

The Community Leadership Toledo ("CLT") class of 2010 selected the UpTown Association for one of its community volunteer projects. The CLT UpTown Association project team met with the Association's Board of Directors and Executive Director on several occasions to discuss the long-term and short-term objectives of the Association, with the goal of assisting the Association to create a formal Strategic Plan. The members of the project team also toured the Uptown District, took an inventory of the District and sought guidance from local governmental authorities and urban planning experts. The following 'UpTown Strategic Community Plan' represents the project team's recommendations for the District and is intended as a framework, or at least a starting point, for the creation and adoption of an official strategic plan by the Association.



Strategic Neighborhood Plan

Proposed and presented by:
Community Leadership Toledo
Uptown Association Project Team
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1.0 A BRIEF HISTORY

UpTown holds a unique place in Toledo's history. Most see the area only as it exists today, not realizing the grandness of its past. UpTown was platted into development sized lots between 1855 and 1901. Demand for housing close to downtown spurred residential development shortly thereafter. By the late 1800's, trolley lines extended along Adams, Monroe and Washington Streets providing convenient transportation to downtown and heightening the district's appeal. Stately mansions of Toledo's more wealthy residents were constructed on large lots fronting the major streets, with the smaller interior lots developed with less pretentious homes. Commercial development, attracted by the expanding population, began to appear on the streets traveled by trolleys, particularly Adams and Monroe Streets.

UPTOWN TODAY



Continued expansion of downtown Toledo during the early 1900's and the growing demand for housing resulted in many of the single family homes being demolished to make way for apartment buildings. Auto service garages and parking lots were constructed along major streets and businesses that catered to the needs of downtown companies began to appear. During this time, the Toledo Catholic Diocese acquired several lots on the corner of Madison and 23rd Streets including the home of prominent banker Col. Sheldon C. Reynolds, and constructed what would be the first building of the Mercy Hospital complex. The facility has grown to occupy the entire area between Jefferson and Madison and 21st and 23rd Streets. The early 1900's also brought the construction of the Toledo Club at Madison and 14th and the new main Post Office (now the Jefferson Center) at Madison and 13th.

In the late 1920's and 1930's, further redevelopment happened with the construction of the Hillcrest Hotel (1929) and the Macomber (1938) and Whitney (1939) Vocational High Schools.

Development lagged after World War II, but in the 1950's and 1960's, several mid-century modern commercial buildings were constructed in close proximity to the Mercy properties. More recent developments include construction of the new St. Paul's Methodist church on Madison to replace its original building which was destroyed by fire in 1979.

The late 1980's experienced continued improvement including: The Toledo Trust operations building, now The Source at Monroe and 14th, SSOE, Brooks Insurance and the Lucas County Juvenile Detention facility.

More recent developments include the Toledo Metro Federal Credit Union on Adams Street, the Toledo Lucas County Main Library expansion, the UpTown Arts Apartments on 14th and the New Cheney Flats at Adams and 17th.

In 2005, Toledo City Council adopted the UpTown Association's proposal to create an Arts and Entertainment Village overlay for the UpTown district. The Association also partnered with a local developer to pursue redevelopment of the long-vacant three story building at 1301 Adams into a mixed use project containing ground floor commercial space and market-rate apartments on the upper floors.

Other changes include the continued conversion of streets back to two-way use including Washington and Monroe Streets. Portions of Madison and Jefferson were converted in mid 2006 with plans by the city to continue as funds permit.

2.0 UPTOWN ASSOCIATION

2.1 In the Beginning...

In late 1984, administrators of The Toledo Museum of Art and Mercy Hospital became concerned over deteriorating conditions in the Monroe-Jefferson corridor between their facilities and downtown Toledo. Representatives of these institutions met with City officials to discuss the problems and what could be done to resolve them. They found that little planning was being done but that there was considerable interest and support from business and property owners in the area for economic development activities. Along with the Toledo Economic Planning Council, a core group of businesses and other institutions in what was to become UpTown held meetings and laid the foundation for the UpTown Association. They defined boundaries, gathered data and developed plans for revitalization of the business district. At the September 1985 board meeting, members unanimously voted to change the name to the UpTown Association and adopted the UpTown logo. In March 1986, the Association was incorporated as a non-profit development corporation with a 16 member Board of Trustees. The first President of the Corporation was Glenn Meerdink who was the Vice President of Development at Mercy Hospital (Greg Smith from the Museum had led the organization prior to its incorporation).

