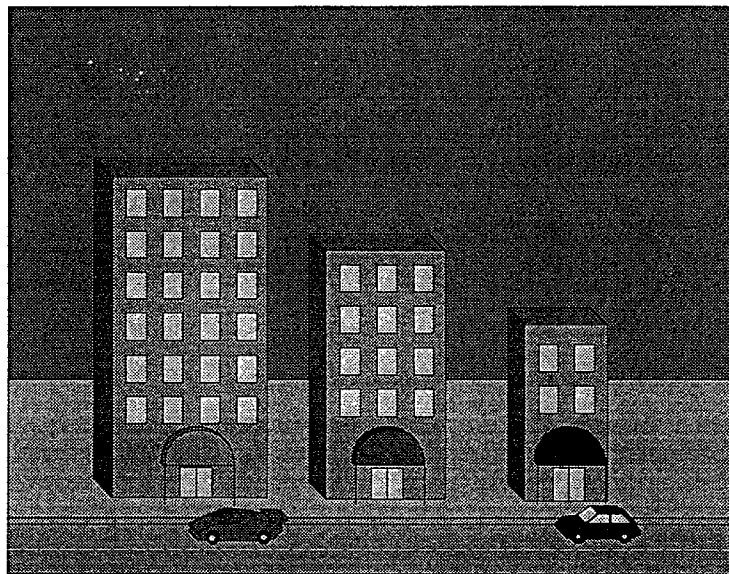


# UpTown Association, Inc.

## Neighborhood Strategic Plan (Draft)



### Demographic Trends Analysis

Prepared by  
Poggemeyer Design Group, Inc.

April 1996

## UPTOWN STRATEGIC PLAN

The organizational assessment identified twenty (20) attributes under the strengths category, eighteen (18) under weaknesses, twenty-nine (29) under opportunities and sixteen (16) under threats. When these SWOT listings were recategorized into the three functional areas:

- 1) Organizational, management and political issues
- 2) Development, and
- 3) Quality of Life issues,

some obvious courses of action became evident.

The rationale for these three functions is that a CDC must address these areas in order to be successful and effective. The board and staff must exhibit good leadership, proper planning, raise resources for projects, market itself, coordinate and prioritize revitalization projects, and cultivate political clout.

On the development side, the board must decide what to pursue and how, based on need, available resources, partnering opportunities and other factors.

For quality of life issues, the board must be aware of the neighborhood's deficiencies and address them as promptly and effectively as possible. Negative perceptions and conditions lead to neighborhood apathy, the exodus of residents and businesses, and eventually neighborhood decline.

The Board on April 23rd and May 8th developed the attached five (5) year strategic plan based on their April 10th organizational assessment exercise. The five column matrix identifies the listings from the SWOT exercise pertinent to the functional category, the proposed activity and strategies for year one, year two and three, and lastly for years four and five.

Pages one and two of the matrix covers the organizational, management, and political issues that the board must address. It encompasses planning, fundraising, outreach/marketing, and cultivation of political contacts.

Pages three through six delineate Uptown's development strategies broken down into residential, commercial, other economic development and infrastructure.

Page seven of the matrix addresses the Quality of Life issues confronting Uptown. Here the priority issues were safety, followed by clean-up and beautification needs, promotion of cultural activities and the preservation of historical/architectural structures.

