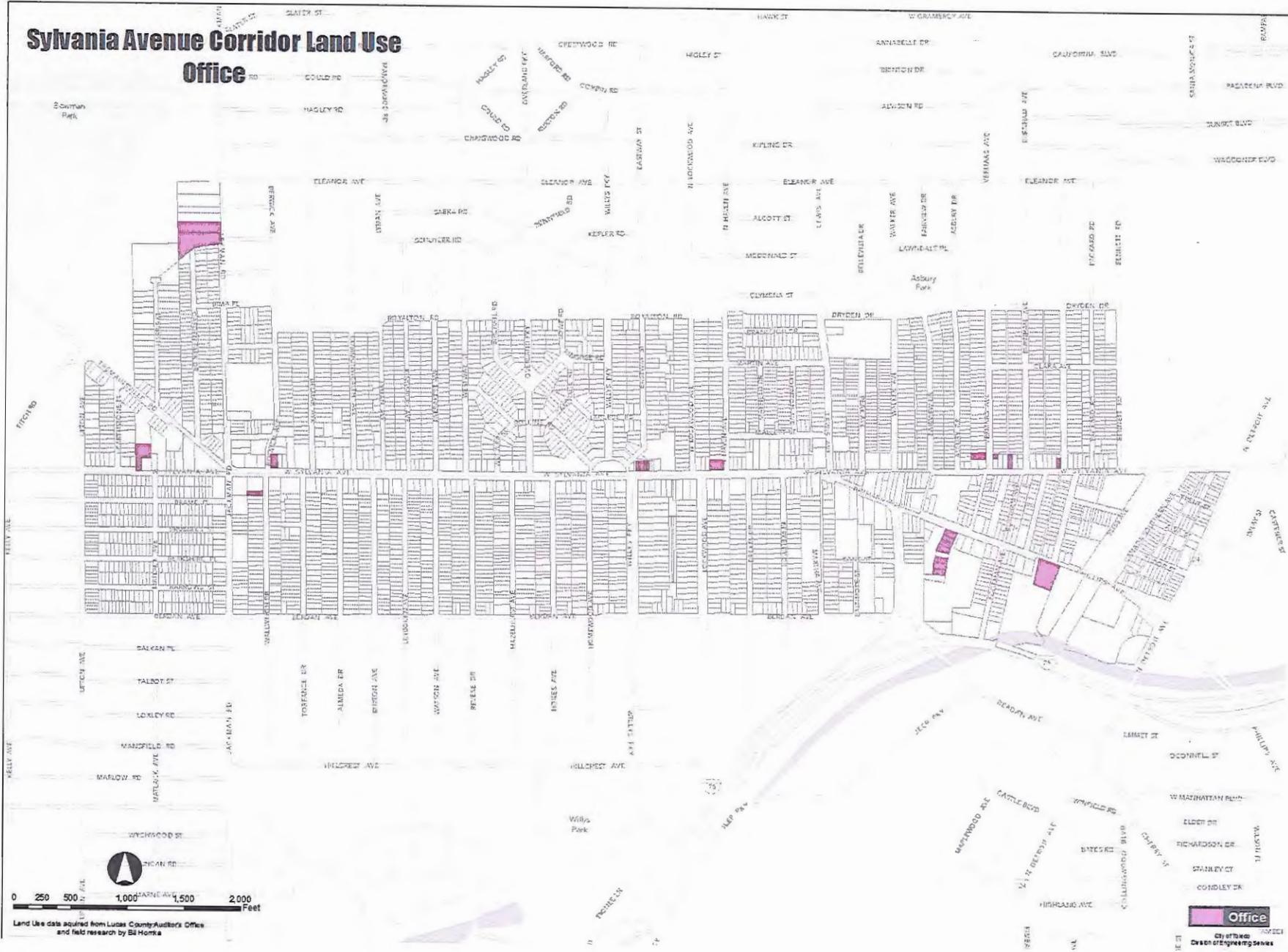
Land Use data acquired from Lucas County Auditor's Office and field research by Bill Honka

**Multi Family three or more**

City of Toledo  
Division of Engineering Services



# Sylvania Avenue Corridor Land Use Office



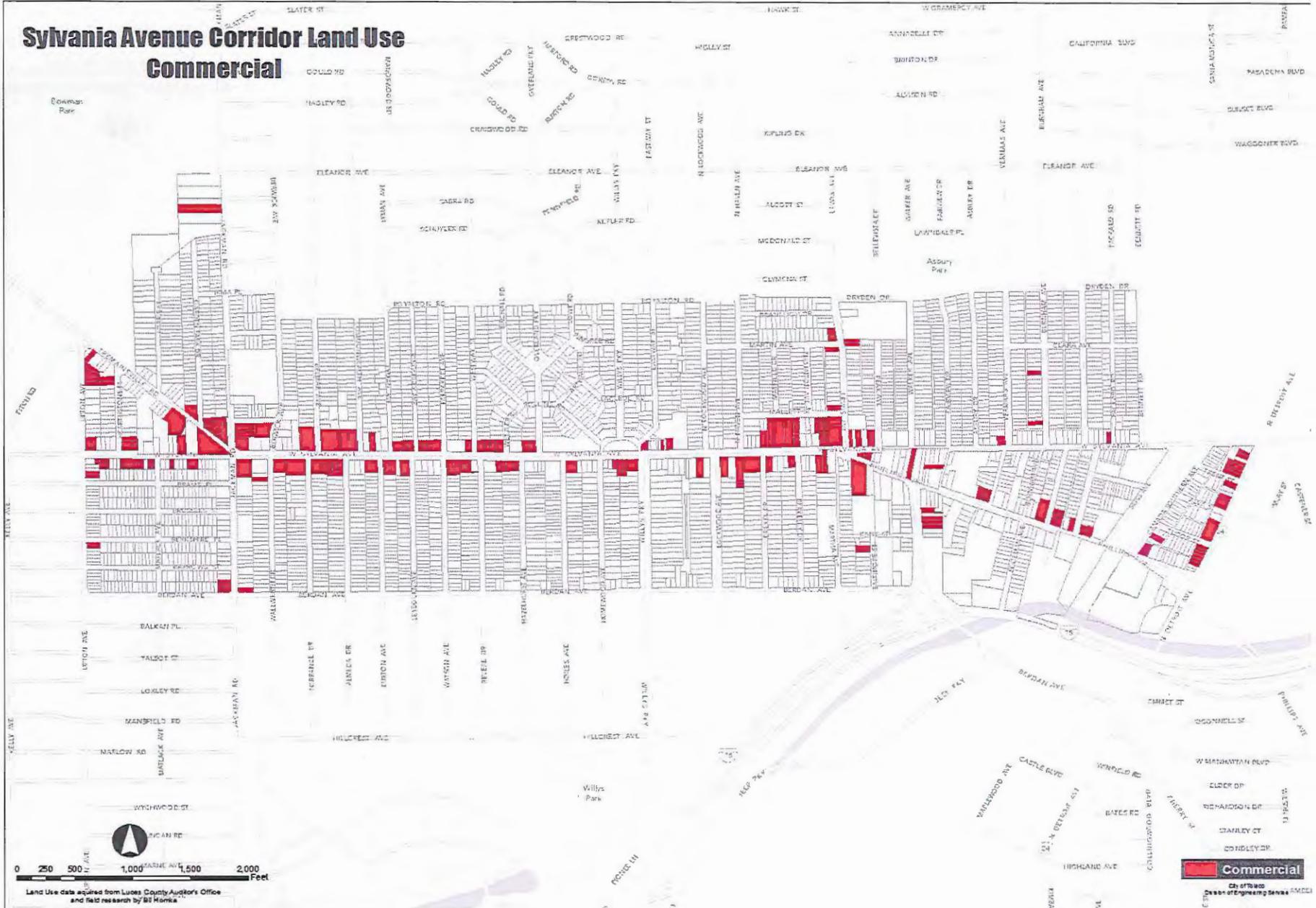
Land Use data acquired from Lucas County Auditor's Office and field research by BJ Horne

**Office**  
City of Toledo  
Division of Engineering Services



# Sylvania Avenue Corridor Land Use Commercial

Common  
Parks



0 250 500 1,000 1,500 2,000 Feet

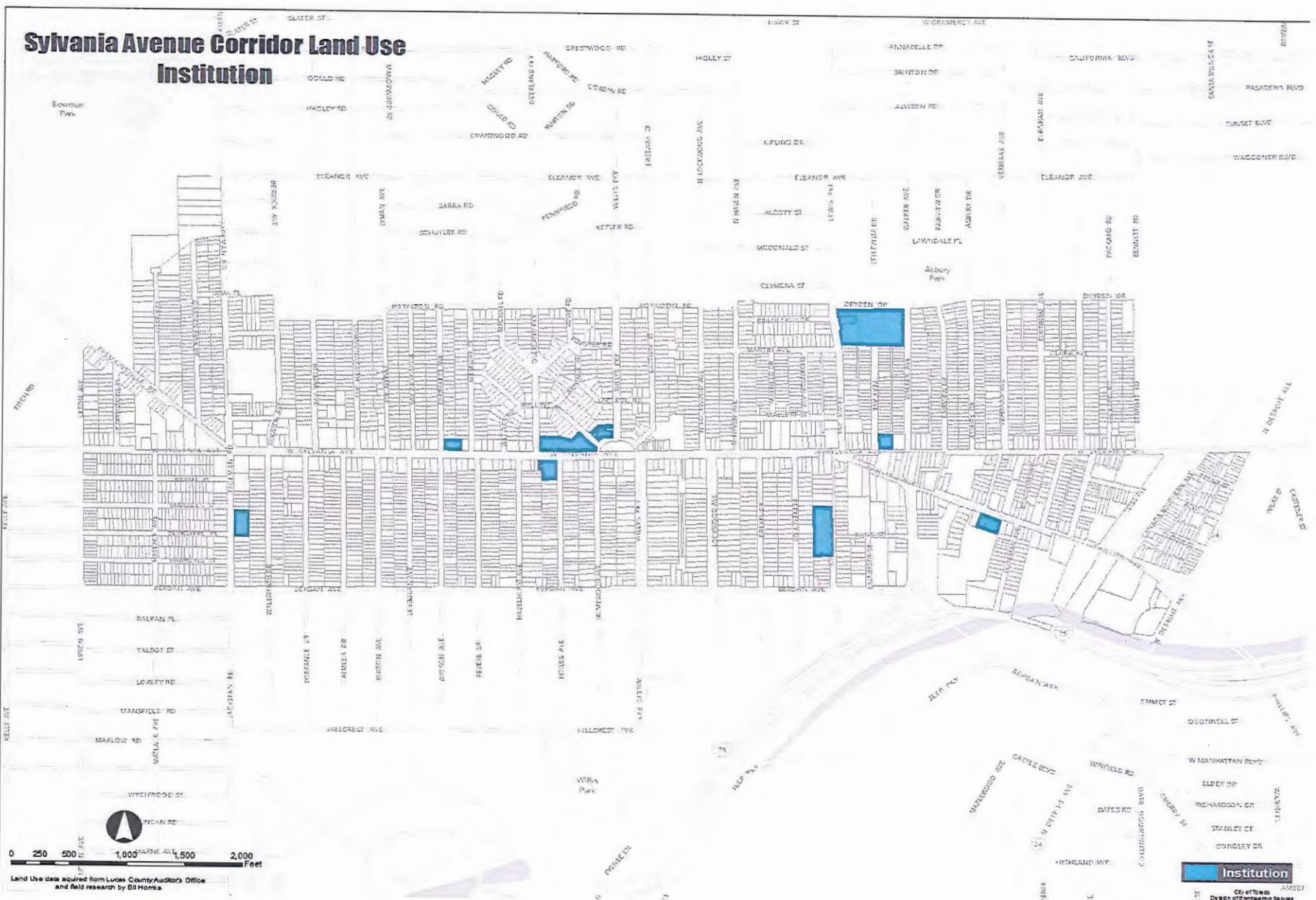
Land Use data acquired from Lucas County Auditor's Office and field research by SE Honka

**Commercial**

City of Lucas  
Division of Engineering Services



# Sylvania Avenue Corridor Land Use Institution



Land use data acquired from Lucas County Auditor's Office and field research by Bill Morke

**Institution**  
City of Toledo  
Division of Engineering Services



# Sylvania Avenue Corridor Land Use Industrial



**Industrial**

City of Toledo  
Division of Planning Services



# Sylvania Avenue Corridor Land Use

## Vacant



## Way Finding

There is no better way to define a neighborhood or commercial corridor than with a great signage plan. The signs need to do several things. They should add relevance to the neighborhood, meaning a sign pointing out the direction to the library needs to be located in a highly visible location and not so close to the library that it's not helpful. The signs should be visually appealing and not blend in with the city's typical signage plan. The signs should also be versatile and offer opportunity to express the change of season, or a special holiday, yet respect the budget that the area has to offer.