With input from 100 members and an extensive area profile report from the Toledo Lucas County Plan Commission, the Association developed a number of objectives during the planning process to redevelop and stabilize the district. These included cleaning up slums, redevelopment of blighted residential areas, increasing commercial activities and reduction of crime. Several committees were formed to identify resources to resolve these issues and also to promote the Association as an advocate for businesses, institutions, residents and property owners of the district. These committees interfaced with Toledo city officials, looked at funding sources, sought increased police protection for businesses in the district, and considered ways of attracting new business to the area. As a non-profit organization, the Association applied for and

received Community Development Block Grant funding through the City for the recruitment of an Executive Director and part time office person. The office was located in the Hillcrest Hotel, and in November 1987, the Association held its first annual meeting at the Hillcrest with 93 people in attendance.

During the late 1980s, the robust activities of the Association and its various committees continued:

- The Safety and Environment Committee developed an incident reporting system for its members so that crime reports could be tracked. Statistics of crimes that were acting as a deterrent to business and residential development were discussed with police and City officials. The Association also hired a part time security patrol to supplement City police protection.
- Facade Improvement Grants accessed through the Association helped restore and improve buildings in the district. During 1988, sixteen businesses in the UpTown area received facade improvement grants totaling nearly \$350,000.
- “Welcome to UpTown” signs were created by the City and added to street signs at ten key entry points to the district.
- UpTown Resources, Inc. was formed to acquire properties in the district for future residential development.
- Beginning in 1988, the first of a number of requests was made to the City to restore Monroe, Adams, Washington, and 16th Streets to two-way traffic and improve traffic flow by eliminating some traffic lights in the district. Requests were also made to improve street lighting and to repair crumbling streets and sidewalks. Many of these requests were eventually granted by City Council and funded thanks to the persistence of UpTown board members.
- Realtor/Developer meetings were held to market and promote property in the district and encourage new development.
- Communication was greatly enhanced with publication of the first UpTown Membership Directory, an inventory of available space in the district, and the publication of newsletters. The Public Relations Committee worked hard to promote UpTown as a viable business district and maintained communication with City administrators and media sources.
- The first of many neighborhood clean-ups, originally called “spruce-up day” was held in 1988.

These were just a few of the many initiatives during the Association’s formative years.

2.2 A New Decade

Attorney Jerry Hoffer, who had restored the Kimbell Building at Monroe and 19th Streets, was the new president of the association as it moved into the 1990s. It had accomplished some of its early goals but also faced new challenges as businesses closed or moved out of the district. One major loss was due to a corporate merger: Sheller- Globe Corporation on Jefferson at 15th. Another blow was the closing of the Hillcrest Hotel, which raised concern about what would happen to that property and the block surrounding it; without a plan for development, the historic building faced the possibility of demolition. President Doug Shelton, a 16th Street resident and

owner of Superior Impressions on 12th Street, worked with City administrators, developers, and neighbors of the Hillcrest to establish ways of improving the environment and encouraging development around the Hillcrest. Later, the property was purchased by the City under Mayor Carty Finkbeiner and developed into apartments.

In 1996 under the leadership of Judy Paschalis, owner (with husband Manos) of many UpTown properties, the Association became a member organization of Neighborhoods In Partnership (NIP), a community development corporation located in the Old West End. This partnership would provide UpTown with administrative and other support services while expanding the NIP service area, and there would also be an exchange of Board representatives between the two organizations. Adams Street was repaired with new sidewalks and landscaping and became the centerpiece of UpTown.

The Association became part of the TARTA lunchtime trolley program in 1998 when President Sara Hanselman, of the Toledo Metro Federal Credit Union on Adams Street, and the Board approved advertising its businesses and restaurants on the lunchtime trolley loop. Always eager to promote the UpTown district, the Board saw the loop as a way to introduce downtown workers to UpTown. Also during 1998, the Board got an early view of the major renovation project for the main Toledo Public Library, an imposing 1940 Art Deco structure that sits on the eastern border of the district. Although this project required vacating one block of 10th Street and the loss of the buildings on the west side of that block, the overall result has been very positive for UpTown.