**UPTOWN STRATEGIC PLAN**

ORG./MGMT. POLITICAL SWOT ASSESSMENT	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p>STRENGTHS</p> <p>WEAKNESSES</p> <p>5. Apathy</p> <p>9. No formalized Economic Development Plan</p> <p>10. Lack of acceptance for neighborhood's diversity</p> <p>11. Lack of financial resources</p> <p>12. Lack of political clout</p> <p>13. Recent publicity re: Hillcrest and Parklane</p> <p>17. Pessimism of residents, business owners and institutions.</p> <p>OPPORTUNITIES</p> <p>7. Lack of parking</p> <p>8. Hillcrest and Parklane redevelopment</p> <p>9. No formalized Economic Development Plan</p> <p>10. Shrinking federal resources</p> <p>14. Cross marketing</p> <p>20. Uptown's board is diverse, re-energized and has expertise</p> <p>21. Affiliation with NIP for staffing, funding and support</p> <p>22. New newsletter will give Uptown increased positive visibility. Joint marketing of area businesses should be pursued.</p> <p>23. Willingness of Uptown businesses to donate and volunteer towards revitalization projects</p> <p>24. Fundraising</p> <p>25. Tap into assistance from the Neighborhood Business Institute</p> <p>26. Cooperate with the Toledo Regional Growth Partnership and the Toledo Industrial Systems Center</p> <p>27. Look into City of Toledo's recent energy efficiency grant and see whether Uptown can benefit from it.</p> <p>28. Expand awareness and appreciation of Uptown's diversity within the neighborhood and throughout the City of Toledo.</p> <p>29. Assist with the development of a new building for the Toledo Metro Federal Credit Union.</p>	<ol style="list-style-type: none"> <li>1. Initiate Economic Development Plan for Uptown, use Keystone Plan as model. Plan to include a land-use map and an inventory of existing business, institutions, social service agencies, commercial and industrial areas. Propose zone changes if needed. Look into C-6 and the Planning Commission new mixed use zoning category to eliminate nuisance uses and to encourage mixed-use development respectively.</li> <li>2. Assist with development of the Parklane and Hillcrest Hotel.</li> <li>3. Maintain positive Uptown Press, increase membership, and provide networking opportunities to combat apathy and pessimism of neighborhood residents, business owners and institutions. Market Uptown as neighborhood with a cosmopolitan atmosphere in an urban milieu. Cultivate political contacts and relationships.</li> <li>4. Oversee razing of derelict buildings through out Uptown to eliminate blighting eyesores. Monitor clean-up of vacant lots and buildings.</li> <li>5. Work with NIP to increase fundraising efforts such as grant writing, special events, City CIP funds, special purpose grants etc. Relay funding needs to elected officials.</li> <li>6. Maintain energetic, diverse board membership to insure continued interest and broad support.</li> <li>7. Support Enterprise Toledo - one stop shop to facilitate neighborhood revitalization projects.</li> <li>8. Encourage Uptown Board member to sit on various City panels, committees, and task forces for outreach purposes and to obtain information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete inventory of businesses, institutions, social service agencies commercial and industrial areas. Finalize land-use plan <ul style="list-style-type: none"> <li>• Contact collaborative, City of Toledo, utility companies for building information.</li> <li>• Establish rapport with Holly Wiedman, Toledo's Dept. of Development Director.</li> <li>• Establish rapport with Toledo Regional Growth Partnership.</li> </ul> </li> <li>2. Express importance of Parklane and Hillcrest redevelopment in Uptown with City and media. Become aware of negotiation issues. Discuss and pursue incentives for development (e.g. tax abatement, LIHTCs, historic tax credits, bond financing and federal CDBG/HOME money).</li> <li>3. Highlight residents of Uptown in media. <ul style="list-style-type: none"> <li>• Continue circulation of newsletter send copies to pertinent elected officials.</li> <li>• Work with NIFTI to plant flowers around Uptown businesses.</li> <li>• Promote Uptown during Mercy's Health Fair and OWE's Annual Festival.</li> <li>• Increase membership drive sponsored by businesses and institutions.</li> <li>• Sponsor after hours cook-outs and receptions inviting businesses, residents, institutions, and elected officials.</li> <li>• Emphasize Uptown's diversity as positive.</li> <li>• Tap museum and Rally by the River crowds to frequent Uptown businesses, restaurants.</li> <li>• Look into an adopt-a-block program.</li> </ul> </li> <li>4. Work with Department of Neighborhoods submitting list of derelict properties to be razed.</li> <li>5. Develop fundraising strategy with NIP.</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic development Plan finished. Vacant land identified for residential use. New land-use restrictions incorporated to prevent expansion of nuisance businesses. Industries, businesses, targeted for Uptown. Begin solicitations of pertinent businesses and industries.</li> <li>2. Continue assistance and oversight of building's development.</li> <li>3. Hold Garlic Festival in Uptown as a way to bring positive press to neighborhood and to celebrate achievements. <ul style="list-style-type: none"> <li>• Continue clean-up efforts.</li> <li>• Continue with cross marketing activities to promote Uptown (i.e. Mercy Health Fair and OWE Festivals).</li> <li>• Continue cook-outs and receptions.</li> <li>• Develop Uptown business directory.</li> <li>• Identify special events with Joyce Perrin of Citifest.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. New businesses and industries attracted to Uptown. New residential subdivision constructed in Uptown.</li> <li>3. Garlic Festival is an annual Toledo event attracting thousands. <ul style="list-style-type: none"> <li>• Continue business directory.</li> </ul> </li> </ol>