Equally important is there needs to be enough assets in the neighborhood to direct people to in order to have a way finding plan. Places that are part of the way finding program should all be public, such as the library, post office, schools, cemetery, etc. It is not advisable to advertise private businesses on the way finding plan. The two biggest reasons are that the city's zoning and sign code will probably consider such signs as an advertisement rather than way finding. Second, once you open the way finding program to private enterprise then it becomes unwieldy, and the small businesses will typically get left out. Since we are trying to maintain a viable, diverse small business commercial corridor then it makes sense to avoid the problem all together. This may also have an added benefit of engaging the larger businesses to help support the way finding plan, both politically and financially.



## Community Partners

Several City of Toledo Departments and agencies are active in the planning area and include:

- Department of Engineering Services
- Department of Neighborhoods
- Department of Parks & Recreation
- Department of Economic Development
- Toledo-Lucas County Plan Commissions

In addition to the City of Toledo, the other public organizations that have operations in the area include:

- Toledo Public Schools
- TARTA - Toledo Area Regional Transit Authority
- West Toledo Branch Library & the Toledo-Lucas County Public Library system
- Regional Growth Partnership
- Toledo Regional Chamber of Commerce
- Local Initiatives Support Coalition, Toledo (LISC)
- Better Buildings Northwest Ohio
- Lucas County Economic Development Corporation
- Lucas County Land Bank

## TARTA Fare Schedule and General Information

### Fares and General Information

Adults and students—cash fare	\$ 1.00
Children under age six with adult (limit 2)	FREE
Senior Citizens*	.50¢
Persons With Disabilities*	.50¢
Medicare Card Holders	.50¢
Tokens—roll of 25	\$22.50
Weekly Pass	\$10.00
Monthly Pass	\$40.00
Senior/Disabled Weekly Pass*	\$ 5.00
Senior/Disabled Monthly Pass*	\$20.00

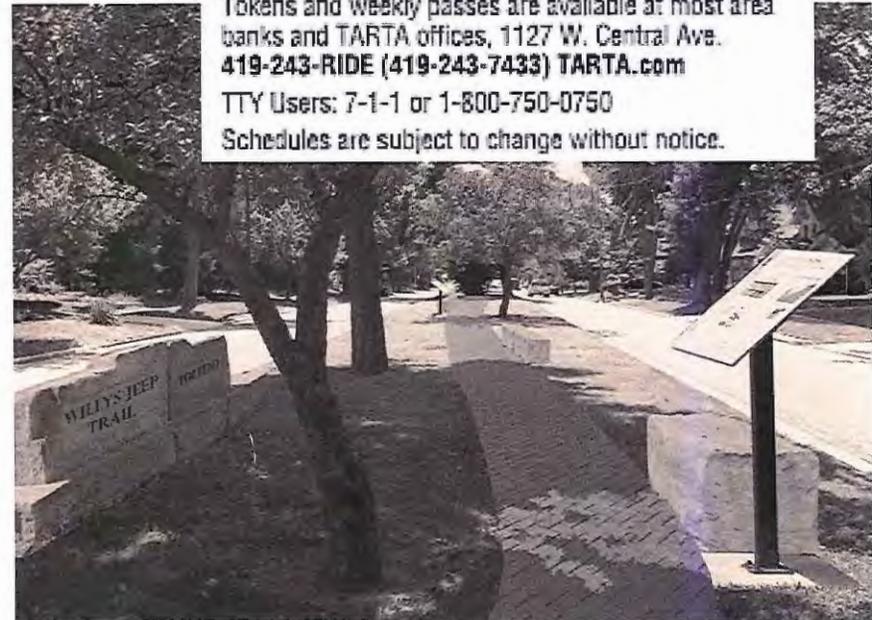
\*with TARTA Reduced Fare ID Card or Medicare Card

Tokens and weekly passes are available at most area banks and TARTA offices, 1127 W. Central Ave.

419-243-RIDE (419-243-7433) TARTA.com

TTY Users: 7-1-1 or 1-800-750-0750

Schedules are subject to change without notice.



## West Toledo Branch Library

The West Toledo Branch Library is a community landmark and is the reason why the neighborhoods surrounding the institution are referred to as Library Village. It has been a part of the community since 1930. Its Tudor architecture is something that children and adults remember and talk about with fondness.

Children's programming includes story time, after school and summer programs and the reading club. All of these have always drawn crowds and the staff has noticed the people using these services are mostly within walking distance to the library. The library staff considers the library setting to be a "walkable community."

This report wanted to compare user activity of the West Toledo Branch Library to the other branch libraries in the Toledo-Lucas County Public Library system. However a fair comparison was not possible. In 2012 the West Toledo Branch reduced its hours of operation and in 2013 closed at the end of September for remodeling. These factors along with other variables such as collection size, staffing, and hours of operation made a comparison impossible. Nonetheless, the West Toledo Branch Library is without a doubt one of the popular branches in the system and one of the most popular buildings in the study area.

In recent years free Wi-Fi and public computers have added to the library's popularity. It was built in 1930, expanded in 2001 and is currently undergoing another expansion. The present expansion project is needed to meet the changing needs of the community. The number of PCs (or net books) available will increase from 25 to 57. There will be classroom space for technology and other training and also quiet study rooms which can double as small group

meeting areas. The remodel will include a dedicated children's area with space for early literacy discovery and learning. It will also expand the parking lot area for patrons to the rear of the facility. A house was purchased and demolished to accommodate for the expansion plans.

The total number of visitors to the Toledo-Lucas County Public Library system was 2,972,400 in 2012. This represents an increase of about 207,000 visitors from 2011. The Toledo-Lucas County Public Library's total number of card holders was 325,011 in 2012. Even accounting for the decrease in circulation due to anticipated construction closure, the West Toledo Branch Library still had a total circulation of 179,695 articles. The adult circulation number was 129,555 and the Juvenile was 50,130. It's estimated the construction closure affected the circulation by about 30%. Across the library system, books account for the most popular medium to be checked out at 55%. The mediums may vary depending on the branch, as movie DVD's and music CD's are also popular items. The library does not yet have the count for 2013 but anticipates the number to grow modestly.



## Toledo Public Schools

The Building for Success program was the largest building project in Toledo's history. All schools in the district were involved in the project, which was divided into phases. Some sites had to change in order to meet minimum standards set forth by the Ohio Schools Facilities Commission, where others were constructed on the same site in "swing space". This space was formerly recreation, open, or sports area that could be used for the new building pad site and would be returned to the former building site area once that edifice was demolished.



LONGFELLOW ELEMENTARY SCHOOL  
Munger Helinger + Associates Architects • Allied Toledo Architects

Funded by state and local money raised by the successful passage of a levy, this program affected all district schools. It has changed the landscape of Toledo for generations come. The massive, \$800 million project was completed in December, 2011. New schools

constructed that are nearby the planning area include Start High School, Longfellow Elementary, and Whittier Elementary School. Start High School and Longfellow Elementary are located to the west of the planning area in Bowman Park but it is where many of this area's young residents attend school. Whittier Elementary has been demolished and rebuilt on the same site between Lewis Avenue and Walker Drive.



Five Points Association Inc (2012 Tax Year)	
Employer Identification Number (EIN)	341646024
Name of Organization	Five Points Association Inc
In Care of Name	Paul Schroyer
Address	<a href="#">1405 W Sylvania Ave, Toledo, OH 43612</a>
Activities	Other activity aimed t combating community deterioration
Subsection	Social Welfare Organization
Ruling Date	Feb-12
Deductibility	Contributions are not deductible
Foundation	All organizations except 501(c)(3)
Organization	Corporation
Exempt Organization Status	Unconditional Exemption
Tax Period	2012
Assets	\$0
Income	\$0
Filing Requirement	990 - Required to file Form 990-N - Income less than \$25,000 per year
Asset Amount	\$0
Amount of Income	\$0
Form 990 Revenue Amount	\$0
National Taxonomy of Exempt Entities (NTEE)	Community Improvement, Capacity Building: Community, Neighborhood Development, Improvement (General)

### Five Points Association Inc.

There is already a neighborhood organization in the planning area and beyond. The Five Points Association Inc. can also serve the Library Village area. The organization's stated purpose, or activities, include "other activity aimed at combating community deterioration." A recent records check indicates the name of the organization and its address and president. It seems this address and organization is either affiliated or being confused in name with the Five Points Area Business Association. The National/Taxonomy of Exempt Entities (NTEE) describes the Five Points Association Inc. as a Community Improvement, Capacity Building, Neighborhood Development-Improvement organization.

In various discussions with neighborhood citizens, with this plan and aforementioned, the distinction has been made about the scope and purpose of the Five Points Area Business Association. The business association focuses on business development only. If there is division between organizations and their stated purposes, then efforts need to be made to work collaboratively. Volunteers cannot afford to duplicate efforts, or not have enough manpower to address all the issues. Remember, the second largest land use in this study area is vacant. That includes business and residential buildings.

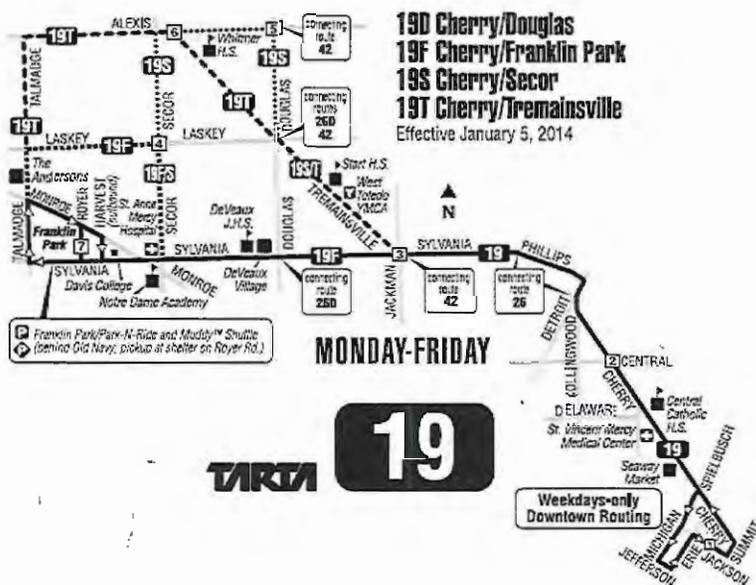


## Toledo Area Regional Transit Authority (TARTA)

This area is provided public transportation service by TARTA. There are numerous reasons why people use public transportation. Rather than debate the pros and cons about public transportation versus private transportation, it's more important to focus on the three things TARTA essentially does for the business corridor. It takes people out, brings people in, or provides a route for other riders to pass through the corridor. Obviously TARTA already has local riders who are using the system. From TARTA's point of view, the more riders the better because its busses are already in operation. From the business corridor's perspective, TARTA is another source of potential visitors and customer base. It should be a mutual goal to promote the use of TARTA's bus system. At least those who use it will not say they couldn't find a parking space!

TARTA Route 19 provides service across Sylvania Avenue, between Franklin Park Mall and downtown. It has a weekday and weekend schedule. TARTA is hoping to build a new, multi-modal facility in Downtown Toledo. The new building has a beautiful design that stands out from the buildings around it. One concept might be to try to repeat something of the same sort, but on a much smaller neighborhood scale.

Perhaps there is an opportunity to work with TARTA in the future. Maybe reposition a bus stop so it is ideally located in the business district and adjacent to some vacant or blighted land. The goal could be to construct a small, themed stop where a new bike path also connects for the ease of the rider to "park and ride" from the neighborhood. It could also help extend the new TARTA theme into a few of the neighborhoods as well.



