

| ACTIVITY PRIORITY | |
|-----------------------|---------------|
| High Priority | 13-15 score |
| Medium Priority | 10-12 score |
| Lower or Low Priority | 7-9 score |
| Lowest Priority | below 7 score |

Toledo's Five-Year Strategic Plan

PRIORITY PROGRAM GOALS

To determine funding priorities over the next five years, the recommendations from the five focus groups and four community forums were used along with information from pertinent studies, perceived need, emerging issues (like home foreclosures), current socio-economic data and input from the Consolidated Plan Planning Committee and staff of the Neighborhoods Department. In evaluating requests for funding, the proposed activity will be looked at to see if it addresses a program or funding gap and also whether other community resources exist to fund the requested activity.

The eleven operational goals will also be used by the Department and the Citizens Review Committee (CRC) in their evaluation and review of funding requests.

In ranking the activity categories, three factors were used; the priority ranking the activity received at the community forums, whether the activity was a critical need and whether the activity was an emerging issue. Each of the three categories were ranked on a scale from 1-5 with 15 representing the highest or greatest need. In determining priority, the following numbering system was used.

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As the activities were reviewed by the Consolidated Plan Planning Committee and the staff of the Neighborhoods Department, it became apparent that some of the proposed activities fell outside the auspices or control of the Neighborhoods Department and though important, would be better identified as policies to be taken into consideration by the City on a case by case basis. These activities are listed under city policy.

ACTIVITY

1. Improve Housing Conditions

| Category Score: 13.2 High Priority | |
|--|----------------|
| Goals | ConPlan Period |
| a. Rehabilitate/repair owner occupied deteriorated housing | 15 High |
| b. Rental rehabilitation and repairs | 14 High |
| c. Home maintenance education | 13 High |
| d. Demolish abandoned houses and other structures | 12 Medium |
| e. Housing Code Enforcement and nuisance abatement | 12 Medium |
| City Policy | |
| f. New Housing Construction | 8 Low |

Goals a & b: Rehabilitation:

Provide quality rehabilitation services to 397 owner and renter occupied housing units to upgrade mechanical and structural items that may pose health and safety risks. Have available rehabilitation funds for landlords to upgrade rental housing for LMI families. Rehabilitation funds should be targeted to areas undergoing other revitalization efforts to maximize impact.

Outcomes:

- 275 owner occupied units will be rehabilitated yearly in partnership with CDCs and other non-profit housing organizations to repair/replace obsolete mechanical systems, address structural components and health & safety issues including lead-based paint hazards. Those who qualify as being under the 60 percent AMI will be provided assistance in the form of a grant.
- In partnership with local CDC's and other non-profits, Toledo will use CDBG-R resources to fund the Rehabilitation Collaboration Program designed to assist 86 housing units correct moisture, ventilation and electrical problems allowing weatherization projects to be undertaken—promoting energy efficiency.
- Working with local organizations, the City will continue funding its exterior residential improvement program in targeted neighborhoods with a goal of assisting 36 homeowners.
- Affordable rental housing units will be rehabilitated annually by providing assistance to landlords and non-profit owners of 1-4 unit residential structures to meet local code compliance, energy efficiency, and to address lead-based paint hazards.
- 15 rental households will be assisted with Tenant-Based Rental Housing Assistance program funds in partnership with LMHA to increase the supply of affordable rental units.

Strategies:

- Provide rehabilitation funding to designated target areas to be carried out by qualified non-profit development corporations chosen through an RFP process.
- Ensure that homes receiving rehabilitation assistance will comply with the new Healthy Homes initiative which includes lead-based paint abatement.
- Provide support and financial assistance to LIHTC financed projects that are part of a comprehensive neighborhood revitalization plan that addresses the changing equity market

Goal c: Home Maintenance Education:

Current homeownership counseling programs are enhanced/expanded so that family/individuals will be eligible for homeownership on an annual basis.

Outcome:

- 40 housing maintenance seminars will be held over 5 years.
- Counseling assistance will include money management principles, budgeting, predatory lending awareness, credit counseling and housing maintenance tips.

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Strategies:

- City will work with local housing counseling agencies and CDC's to plan, coordinate and schedule these seminars.

Goal d: Demolition:

Reduce blighted influences in neighborhoods by demolishing nuisance structures both commercial and residential; and correct areas of concentrated rodent infestation

Outcomes:

- Demolish 1,300 dilapidated/blighted structures in 5 years. Targeting 165 demolitions in the La Onda and Dorr Street Corridor
- Increase in concentrated areas free from rodent infestation by 35%

Strategies:

- The city will identify units unsuitable for rehabilitation and initiate efforts to eliminate such housing through demolition proceedings.
- Work with community development corporations and other community based organizations to identify sites that are hazardous to the community and will have a negative effect on redevelopment efforts on a block by block (targeted) basis.
- Coordinate city demolitions with Environment Health Division of the Toledo-Lucas Co. Health Department and the Toledo Fire and Rescue Department

Goal e: Code Enforcement / Nuisance Abatement.

To promote the stabilization of neighborhoods, the City will actively enforce its housing, building, health and zoning codes through diligent inspections and close monitoring of cited measures for abatement compliance.

Outcomes:

- Property values will increase in targeted neighborhoods by 12% in 5 years regaining the decline experienced in the County Auditor's 2009 triennial valuation.
- Increased city responsiveness to neighborhood resident concerns
- A systematic housing code compliance system is in place linked with financial incentives to assist households with needed repairs and improvements when necessary.
- Citations are issued for 4,000 housing units and other structures yearly
- Increase Toledo housing, zoning and nuisance code compliance by 20% yearly
- Decrease number of citations that result in housing court action by 20% yearly due to increased code compliance at the citation level.

Strategies:

- appropriate standards for neighborhoods that target approaches to address the preservation of desirable residential areas by focusing on its fringes and transitional neighborhoods (targeting)
- Develop incentives for a housing program that encourages rehabilitation by establishing minimum standards for emergency home repair, owner-occupied rehabilitation, and vacant unit rehabilitation

- Identify long term funding sources for systematic enforcement of housing and environmental codes outside of CDBG eligible census tracts.
- Encourage additional neighborhood clean up and beautification projects such as 72-hour nuisance code ticket violation program, clean sweep program and "worst to first" demolition program.
- Coordinate housing assistance programs with Toledo Municipal Housing Court

Policy f. New Construction:

Encourage new housing opportunities for all income groups in well defined target areas undergoing comprehensive revitalization efforts.

Outcomes:

- 12 new homeowner housing units will be built by 2015.
- 115 new rental units will be built by 2015
- The Brand-Whitlock/Albertus Brown public housing complexes will be redeveloped as a mixed income and mixed use neighborhood by 2015.