**UPTOWN STRATEGIC PLAN**

ORG/MGMT. POLITICAL SWOT ASSESSMENT	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p>THREATS</p> <ol style="list-style-type: none"> <li>1. Continued exodus of Uptown residents and businesses</li> <li>3. "status quo" apathy</li> <li>4. Inability to secure funds for redevelopment</li> <li>5. City's method of allocating its CIP funds</li> <li>6. CDC competition for available resources</li> <li>7. Lack of public relations, marketing efforts in Uptown</li> <li>8. Increased crime</li> <li>9. Uptown's diversity</li> <li>10. Slow development</li> <li>11. Inadequate economic development programs (e.g. facade program)</li> <li>12. Use of prevailing wage rates for federally funded projects.</li> <li>13. Nuisance businesses (e.g. adult book stores, pawn shops, used furniture stores, night clubs)</li> <li>14. Absentee and slum landlords</li> <li>16. Politics</li> </ol>				

**UPTOWN STRATEGIC PLAN**

DEVELOPMENT SWOT ASSESSMENT (RESIDENTIAL)	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p><b>STRENGTHS</b></p> <p>3. Good building stock</p> <p>20. Surrounded by residential neighborhoods</p> <p>19. Demand for market rate housing</p> <p>13. Available land</p> <p>8. Adjacent to downtown</p> <p>9. Some high income residents live in Uptown</p> <p><b>WEAKNESSES</b></p> <p>2. Declining residential base</p> <p>3. High number of rental households</p> <p>8. No balance of income groups</p> <p>11. Lack of financial resources</p> <p>13. Recent publicity re: Hillcrest and Parklane</p> <p>14. Parklane Hotel redevelopment</p> <p>18. One-Way streets</p> <p><b>OPPORTUNITIES</b></p> <p>2. Declining residential base</p> <p>3. High number of rental households</p> <p>6. Moderate priced land available</p> <p>7. Work with the Downtown Parking Authority to facilitate additional parking for Uptown</p> <p>8. Uptown has had increased public awareness due to its revamped board, new newsletter, the Hillcrest and Parklane redevelopments</p> <p>9. Adjacent to other CDCs, to other redevelopment projects and development corridors.</p> <p>18. Timing is excellent for Uptown redevelopment to take advantage of nearby projects.</p> <p><b>THREATS</b></p> <p>1. Continued exodus of Uptown residents and businesses</p> <p>2. Loss of historic fabric of building stock</p> <p>8. Increased crime</p> <p>12. Use of prevailing wage rates for federally funded projects.</p> <p>13. Nuisance businesses (e.g. adult book stores, pawn shops, used furniture stores, night clubs)</p> <p>14. Absentee and slum landlords.</p>	<p>1. Provide assistance towards the redevelopment of the Hillcrest Hotel.</p> <p>2. Provide assistance to redevelop the Parklane.</p> <p>3. Identify derelict, vacant residential structures.</p> <p>4. Identify vacant parcels</p> <p>5. Review and analyze NIP's market study for Museum Place and the CBS coalitions market study for Bancroft Street.</p> <p>6. Develop a rental rehabilitation strategy for Uptown.</p>	<p>1. Work with existing developers that are proposing condos and a European type hotel.</p> <ul style="list-style-type: none"> <li>Pursue the cleaning of the buildings facade to eliminate smoke and to make building more presentable.</li> </ul> <p>2. Work with City Administration/Mayor's Office to provide incentives to owner to redevelop building or sell it to another developer. Some uses may be condos, assisted living for the elderly, market rate housing similar to executive towers, or student housing.</p> <p>3. Vacant vandalized residential buildings should be identified and razed. Areas of priority should be Norwood Court, Brookwood, 16th and Monroe, 19th Street buildings.</p> <p>4. Identify vacant parcels ownership, zoning, and maintain list for future redevelopment.</p> <p>5. Determine what type of residential housing is in demand in Uptown.</p> <p>6. Since Uptown is 96% renter occupied, assistance to existing landlords should be provided to improve rental housing conditions in Uptown. Landlords should be made aware of the City's Rental Rehab Program. Tenants should be made aware of their rental obligations and their rights.</p> <ul style="list-style-type: none"> <li>Rental Rehab activities should be targeted to Adams Street where many mixed-use buildings are located. It is also Uptown's Neighborhood Business district.</li> </ul>	<p>1. Market Hillcrest nationally. Approach the Alexander Company who is developing the Macy Building downtown.</p> <p>2. Have City enforce building, zoning, health and fire codes to insure that building is maintained adequately and that parcel does not become an eye sore.</p> <p>3. Assemble vacant land and landbank for residential development.</p> <p>4. Propose declaring Norwood Court area as a "slum and blight designation" for clearance. Proposed area bounded by 17th, Washington, 21st and Monroe Streets. Assemble vacant land and landbank for business or institutional expansions.</p> <p>5. Provide information to NIP, other developers, the City to encourage residential construction.</p> <p>6. Renters should be encouraged to become homeowners utilizing the City's non-profit Loan Pool Program and NIP's expertise.</p> <ul style="list-style-type: none"> <li>Landlords should be aware of the CRA program and the available historic investment tax credits.</li> </ul>	<p>1. Consider demolishing Hillcrest if no developer steps forward after marketing it nationally.</p> <p>3. Institute residential new construction on landbanked properties and/or slum and blight areas.</p> <p>4. After clearance/demolitions propose splitting cleaned-up parcels to adjacent owners.</p> <p>5. Co-develop new residential construction in Uptown.</p>