## Economic Development

There are local organizations with various programs that can or could work in the Sylvania Avenue Commercial Corridor. Most of these include the City of Toledo's Economic Development Department, the Lucas County Economic Development Corporation (LCEDC); the Chamber of Commerce and its Small Business Assistance program (SBA); the Toledo-Lucas County Port Authority; and the Regional Growth Partnership (RGP). These are the main sources of assistance and offer income that are channeled through their organizations into programs that are available to businesses and community organizations.

Most of the programs have qualification guidelines and restrictions on the use of the funds. Some are geared toward large scale economic development projects, such as the Port Authority's off-sheet financing ability for constructing large new facilities. This can save a project money in how interest and taxes are structured. Other programs are geared toward the smaller scale projects, such as the Small Business Assistance program administered through the Chamber of Commerce. This program links banks with businesses for lower interest rates and financing on improvements, start-up businesses and even money for operations.

## Toledo-Lucas County Port Authority

The Community Economic Development Initiative grant and loan program is funded with proceeds from the property tax levy for the purpose of providing grants and loans to economic development projects undertaken by eligible, neighborhood-based organizations. Grant or loan recipients must be 501 (c) 3 organizations in good standing and must demonstrate the capacity to manage funds and develop real estate. Applicants must demonstrate that they are a neighborhood-based, community development organization and must operate within Lucas County.

**This program would work well for an established non-profit in the Five Points Area or Library Village Neighborhood.** The organizations must have operating boards and fiscal accountability. Provided they meet those guideline requirements, the program is an opportunity to obtain financing to help businesses along the Sylvania Avenue Commercial Corridor.



## BetterBuildings Northwest Ohio

Financing for BetterBuildings Northwest Ohio is available thanks to a \$15 million start-up grant from the U.S. Department of Energy. The funding was awarded in 2010 as part of the Retrofit Ramp-Up project, part of the \$80 billion American Recovery and Reinvestment Act. BetterBuildings Northwest Ohio is just one of 25 programs across the nation chosen for participation. Toledo is one of those communities.

Building owners can save on energy costs while increasing the value of their investment by participating in BetterBuildings Northwest Ohio, a program of the Toledo-Lucas County Port Authority. Owners of virtually every type of building are eligible for low-cost financing to pay for high-efficiency improvements to their facilities and building systems. The goal is to make cost-effective energy practices and technology more accessible to individuals, businesses and governmental entities across Northwest Ohio – while also helping transform the way whole communities use energy.



BetterBuildings projects focus on conserving energy and generating savings through equipment upgrades to existing facilities. The following systems and processes are among those eligible for upgrades:

- Lighting and Building Controls
- HVAC, Boilers and Chillers
- Compressor, Motors and Drives
- Refrigeration
- Waste Energy Recovery
- Electrical Distribution

BetterBuildings offers attractive commercial financing at competitive interest rates with terms up to 15 years for projects that focus on conserving energy and generating savings through equipment retrofits to existing facilities. Financing is structured so that the energy savings will cover the cost of equipment, upgrades, installation and transaction cost, which make these projects "self funding". In addition, eligible utility company rebates and other incentives can be included in the financing.

In many buildings energy savings of 20% or more are achievable. To be eligible, projects must be an energy efficient retrofit to an existing building. Some examples of projects that can be financed are lighting, high efficiency HVAC, building envelop, energy management systems and controls, steam systems, compressed air and refrigeration.

To learn more information call BetterBuildings Northwest Ohio at 419-720-1102.



## Regional Growth Partnership

The best asset the RGP can offer the Sylvania Avenue Commercial Corridor is visibility to the world real estate community. The RGP serves as the primary marketing organization for Northwest Ohio, including 17 counties. It receives funds from a variety of sources including the state and Federal governments to help spur economic development. However this capacity is typically reserved for projects of a regional benefit using program resources that are geared to the buzz program of the day.

### Marketing

The Sylvania Avenue Commercial Corridor would best utilize the RGP for enhancing its organization capacity by providing any properties that are sizeable enough that would be useful to the Toledo community for marketing to the world. This means the small double lot at an intersection that was home to a business but just closed would not necessarily qualify, however a large 80 acre tract of land that had or was able to obtain the correct zoning would be of interest for listing on the real estate site. The RGP has a professional in place just for maintaining the database of the land available in the 17 county region of Northwest Ohio.

### Data

The RGP also provides existing summaries and statistics of the Toledo region. Educational attainment, workforce characteristics, land valuation, tax information, population and demographics, and other data that is obtained first hand as well as using a variety of resources. It is available on the organizations website at [www.rgp.org](http://www.rgp.org)



### **MISSION**

*We will be the primary, private sector contributor to a collaborative regional economic development enterprise driving growth in jobs, capital investment, and wealth to Northwest Ohio and Southeast Michigan*



## **Toledo Regional Chamber of Commerce**

The Toledo Regional Chamber of Commerce (TRCC) is a member oriented organization that has also grown its programs and influence in shaping the business opportunities and environment in the Toledo area. Similar to the Regional Growth Partnership, the Chamber offers data resources that is helpful for attracting business and industry to the area. The data is also useful for mining data required by many grant applications and other resources available to the business and non-profit communities.

The TRCC has numerous private financial programs that it provides to members and non-members alike. The reason is simple, as the community grows so will the pool of new members. And, many members benefit from partnering with potential start-ups such as lenders, attorneys, appraisers, etc. The programs offered at the TRCC are listed under 'Business Resources.' These include the Small Business Development Center, Minority Business Assistance Center, Manufacturing and Technology Small Business Center, Toledo Area Small Business Association, Northwest Ohio Solar Initiative, and the organization's Business Development Resources.

### **Small Business Development Center**

The Small Business Development Center (SBDC) offers assistance to entrepreneurs in all stages of the business lifecycle, whether they are beginning their business endeavor or are looking to grow their existing operation. The SBDC provides free one-on-one counseling centered around the business planning process, including financing, market research, marketing strategies, and management and cash flow analysis. Chamber membership is not required to utilize these services.

### **Minority Business Assistance Center**

The Minority Business Assistance Center is a statewide business assistance program that provides entrepreneurs with business counseling, management, and technical services. The Minority Business Assistance Center offices are located in seven regional areas including Akron, Cincinnati, Cleveland, Columbus, Dayton, Portsmouth and Toledo. These offices help firms' access state and local government programs, complete federal, state and local certification applications, identify local resources, and access financial assistance programs.

The services provided include

- Accounting
- Marketing
- Business Plan Development
- Certification
- Loan and Bond Packaging
- Capital Development
- Construction Contracting
- Contract Procurement
- Strategic Management Processes



**TOLEDO REGIONAL**  
Chamber of Commerce



## Manufacturing & Technology Small Business Development Center

Through the Manufacturing and Technology SBDC (MTSBDC), manufacturing and technology specialists provide businesses with one-on-one counseling to assist in the development and commercialization of innovative technologies and advanced manufacturing. Manufacturers with less than 50 employees receive management counseling and education services in the following areas:

- Lean manufacturing
- Intellectual property issues and marketing
- New product development and commercialization strategies
- Strategic and business planning
- Business process improvement
- Basics of patenting, trademarks, and copyrights
- Technology marketing
- Licensing strategy
- Licensing basics

## Toledo Area Small Business Association (TASBA)

The Toledo Area Small Business Association (TASBA) is the Chamber's small-business division, working to enhance and promote a favorable business climate for small businesses (150 or fewer employees) in Northwest Ohio. A board of directors, which represents a cross-section of the chamber's small-business members, sets TASBA's activities and policies.

One of TASBA's goals is to act as the advocate for small-business interests regarding public policy issues. For this reason, TASBA may take a separate position on legislative issues from the Chamber to ensure that the small-business perspective is represented.

## Business Development Resources

The Chamber acts as a central clearing house for information to anyone interested in starting a business, ready to expand a business, or ramp up production to a new scale. The resources vary widely, from start-up guide and Business Plans to forming the organization formally with the Ohio Department of Taxation. It is also home to the Ohio First Stop Business Connection, which provides individualized, downloadable packets of forms on how to start your business. In essence the Chamber is the 'No Wrong Door' point of entry to the new business development community.

## Other Chamber Programs that Might Interest an Entrepreneur in the Corridor

Like most of the Toledo business development organizations, not all of their programs can benefit every area of the region it serves. However the Chamber does have some programs that may be of interest to some entrepreneurs seeking to locate in the corridor. It would also be helpful for others to know about these programs, such as building owners and non-profit organizations promoting economic development in the corridor. The Chamber is focusing on a Northwest Ohio Solar initiative to accelerate the growth of using solar power as well as developing technology associated with the resource. The State of Ohio offers programs through the Chamber to incentivize this target industry.

Information about the Chamber programs can be found at the Chamber's website at <http://www.toledochamber.com>



## City of Toledo Economic Development Programs

The City of Toledo's Department of Development is divided into two main service areas: one that assists businesses and the other that deals with real estate. For the purposes of this Corridor improvement plan, it's the programs that will be the primary focus of this chapter. The programs include the Community Reinvestment Area; Toledo Expansion Incentive Program, Enterprise Development Loan Program (EDL), the Enterprise Zone - Tax Abatement Program, and the Municipal Jobs Creation Tax Credit Program (MJCTC).

### The Community Reinvestment Area

The Community Reinvestment Area Program provides real property tax abatement for new construction or for the rehabilitation of residential, commercial or industrial structures within pre-designated areas. The City of Toledo's CRA program works to promote investment to properties located within neighborhoods that have experienced decline as a result of disinvestment.

#### Eligibility

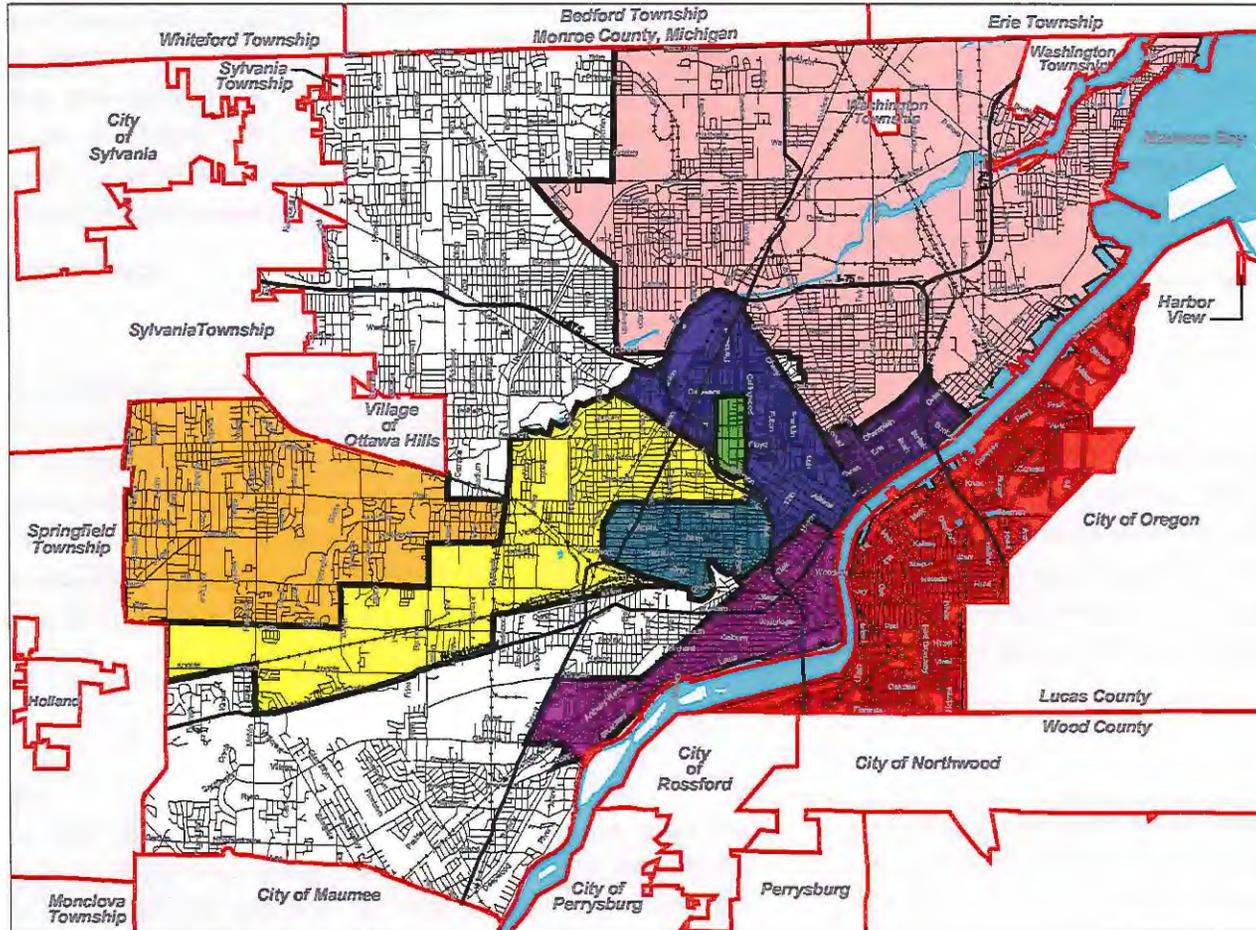
The Sylvania Avenue Commercial Corridor and the neighborhoods north and south of it are situated within the "Northwest CRA Area." The CRA designation provides business and homeowners the opportunity to apply for a tax abatement of the value of new construction. This is intended to promote new construction or rehabilitation of residential, commercial, even industrial structures. The overall objective of the City of Toledo's CRA Program is to promote investment in neighborhoods that have experienced decline resulting from disinvestment.