In 1999, the City of Toledo commissioned an extensive study that resulted in the Monroe Street Corridor Overlay District proposal to revitalize Monroe Street from downtown to the Colony area at The Toledo Hospital. Concerned that any changes should represent the interests of Association members, UpTown President (and Adams Street Attorney) John Birmingham sent out a questionnaire seeking ideas that would become part of a presentation to City planners. Restoring Monroe Street to two-way traffic had been proposed by UpTown for a decade and was now part of the overlay plan. Although several modifications to the original proposal followed, today's remarkable change on Monroe has been beneficial to the entire UpTown district. Also, the first new residential construction in about 50 years occurred with new apartment complexes on Adams at 17th and in the 300 block of 14th between Adams and Madison.

2.3 A New Century

Following the brief presidency of 16th Street resident Carly Mys, who then relocated away from Toledo, the office was assumed in late 2001 by Attorney J. P. Smith, who had redeveloped the vacant former veterinary hospital on 14th near Adams into law offices. In 2001, NIP proposed to introduce a nationally recognized program called *Main Street* for Adams Street from 11th to 23rd in the UpTown district. Matt Wiederhold was hired by NIP as *Main Street* Program Manager. Following a training period, several committees were formed to address specific program functions; one of the first projects was to visually distinguish this section of Adams Street. To accomplish this, flags of the 50 states and the U.S. territories were purchased and mounted on light poles along the *Main Street* blocks; the flags were flown for three summers. To encourage more visitors to the street, "Adams Amble" events were held on the third Thursday of each

month. Artists, crafters, vendors, and musicians lined Adams Street, performed in vacant lots, or set up shop in buildings. The Adams Amble events brought shoppers and browsers to the district and generated news coverage by *The Blade* and *The City Paper*, an UpTown business. Unfortunately, the successes of *Main Street* did not last. Matt Wiederhold left to take a position as Economic Development Director for a much larger organization in Cleveland in September 2003 after the successful Triple AAA on Adams (Art, Autos, and Architecture); also, NIP funding cuts eliminated the program at the end of 2004 after the Association had experienced a severely truncated version of *Main Street* that year.

The UpTown Association has always encouraged its members to maintain and improve their property and to help keep the district clean. The organization has assisted in awarding of facade grants to members by facilitating access to City resources. The Association also sponsors a paint program with assistance from Vallet Paint on Adams at 18th Street. Many neighborhood cleanups have been held during the past 20 years and in 2002, Mayor Jack Ford introduced his “elegant city” initiative and assigned members of his staff to zip code sectors of the City. Chief Michael Bell and the Toledo Fire Department were assigned the area that included UpTown. Spring and fall clean-ups, which included fire personnel, UpTown and NIP volunteers, have eliminated tons of trash from the area. The first cleanup in 1988 produced 130 tires. But by this time, only two tires were recovered. Progress was being made.

At the 2005 annual meeting, a proposal was made to create an entertainment district in a part of UpTown, similar to the area around Fifth Third Field. Such a district would include galleries, restaurants, bars, coffee houses and specialty retail stores. Toledo City Council’s recognition of the entertainment district would promote commercial development, increase property values and encourage mixed use properties that would bring new residents to the area and the legislation was ultimately enacted into law by the Council in summer 2005.

The Arts and Entertainment Village Committee was formed in 2005 and continues to work on and promote the entertainment district project. Many volunteers believed that it was vital for the long term health of the Arts and Entertainment Village to develop a strategy for future growth and development that incorporates design elements, so a two-day Visioning Charrette was held in cooperation with the Toledo Warehouse District, our sister neighborhood. The Charrette was hosted by the Toledo School for the Arts on 14th Street, and this led the group to creative ideas for the future of the two neighborhoods. Also, Architectural students from Bowling Green State University from a class in Public and Private Spaces created some of the most amazing and futuristic ideas for the UpTown and Warehouse District neighborhoods. At an open meeting, the students discussed their concepts with attendees.

Continuing the momentum, two committees meet every other week to follow up on the ideas generated at the Charrette. One committee is focusing on the actual plan for the neighborhoods and the other is working on how to market and develop the Plan. Volunteers are always welcome to participate. Another element of the planning process is the creation of an Urban Neighborhood Zoning Overlay that would create design requirements to keep the overall look and feel of an urban village as envisioned in the Arts and Entertainment Village concept.