**UPTOWN STRATEGIC PLAN**

DEVELOPMENT SWOT ASSESSMENT (COMMERCIAL)	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Transportation HUB</li> <li>2. Heavy traffic</li> <li>4. Redevelopment occurring along perimeters</li> <li>6. Has successful businesses and institutions</li> </ol> <p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>4. No nearby grocery</li> <li>7. Lack of parking</li> <li>11. Lack of financial resources</li> <li>18. One-Way streets</li> </ol> <p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>3. Interested investors</li> <li>4. Available commercial buildings</li> <li>6. Moderate priced land available.</li> <li>7. Work with the Downtown Parking Authority</li> <li>8. Hillcrest and Parklane redevelopment.</li> <li>9. Adjacent to other CDCs, to other redevelopment projects and development corridors.</li> <li>12. Relocation and expansion of existing businesses</li> <li>13. New business recruitment</li> <li>18. Uptown redevelopment</li> </ol> <p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. continued exodus of Uptown residents and businesses</li> <li>2. loss of historic fabric of building stock</li> <li>8. increased crime</li> <li>11. inadequate economic development programs (e.g. facade program)</li> <li>12. use of prevailing wage rates for federally funded projects.</li> <li>13. nuisance businesses (e.g. adult book stores, pawn shops, used furniture stores, night clubs)</li> <li>14. absentee and slum landlords</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus Commercial redevelopment activity along Adams Street Uptown's business district.</li> <li>2. Compile Uptown business directory.</li> <li>3. Concentrate other development activities along perimeters of Uptown to take advantage of other revitalization efforts/projects.</li> <li>4. Coordinate capital improvement and streetscape activities with commercial improvements.</li> <li>5. Support Nip with further development of SeaGate Business Center.</li> <li>6. Pursue development of Monroe Street corridor.</li> <li>7. Work with Downtown Parking Authority and Downtown Toledo Vision to provide adequate parking for Uptown residents, businesses and institutions.</li> <li>8. Support City's Enterprise Toledo - One stop shop permit center.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with Toledo Metro Federal Credit Union for location of their new facility along Adams Street. <ul style="list-style-type: none"> <li>• Identify absentee owners of buildings with nuisances and get them to correct deficiencies.</li> <li>• Work with City inspectors - building, zoning, health and fire to cite owners of nuisance properties.</li> <li>• inventory infrastructure needs.</li> </ul> </li> <li>2. Develop an Uptown Business Directory to recognize local businesses, to help with marketing and sales and to establish a working relationship with them.</li> <li>3. Work with Warehouse District, Farmer's Market Merchants Association, Downtown Toledo Vision, Collingwood Springs/NIP - infill housing project, NIP - museum place/art museum, and Warren Sherman. <ul style="list-style-type: none"> <li>• Keep in close contact with Library Board regarding their proposed expansion.</li> <li>• Communicate with Lucas County regarding their new CSI facility.</li> </ul> </li> <li>4. Work to install banners identifying Uptown in strategic areas.</li> <li>5. Assist NIP with PICO Systems.</li> <li>6. Identify businesses that would be suitable for corridor (e.g. office, professional, furniture, etc.).</li> <li>7. Discuss parking needs with Downtown Parking Authority and examine options.</li> <li>8. Inform Uptown businesses of City's effort to streamline permit process.</li> </ol>	<ol style="list-style-type: none"> <li>1. Pursue C-6 zoning for Adams Street and possibly Madison Street. <ul style="list-style-type: none"> <li>• Pursue special tax district designation to raise additional revenues for infrastructure, maintenance and other amenities.</li> <li>• Encourage convenience store(s) along Adams Street.</li> <li>• Prioritize Adams Street to receive infrastructure improvements along with Keystone area.</li> </ul> </li> <li>2. Update directory and distribute throughout neighborhood, downtown and adjacent CDCs.</li> <li>3. Work with Downtown Parking Authority to coordinate improved parking conditions in Uptown.