### Tax Incentive

In order to assist and encourage property owners undertaking improvement projects within designated areas of Toledo, the City will grant tax abatement on the increase in property valuation resulting from the improvements. Any project receiving tax abatement is subject to Living Wage requirements. Additionally, projects involving multifamily (4+ units other than condominiums) or commercial/industrial improvements that generate new payroll of \$1,000,000 or more in any year of the abatement or which are located in the Southwest Toledo or Reynolds Corners designated areas will require payments to the local school district (see CRA application process below). Approved projects receive tax abatement on the increase in their property's tax valuation for a specified time period. The time period for an approved CRA tax abatement begins the calendar year after:

- (1) certification is forwarded to the County Auditor's Office, and
- (2) a change in the property's tax valuation has occurred due to the new improvements.





**Community Reinvestment Areas**

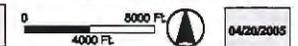
- North West
- BUMA
- Central West
- East Toledo
- North Toledo
- South West Toledo
- Old West End
- South Toledo
- Reynolds Corners

**Key Legend:**

- State or Interstate Highway
- Roads
- Railroads
- Water
- Surrounding Area
- Municipal Boundary

**Community Reinvestment Areas**

Data and Map Sources: U.S. Census Bureau, 2000



## **Toledo Expansion Incentive (TEI) Program.**

The targeted geographic area for the Sylvania Avenue Commercial Corridor Study would be located in a 10% Zone. This meaning that companies moving into this area are eligible for a 10% payroll tax refund for up to 10 years. Existing companies looking to expand can enjoy a 10% refund on all increased payroll resulting from job creation.

### **Purpose**

The purpose of this program is to provide significant incentives to attract and grow businesses in key SIC Codes and site locations within the City of Toledo. This program may be used in conjunction with other financing and incentive programs available through the federal government, State of Ohio, Toledo-Lucas County Port Authority and/or any other City of Toledo economic development incentive programs.

### **Eligible Applicants**

Any business entity currently located in or prospective to whole or part of one of the predetermined TEI Zones are eligible. The entity must have a payroll that is expected to create significantly increased tax receipts for the City of Toledo. Grants will be awarded as part of an overall plan to create jobs and enhance economic growth across the City of Toledo.

### **TEI Agreement**

By agreement with the City, a grant will be awarded based upon actual growth in payroll income tax revenue retained by the City of Toledo over expected revenue benchmarks as defined in the "Toledo Expansion Incentive (TEI) Guidelines." A business which is primarily a manufacturing company and/or spends at least 15% of its yearly expenditures on product research and development activities may be eligible for larger grants.

### **Determination of Grant Money**

A grant awarded in any one calendar year shall be based upon the amount of growth of an applicant's municipal income taxes actually received and retained by the City of Toledo during the previous calendar year above the expected revenue benchmarks set forth in the original agreement. There are designated TEI Zones throughout the City of Toledo—Depending on an entities' exact location, they are eligible for a 10% to 30% Grant.

### **Additional Information**

The Department of Economic and Business Development will address any questions or concerns regarding this program. This department will require historic and projected payroll figures, which will allow them to generate an annual and term grant estimate.



### Enterprise Development Loan Program

This program is intended to encourage private lenders to provide credit to firms which have difficulty securing reasonable financing that promotes growth, while preserving working capital. In addition, the EDL Program is intended to directly serve the needs of disadvantaged business enterprises that quite often lack the resources to obtain credit through conventional means. The EDL Program's primary goal is to secure the retention and creation of jobs for low and moderate income residents of the City of Toledo by providing subordinated, long-term financing at attractive rates.

#### Eligibility

Eligible applicants must be physically located in the City of Toledo. Priority consideration is given to business expansion projects that are located in an Enterprise Zone or one of Toledo's Community Reinvestment Areas. This means the Sylvania Avenue Commercial Corridor would receive priority consideration provided the applicants can demonstrate the ability to increase employment opportunities for low and moderate-income residents in the City of Toledo.

For-Profit applicants must meet the definition of a small business as defined by the Small Business Act. For the purpose of receiving an economic development loan, a small business is a business that is not dominant in its field of operation and can further qualify under the additional criteria:

- Construction: Average annual receipts do not exceed \$17.8 million
- for the preceding 3 fiscal years.
- Manufacturing: If there are not more than 500 employees
- Retail: If annual receipts do not exceed \$3.5 million
- Service: If annual receipts do not exceed \$3.5 million
- Wholesale: If the number of employees does not exceed 500

*For additional information and program exceptions please contact the City of Toledo Economic Development Department.*

#### Non-Profit Entities

Non-profit organizations, such as a 501 (c) 3 Community Development Corporation, would have to meet the following criteria:

- The non-profit organization must be incorporated as defined by the Internal Revenue Service (IRS) Code Section 501 (C)(3) and have been in existence at least two (2) years, with an active business development program.
- The non-profit organization's project must have a direct impact on business development in its service area.



### **Enterprise Zone Tax Abatement Program**

The Enterprise Zone Tax Abatement Program was designed to create jobs and promote economic growth in a specified geographical area of the City of Toledo. Its purpose is to establish, expand, renovate or occupy facilities and hire new employees and/or preserving jobs within the established zones. Meeting these guidelines will result in the approval of a tax credit.

#### **Fees**

This program has fees associated with the application process as well as the City's need to monitor the program agreement. The initiation fee is 1% of the amount applied for in the application, not to exceed \$2,500. The terms is 15 years. Every year there is a \$750 monitoring fee paid to the City of Toledo. Businesses interested in this program need to consult the information available on the City of Toledo's website at [www.toledo.oh.gov](http://www.toledo.oh.gov).

#### **Economic Development Zone Map (see map next page)**

To determine which zone the Sylvania Avenue Commercial Corridor lies, interested businesses should consult the map on the following page. The map illustrates the numerous Economic Development Zones in the City of Toledo. It also shows that Sylvania Avenue is a boundary line for many of the zones. This means that the Sylvania Avenue Commercial Corridor planning area is subdivided into six (6) Economic Development Zones. These include numbers 2, 3, 4, 8 & 9 are identified as zones of district 022A. They are situated predominantly to the north of Sylvania Avenue. These are highlighted in the color blue. The color pink highlights zones 6 & 7 are "to be added to existing zone 022A." These two zones are located along the southern border of Sylvania Avenue.

### **Municipal Jobs Creation Tax Credit (MJCTC) Program**

This program was designed to create jobs and increase Toledo's tax base. It authorizes the City of Toledo, through the Mayor and City Council, to grant credits to businesses, by ordinance, against municipal income taxes (payroll taxes) on businesses net profits based upon new municipal income tax revenues generated from new jobs.

#### **Eligibility Requirements**

All types of companies are eligible for this program. Priority will be given to manufacturing, distribution, service companies and other types of businesses that involve interstate competition. The Director of Economic & Community Development, along with the Business, Workforce & Technology Division, should have the flexibility in deciding which companies are eligible to apply for the Municipal Jobs Tax Credit. The Business, Workforce & Technology Division, with the Economic & Community Development Director's approval, shall present a Municipal Jobs Tax Credit application package on each business to the Industrial Development Committee (IDC), who will review the above material and then make a recommendation to the Mayor and City Council.



## ECONOMIC DEVELOPMENT ZONES City of Toledo

 Interstates  
highways

-  existing zone O22A
-  existing zone 37E
-  area to be added to zone O22A
-  jurisdictional boundaries

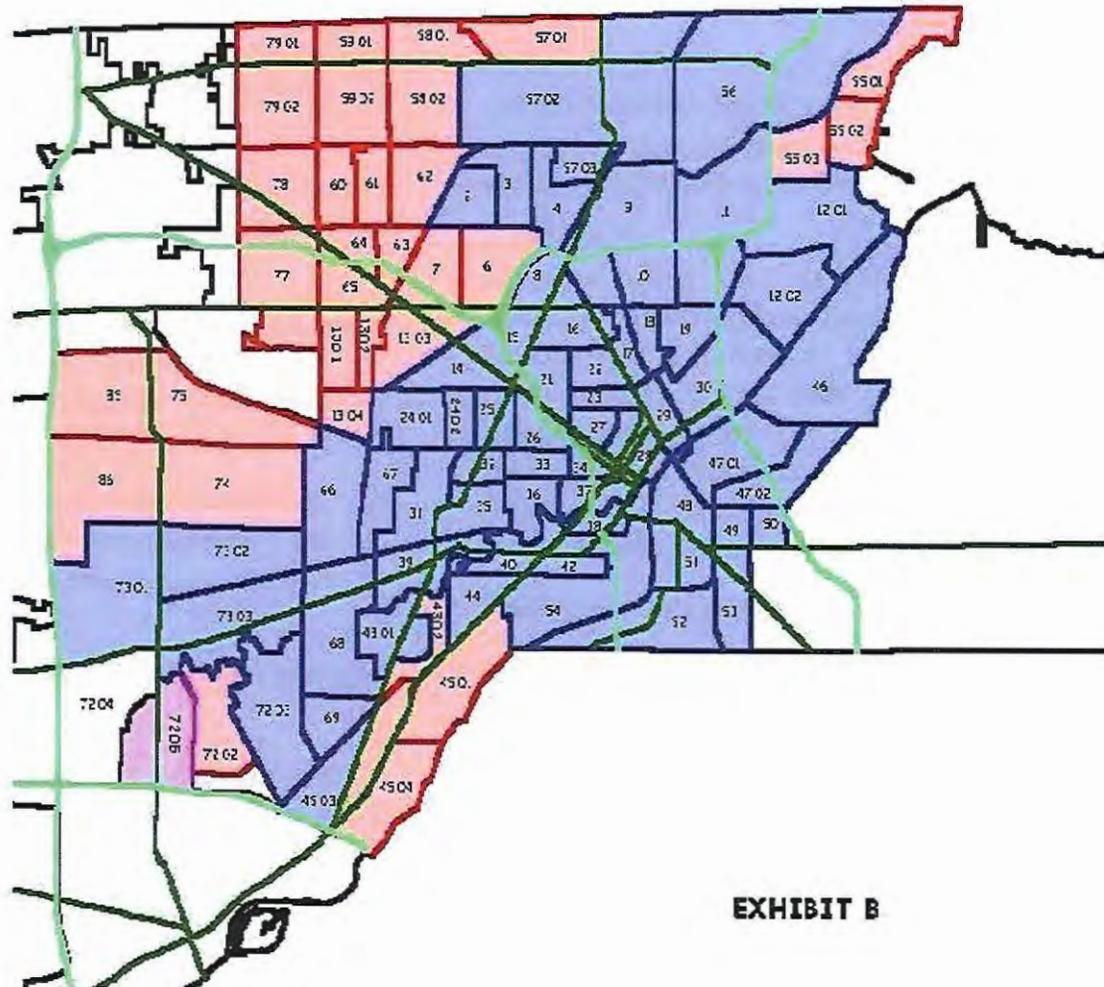


EXHIBIT B

## Eligible Projects

All projects must meet the following criteria in order to be eligible:

- Businesses must submit an application and have approval for their project from the State of Ohio's Job Creation Tax Credit Program in order to be eligible/qualify for the City of Toledo's program.
- The business must create a minimum of 25 NEW, FULL-TIME jobs within 3 years.
- The hourly wage rate of the project's new, full-time jobs must be 150% of the state minimum wage, or \$10.57 an hour per job. Businesses will not receive credit for jobs that do not meet the above 150% minimum wage guideline.
- The MJCTC will be only for new jobs created, not existing jobs with new employees. Businesses relocating within the City/State and seeking a project site for expansion purposes will be eligible for MJTCP.
- Businesses must be within the City of Toledo's State Enterprise Zone or the proposed Federal Enterprise Communities Zone in order to be eligible for the MJCTC.
- Businesses must stay within the above jurisdiction in which the credit is granted for two times the municipal jobs tax credit exemption period.