Strategies:

- Provide funding for new construction in designated target areas to be carried out by qualified non-profit development corporations chosen through an RFP process.
- Work with CDC's, LMHA, and other non-profits in developing new in-fill housing opportunities in targeted areas by assembling sites and providing financial assistance.
- Provide support and financial assistance to LIHTC financed projects that are part of a comprehensive neighborhood revitalization plan that addresses the changing equity market
- Assist housing projects targeted for at risk populations
- Utilize varied funding sources and the City's land banking program and the future State Land Banking Program to assemble sites appropriate for in-fill new construction

2. Public Service (Social/Human Programs) Category Score:

Category Score: 12.3 High Priority

| Goals | 2010-2015 |
|---|-----------|
| a. Promote educational enrichment & life skills programs | 14 High |
| b. Soup Kitchens and feeding programs | 13 High |
| c. Enhance access to health services, including early childcare | 11 Medium |
| d. Legal assistance for housing - landlord tenant relation | 11 Medium |
| City Policy | |
| e. Stabilize families with children | 15 High |
| f. Youth programs | 15 High |
| g. Reliable and lower cost transportation | 12 Medium |
| h. Assistance to seniors | 11 Medium |
| i. Holistic approach to addressing mental illness | 10 Medium |
| J. Improve access to mental health services | 9 Low |

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Goal a. Promote educational enrichment and life skills programs

Empower LMI individuals with educational assistance and specialized programs.

Outcome:

- 200 individuals will be assisted over five years with educational and life skill programs.

Strategy:

- Work with social service organizations to leverage CDBG public service funds with other funding resources to provide life enrichment and specialized educational programs.

Goal b. Soup Kitchens and feeding programs

The City will continue to assist needy individuals with meals, food supplements and access to groceries through social service organizations and other providers.

Outcome:

- Increased operational cooperation and coordination of human services and nonprofits.
- 33,500 persons will be assisted over a 5 year period
- 6,375 persons will receive hot meals between 2010–2015

Strategies:

- Work with service providers to ensure adequate public services to the extremely low, very low, low and moderate-income households, homeless, at-risk homeless, and other persons with special needs.
- Coordinate funding with other agencies to reduce duplication of services.

Goal c. Enhance access to health services including early childcare

The City will continue to assist with the provision of quality healthcare and preventative healthcare services including assistance to young children.

Outcome:

- 3,250 persons will be assisted annually with healthcare programs and services.
- A decrease in adult illnesses by 5% will occur through the improvement of access to healthcare services

Strategy:

- Work with public and private health care providers to provide efficient, affordable and effective health care services to all low-income households

Goal d. Legal assistance for housing such as landlord tenant relations

Many residents at the community forums voiced the need for tenant landlord counseling services. Currently, Legal Aid provides a limited amount of assistance that in no way meets the current need.

Outcome:

- 100 Residents in need of tenant landlord counseling services will be able to access assistance on a yearly basis.

Strategy:

- Identify an appropriate agency and provide partial funding assistance to establish by 2011 a program to provide counseling services to help prevent or settle disputes that occur between tenants and landlords.

Goal e. Stabilize families with children

As a city policy category, the City will communicate and coordinate with other social service providers to ensure that families with children are provided with programs to help with utility assistance, emergency rent vouchers, health care, food and nutrition, child care assistance and other related programs.

Outcome:

- 400 families with children are provided with case management assistance and/or financial assistance to prevent homelessness.

Strategy:

- The City will continue to work closely with United Way and other funders and social service organizations to ensure that programs for LMI families with children are suitably funded and available.

Goal f. Youth Education Programs

Provide youth with the skills, knowledge, and support they need to lead healthy and productive lives, especially for youth facing multiple barriers to success due to poverty and racism.

Outcomes:

- After school and summer youth programs and activities are offered.

Strategies:

- Empower youth participants with education and training.
- Open Toledo Public Schools and community center facilities for after school and summer youth programming.

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Goal g. Reliable and lower cost transportation

Throughout the community forums, many residents voiced the need for an improved public transportation system. Many residents have a hard time getting to work and to doctors appointments.

Outcome:

- An improved, more expansive transport system is available.

Strategy:

- Work with TARTA and other private transit companies to provide timely access to job centers and health care providers.

Goal h. Assistance to Seniors

Many of the City's federally funded housing and public service programs assist seniors. Additionally, the city funds many subrecipients on an annual basis that offer services to seniors.

Outcome:

- An additional 5% of elderly households will be able to remain in their residence as a result of assistance

Strategy:

- Programs and services for seniors will continue to be offered in coordination with the Area Office on Aging and other social service providers.

Goals i & j. Holistic approach to addressing mental illness and improving access to mental health services

Efforts to provide a holistic approach in addressing mental illness should continue in that such an approach will result in better care and will be more cost effective over time from a cost/benefit perspective. Improved access to mental health services also helps in reducing long term costs associated with other related services such as housing, medical care, incarceration and substance abuse treatment.

Outcome:

- There will be a 5% annual increase of persons receiving a holistic approach to treatment.

Strategy:

- The City will promote and support the coordination of resources and services with other mental health organizations to emphasize holistic
- treatment and better access to services and assistance.

3. City Infrastructure

Category Score: 11.7 Medium Priority

| Goals | 2010-2015 |
|---|-----------|
| a. Address growing flood and drainage issues in LMI areas | 13 High |
| b. Replace old water, sewer, and gas lines in LMI area | 9 Low |
| c. Upgrade/replace street lights | 9 Low |
| City Policy | |
| d. Separate combined (sanitary & storm) sewer system | 9 Low |
| e. Address 4" waterlines to fire hydrants | 7 Low |

Goal a. Address growing flood and drainage issues in LMI areas

Assist LMI areas with infrastructure improvements to address drainage and flooding problems.

Outcome:

- Flooding and drainage problems in LMI areas are improved

Strategies:

- Clean riparian corridors of debris that may be causing drainage and flooding problems
- Repair or replace culverts and storm water sewers and continue work on the separation of combined sewer overflow (CSO) systems
- Promote use of rain gardens in appropriate areas
- Implement city storm water plan.

Goal b. Replace old water, sewer and gas lines in LMI areas

Support replacement of antiquated water, sewer and gas lines in LMI areas. Many lines are over 100 years old made of cast iron and tile.

Outcome:

- Water, sewer and gas lines are replaced with new lines in a coordinated systematic way, concentrating in areas undergoing revitalization efforts

Strategies:

- Coordinate with City Public Service and Utilities Departments in replacing old water and sewer lines.
- Coordinate with Columbia Gas of Ohio and other utilities the replacement of old gas lines in LMI areas targeting those undergoing current revitalization efforts.

Goal c. Upgrade/replace street lights

Outcome:

- Old street lights in LMI areas are repaired and/or replaced.

Strategy:

- Work with First Energy to identify LMI areas needing street lighting improvements, determine costs and identify local resources in addition to CDBG funds and property assessments to pay for improvements. Revitalization areas should be targeted.

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Goal d. Separate combined sewer (sanitary and storm) system

Outcome:

- Toledo moves to complete the Waterways Initiative Project that addresses its combined sewer system.

Strategy:

- City continues work on the Waterways Initiative project, a \$400 million multi year project. This project is 50% complete.