</li> <li>4. Have banners installed and rotate them for special events, activities etc.. <ul style="list-style-type: none"> <li>• Have light poles and traffic signals painted - prioritize Adams Street.</li> <li>• Replace deteriorated sidewalks and curbs - Adams Street, Madison and other heavy commercial areas.</li> </ul> </li> <li>6. Solicit new businesses for Monroe Street corridor.</li> <li>7. Pursue parking options to maximize availability.</li> </ol>	<ol style="list-style-type: none"> <li>2. Continue updating and distributing the business directory.</li> <li>6. Attract at least five new businesses to Uptown.</li> </ol>

**UPTOWN STRATEGIC PLAN**

DEVELOPMENT SWOT ASSESSMENT (OTHER ECONOMIC DEVELOPMENT)	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p><b>STRENGTHS</b></p> <p>4. Redevelopment occurring along perimeters 6. Successful businesses and institutions 8. Adjacent to downtown</p> <p><b>WEAKNESSES</b></p> <p>9. No formalized economic development plan 11. Lack of financial resources 15. No current inventory of Uptown buildings 18. One-Way streets</p> <p><b>OPPORTUNITIES</b></p> <p>3. Interested investors 5. MaComber incubator 6. Moderately priced land available 7. Work with downtown Parking Authority 8. Hillcrest and Parklane redevelopment. 9. Adjacent to other CDCs, to other redevelopment projects and development corridors. 11. Library expansion 12. Relocation and expansion of existing businesses 13. New business recruitment 16. Uptown infrastructure in disrepair 18. Uptown redevelopment 19. Pursue link development projects</p> <p><b>THREATS</b></p> <p>1. Continued exodus of Uptown residents and businesses 2. Loss of historic fabric of building stock 5. City's method of allocating its CIP funds 8. Increased crime 11. Inadequate economic development programs (e.g. facade program) 12. Use of prevailing wage rates for federally funded projects. 13. Nuisance businesses (e.g. adult book stores, pawn shops, used furniture stores, night clubs) 14. Absentee and slum landlords 15. Hospital mergers and future of Mercy Hospital</p>	<p>1. Implement May, 1995 Keystone Development Plan for area bounded by Adams, 14th, Monroe and 17th Streets.</p> <p>2. Be part of Public Library expansion planning.</p> <p>3. Work with County regarding new CSI facility.</p> <p>4. Establish and maintain contacts with Uptown's main businesses, industry, institutions and social service agencies. In this way uptown is providing outreach about revitalization efforts, obtaining first hand knowledge of any expansions, closures and relocations. Grooming new board members, identifying needs that City, NIP and/or Uptown can help with.</p> <p>5. Support MaComber Incubator.</p>	<p>1. Identify appropriate phases of development; secure financing.</p> <p>2. Have Uptown board members be part of planning committees of library.</p> <ul style="list-style-type: none"> <li>• Work to piggyback other redevelopment projects with library expansion</li> <li>• Coordinate City infrastructure improvements with library improvements.</li> <li>• Determine how Uptown can benefit from library expansion (e.g. parking, new traffic circulation attraction of ancillary businesses, coffee shops, restaurants, and print shops like Kinko's, etc.).</li> </ul> <p>3. Have Uptown representation on Planning Committees of County.</p> <ul style="list-style-type: none"> <li>• Determine how Uptown can benefit from new facility.</li> </ul> <p>4. Establish and maintain contacts with the following: St. Paul's United Methodist church, First Alliance Church, social service Agencies like St. Paul's Community Center, Mildred Bayer Health Clinic, Planned Parenthood, Toledo Rescue Mission, the Catholic Club, Zenobia Shrine, Toledo Club, Taylor Buick, SSOE, Hylant-Maclean Inc., Brooks Insurance, Manhattan Building Company, Buckeye News and others.</p>	<p>1. Complete initial phases</p> <p>3. Determine the supporting businesses and/or services that will be attracted as a result of the new CSI facility and pursue them. Uptown, NIP, City and County Economic Development Officials should all be involved.</p> <p>4. Contacts should be scheduled regularly and be on-going. membership to Uptown should be solicited. all should receive newsletter.</p>	<p>1. Complete all phases of Keystone plan</p>