## Tax Incentive

Eligible businesses and projects can apply for the municipal jobs tax credit through the City of Toledo, Department of Economic & Community Development's Business, Workforce & Technology

Division. The Business, Workforce & Technology Division will prepare a package and present the information to the Industrial Development Committee (IDC) for a recommendation to the Mayor and City Council.

The maximum tax credit equals 40% tax exemption of the Municipal payroll taxes of eligible full-time employees per year, for up to 10 years, for businesses within the State Enterprise Zone. Also, a maximum tax credit of 80% tax exemption of the municipal payroll taxes of eligible full-time employees per year, for up to 10 years, for businesses within the Enterprise Communities jurisdiction.

## State of Ohio Guidelines

As mentioned under "Eligible Projects" above, "businesses must submit an application and have approval for their project from the State of Ohio's Job Creation Tax Credit Program in order to be eligible/qualify for the City of Toledo's program". This MJTCP is designed to mirror the State of Ohio's Job Creation Tax Credit Program that is in place at the time of implementation of this program. Changes may be made to the State's program from time to time, which may increase or decrease the minimum requirements.

Any project deemed eligible and approved for the State of Ohio's Job Creation Tax Credit Program does not automatically meet the eligibility requirements for the City of Toledo's MJCTC.

## CAUTION

The numerous programs discussed may sound enticing, but all of them have more detailed guidelines, requirements and processes than are outlined herein this document. The information explained in this plan is for reference purposes only. Therefore it is important to meet with a business development representative at the City or Chamber of Commerce to help guide you through what program may work best for your business/business plan. They are included here because of the geography and the fact this is a strategic plan to improve a business corridor.



## Lucas County Economic Development Corporation (LCEDC)

The LCEDC is the economic development agency serving Lucas County, Ohio. The agency works in conjunction with the other economic development organizations at the local, state, and federal level to provide seamless service of business assistance programs to area businesses as well as prospective new businesses.

The LCEDC provides guidance and connects businesses to the appropriate agency or technical assistance provider for their project. The LCEDC subscribes to Northwest Ohio's "No Wrong Door" for success philosophy which enables the business to connect with the right agency or department for economic development assistance. The LCEDC's is able to do this by using its economic development specialist to conduct a first review of your proposed project and then connect you to the proper source to keep your project moving forward.

The LCEDC can connect you to:

- Workforce Training & Recruitment
- New Machinery & Equipment Financing
- Facility Construction and Expansion Assistance
- Business Consulting Services
- Doing Business with the Government
- Starting a Business
- Technology Commercialization

For the most part the LCEDC is an entity that connects larger development projects with other development organizations. It

troubleshoots problems where there appears to be gaps in what ordinarily should be a seamless team approach to providing service to projects across the county. However it is worth mentioning the LCEDC here because it does have an economic development specialist on staff that might be able to help if other entities are currently experiencing a full plate. Whether it's just a review of a business plan or making sure you are heading in the right direction with financing, most of the agencies involved in economic development are able to provide the basics.



**The Lucas County Economic Development Corporation**  
*Developing High Impact Solutions for the New Manufacturing Economy*



## Community Development Programs

Several organizations and agencies are involved with providing a variety of community development programs and needs. Community Development includes housing programs, crime watch organizations such as Block Watch; and organizations such as the United Way and Red Cross that have specific purposes within the community. The bulk of the community development activity for residents and non-profit organizations will rely on the City of Toledo and Local Initiative Support Coalitions.

## City of Toledo, Department of Neighborhoods

While this report has covered the City's numerous economic development programs, it also offers several community development programs as well. These include:

- HOME Owner-Occupied Rehabilitation Program
- Lead-Based Paint Demonstration Program
- HOME Housing Development Program
- CHDO HOME Development Pool Program
- Down Payment Assistance Program (DPA)

## Using Federal Funds on Historic Property Projects

The Historical/Environmental section conducts Section 106 (historic) reviews to determine whether or not a project will significantly impact properties listed or eligible for listing in the National Register of Historic places. This section also conducts environmental reviews to determine whether or not a project will significantly impact the environment.

## Technical Assistance & Building Specification Reports

Technical assistance to Community Development Corporations through spec writing and inspections.

## Relocation Program

The City of Toledo has a policy of non-displacement for all tenants (whether commercial or residential) in any projects using federal, state, and/or local funds for the following activities: demolition, rehabilitation, acquisition or conversion. The Relocation staff administers referral advisory services, counseling, eligible benefits and housing. The goal of the program is to offer fair and consistent treatment through relocation planning assuring that the person(s) being displaced or temporarily relocated is matched with appropriate resources. Tenants can be assessed to determine eligibility for Section 8.

## Neighborhood Stabilization Program

The City of Toledo received grant funds through the Neighborhood Stabilization Program (NSP). The NSP funds have been spent to acquire vacant and foreclosed properties for rehabilitation and subsequent sale to qualified homebuyers. The NSP's goal is to stem the rising foreclosures and declining property values in the city of Toledo. As mentioned earlier, a 2010 Study noted in a memo that the Sylvania Avenue Corridor Planning Area had a higher than average foreclosure rate. It would seem appropriate that nuisance properties meeting the eligibility requirements for the NSP program be targeted to help stabilize property values in the corridor.

NSP funds will be spent in three stipulated need categories that include areas with greatest percentage of home foreclosures, areas with highest percentage of homes financed by sub-prime mortgage-related loans, and areas identified as likely to face a significant rise in the rate of home foreclosures. Prospective homeowners will be required to attend and complete an eight-hour homeownership



training session organized by a qualified HUD approved counseling agency. Prospective homebuyers must obtain mortgages from local NSP participating lending institutions.

### **Special Projects/Coordination**

The Department of Neighborhoods (DON) periodically engages in special projects, such as this plan. There are several other projects as well that are worth listing in this section to provide a perspective of the variety of issues the DON addresses, but only those touching on issues affecting the planning area are mentioned.

#### **Sylvania Avenue Commercial Corridor Plan**

"The DON is working with residents and neighborhood organizations to develop revitalization plans for their area. Recommendations will be designed to consider various means of enhancing and improving both housing and commercial areas. The planning efforts are crucial to developing short and long term implementation strategies culminating in safe, healthy and desirable neighborhoods."



## **Toledo Lucas County Port Authority HUD 108 Loan Guarantee Program**

Toledo City Council passed an Ordinance approving the creation of a special loan guarantee program for commercial and industrial projects that would create jobs in Toledo's low/ moderate income census tracts. Once the program is available loan applicants will be required to meet both the Toledo Lucas County Port Authority and Housing and Urban Development project funding guidelines.

### **Year 16 Initiative**

Utilizing Low Income Housing Tax Credits brings opportunities for home ownership to the tenants of tax credit housing projects. After a 15 year time period has elapsed the project will have completed an "affordability compliance period." The 16th Year Initiative is being developed by a Task Force that includes the Ohio Housing Finance Agency, Ohio Capital Corporation for Housing, the National Equity Fund, Lucas Metropolitan Housing Authority, Neighborworks Toledo Region and technical assistance providers Cleveland Housing Network (CHN) and Neighborhood Progress, Inc. (NPI) and facilitated by the Department of Neighborhoods. Building on the strategies previously developed by CHN and NPI, Toledo is building its model and the linkages that will be required for a successful transfer to homeownership. In 2013 over 200 homes were expected to complete their compliance period and be available for sale to the tenants.

## **Local Initiative Support Coalition, Toledo (LISC)**

The mission of the Local Initiatives Support Corporation (LISC) is dedicated to helping community residents transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity - good places to work, do business, and raise children.

LISC actively promotes the concept of building Sustainable Communities. Basically these are places that offer a variety of living environments, residents with varied incomes, who together see benefit of working toward common goals for social and economic growth in a way that will not deplete the neighborhood of its resources but finds ways to add to them.

Launched in 2007, LISC's Building Sustainable Communities strategy has proven to be a promising agent of change, one that is flexible, innovative and responsive to local conditions. It reaches into every corner of a community's life with a comprehensive approach that can help change the trajectory of disadvantaged neighborhoods.



## The Vision

The following goal statements are the vision for Sylvania Avenue and some of its surrounding area. The vision consists of a series of goals and objectives that have been constructed from previous plans, public meetings and discussions with various neighborhood representatives and city leaders.

A community meeting took place in May 2013 and participation included numerous businesses, neighborhood residents, city officials and business leaders. The consultants also walked the district during the summer and fall of 2013 and spoke to many businesses at that time. They also spoke with many professionals and their agencies about other possible plans that might be in the works and could affect the planning area. A neighborhood business meeting was held in May 2014 to provide area businesses the opportunity to meet with business leaders, hear about their needs as well as ongoing issues and programs, and discuss the data and information gathered as part of the planning process. The goals are adaptable and are open to further discussion, addition and assignment.

## Business Development

### 1. Work with the Five Points Association LLC.

- a. Strengthen the organization's mission and ability to service the business corridor with available tools and other immediate assistance.
- b. Request assistance from the Small Business Administration (SBA)
- c. Consult with the Toledo Chamber of Commerce to gain volunteer support with business planning from SCORE, a

national nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship. The organization has been doing this for nearly fifty years and has a Toledo Chapter based out of the Chamber.

- d. Meet with the City of Toledo Department of Economic Development to build relationships and open the channel of communication about available sites and storefronts.
- e. The Five Points Business Association should be the commercial representation of all things needed by the business community, and should actively and aggressively implement the (identified) strategies needed to promote sustainable commercial activity.

### 2. Develop a niche retail climate along Sylvania Avenue.

Specialized businesses that offer products not found in larger retail stores, or offer attendant type service to be considered specialized, will not be in direct competition with the Toledo or larger retail markets.

- a. Meet with local university business departments to develop relationships with professors and deans of programs to develop volunteer internship opportunities or meet students interested in entrepreneurship.
- b. Become acquainted with local Angel Investment groups who look for opportunities to support entrepreneurship as well as a return on investment.
- c. Learn about the many programs available to non-profit organizations assisting business development, funding available for start up businesses and become the best



informed advocate for the redevelopment of the commercial corridor.

### 3. Cultivate membership in the Five Points Association

- a. Start with the larger retail anchors including Family Dollar, McDonalds, Rite Aid, and similar businesses that have a vested interest in seeing a stronger, growing market area.
- b. Compile a database of property information so investors know what is available, especially when adjacent to another parcel when an additional purchase is necessary, and to target the vacant business locations for enforcement or development. Property transfers can be facilitated to community investors. Data should include:
  - i) Name of property owner & contact information
  - ii) Information about the taxes, any liens, etc.
  - iii) Building square footage
  - iv) Age of building
  - v) Building's status, such as for sale, currently rented, vacant, etc.