Goal e. Address 4” waterlines for fire hydrants

Outcome:

- 2” and 4” water lines tied to fire hydrants are replaced with 8” lines in applicable areas for fire safety.

Strategy:

- LMI areas with inadequate sized waterlines are identified by the Toledo Fire and Rescue Department for waterline replacement or upgrades.

4. Eliminate Homelessness

| Category Score: 11.3 Medium Priority | |
|--|-----------|
| Goals | 2010-2015 |
| a. Permanent Supportive housing such as: single-room occupancy (SRO) apartments; housing for returning veterans; housing for re-entry of ex-offenders; housing for exiting institutionalized individuals; housing for foster kids reaching age of 18; housing for indigent patients leaving hospitals; housing for homeless families with children; and housing for domestic violence victims. | 13 High |
| b. Homeless Prevention | 13 High |
| c. Supportive Services | 11 Medium |
| d. Transitional/temporary/emergency shelters | 8 Low |
| City Policy | |
| e. Address 4” waterlines to fire hydrants | 9 Low |
| f. Centralized intake for services | 8 Low |

The City will work with its Continuum of Care (CoC), the Toledo-Lucas County Homelessness Board (TLCHB) and the Toledo Area Alliance to End Homelessness (TAAEH) in implementing the strategies outlined in the 2008 “A CASE Plan to Prevent, Reduce and End Homelessness in Toledo and Lucas County, Ohio”. The goal of the CASE Plan is to move from managing homelessness to preventing and ending it by providing solutions through coordination of programs and services. Preventing homelessness depends on 3 factors: having housing stability; sufficient income; and adequate support services.

Goal a. Provide an Adequate Supply of Permanent Supportive Housing

Permanent Supportive Housing is needed for veterans, ex-offenders, exiting indigent persons from institutions and hospitals, foster care youth over 18 years of age, homeless families with children and victims of domestic violence.

Outcome:

- The City’s inventory of approximately 302 units of permanent supportive housing units representing 463 beds will be increased by 3% per year over the next five years to meet increased demand.

Strategies:

- City, County, State and Federal resources will be sought for the development of permanent supportive housing.
- City will support local non-profit development organizations in the development of additional permanent supportive housing

Goal b. Homeless Prevention

Provide needed assistance and related support services for people to remain in their homes and/or to obtain permanent housing.

Outcome:

- The approximate \$4.2 million in Homeless Prevention and Rapid Re-housing funds and future funding will assist 1800 individuals or 600 households with housing and supportive services for a 3 year period.
- A 15% increase in additional public and private resources will be secured by 2015 to provide housing subsidies for the homeless and those at-risk of becoming homeless
- A 3% yearly increase in affordable rental housing will be developed and made available to the homeless and those at-risk of becoming homeless
- Over 5 years 750 households will be assisted with homeless prevention assistance and/or placed into permanent supportive housing

Strategies:

- Provide comprehensive case management services to ensure sustainability and access to community services
- Educate public about legal and structural causes of homelessness and related barriers
- For persons released from public institutions without permanent housing, develop a discharge planning model with follow-up
- Provide direct rent and utility assistance to those at risk of homelessness
- Provide a neighborhood based homelessness prevention system to identify and assist people at risk of becoming homeless
- Encourage and support the Toledo-Lucas County Housing Fund to assist with affordable housing projects that create communities of choice.
- Support broad range of opportunities for residents to achieve the level of income needed to sustain the household



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Goal c. Supportive Services

Ensure that there are adequate supportive services to assist people from becoming homeless and/or assist individuals in the homeless continuum.

Outcomes:

- A 3% increase in funding will be allocated to fund supportive services in the areas of housing, education-GED assistance, employment, job training, healthcare, and substance abuse counseling.
- Homeless individuals/households and those that are at-risk of becoming homeless will have access to affordable safe housing options.

Strategies:

- Develop and implement housing strategies and support services that move homeless persons into permanent housing.
- Coordinate and strategize with TAAEH, other homeless service providers and the TLCHB on ways to improve the funding and availability of support services.

Goal d. Transitional/temporary/emergency shelters

The City's emergency, temporary and transitional shelters will continue to provide needs such as food, shelter, a place to sleep, and healthcare.

Outcomes:

- Approximately 2,500 persons will be assisted yearly through the City's shelter system
- Toledo's existing 9 emergency shelters that offer about 500 beds will be supported.
- The City's 13 transitional housing shelters that provide 398 beds will continue to be supported by the City and community so that assisted families and individuals can move on to permanent housing.

Strategy:

- Programs and services within Toledo/Lucas County will address basic needs along with public benefits with particular attention to those with special needs

Goal e. Improve collaboration

Toledo-Lucas County's homeless services and programs will be based on need, proper planning, collaboration, available resources and delivered in a professional and efficient manner.

Outcome

- Standards for homeless providers will be established by 2010 to ensure quality service and accountability.
- HMIS will be strengthened to meet the changing homeless environment data needs for planning, reporting, monitoring and oversight.
- Require Homeless Management Information System (HMIS) data collection by all organizations providing homeless services so that accurate, reliable and comprehensive data can be obtained.

- The TLCHB will be the lead entity in the implementation of the 2008 CASE Plan To End Homelessness.
- The City and County will provide needed resources to TLCHB to continue its role as the CoC for the area and for the implementation of the CASE Plan to End Homelessness.

Strategies

- Include consumer input in all homeless services and programs provided by organizations and agencies.
- The TLCHB will hold annual community meetings to report on programs, services and progress towards implementing the CASE Plan.
- Consumer groups will be encouraged to participate in all implementation aspects of the CASE Plan to End Homelessness.
- Homeless programs and services will be responsive to community needs and designed with community participation. The entire community must be engaged and have a role in preventing, reducing and eliminating homelessness in the Toledo area.

Goal f. Centralized intake for services

A centralized intake system for homeless services should be created to improve efficiency, for better tracking of clients, to eliminate duplication of effort, and to lower overall costs.

Outcome:

- A centralized intake system for persons needing homeless assistance will be in place by 2013 to gather consistent verifiable information, to determine special needs, and to identify type of assistance needed

Strategies:

- The TLCHB working with TAAEH, United Way and other appropriate entities will convene and coordinate the effort to create a centralized intake system for homeless programs and services.
- Comparable models from other similar size communities will be looked at and visited for comparison purposes.
- Homeless clients will be included as part of this planning process.