**UPTOWN STRATEGIC PLAN**

INFRASTRUCTURE SWOT ASSESSMENT	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p><b>WEAKNESSES</b></p> <p>6. Lack of green space 11. Lack of financial resources 16. Uptown infrastructure in disrepair 18. One-Way Streets</p> <p><b>OPPORTUNITIES</b></p> <p>9. Adjacent to other CDCs, to other redevelopment projects and development corridors.</p> <p><b>THREATS</b></p> <p>5. City's method of allocating its CIP funds</p>	<ol style="list-style-type: none"> <li>1. Keystone Plan infrastructure needs should be given priority - followed by Adams Street improvements.</li> <li>2. Remainder of Uptown infrastructure needs should be inventoried.</li> <li>3. Work with City's Traffic Engineering Department to reevaluate Uptown's traffic circulation and current one-way streets.</li> <li>4. Work with TMACOG and City's Traffic Engineering Office to discuss proposed Buckeye Basin cut-through.</li> <li>5. Support art museum's landscape plan.</li> <li>6. Encourage tree planting throughout Uptown.</li> </ol>	<ol style="list-style-type: none"> <li>1. City's CIP budget should be pursued for streetscape/curb, sidewalk, repavements, trees, street furniture, signage, lighting and traffic poles.</li> <li>2. Complete inventory of infrastructure needs. Share information with elected officials, the Uptown residents, businesses and institutions.</li> <li>3. Seek traffic circulation study.</li> <li>4. Contact TMACOG regarding cut-through.</li> <li>5. Consider expanding proposed Monroe Street Boulevard concept into Uptown.</li> <li>6. Contact City's Department of Natural Resources to promote tree plantings throughout Uptown. Priority blocks should be Keystone area, Adams Street and places where other redevelopment activities are taking place.</li> </ol>	<ol style="list-style-type: none"> <li>2. Prioritize infrastructure improvements tied to revitalization projects priority areas and where needed the most.</li> <li>3. Propose changes to Uptown's circulation patterns and convert where feasible one-way street to two-way streets.</li> <li>4. Coordinate meetings and keep informed about proposed cut-through - analyzing its impact to Uptown. Seek alternatives.</li> </ol>	<ol style="list-style-type: none"> <li>2. Continue inventory and prioritization of infrastructure needs and coordination with Toledo's Public Service Department, Neighborhoods Department and Mayor's Office.</li> </ol>