### 4. Work with the Lucas County Lucas County Land Bank

- a. Identify problem properties and assist with the marketing of blighted, non-tax paying parcels.
- b. Attend a meeting and take information about parcels along Sylvania Avenue.
- c. Stop the recurring sale of blighted homes with nuisance orders pending from the City of Toledo

### 5. Increase Police Presence

The newly opened Northwest District Station is expected to provide law enforcement presence that will deter vandalism and loitering.

### 6. Address Absentee Owners

- a. Focus on vacant and dilapidated buildings that have a detrimental impact on economic enhancement.
- b. Increased efforts should be made to monitor tax delinquency and facilitate ownership transfer to community investors.

### 7. Support for Local Businesses

- a. It is essential for every local business to have community support and provide goods and services that are readily needed by the community.
- b. Marketing strategies need to be developed to target such support.
- c. Hiring from within the community is a function of the reciprocal local support.

### 8. Business Attraction

- a. Businesses need to be recruited after a community needs assessment is completed to determine the types of goods and services would be complimentary to existing businesses and supported by the community.
- b. Work with the business development organizations listed in this plan to either obtain funding to pay for a Community Needs Assessment or gain their professional assistance to prepare one.



## Way Finding

The way finding program proposed for the Sylvania Avenue Commercial Corridor takes into consideration the relative small size of the area, the unique nature of the street patterns, the proximity to Interstate 475, as well as the West Toledo Branch Library. The library is centered in the district, at the intersection of Willys Parkway, and offers balance to the corridor. It is also a very visible, highly used civic building. Therefore a unique plinth marker is suggested for the library to connote Library Village, emphasize the importance the location plays to the neighborhood, and sort of act as the point of reference for the way finding system.

The gateway signs are larger signs that welcome visitors to the neighborhood and commercial corridor. They say "Welcome to Five Points" and are positioned at the two highly visible points vehicular-wise. One location is proposed for the intersection of Jackman Road and Sylvania Avenue. The other proposal is to be situated at an angle across Detroit Avenue from the I-475 off ramp. The placement is important to catch people traveling up Detroit to Haverhill as well as welcoming visitors turning left off the I-475 exit ramp into Five Points.

### 1. Coordinate Way Finding with the City of Toledo's Transportation and Engineering Services.

- a. Determine appropriate location at proposed sites
- b. Coordinate installation with other projects that may be scheduled for the Five Points neighborhood.
- c. Ensure all designs meet with city specifications for installation, safety, etc.

### 2. Work to secure funds, including donations, grants, and support from local business community to purchase way finding.

- a. Way finding should be limited to civic directional markers. Otherwise the naming of businesses in other signage may violate zoning sign code regulations with regard to off premise advertising and signs.
- b. Donations to a valid, tax deductible charity are more attractive to donors than non-charitable organizations. A way finding campaign must be organized by such organization, which returns to the subject of the Five Points Association tax contribution status.
- c. Banners to change the signage with the season or for special occasions help with the streetscape and keep the business corridor visually interesting. Work with a designer on the actual look for the area is another task.

### 3. Important Places

- a. The centerpiece of the Five Points Neighborhood and Library Village is the West Toledo Branch Library, so it definitely qualifies for being listed on directionals. It also should be denoted with a marker of its own to signify the importance of the place. An example is included.
- b. Identify locations of any schools, parks, or large public places for people from outside the neighborhood.



#### 4. Entryways

- a. Welcoming everyone to your neighborhood, including those who live and work in it, is the best way to define the neighborhood/business area boundaries as well as remind them someone cares about a visitor.
- b. Key locations for Five Points include the five way intersection at Jackman, Tremainsville and Sylvania Avenue; and at the new I-475 exit ramp.

#### 5. Markers

- a. Markers serve to add uniformity along the commercial corridor, highlight there is a coordinated approach to working within the neighborhood, and offer visual cues and seasonal changes to the onlooker.
- b. Key locations for the markers are along the Sylvania Avenue Commercial Corridor, spaced as "bread crumbs" along the way. There should be a trail that draws people's attention just beyond the entry marker.





### Jackman Avenue and Sylvania Avenue Gateway

The picture below is the Jackman/Sylvania Avenue intersection as it exists while the picture to the right is the same intersection shown with a proposed archway with accoutrements. This archway has the City of Toledo Seal at the top of the arch, and indicates the entry to the Five Points area. It could just as easily say 'Library Village.' This is one key reason why the understanding of the relationship between Library Village when it was initially platted, as well as the Five Points area, needs to be determined. The purpose of this plan is to make Sylvania Avenue more appealing for businesses and mixed uses.

In addition to the archway, there are identical buildings flanking Sylvania Avenue north and south. While today's commercial market may be in a slump, this plan is for the future 10 years. A lot has happened in the past five years and the next five years can determine the course for this neighborhood.



### Lewis Avenue and Sylvania Avenue Gateway Looking East

Similarly the adjacent two views are of the Lewis Avenue Gateway with Sylvania Avenue. The existing conditions are to the right and the proposed gateway is shown below that photo. This is a very busy intersection and there was a great deal of discussion as to whether or not there should be another element added to this "intersection of traffic islands."

It is also important to note that the building located at the split, currently a candy and confectionary store, has often been hit by vehicles that misjudge the street pattern. A flag pole was recently knocked over that has been a symbol of pride to the neighborhood. It is not shown and may also add to the dialogue about placement of an arch at this location.

Previous studies have proposed a round-a-bout for this intersection. Design standards for such have changed drastically since the first conceived here, even a zero grade curb for larger trucks having a difficult time making the turn. It is not currently shown as a proposed element for this intersection at this point.



This is another view of the archway proposed for the Sylvania and Phillips intersection, but as the driver approaches from the opposite direction. The existing intersection is shown below in black and white and the proposed improvements and gateway is adjacent at right. From this distance one can see how the arch/gateway plays out as a defining element to a business district.



Another view of the Lewis and Sylvania Gateway existing at right and proposed shown below.



### West Toledo Branch Library

The West Toledo Branch Library is shown as it currently sits at right. One of the elements identified in the 2001-2004 planning exercise was the addition of a gazebo in this area. The gazebo can be seen in the proposed view below, along with a brick plinth identifying the library as the center of the Library Village, as well as its importance to the neighborhood as an anchor. Additional artwork has been added to add scale and proximity to the new accoutrements from children's perspective.



## Housing

Improve the quality of the available housing stock.

### 1. Existing Organizations

- a. Work with an existing neighborhood development non-profit organization in Toledo as a mentor or to merge with their operation.
- b. Become better organized and initiate a more formalized structure representing a unified geographic area that can leverage resources from the many agencies listed in this document as well as have more direct influence when dealing with elected officials.
- c. Work with the Lucas County Land Bank to plan a course of action concerning abandoned and blighted homes. This plan represents a great start, utilizing the land use inventory, from which a plan for addressing the vacant and blighted housing can be addressed. Actions include:
  - i) rehabilitation using the various city programs
  - ii) identifying a larger area with multiple housing rehabilitation problems that may be more economically beneficial for a redevelopment project that benefits the neighborhood, or;
  - iii) demolition of the structure and selling the parcel for a new home or to be split between adjacent home owners.

## Create Bike Lanes & Enhance Neighborhood Linkages

A clear goal was heard at the community meeting that providing more bike lanes was desirable to better direct the traffic, avoid vehicular collisions with bicyclists, joggers, and others, and to draw attention to the several places there are to visit, recreate, or pass thru and enjoy the neighborhood. Some ways to do so might include:

### 1. Partner with the Groups Who Can Help

Work with the Toledo Department of Parks & Recreation, Division of Engineering Services, the MetroParks of Toledo, and the Lucas County Land Bank Program to identify potential pathways through the existing neighborhood roadway system.

### 2. Discuss opportunities with Other Public Entities

The West Toledo Branch Library, local parks, and our public schools are popular destinations for kids on bikes to travel. Especially those children who are "within walking distance" to their school. Evaluate opportunities to enhance routes to these popular places.

### 3. The Existing White Line

- a. Revisit the "edge of pavement" concept with the Division of Engineering Services. There are too many different opinions of what this area is meant to be used for.
- b. Investigate if there is the future possibility to restripe the "edge of pavement" to allow room for an actual bike path, using best transportation practices and pavement markings.



## Parking

Parking, and its type or lack of availability, is often perceived to be a reason for businesses to be lacking in customers.

### 1. Edge of Pavement

- a. Investigate the potential for using the area in the "edge of pavement" for using striping for where parking spaces are meant to be located.
- b. Clearly stripe the areas where bus lanes are to be reserved, as well as driveway aprons and fire safety equipment.

### 2. Potential Lots

- a. Study and identify the businesses that really need parking, meaning there is no curbside parking for various reasons or off street parking.
- b. Work with Lucas County Land Bank to identify any lots near the businesses identified above and investigate the potential for acquiring the lot for use as community parking.

## Streetscape

The discussions at neighborhood meetings have indicated a need for further landscaping to soften the hardscape of the concrete and buildings. The Five Points Area Business Association representative also contacted the City of Toledo Parks & Recreation Department to request assistance with configuring a potential streetscape design.

### 1. Implement Streetscape Design Plan

With a plan in hand there is no reason to second guess what to do. It's how to go about doing it. There is obviously costs

associated with the work but it is already a step ahead in the right direction.

- b. Irrigation is an important factor for new plantings. If there is no regular irrigation designed into the updated Sylvania Avenue Business Corridor, then the Business Association can use the issue as a reason to meet with all of the businesses along the corridor. Regular watering will have to be a responsibility of the businesses, but a schedule of some sort can be something to rally around to improve the business environment.

*A copy of one of the eight sheets designed by City of Toledo can be viewed on the following page.*

## Way Finding

There is also a way finding plan included as part of this plan. While it seems inherent, it should be formalized into a goal to adopt the way finding plan, or a similar one, and implement the strategy.

### 1. Cost

Any way finding plan will have an associated cost. It is another rallying point for the businesses to review and discuss the pros and cons about how the plan integrates the community based assets with the business attractions.

### 2. Work on Neighborhood Organization Relationships

While forming and solidifying the business association, the need to involve the other neighborhood associations will play heavily into this goal. The signs benefit everyone, not just the businesses. It's a discussion that should happen to strengthen ties between the various organizations and their purposes.



## Public Transportation

Discuss mutual goals and a potential partnership between the Sylvania Avenue Corridor businesses and TARTA.

### 1. Mutual Goals

Increasing ridership to and from the business corridor and surrounding neighborhood will:

- a. Add revenue and assist the public transportation system, a valuable and needed asset for many Toledoans.
- b. Improve the overall pedestrian activity along Sylvania Avenue from riders who also add foot traffic in front of businesses and storefronts. People driving by notice more pedestrians and think of stopping next time they come to the corridor rather than pass through.

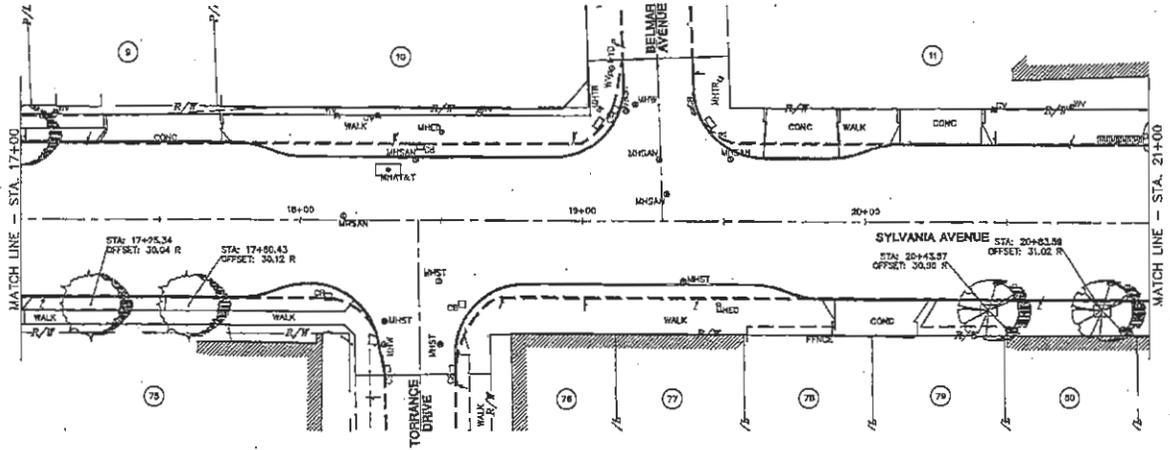
### 2. Try a Miniature Model of the Downtown Multi-Modal

- a. Once TARTA is successful in achieving its new multi-modal transportation hub downtown, the Sylvania Avenue Businesses and Neighborhood would make a good place for an experimental outreach project.
- b. Work with TARTA and the Lucas County Lucas County Land Bank Program to locate a site that is near an existing bus stop but can serve as another focal point along the corridor.
- c. Ideally the new stop would be a small edifice that would copy an architectural feature or concept of the downtown station to draw TARTA's theme out into its service area.