5. Economic Development-Creating Jobs

| Category Score: 11.2 Medium Priority | |
|---|-----------|
| Goals | 2010-2015 |
| a. Educate and retrain workforce with needed job skills | 15 High |
| b. Technical/financial assistance to small businesses to create and retain jobs | 14 High |
| c. Secure new capital investment | 11 High |
| d. Develop Urban Agriculture/vertical gardens | 9 Low |
| e. Develop business incubators | 7 Low |
| City Policy | |
| f. Diversify & rebuild Toledo's economic base | 15 High |
| g. Financial Stability of families | 15 High |
| h. Stimulate riverfront development | 9 Low |
| i. Eliminate obstacles for small businesses | 7 Low |

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Toledo's economic development challenge is to stimulate business development by facilitating financial incentives, technical support and the promotion of Toledo's strategic location resulting in jobs for Toledoans and the enhancement of the quality of life. Toledo has been hard hit by the downturn in the economy and is experiencing unemployment rates above 11% in late 2009. Toledo's economic growth will lie at the heart of virtually every strategy the City of Toledo will employ to revitalize itself.

Toledo's Department of Development is the City agency responsible for business and other economic development issues, and for managing the real estate owned by the City. A portion of the Economic Development budget is funded from the City General Fund and Community Development Block Grant; the remainder of the budget is funded by service fees and asset management. The Department has been negatively impacted by a rotating and declining level of staff positions over the past few years.

The Department has developed and is managing several loan, grant and tax incentive programs to address the goals of job expansion and retention including:

- Enterprise Development Loan Program (EDL) – program provides favorable financing to encourage business growth;
- Neighborhood Economic Development Loan Program (NEDL) – favorable financing for businesses in designated neighborhood business districts.
- Core City Facade Grant – incentives to improve exteriors of buildings in the Downtown Overlay District and Warehouse District.
- Neighborhood Facade Grant -- incentives to improve the exteriors of buildings in designated neighborhood business districts.
- 2% Utility Development Fund to help extend water or sanitary sewer lines within the public right of way to qualified properties.
- Enterprise Zone Tax Abatement -- Provides a ten-year real and personal tax exemption to businesses making capital investment within the Enterprise Zone.
- Community Reinvestment Area (CRA) -- Promotes new construction and/or rehabilitation of existing commercial and industrial structures by providing real property tax exemption on new real capital investment.
- Municipal Job Creation Tax Credit Program -- designed to create jobs and increase the tax base. A minimum of 25 new jobs must be created over a three-year period and companies must be approved by the State of Ohio Jobs Tax Credit Program to qualify under the Toledo Jobs Tax Credit Program.
- Toledo Expansion Incentive – program is intended to encourage private businesses to expand within the City of Toledo.

Several of the programs are underfunded and during the focus group sessions, there was a concern regarding the uncertain and cumbersome process to access these City managed funds.

Another major business development function is assembly and marketing of business development sites. The Department of Development, through its Real Estate Division, handles the assembly of sites for the City's economic development activities.

Goal a. Educate and retrain workforce with needed job skills.

Goal b. Technical/financial assistance to small businesses to create and retain jobs

Goal d. Develop urban agriculture/vertical gardens

Goal e. Develop business incubators

Goal f. Diversify & rebuild Toledo's economic base

Goal g. Financial stability of families

Goal i. Eliminate obstacles to small businesses

Outcomes

- Increase job opportunities through education, retraining and by providing financial assistance to small businesses so that 10,000 new jobs will be created in Toledo over the next five years while retaining existing jobs.

Strategies

- Work cooperatively with regional partners to carryout the regional Meta-Plan that builds on the existing strategic plans of various economic development organizations.
- Work cooperatively with regional partners to improve intermodal capacity at a) Port Authority properties; b) Toledo Express Airport; and c) Airport Junction intermodal facility.
- Establish a proactive visitation program in cooperation with regional partners for all existing businesses, providing one-on-one assistance for the purpose of business retention and expansion.
- Support the implementation of the Technology Corridor Master Plan and recruit tenants to the Technology Corridor
- Provide technical and financial assistance to promote and support minority, disadvantaged and women-owned business enterprises and entrepreneurs in cooperation with LMHA. In addition to continuing to support the use of minority contractors in city-assisted construction projects, the City should continue to expand the types of minority businesses assisted.
- Expand and diversify Toledo's economic base in cooperation with regional partners with a focus on these industries: a) alternative energy; b) transportation related businesses; and c) advanced materials.
- Work with local and regional economic development partners in creating more business incubators in the fields of alternative energy, transportation related businesses, and advanced materials.
- Attract full time jobs to Toledo from companies currently outside Northwest Ohio, in cooperation with regional partners.
- Utilize job training and retraining programs for the unemployed and underemployed while working with Toledo businesses on a daily basis.
- Support the training needs of local organizations such as the Workforce Development Agency at The Source and Assets Toledo.

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- Establish a plan and seek opportunities for urban agriculture and vertical gardens in underutilized and vacant industrial sites.
- Review the identified “Impediments to Business Success” and make necessary changes to spur quality and planned development.

Goal c. Secure New Capital Investment

Outcomes

- Generate \$1 billion of new capital investment from private businesses working with local and regional financial institutions.
- 20 new businesses will be assisted yearly

Strategies

- Seek new sources of below-market financing and other incentives to address needs not filled by existing programs.
- In cooperation with regional partners, decide upon an organization to apply for and secure an allocation of New Markets Tax Credits from the U.S. Department of the Treasury’s Community Development Financial Institutions (CDFI) Fund.
- Support the Regional Growth Partnership’s Rocket Venture Fund, the region’s first “pre-seed funding source for technology based businesses.”
- Create a development fund through the selective sale of City real estate.
- Assist community development corporations develop resources to facilitate community economic development.
- Work cooperatively with regional partners to ensure that small and medium sized businesses within Toledo take advantage of opportunities within the targeted industry clusters.

Goal h. Stimulate Riverfront Development

Outcomes

- A more vibrant mixed-use riverfront is created with the addition of new riverfront developments.

Strategies

- Facilitate the successful development of the former Toledo Edison Steam Plant.
- Facilitate the private housing and commercial investment at the Marina District to assure vertical development by December 2010.
- Work with private restaurateurs to ensure full occupancy of the Docks in East Toledo.
- Attract and retain commercial, cultural and entertainment businesses along Riverfront locations.

6. Enhance Housing Choice

Category Score: 10.7 Medium Priority

| Goals | 2010-2015 |
|--|-----------|
| a. ADA accessibility including helping seniors stay in place | 11 Medium |
| b. Improve outreach of housing programs and services | 11 Medium |
| c. Fair Housing | 10 Medium |
| City Policy | |
| d. Attract and retain families in Toledo | 12 Medium |

Goal a. ADA accessibility including helping seniors stay in place

Support infrastructure rehabilitation to accommodate special needs populations, including easier access to sidewalk, ramps, and other public right-of-way.

Outcome:

- Reduce handicap barriers for 15 housing units per year

Strategy:

- Replace / remove architectural barriers that exist within the infrastructure as needed using CDBG, Capital Improvement Program (CIP) and General Fund dollars in partnership local organizations.

Goal b. Improve outreach of housing programs and services

Outcome:

- City residents are made aware of available housing and community development services and programs

Strategies:

- The city will work with marketing specialists/consultants to develop an annual marketing plan to disseminate and promote available housing and community development programs and services.
- The city will continue to work with local social services, housing and economic development organizations in publicizing available programs and services.