3.0 CURRENT CONDITIONS ANALYSIS

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of UpTown reveals the current conditions:

3.1 Strengths

The UpTown Association is located in a community which is ripe for growth. Its location is one of its greatest strengths and assets. It is uniquely positioned near some of Toledo's most notable treasures – Toledo Museum of Art, Mercy College, and the University of Toledo to name a few. Additionally, it is accessible to all major highways and the mixed array of buildings contributes to its uniqueness.

3.2 Weaknesses

While location and buildings truly are strength of this Association there are a number of weaknesses that must be addressed to ensure solvency and future growth. As mentioned in meetings with the UpTown Association's Board of Directors and numerous partners in the community, homelessness is a major concern. When attracting new companies or the consideration of neighborhood development the existence of the growing population of homeless individuals is a major concern. Additionally, as with any non-profit organization in the Toledo area, funding continues to be a weakness of many not just UpTown. Given the current state of the economy, grants are harder to obtain and even some levels of federal funding has decreased.

3.3 Opportunities

Because of the unique location and variety of buildings along with green space, UpTown has many opportunities that can advance its mission and contribute to its sustainable growth. Some of the opportunities are partnerships with area organizations and businesses. Because the University of Toledo and Mercy College are so close it would be ideal to create a partnership for housing and other community development projects. Another opportunity exists in the main corridor and street of the area – Monroe Street. This street is one of the main arteries of the City of Toledo and can be a key catalyst for development projects including a streetscape and other improvements.

3.4 Threats

One of the major threats for UpTown is funding. The City of Toledo CDBG funding stream has continued to decline and the competitiveness has increased. In order to be successful in obtaining funding, UpTown must consider viable and worthwhile partnerships with other community based organizations and businesses. This will aid in securing some of the more competitive funding.

Please see Addendum A for a more detailed SWOT analysis of UpTown.

4.0 MOVING FORWARD

4.1 Sources of Revenue

It is clear that for any neighborhood, such as UpTown, or its supporting organization, the UpTown Association, to emerge as a vibrant community and active community organization, there needs to be an investment of financial resources. Financial resources come in two forms, start-up or capital resources and operating or maintenance resources.

4.1.1 Start-up/Capital Resources

Start-up or capital resources are intended to get the community and the organization off the ground and onto its feet. While the UpTown community has already established an organization and hired an executive director to foster and support its development, there are a great deal more start-up costs associated with attaining a viable community and organization. These additional costs and steps to start-up are detailed in this plan however for now potential funding streams to support the continued start-up costs of UpTown will be identified.

A primary source of resources, which the UpTown Association has and should continue to pursue, is Community Development Block Grant (CDBG) funds. CDBG funds are made available to every principle city of Metropolitan Statistical Areas (MSAs), of which the City of Toledo is. CDBG funds may be utilized for acquisition of real property, relocation and demolition, rehabilitation of residential and non-residential structures, construction of public facilities and improvements, public services, activities related to energy conservation and renewable energy resources, and provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities. These grant funds are administered locally through the City of Toledo's Department of Neighborhoods.

A secondary source of financial resources the UpTown Association should begin to pursue is funds provided by private or non-profit organizations and foundations. Organizations and foundations with local, national or international breadth should be tapped for potential grants or donations to assist with start-up or capital resources.

4.1.2 Operating/Maintenance Resources

As UpTown establishes itself, it will be necessary to dedicate resources to support its operating and maintenance costs to ensure continued growth. Two potential streams of funding to support operating or maintenance costs are the donation of money and services by local private sector businesses and fundraising through annual community events.

Local private sector businesses, both within and outside of the UpTown community represent a promising pool of donors for both money and services. It seems highly possible to imagine a local real estate agent or brokerage donating time to promote listings in UpTown with the hope of reaping commissions or Brooks Insurance and SSOE donating money for a community green space for its employees or a large local landscaping company donating employees' downtime to mow and trim overgrown public spaces as a tax deduction or for Owens Community College and

PENTA to offer volunteer police cadets as neighborhood security so that they may gain experience. Attempts must be made to tap these innovative partnerships and resources.

Fundraising in the form of annual neighborhood events represents a second potential stream of funds. Many organizations and community organizations utilize this form of fundraising as a primary source of revenue. In UpTown, such a fundraising tool could realize an amplifying effect. A neighborhood event could not only garner the funds raised from the event itself but also showcase the neighborhood and drive temporary boosts in revenues for neighborhood businesses and association members. Thought should be given to partnering with an existing event in or around the neighborhood as well as with association member businesses.