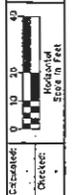
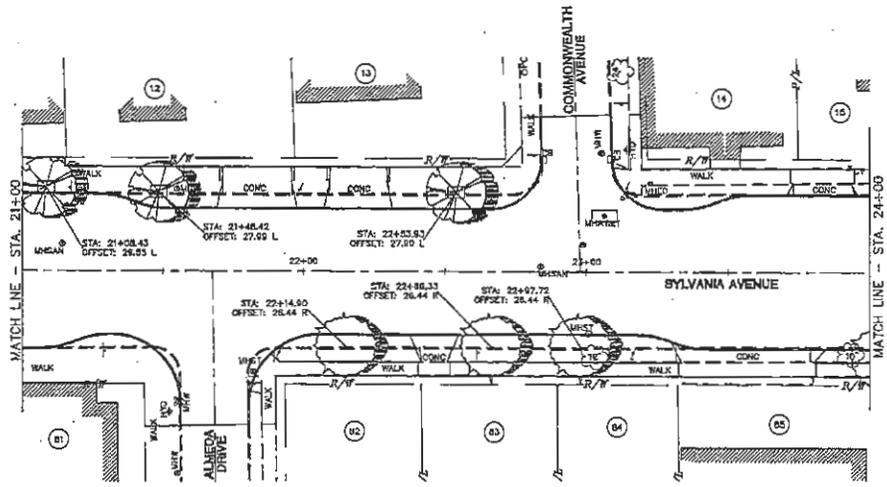
### 3. Trail Head

- a. Connectivity is stressed in this plan, between the neighborhood, businesses, bike lanes, schools, and TARTA is also a big part of how people move about town.
- b. The mini-modal stop could be located at a trail head if coordination of bike paths among the various recreational planning organizations has progressed to the point of identifying an obvious location where this repositioned stop could serve several user groups.





**Note:**  
 Trees in tree well shall have a 4'x4' opening with backfill of a mix, 70% #10 (1/2") specified C1 Structural 30% filler to C1-201 Specification in Special Provisions section, 33 later.  
 Trees in tree trunk area shall be identified with planting site as specified in Special Provisions section, 34 later.



Contract: \_\_\_\_\_  
 District: \_\_\_\_\_

LANDSCAPING PLANS - SYLVANIA AVENUE  
 STA. 17+00 TO STA. 24+00

SYLVANIA AVENUE  
 JACKMAN ROAD - LEWIS AVENUE  
 ROADWAY RECONSTRUCTION

54  
 130



## Appendix

This plan utilized the involvement of meetings with the neighborhood publicized for two occasions. The first was the longest and most comprehensive meeting and was sponsored by the Department of Neighborhoods and held on May 26, 2013. Nearly 30 people attended the meeting at the West Toledo Branch Library on Sylvania Avenue from 6:00 p.m. to 8:00 pm. The theme of the meeting was called Community Connections. Consultants William Homka and Steven Shrake were in attendance and introduced at this meeting.

The second public meeting was focused on the business community. It was jointly sponsored by the Department of Neighborhoods and the Department of Economic Development. The meeting took place on May 8, 2014. The notes from that meeting as taken from the consultant are also included in this appendix as Business Meeting. Major points from each are highlighted for reference purposes. It is always helpful to know that ideas, goals and objectives in a strategic plan are not those of the authors, but those of the participants. The plan authors merely organize the concepts into strategies and depictions/graphics to summarize the public's intent.



## Community Connections

Public Meetings & Citizen Participation A meeting sponsored by the City of Toledo was held at the West Toledo Branch Library on Sylvania Avenue on May 26, 2013. The following is a summary of the meeting and information shared by the attendees. There were nearly 20 residents and businesses and an additional 15 public officials and consultants in attendance.

## Amenities

The attendees discussed the benefits of the new roadway improvements and the overall improved appearance it has brought to the neighborhood. Several ideas spun off the new roadway including adding benches by the bus stops and placing bike racks in conspicuous places. The bike racks would promote the concept of supporting more bicycle traffic in the corridor to visit businesses. As an aside a discussion about the placement of more trash receptacles along the corridor would help with the ongoing problem of refuse strewn in different areas. Discussion about receptacles near bus stops was also discussed as was the responsibility of maintaining/emptying the receptacles.

The old concept of "pocket parks" was brought up. Pocket parks are small green areas that are not necessarily part of a park "system." These are very small parks that make use of vacant or blighted lots, parcels or combined land areas that lack other development opportunities due to their antiquated size or location compared to today's development standards and trends. Several ideas mentioned included developing a dog fountain to encourage dog walkers to increase foot traffic towards a destination type "pet" watering hole. Other ideas included offering pocket parks to neighborhoods to maintain as planters, community gardens, sitting

areas, etc. Awards and recognition programs by the city or the Chamber of Commerce could be developed to recognize the parks that are adopted by businesses and contribute to the city's quality of life by improving corridors and neighborhoods. Maintaining leaves, mowing grass, decorative planters, etc. with a centralized volunteer sign up center at the city to track which parks have "sponsors" or "maintenance affiliates" and which neighborhoods lack any opportunities so far. The group thought the Sylvania/Lewis Neighborhood would make a great demonstration project.

## Traffic calming measures on Sylvania Avenue

Attendees still believed that there is too much high speed traffic volume on Sylvania Avenue. The original idea was to remove a lane of traffic each way, east and west. However the new improvements maintained two-way traffic. The bump-outs help at the intersections by narrowing the throat of each intersection, capping off the parking lanes. This makes crossing Sylvania Avenue somewhat faster since two "parking lanes" have been paved over. Yet the maintenance of the two way traffic did not help with the fast pace of vehicular traffic in between intersections.

## Traffic Cameras

Another idea raised in the meeting is the installation of traffic cameras at some more intersections along Sylvania Avenue. The cameras seem to be helping reduce the number of accidents at high incident intersections in other areas of Toledo. It would seem appropriate to have this safety feature installed along Sylvania Avenue at a few intersections to help maintain a slower speed. It should also reduce the number of illegal left turns from Lewis Avenue to Sylvania Avenue that happen regularly. This presents a vehicular turning movement safety issue for motorists as well as pedestrians and bicyclists.



### Bikes & Bike Lanes

A discussion about promoting more bikes was ongoing. Although the 2011 Sylvania Avenue improvements repaved the sidewalks, some businesses and residents would still like to see wider sidewalks. The additional room on the walkways could be used to clearly mark a bike lane. Visual kiosks that would help define the neighborhood, such as a business directory, along with better signage would have room in the wider sidewalk. The idea of thoughtful placement of bike racks was raised again in this context, along with ideas of the various types of users. Joggers, baby strollers, and the desire for policemen dedicated to providing a police presence along Sylvania Avenue would draw more users for pedestrian activities because the area would be safer.

### Connectivity

Connectivity of bike paths and lanes were also discussed. One person raised the idea to route a bike path along the railroad from Miracle Mile into town. Discussion about the areas variety of home owners and families who would use a bike path were discussed, and the proximity of the area to other city amenities such as parks and the difficulty to ride via bikes were mentioned.

The adjacent pictures show a before and after comparison of one possible way to connect the West Toledo Branch Library and Sylvania Avenue. It's a winding trail down center of Willys Parkway. The parkway has fewer curb cuts and interruptions to the bicyclist, jogger or walker. The goal would be to connect Library Village to Liberty Park, located south of our study area. However we observed the park is somewhat underutilized. Stone benches are incorporated along the trail, and the Arts Commission of Greater Toledo could be a partner in the placement of art along the path.



### Traffic Calming

Traffic calming is related to decorative pavements and streetscape, concepts that were very familiar to this group. Some thought narrowing Sylvania Avenue might not be as possible but to change the pavement types of the two lanes adjacent to the parking may slow traffic. Cobblestone lanes were mentioned as a sort of 'rougher' ride that would slow traffic, allow for more parking maneuverability in the curbside parking lane, while the through traffic would stay in the inside "smooth" lanes.

### Tree Replacement/Landscaping

Replacing trees where there were trees before the 2011 project was a consensus idea in the group. Greenery always adds a feel of a better neighborhood, and some say right now the lack of any trees makes the new street stand out as more of a thruway. Irrigation of the plantings is important. Someone asked if the city provided irrigation for planting areas and the answer was not immediately known. The irrigation would insure that new trees and plantings would survive.

### Vacant Storefronts

The last main theme was that the residents, businesses, building owners and city officials need to be aware that vacant store fronts also present an unappealing appearance. There should be a strategy to deal with vacancies. Similar to the typical shopping mall, where a tenant moved out and a unit stands empty, the mall makes efforts to add nice visuals to the front of the area to minimize the vacancy's effect on the shoppers perspective. The community needs to develop a "mall" theme like visuals that add a positive impression to the area while minimizing the negative effects the vacant/blighted building can have on potential new investment or building buyers.

### Neighborhood Assistance

The City of Toledo can't do it all. The participants present agreed that the more assistance the neighborhood can provide to help itself the quicker the improvements can be made and the more vested the area is in the plans. Several ideas were brought out that generated discussion among the group.

The neighborhood can assist by developing a registry of existing websites. What are all the websites that feature the Sylvania Avenue neighborhood or point to resources within it. It would help to have a single source where people can go to find all the information available about the area. That would include the schools, elected officials, city programs, numerous news outlets, business directory, volunteer citizen groups and organizations; churches, youth programs, etc.

### List of Available Buildings

What properties are available for sale or rent in the area. There seems to be a real estate function necessary in every neighborhood that is fighting a downward trend. If we want to encourage new investment, the next step is to be well versed in what properties are available for purchase. what is the building condition? What's the asking price? Who is the realtor? What size is the building? Who is the realtor/contact person? What can the building be used for, i.e. what is the zoning? Without such a data base it is difficult to champion reinvestment along a corridor if we do not even know what buildings are for sale or not.



### Incentives

The City of Toledo offers numerous incentives to aid with the purchase and rehabilitation of slum, blighted property. Even small and new business development that has a business plan can meet with the city and other agencies to acquire low interest financing, possible small grants for facade repairs, tax abatement if the area is in a Community Reinvestment Area. Perhaps there is seller financing available. Again the incentives need to be listed as available and for which/each property.

### Historic Area

Some participants said the Sylvania Avenue Corridor is historic. Still many said that the district looks dilapidated. The statement was made that the area needs to maintain the historic integrity of the district. Yet the problem buildings are typically owned by absentee owners who live in other communities or states. City representative and consultants were asked if there are programs that can hold vacant owners of blighted buildings accountable for the conditions. They believe there should be some method or program to hold vacant property owners accountable to maintain buildings

### Methods to Deal with Preserving Historic Character

City representatives and consultants responded with several possibilities the neighborhood could work to build or deploy using local zoning ordinances and state statutes. The City of Toledo has several historic district overlay zones that require a review board to review and approve any changes to the exterior of the buildings in a designated area. The members of the review boards are appointed by the Mayor and City Council. The present district boards are very proactive in garnering municipal support and housing court support for alleviating the destructive neighborhood conditions that some buildings are having within their boundaries.