Goal c. Fair Housing (Section to be reviewed and revised as necessary after completion of Analysis of Impediments)

Ensure that residents, regardless of income, shall have housing choices regardless of race, color, religion, gender, sexual orientation, familial status, national origin, disability, or military status through the investigation of fair housing complaints.

Outcomes:

- Increasing and promoting integration and neighborhood diversity by resolving 25 percent of open discrimination cases
- Assure 75 percent of settlements monitored will maintain their compliance
- Co-host yearly neighborhood tour.
- Elimination of housing impediments by completion of 20 analysis of impediment action plan steps

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- Identify an appropriate agency and provide funds to establish by 2011 a program to provide counseling to help prevent or settle disputes that occur between tenants and landlords

Strategies:

- Investigate 560 complaints of housing discrimination by the Fair Housing Center over a five year period.
- Monitoring of 5 settlement agreements on an annual basis by the Fair Housing Center
- Affirmatively market and promote targeted City neighborhoods by the Fair Housing Center and Dept. of Neighborhoods
- Network with neighborhood groups, agencies, and industries by the Fair Housing Center in order to further define and eliminate impediments to Fair Housing Choice
- County Auditor to revisit its interest rate on delinquent property taxes subsequent to passage and implementation of state legislation for a land bank in Lucas County

Goal d. Attract and retain families in Toledo

Outcome:

- Toledo will retain family households and increase the number of households by 3% over the next five years.

Strategies:

- The City will continue to provide downpayment and homebuyer assistance.
- Housing counseling will be supported and required for first time homebuyers.

7. Improve Housing Affordability

| Category Score: 10.5 Medium Priority | |
|--|------------|
| Goals | 2010-2015 |
| a. Foreclosure prevention | 15 High |
| b. Rental Assistance | 11 Medium |
| c. Homebuyer assistance | 10 Medium |
| d. Assist mobile home residents purchase their units | 6 Very Low |
| City Policy | |
| e. Improve availability of private financing | 12 Medium |
| f. Enhance borrowing opportunities such as mortgage financing for LMI households | 12 Medium |

Goal a. Foreclosure prevention

Toledo has an extremely high foreclosure rate that is undermining the stability of its neighborhoods. Based upon "HUD Provided Local Data" updated 11/17/08, on the HUD NSP web site, 9.70% of the homes in the City of Toledo with mortgages were foreclosed -- about one out of every ten residential properties with a mortgage. The foreclosure rate is higher for certain parts of the City. For example, the target area for Toledo's NSP2 application had an 11.38 % rate of foreclosure. These foreclosure percentages, while high, are actually conservative as they do not include homes foreclosed solely due to delinquent Lucas County property taxes

The foreclosure crisis was described by the recent Toledo at the Tipping Point report:

"The perfect storm of an unstable housing market, slowing economy and rising interest rates were tracked in the Toledo Blade throughout 2007 and into 2008. Mortgage filings declined, housing prices fell while available units increased. The Toledo metro area's decline in housing sales was among the largest in the state. The area's foreclosure rate increased between 2006 and 2007, moving Toledo from 30th to 19th among the top 100 US metropolitan areas. A report by RealtyTrac indicates the area has been increasing its national ranking since 2006, climbing from 46th in that summer to 26th in late summer 2007. The percentage of metro Toledo properties in foreclosure is also higher than other Ohio metro areas. National real estate market analysis indicates no respite in sight. In March 2008 the Mortgage Bankers Association (MBA) indicated delinquency rates for mortgage loans are at a 23-year high, up 87 basis points from the first quarter of 2007. According to MBA, the rate of foreclosure starts and the percentage of loans in the process of foreclosure are at an all-time high. The Federal Reserve reported in March 2008 that for the first time since record keeping began in 1945, home equity has dropped below 50 percent, marking the first time homeowners' debt exceeds the value of their home. This creates a scenario where vacancy and abandonment will likely increase as borrowers and lending institutions walk away from properties when the foreclosure process begins because the home is worth less than the outstanding mortgage and encumbrances."

Studies have shown that vacant and abandoned buildings are magnets for criminal activity. Large numbers of fires are also reported in vacant structures each year. Vacant and abandoned properties remain off tax rolls and lower the value of surrounding properties, further eroding the real property tax base. Perhaps most significantly, vacant properties signal that a neighborhood is on the decline. They undermine a neighborhood's sense of community and discourage further investment. Moreover, such disinvestment often spreads across neighborhoods and worsens the overall health of a city. For these reasons, neighborhoods, schools, and city governments bear the greatest costs induced by foreclosed property.

SECTION VI

Toledo's Five-year Strategic Plan

Outcomes:

- The City of Toledo in conjunction with the Fair Housing Center will assist households over a five year period with foreclosure prevention assistance.
- Toledo foreclosure rate drops 10% for each of the next five years.
- An effective Land Bank Program is operating in Lucas County by 2011.

Strategies:

- Assess the success of the City's recently adopted Vacant Building Registration program and make any necessary enhancements to meet the program's goals.
- Design and implement a real property information system that tracks all types of vacant and foreclosed properties (property tax and foreclosures by lending institutions) as well as identifies potential foreclosure cases.
- Engage the Housing Court, City of Toledo Law Department, LISC, and CDCs in resurrecting a community-based receivership program.
- Work closely with Lucas County and State legislators to encourage the State of Ohio to expand the Land Bank bill currently operating in Cuyahoga County to Lucas County. The Land Bank Bill allows for the creation of County Land Reutilization Corporations (CLRCs) – nonprofit community improvement corporations authorized by and subject to the Ohio Revised Code to help acquire, reclaim, rehabilitate, and reutilize vacant land. The Land Bank Bill enables land banks to organize at the county level as corporations directed by elected officials and appointees. Under the new legislation, land banks' primary method of property acquisition will be the foreclosure on tax-delinquent properties.
- Establish an operational Land Bank Program in Lucas County subsequent to State adoption of the enabling legislation.
- All owner-occupied houses being foreclosed and sold at a Sheriff's Sale are provided a "conciliation conference," a face-to-face meeting between the homeowner and the lien holder aimed at achieving a workable solution. Every homeowner facing a default filing is furnished with counseling.
- Continue and strengthen the Housing Foreclosure Task Force in the monitoring the effectiveness of programs

Goal b. Rental Assistance

Outcomes:

- 126 rental housing units will be assisted on a yearly basis with Tenant Based Rental Assistance Funds.
- LMHA will apply for 15% additional Section 8 Vouchers
- 15 units will be assisted annually using Tenant-Based Rental Assistance resources

Strategies:

- The Department of Neighborhoods will work closely with CDCs, LMHA, landlords, developers, lenders and other organizations to increase the supply of rental housing.

- Additional resources from the Ohio Housing Finance Agency, Ohio Capital Corporation for Housing, and LISC will be sought for rental housing development.
- The City will support LIHTC projects as part of comprehensive neighborhood revitalization efforts.