**UPTOWN STRATEGIC PLAN**

QUALITY OF LIFE SWOT ASSESSMENT	ACTIVITY (In Priority Order)	SHORT TERM 1ST YEAR	MID-TERM 2-3 YEARS	LONG TERM 4-5 YEARS
<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>5. Diverse neighborhood</li> <li>9. High income residents</li> <li>10. Good restaurants</li> <li>11. Mercy Hospital</li> <li>14. Block Watch</li> <li>15. Low crime rate</li> <li>16. Served by Toledo Police Horse Patrols</li> <li>17. Numerous social agencies in area</li> <li>18. Cultural area, adjacent to museum</li> </ul> <p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>1. Negative perception of area</li> <li>2. Declining residential base</li> <li>3. High number of rental households</li> <li>4. No nearby grocery</li> <li>6. Lack of green space</li> <li>8. No balance of income groups</li> <li>10. Lack of acceptance of neighborhoods diversity</li> </ul> <p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>15. Uptown is a full service neighborhood</li> <li>17. Beautification of Neighborhood</li> <li>23. Willingness of businesses to donate and volunteer towards revitalization projects.</li> <li>28. Expand awareness and appreciation of Uptown's diversity within the neighborhood and throughout the City of Toledo.</li> </ul> <p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>1. continued exodus of Uptown residents and businesses</li> <li>2. loss of historic fabric of building stock</li> <li>3. "status quo" apathy</li> <li>8. increased crime</li> <li>9. Uptown's diversity</li> <li>13. nuisance businesses (e.g. adult book stores, pawn shops, used furniture stores, night clubs)</li> <li>14. absentee and slum landlords</li> <li>15. hospital mergers and future of Mercy Hospital</li> </ul>	<ul style="list-style-type: none"> <li>1. Promote safety and security in the Uptown Neighborhood.</li> <li>2. Promote clean-up efforts and beautification projects throughout Uptown.</li> <li>3. Promote cultural activities in and around Uptown.</li> <li>4. Promote historic/architectural qualities of Uptown buildings.</li> </ul>	<ul style="list-style-type: none"> <li>1. Strengthen Block Watch Program                             <ul style="list-style-type: none"> <li>• Support directed patrol concept.</li> <li>• Let Police Department and Mayor's Office and Council know that Uptown supports the mounted patrol - especially in the Uptown area.</li> <li>• Coordinate security and network with hospital and other security programs (OWE).</li> <li>• Insure that adequate lighting exists along Uptown.</li> <li>• Look into nuisance/crime activity around Lodeana's Lounge at 1509 Adams Street and work with Police Department and liquor control.</li> <li>• Crack down on prostitution activity in Uptown area.</li> </ul> </li> <li>2. Work with NIFTI, City's Department of Solid Waste, the Department of Neighborhoods to coordinate annual neighborhood clean-ups.                             <ul style="list-style-type: none"> <li>• Work with NIFTI, Department of Natural Resources and City's Beautification Coordinator to Spruce-up Uptown area with plantings, trees, flowers, receptacles.</li> </ul> </li> <li>3. Promote art museum and related activities.                             <ul style="list-style-type: none"> <li>• Promote the Thursday Trolley Trot.</li> </ul> </li> <li>4. Encourage historic renovation of key buildings in Uptown.</li> </ul>	<ul style="list-style-type: none"> <li>1. Insure continued viability of Block Watch program.                             <ul style="list-style-type: none"> <li>• Continue to support Toledo's mounted patrol.</li> <li>• Encourage additional lighting where necessary.</li> <li>• pursue repeal of Lodeana's liquor license if nuisance activities continue.</li> </ul> </li> <li>2. Continue neighborhood clean-up efforts.                             <ul style="list-style-type: none"> <li>• Expand beautification projects to include, businesses, institutions and residents. Coordinate with Farmers Market merchants/Memorial Day Flowers event.</li> <li>• Encourage participants of the Thursday Trolley Trot to frequent Uptown restaurants and businesses.</li> </ul> </li> <li>3. Tap into museum clientele to encourage them to frequent Uptown restaurants, bars and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>2. Continue clean-ups (less frequently if appropriate).</li> <li>• Continue beautification projects.</li> </ul>