### State of Ohio Receivership Statute

Another program raised is the State of Ohio's Receivership Statute. This is a program that targets buildings that are tax delinquent, has nuisance orders against it, and the owner is not complying with messages concerning both. Residents can partner with a potential "receiver" who can petition the housing court for temporary receivership of the building. Once granted temporary receivership, the court grants the petitioner access to the building with a team of professionals who will review the possibility for renovation and improving the structure up to codes. The team must present a plan of recovery to the housing court, along with costs including any liens placed on the structure. If the plan is financially strong, the petitioner is granted full receivership and must complete the improvements according to plan. Receivership will waive all liens but for federal liens. Once completed, the rightful owner may purchase the structure from the receiver for the amount of money invested plus a 15% receiver fee. If the owner refuses, then the building must go to sale and anyone but the receiver may buy the building. Federal liens are typically forgiven when the community is using the State receivership statute to improve the neighborhood and the prior owners will get nothing. The Cleveland Restoration Society (CRS) has been to Toledo and explained this program. The CRS is considered the forerunner of this program and uses it successfully in its historic residential areas and business districts.

### Program of Activities

Another strategy to help define the Sylvania/Library Village neighborhood as a community apart from the rest of the City is to program activities that invoke a sense of community. Holiday decorations were mentioned but it delved into who and what will pay for the decorations. The idea of erecting a monument to someone or thing that is of note from the neighborhoods history.



Displaying this new monument in a prominent location would also help to define a sense of place.

### **Economic Development**

Ideas were tossed out about how to spark support from the neighborhood residents, or even people outside the neighborhood. There are local shopping initiatives popping up in many communities, such as Shop 3 at 5, where you shop at 3 vendors and spend at least \$5 at each one per week. Perhaps the Sylvania Avenue Neighborhood could develop a neighborhood recognition shopper card. It might be similar to the card that Speedway gas station uses, the Speedy Card. Or perhaps the neighborhood organization can work with the Library to develop a book purchase option to 'buy local' books through the library. This idea would need further discussion.

### **Desirable Businesses**

Several of the kinds of businesses the neighborhood would like to attract were typical of the small "urban village" malls you find in Perrysburg or Fallen Timbers Center. These included Panera Bread, Starbucks (or a local coffee like Black Kite), Trader Joes, and Chipotle. Some other businesses listed at the meeting however included a hardware store, a Pan – Asian restaurant, dentist & doctors' offices; Urgent Care facilities, house of meat, bakery, florist, food service or grocer (which prompted discussion about the large vacant grocery store), and hair/personal care businesses

### **Business Programs**

The neighborhood and city representatives worked together to identify programs that would pair or match up with neighborhood improvement strategies. Improving the business ambience would be supported by developing codes requiring new buildings to have historic-style designs. The group identified Sylvania as the main East/West corridor for travelers to and from the downtown to the

many neighborhoods. They felt the need to identify corners that intersect North/ South that could have potential for new business development.

### **City of Toledo's NEDL & Facade Programs**

The city representatives fielded questions about the Neighborhood Economic Development Loan and the Facade Loan programs. The audience felt these are great programs. The consultant noted that the problem with these programs is that the requirement to pay prevailing wage often negates the possible savings in using the programs. The programs are also very intrusive because they involve public money and take a long time to navigate. So you want the savings to time/dollars invested to remain high.

### **Pop Up Hoods**

Discussion ensued about Pop-up hoods, or places that are on a trailer and can open a small businesses all at once. These seem to use other peoples' property free from rent. Should that be permitted by city code, as it competes with businesses that have invested significantly in purchasing or leasing space in the neighborhood.



### Westwood Adult Theater

Inevitably the discussion about the Westwood Theater came about. The neighborhood is definitely opposed to having this type of business in their vicinity. They are concerned about the negative effects of a pornography business has on property values; what the businesses effect on the family oriented neighborhood's future will be and why the neighborhood cannot just drive the porn business out of the area. The exterior of the building is also of concern. The building appears to lack investment, said some, while others disagreed and said the place has new owners and he has been making improvements. regardless it was clear that the consensus of the attendees was they would rather not have the business in the area.

### Second Hand Stores

This brought the discussion back to what incentives are there to open businesses in general, and how do you get building owners and/or the city to apply of seek these incentives. The attendees felt there are too many second hand stores that use the sidewalk as exterior display space. The feel it contributes to loitering problems and feel it's important for the city's zoning office to monitor and cite infractions.

### Business/Economic Strategy Concepts

The businesses and supporters value the area as an important asset to the community. They feel it is only right to push opportunities inherent to Sylvania Avenue. This can be done using a comprehensive marketing plan to cover the area, appearance and safety. The business need to coalesce around one vision and use that in its marketing plan. It must tap into the EIDC- micro loans and neighborhood programs to make new and potential businesses aware of the financial opportunities. They need to obtain the impressions of outsider to Sylvania Avenue so they can address any weaknesses perceived to passing through the area or stopping to shop. Perhaps the best thing to try is attract an Urban Pioneer who will want to live in the upstairs floor of one of the businesses and who will renovate the lower level for rent to a business. The group felt this was a very good idea and that the idea would catch on among other 'urban pioneers.'

### Neighborhood/Business District Needs Definition

Some detracting elements to the district were also mentioned. The need for visually attractive gateways to announce the arrival into the Sylvania Avenue "Business District" for example. Most felt the Lewis Avenue Gateway was a poor gateway. They noted the loss in the number of businesses recently, declining from 130 to 68. Some other negative signs include bars across the business windows and doorways which convey the area has a high crime rate.



### Neighborhood Business Promotion/Public Awareness Campaigns

Other ideas brought forth in this meeting include positive actions that could be undertaken with little cost or effort. Publicizing the awareness of existing programs or starting up simple new ones. Ideas mentioned included:

- Cost breaks for utilities for start-ups
- Businesses make Sylvania Ave powerful, help existing businesses
- Good neighborhood business – see in windows
- Maintain areas of interest that create pride in neighborhood
- Provide green improvements – knowledge
- Port “Better Buildings”
- Columbia Gas/First Energy
- More marketing of available programs
- Cooperative rates for business
- See Glendale Avenue

### Chicago Old Town

Business after business which has created outside patio areas on sidewalk by using fencing topped by flower boxes, and have tables enclosed. (use money on beautification like fencing in a patio area, awning, hanging planters, etc.)

### Recognition Awards

Award people/businesses who have beautified the area. Awards to existing improvements and committed businesses include

- LVA association
- Rudy’s properties
- Key Bank
- Mancy’s
- Funeral home
- Furniture store with apartments above

### How to describe the neighborhood

A minimal discussion took place about how to describe the neighborhoods that surround the Sylvania Avenue Commercial Corridor. While there are some programs and maps that designate the neighborhood as in decline, families and businesses who have long lived and worked here would rather promote the area using more positive terms. Several of the ideas included some catchy slogans, such as:

- An “up growing” neighborhood
- A place to call “home”
- Live/work/play and stay
- A community that cares
- Stroll down memory lane
- Charming neighborhood that Jeep built
- Start here – stay here



## Housing

There is continued interest in developing Loft Living. It seems the young professional is the common market, however empty nesters and some urban dweller families have also entered this market. What opportunities are present along Sylvania Avenue that could be marketed among the local business and building owners as opportunities for attracting new residents with high discretionary incomes. This would help change the trend of the neighborhood's disinvestment toward one of investment. Plus businesses follow rooftops, so more new housing especially located on the commercial corridor would tackle several goals, including:

- Additional Investment
- Family Oriented
- Business Attraction
- Building Stabilization/investment opportunities

## Recreation

What is the plan for space once Longfellow school is demolished? A few ideas that were brought forth included a splash pad and the need for more green space in the area.

## Various Subjects

Other goals that were brought forth as part of the discussion included:

- Asbury Park shelter house repaired
- Frisbee golf
- Maintain existing parks

- Baseball diamond
- Maintain rail to trail areas (lock it up/Jackman area)
- Handball or Bocce court
- Use empty lots between buildings for outdoor dining
- Inmates to do clean-ups?
- Good communication within the area
- Website
- Buy local
- Neighborhood businesses
- Business appearing in newspaper

## Signage

There is definitely an understanding of the connection between signage and a cohesive community. The attendees liked the idea of using the Library Village/Five Points Neighborhoods unique street layout as some sort of logo in a mosaic type design. The signage could bring uniformity to the neighborhood and provide clear, distinct boundaries.

## Other Sign/Logo Ideas

Some other ideas about using the signage logo went into other signs that participants believe would help garner a neighborhood/commercial area theme, including:

- Litter law signage
- Large welcome sign
- Create identity signage
- Old car – grill logo
- Business directory



## **Business Development Meeting**

The Business Development Meeting was held on May 6, 2014 and had about 10 community members in attendance. There were several agencies and professionals in attendance to provide information and respond to ideas and concerns as they were raised throughout the meeting. Each agency presented a brief introduction of what it is they do, with the remaining half hour left to the consultant to facilitate the meeting. The following are the notes from the meeting.

### **Police Response Time**

It's slower now. An example was provided of a teen being bullied and several businesses calling 911 yet it took 30 minutes to assist. Why such a long time with a police station in the neighborhood?

### **Police Familiarity**

Police need to get to know the business owners.

### **Vacant Properties**

How to make use of the vacant properties - Phoenix Cooperative. David from the Lucas County Land Bank spoke about how the program can help make these properties available and can work with current property owners who are delinquent in taxes and then get into the hands of people with initiative.

### **Reversing the Cycle of Blight**

The Sheriff sale cycle was explained, indicating how many property owners recycle their nuisance property from one deadbeat owner to the next. The sale cancels out the nuisance order, so the property changes hands yet the nuisance issues remain. The Lucas County Land Bank program reverses this cycle of properties going to the lowest bidder. Instead, properties identified as problematic or

having a better future are obtained by the Lucas County Land Bank program before the Sheriff's sale.

### **Safety**

Perceived or real, safety is a huge issue for the business owners. It was mentioned that people who are boarding up their windows because they are so afraid sends the wrong impression, that the area is not safe. Even worse people probably think their businesses are closed!

### **Cooperation**

Businesses have to work together to create opportunities of being more welcoming and the appearance of a welcoming shopping district.

### **Used Car Lots**

The proliferation of used car lots was raised as an issue. An example was made of the new one recently approved for the intersection of Willys and Sylvania. Councilman Webb acknowledged the lot and said there could have been a better use. Everyone said that whatever they (Plan Commission and City Council) impose (as conditions) there is still going to be a used car lot on the corner.

### **Conditional/Variance Uses**

A representative of the Toledo-Lucas County Plan Commission mentioned that these types of uses come and go. He said that if this used car lot closes for over a year that it would lose its approved status.

### **Repetitive Businesses**

Someone asked why we needed to have multiple uses of the same type. Drug Stores, gas stations, and now the latest trend is the Dollar Stores, Dollar General, etc. People asked how do we prevent



that. The answer is to require a market study. The net jobs is zero, and nuisance problems increase due to vacant/abandoned buildings.

### Employ Local Youth

Someone asked how many local businesses are employing kids from the neighborhood because it would increase 'ownership' of the store by relatives who would patron. Councilwoman Webb mentioned part of the reason for this study is that the reuse of the Jeep Plant site is that this neighborhood is to be a supplier of homes and services to that neighborhood's business development.

### Business Owner Membership in 5 Points

Business owners need to cooperate and work together. Are all the business owners active in the 5 points business owners association. Fracturing is happening and different ideas stymie the organization. A suggestion was made that the majority lead the organization to address the fragmentation, and move on.

Various other comments were raised:

- Supporting local businesses and helping them grow.
- Encouraging new businesses to locate there and start.
- Need parking that can support multiple businesses rather than small spaces scattered throughout the corridor.
- Amenities for the neighbors to hang out and enjoy themselves or gather
- Linkages to underutilized parks and open spaces

### Co-OPs

One person thought that co-ops were membership organizations. It was emphasized that the Port Authority's 'made here' or localized

theme is catching on in other communities, with organic foods etc. So instead of having to feel the need for a Starbucks to feel successful, have a unique coffee shop that purchases the beans thru the co-op and advertises local and promotes to the local residents and travelers.

### Facade Program

Someone asked if the Facade Program will return, and others answered no since no funding is available.

### Grand Re-Opening of Sylvania Avenue

There was supposed to be a grand re-opening of Sylvania Avenue and money was budgeted for that but it never happened. So what happened or will it happen. The money went to reinstalling the flag pole and installing bollards in front of Boyd's Candy Shop because drivers continue to nearly hit the building.