Goal c. Homebuyer Assistance

Encourage affordable homeownership opportunities for low to moderate income households by maintaining and expanding existing homeownership programs and creating new programs funded through local and federal resources.

Outcomes:

- Homeownership rate in Toledo will increase by 3% over five years.
- Maintain/expand homeownership through down payment and closing cost assistance so that 100 households get assisted yearly.
- Current homeownership counseling programs are enhanced/expanded so that 300 families/individuals will be eligible for homeownership on an annual basis. Such counseling assistance will include money management principles, budgeting, predatory lending awareness, credit counseling and housing maintenance tips.
- Fifteen (15) market rate units per year will be built in low income census tracts to stimulate the housing market and create mixed income neighborhoods.

Strategies:

- 31 foreclosed housing units will be acquired/rehabbed and made available to households earning 120% or less of the AMI using RVSP resources.
- Down payment assistance will be provided to 31 NSP eligible home buyers buying foreclosed homes.
- Continue homeownership programs funded through HOME, CDBG, and NSP programs for first time and repeat homebuyers
- Require mandatory homeownership (pre-purchase and post purchase) counseling along with money management educational programs for all 1st time homebuyers receiving public financial support.
- Encourage targeting of homeownership funds in mixed income and revitalization target areas.
- Explore re-establishing the urban homesteading program, whereby, eligible clients would be given a home for \$1 with the requirement it be brought up to local code compliance within a reasonable period of time.

| ACTIVITY PRIORITY | |
|-----------------------|---------------|
| High Priority | 13-15 score |
| Medium Priority | 10-12 score |
| Lower or Low Priority | 7-9 score |
| Lowest Priority | below 7 score |

Goal d. Assist mobile home residents purchase their units

Outcome:

- 5 mobile home residents will be assisted annually with the purchase of their units

Strategy:

- The city will work with local lenders, non-profit organizations, local legal assistance organizations, the Greater Toledo Housing Coalition and others in identifying resources and developing a suitable program by 2011.

Goal e. Improve availability of private financing

Goal f. Enhance borrowing opportunities such as mortgage financing for LMI households

Outcome:

- Access to private mortgage financing will be improved for eligible LMI households

Strategy:

- The City will support comprehensive housing and credit counseling for LMI households to enable them to be better qualified for private mortgage counseling.

8. Improve Neighborhood Conditions

| Category Score: 10.2 Medium Priority | |
|---|-----------|
| Goals | 2010-2015 |
| a. Vacant lot improvements | 12 Medium |
| b. Eliminate lead hazards | 12 Medium |
| c. Green Technology such as community gardens, rain gardens, alternative energy systems, LEED Certification | 10 Medium |
| d. Environmentally clean brownfield sites | 10 Medium |
| e. Rodent abatement | 7 Low |
| City Policy | |
| f. Collaborative approaches to rebuilding neighborhoods | 15 High |
| g. All appropriate city departments target neighborhood improvement efforts | 14 High |
| h. Neighborhood safety | 14 High |
| i. Improve city responsiveness to neighborhood resident concerns | 13 High |
| j. Strengthen community development corporations | 13 High |
| k. Improve neighborhood schools with quality education | 12 Medium |
| l. Address Neighborhood nuisance issues | 11 Medium |
| m. Enforce city regulations | 10 Medium |
| n. Improve city services | 9 Low |
| o. Maintain city parks & recreation programs | 9 Low |

Goal a. Vacant Lot Improvements

As the result of the high foreclosure rate, increased demolitions and more residents leaving the City, the vacant lot issue will be more acute in future years. Vacant lots reduce property values and make already struggling neighborhoods less appealing to prospective homebuyers who can choose where they live. Vacant lot improvement was ranked by Forum participants as its top environmental issue.

Outcome:

- 24 vacant parcels will be converted to greenspace or other compatible uses that will enhance the living environment.
- Reduce the number of unproductive vacant lots in neighborhoods by establishing a vacant lot revitalization cycle resulting in 100 vacant lots per year recycled into productive use.

Strategies

- Integrate Toledo's vacant lot inventory with the County-wide land Bank Program when it becomes established and operational.
- Promote and facilitate the splitting of vacant lots between adjacent property owners.
- Establish a program to keep vacant lots clean and maintained and land banked for future infill redevelopment opportunities
- Work with residents and non-profit groups such as Toledo Grows to encourage and facilitate urban agriculture and community gardens on vacant lots.
- Work with homebuilders to gauge their interest in obtaining donated vacant lots for infill new construction of single-family homes.

Goal b. Eliminate Lead-Based Paint Hazards

Reduce lead hazards and incidents of lead poisoning especially in children under the age of 6 and increase market potential of houses treated for lead.

Outcomes:

- Reduce levels of lead hazards in 550 housing units by 2015.
- Facilitate educational training of the dangers of lead-based paint poisoning to 250 LMI families/households by 2015.

Strategies:

- Increase public awareness of the dangers of lead hazards through outreach programs with Health Department, TPS, LMHA, other landlords, housing non-profits, Children Services, United Way and other similar organizations.
- Work with Building Inspection in administering new EPA law effective in April 2010 whereby all buildings built prior to 1978 undergoing renovation will be required to test for lead-based paint and to mitigate such hazards.

SECTION VI

Toledo's Five-year Strategic Plan

Goal c. Green Technology and Leadership in Energy and Environmental Design (LEED) Certification

The City will adopt a policy of promoting, encouraging and providing financial incentives for the use of renewable energy systems, green construction practices and energy efficient appliances in all its City and federally funded housing and applicable economic development programs and services.

The housing sector consumes about one-fifth (21%) of all energy consumed annually in the United States and uses 37% of all electricity produced in the USA (Implementing HUD's Energy Strategy, December 2008). Residential energy consumption has increased four-fold over the past half century. In 1950, one-third of all homes (34%) were heated with coal; today, the share is just 1 percent. Natural gas heating has increased from 11% to 52% today. Heating oil use has declined from 22% in 1950 to 8% today. Heating with electricity which was almost non-existent in 1950 has risen to 31% today. This translates into 56 million households that heat with natural gas, 34 million with electricity and 9 million with heating oil (primarily in the Northeast).

The biggest shift in residential energy consumption has been in the area of electricity as a result of central air conditioning, population growth in the south and southwest and the exponential increase in the use of home energy appliances and computers. Fifty-six percent of all homes now have personal computers, 65% have ceiling fans, 53% have dishwashers, and 86% have microwave ovens. More than half (55%) have central air conditioning, double the share (27%) in 1980.

Community awareness and education

The City of Toledo in partnership with local utility companies and other applicable entities will promote the dissemination of information on the use and merits of home weatherization, energy efficient appliances, renewable energy systems, and green construction practices.

Outcome:

- All City residents are provided with and utilizes information regarding the need to conserve energy, the benefits of home weatherization, the use of energy efficient appliances, the use of renewable energy systems and green construction practices.

Strategies:

- The City will work with local utility companies, Neighborhood Housing Services of Toledo, NW Ohio Chapter USGBC, and other applicable organizations in providing information on weatherization programs, energy retrofits, energy audits, and cost savings incurred with the use of energy efficient appliances.
- The City will include relevant energy conservation information and use of renewable energy systems in its applicable housing program brochures and pamphlets.

Inclusion of energy saving standards in housing rehabilitation programs.

The City will include applicable energy conservation measures and energy efficient mechanisms in all its City and federally funded housing rehabilitation programs.

The City will promote standards for homes developed by the U.S. Green Building Council (USGBC) for results-oriented energy efficiency and/or energy conservation improvements. The Northwest Ohio Chapter of the USGBC is available locally to work with City Officials to develop programs that advocate sustainable design and construction. The mission of the NW Ohio Chapter is to raise awareness of and promote the environmental, economic, and health impacts of sustainable building methods and practices as a way to transform the build environment which is compatible with the City of Toledo goals and objectives.

Outcome:

- The City's Rehabilitated housing units in the City will include energy conservation measures and energy efficient components.

Strategies:

- The City will incorporate energy conservation and energy efficient components in the rehabilitation work specifications of all projects.
- The City will develop energy conservation and energy efficient standards and requirements for use by all subrecipients using federal rehabilitation funds.
- Develop programs that provide incentives for residents to make energy efficiency and/or energy conservation improvements
- Identify and apply for funding from appropriate sources to implement incentive programs for City residential property owners.

Inclusion of energy saving standards in residential new construction.

The City will promote, encourage and provide financial incentives to residential new construction projects that include energy efficient design and green technology components.

Outcome:

- Newly constructed residential units using City and Federal funds will be energy efficient and include green technology measures.

Strategies:

- The City will promote and encourage new homes be Energy Star qualified.
- Alternative energy systems will be encouraged such as solar, wind and geo-thermal
- Refer consumers to use the energy efficient mortgage offered through FHA
- Encourage the use of USGBC standards for homes and recognize and award residential design and construction firms, as well as property owners, for achieving certification from USGBC.

| ACTIVITY PRIORITY | |
|-----------------------|---------------|
| High Priority | 13-15 score |
| Medium Priority | 10-12 score |
| Lower or Low Priority | 7-9 score |
| Lowest Priority | below 7 score |

Inclusion of energy conservation & energy efficiency measures along with green technology elements in multi-family, commercial, industrial and mixed-use buildings in the City of Toledo.

Outcome:

- Multi-family, commercial, industrial and mixed-use buildings assisted with federal funds will include energy conservation, energy efficiency measures and green technology elements in their design, renovation and/or new construction.

Strategies:

- The City will promote and encourage the use of the Leadership in Energy and Environmental Design (LEED) Green Building Standards Rating System in all federally funded assistance to multi-family, commercial and industrial buildings.
- The City will promote and encourage the use whenever possible of alternative energy products that are locally produced and manufactured (i.e. First Solar & Xunlight).

Inclusion of Green technology in infrastructure improvements.

The City will promote and encourage the use of permeable material for parking lots and alleys that will allow stormwater to filter through the pavement and drain into the ground instead of collecting on the hard surfaces and draining into the sewer system to help reduce flooding.

Outcome:

- The City will promote and encourage the use of permeable pavement in applicable federally funded projects.

Strategy:

- The City will include the use of permeable pavement along with other sustainable energy improvements such as rain gardens, roof gardens, green roofs and community gardens to improve drainage, redirect stormwater and reduce flooding.

Goal d. Environmentally clean brownfield sites

Outcomes:

- Community economic development is stimulated through strategic and targeted brownfield development.
- Redevelopment of four contaminated sites and six vacant commercial structures during the five-year period.

Strategies:

- Facilitate the creation of developable sites for business and industrial locations by assembling property and upgrading and/or expanding public and private infrastructure with priority given to brownfield and other underutilized sites.
- Strategically secure, administer and invest federal and state brownfield funds.
- Market City brownfield sites in cooperation with regional economic development partners. Use technology to improve marketing of sites, access to useful information, and staff capacity.

Goal e. Rodent abatement

Rodent infestation has increased partly as a result of the greater number of vacant houses and lots.

Outcome:

- The Toledo-Lucas County Department of Health will eliminate blighting conditions by correcting areas of concentrated rodent infestation through block surveys and placing rodenticide at 1300 housing units including demolition sites.
- Incidents of rodent infestation will decrease by 3% annually.

Strategies:

- More outreach and education of rodent control measures will be disseminated by the Health Department, other city departments and local non-profit organizations.
- Additional neighborhood clean-ups in areas with a high number of vacant houses and lots will be emphasized.

Goal f. Collaborative approaches to rebuilding neighborhoods

Goal g. All appropriate city departments target neighborhood improvement efforts

An enhanced collaborative approach to rebuilding neighborhoods was identified as a high priority issue in the Community Forums. Similarly, all City Departments working together in support of neighborhood initiatives was a high priority. With dwindling local resources, these issues are becoming more critical. Collaboration needs to occur at three levels:

- City must work in a collaborative partnership with other private and non-profit organizations to ensure that City funds result in maximum benefits and outcomes.
- As community rebuilding is impacted by the actions of all City Departments—all departments need to support neighborhood initiatives in a coordinated manner.
- Nonprofit organizations are facing critical financial issues and need to collaborate and establish strategic alliances as appropriate to carryout their mission.

Outcomes:

- Increased operational cooperation among both community development corporations and human service agencies resulting in five new strategic alliances.
- City Departments are following and supporting the same neighborhood improvement priorities.

Strategies:

- A City system is recommended and in place that ensures that City Departments are following and supporting the same economic and neighborhood improvement priorities.
- Promote and collaborate the creation of a centralized in-take and information system for community services .
- Financial support from the City and other organizations as well as local foundations work together to support strategic alliance processes.

SECTION VI

Toledo's Five-year Strategic Plan

Goal h. Neighborhood safety

Outcome:

- Toledo experiences a 5% decline in crime statistics on an annual basis

Strategies:

- New neighborhood block watch groups are created and existing ones are strengthened.
- Targeted security is increased in areas undergoing revitalization efforts.

Goal i. Improve City responsiveness to neighborhood resident concerns

Outcome:

- Resident concerns are addressed in an effective and timely manner.

Strategy:

- Call City Hall program is enhanced.

Goal j. Strengthen community development corporations

Due to changing economic times, lack of resources and support services, the number of CDCs has decreased from 12 in the late 1980's and 1990's to 6 currently. A few CDCs have merged, but many have gone out of business entirely.

Outcome:

- CDCs and other non-profits remain viable and meet the current challenges facing their neighborhood.

Strategies:

- City and authorized partners jointly assess the CDC's regarding their potential for long term sustainability and reach consensus on CDCs targeted, enhanced and recommended for alliances.
- Local partners join the City in providing needed training, capacity building and technical assistance to CDCs.

Goal k. Improve neighborhood schools with quality education

Outcomes:

- Neighborhood schools improve academically with 3% more students passing state proficiency tests.
- Transiency rates are reduced by 5% in elementary schools.

Strategies:

- Educational enrichment and life skill programs are expanded in partnership with local public and private schools
- After school programs for tutoring and recreational activities are expanded.

Goal l. Address neighborhood nuisance issues

Outcomes:

- Increase City of Toledo code compliance by 20% citing an average of 4,000 violations annually
- A 20% reduction of blighted properties will be achieved annually (about 1,000 properties yearly).
- 50 structures will be fixed or razed annually

Strategies:

- Continue with the 72 hour nuisance code ticket violation program
- Continue with the clean sweep program that eliminates blighting conditions
- Continue the "worst to first" program by fixing or razing blighted structures

Goal m. Enforce city regulations

Outcomes:

- A 20% reduction of nuisance citations issued by the courts will be achieved

Strategies:

- Continue to cite properties with nuisances and code violations especially in areas that are being revitalized

Goal n. Improve city services

Outcomes:

- Mayor's office coordinates programs and services of applicable city departments that support and enhances community revitalization efforts

Strategies:

- Periodic meetings convened with the Mayor's office, key city departments and representatives of significant neighborhood revitalization projects.

Goal o. Maintain city parks and recreation programs

Outcomes:

- City parks will be maintained with assistance from nearby community groups, block watch organizations and local civic organizations

Strategies:

- Work with the Department of Parks and Recreation in refurbishing and maintaining neighborhood parks

| ACTIVITY PRIORITY | |
|-----------------------|---------------|
| High Priority | 13-15 score |
| Medium Priority | 10-12 score |
| Lower or Low Priority | 7-9 score |
| Lowest Priority | below 7 score |

9. Enhance Neighborhood Business Districts

| Category Score: 10 Medium Priority | |
|---|-----------|
| Goal | 2010-2015 |
| a. Financial incentives to retain existing and to recruit new businesses | 12 Medium |
| b. Infrastructure & streetscape improvements (curbs, street resurfacing, sidewalks, lighting) | 8 Low |
| City Policy | |
| c. Organizational and staff support for business districts | 13 High |
| d. Targeted development in business districts for spin-off effect | 12 Medium |
| e. Establish programs such as the National Trust's Main Street Program | 9 Low |
| f. Enhance neighborhood shopping opportunities | 9 Low |

Goals a through f.

Outcomes:

- Create sustainable neighborhood business districts with mixed uses that serve the needs of area residents.

Strategies:

- Design and implement business enhancement programs specifically designed to attract and retain strategic neighborhood retail and personal service in neighborhood businesses districts.
- Support development along the neighborhood businesses districts that are focused and deliberate to spur additional development.
- Enhance infrastructure and streetscapes along business districts with emphasis on streetlights that should be maintained, repaired and/or replaced. The old mercury vapor lights should be replaced with high pressure sodium or with the new more efficient LED lighting.
- Promote non-traditional use of incentive programs to make districts more attractive. Much of the City's infrastructure is deteriorated—examples in Toledo and in other parts of the country have demonstrated that if infrastructure is improved and the environment made attractive, private investment will more likely occur. Special Assessment Districts and Tax Increment Financing districts can be used to make these kinds of improvements to benefit an entire area rather than just individual projects.
- Provide support for the Village at Southwyck to prepare the site for redevelopment as a mixed use (residential, retail, office) center and determine project development funding and resources.
- Support the development of an entrepreneurial culture within neighborhood districts using real estate programs, finance incentives, and developing incubator programs.
- The Main Street Program, a National Trust for Historic Preservation business district revitalization initiative, should be resurrected in Toledo.

10 Transportation Issues

| Category Score: 9 Low Priority | |
|--|-----------|
| Goals | 2010-2015 |
| a. Improve streets, roads and sidewalks | 9 Low |
| City Policy | |
| b. Maintain and upgrade existing roads and bridges | 14 High |
| c. Expand TARTA routes/service for jobs and medical services | 13 High |
| d. Assist intermodal projects for job creation | 13 High |
| e. High speed passenger trains | 10 Medium |
| f. Extend north/south runway at Toledo Express Airport | 8 Low |
| g. Expand and Improve recreational trails | 7 Low |
| h. Dredging of Maumee River and Maumee Bay | 7 Low |

Goal a. Improve streets, roads and sidewalks

Of the City and County's 1,100 miles of roadways, only 40 miles of it gets improved or repaired annually at a cost of about \$8 to 9 million. \$40 million is what is needed annually to maintain the transportation network in good working order. Most of the money expended is on major arterials because other funds can get leveraged. This leaves the residential street with only minor patching and repair.

Outcomes:

- The City will partially fund roadway and sidewalk improvements with federal funds in LMI areas undergoing revitalization efforts.

Strategy:

- Alternative sources of funding will continue to be sought to assist with roadway, street and sidewalk repairs.

Goal b–h. Maintain and upgrade existing roads and bridges

These goals involve working with regional organizations and entities like the Toledo Metropolitan Area Council of Governments (TMACOG), the Lucas County Engineer's Office, the Toledo Area Regional Transit Authority (TARTA), the Toledo-Lucas County Port Authority, the Toledo Express Airport, and the City parks department. Most of these projects will be costly and will take numerous sources of funding and years to implement. Though needed, most of these projects are out of the realm of the City's HUD resources.

11. Enhance Downtown and Warehouse Districts

| Category Score: 7 Low Priority | |
|---|-----------|
| Goals | 2010-2015 |
| a. Expand façade program | 7 Low |
| City Policy | |
| b. A vibrant entertainment district | 14 High |
| c. Business recruitment | 11 Medium |
| d. Expanding financial incentive programs | 10 Medium |
| e. Marketing and promotions | 9 Low |
| f. Safety | 8 Low |

SECTION VI

Toledo's Five-year Strategic Plan

Goals a-f.

Outcomes:

- Number of occupied store fronts is increased by 25% over a five-year period.
- Downtown Toledo and the Warehouse District become the region's primary entertainment district with heavy promotions and increased marketing.
- A 5% increase in businesses will relocate or start up in downtown and the warehouse district.
- The City's downtown façade program will be recapitalized by 10%.
- The Downtown ambassador's program will reduce incidents of crime in the downtown and warehouse district by 3% annually.

Strategies

- Secure a private developer for the enhancement and development of the Swan Creek corridor
- Decide upon a preferred ownership and governance model for the Erie Street Market to establish its financial stability and become a year-round community gathering spot.
- Support the Downtown Toledo Improvement District, Inc's (DTID) efforts to enhance Downtown.
- The DTID's Ambassador's program is enhanced to promote increased security and visitor assistance.
- Support the Toledo Warehouse District Association's efforts to enhance the Warehouse District.
- Design and implement business enhancement initiatives specifically designed to attract and retain strategic businesses in both Downtown and the Warehouse District.
- Revitalize Downtown and the warehouse District by preparing existing buildings for occupancy and encouraging companies to locate.