4.2 Strengthening of the Board

The Board of Directors should be the key driver of the vision and strategic goals for the organization. Many of the Directors on UpTown's board have a vast knowledge of the community, its challenges, and they provide a true historical understanding of the organization. To complement those strengths, it is recommended that some new directors be added to the Board who are not from the UpTown geographic area. This will bring a new perspective to the board and will assist in the development of new ideas and concepts.

It is also recommended that the Board apply for funding through the Center for Non-Profit Resources Capacity Building Grant to obtain board development and training which will further strengthen not only the board but move it into a position where strategic visioning can take place.

4.3 Development of Sub Districts

Due to the size and diversity of UpTown, the neighborhood must be divided into sub-districts with unique features highlighting each area. This division into sub-districts will allow for a reasonable means to categorize and prioritize projects and development ensuring that critical masses and successes are achieved before development is expanded.

UpTown projects and development should occur according to following sub-districts and order:

4.3.1 Adams Street Corridor

The Adams Street Corridor is defined as all real property with street access to Adams Street between 10th Street and 20th Street. The vision for this corridor is a mixed use district characterized by Italianate turn of the century commercial brick structures with commercial storefront businesses on the street level and residential loft apartments on upper levels.

4.3.2 Monroe Street Corridor

The Monroe Street Corridor is defined as all real property with street access to Monroe Street between 10th Street and Collingwood Boulevard. This corridor is envisioned as "Main Street USA," with a mix of uses ranging from governmental to religious to residential to commercial. Similar to the Adams Street Corridor the hope is that multi-level contiguous buildings on

Monroe Street could utilize the street level for commercial storefronts and the upper levels for residential apartments.

4.3.3 Up Town Square

Up Town Square is envisioned as a public green space in the center of UpTown unifying the community. The vision is for UpTown Square to be developed between 17th Street and 21st Street and Madison Avenue and Monroe Street with turn of the century residential brick structures surrounding the green space to create a town square.

4.3.4 Walkable Washington

Walkable Washington is a district contained to the northeast by Monroe Street to the west by 22nd Street to the southwest by South Washington Street and to the southeast by 17th Street. This district is envisioned as a residentially zoned area with larger single family residences walking distance from the commercial storefronts of Monroe Street and the recreation of UpTown Square.

4.3.5 Madison Avenue Corridor

Madison Avenue Corridor is defined as all real property with street access to Madison Avenue between 10th Street and 16th Street. This corridor is envisioned as the business hub of UpTown with strictly commercial zoning. Already located in this corridor are the offices of SSOE, Brooks Insurance, and The Toledo Club, the tent poles of the UpTown business community. The goal of the sub-district would be the expansion of office facilities and recruitment of mid-sized businesses.

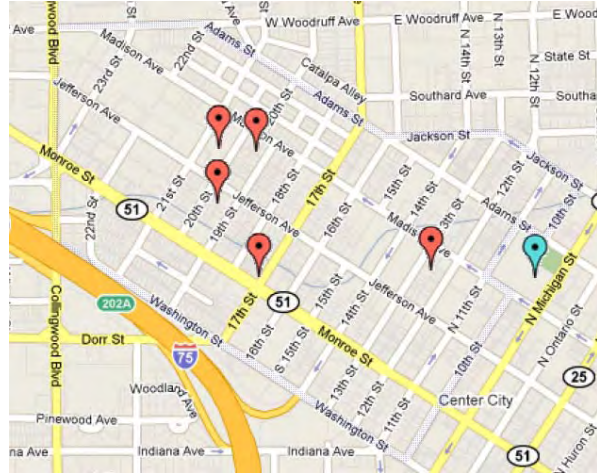
4.3.6 College Triangle

College Triangle is envisioned as a sub-district focusing on educational institutions bordered to the north by West Woodruff Avenue, to the northeast by Adams Street, to the southeast by 21st Street, to the southwest by Monroe Street, and to the west by Collingwood Boulevard. The sub-district is currently the home of Mercy College and the hope is to expand Mercy's presence in the sub-district and add other educational institutions. A proposed potential use would be for student housing for students from Mercy or other educational institutions.

4.3.7 Social Services District

The UpTown District is home to a large homeless population, who are supported by a great number of social service organizations and programs. Unfortunately, visitors to UpTown who are unaccustomed to the plight of the homeless are often afraid or uncomfortable when confronted with homelessness (whether rightfully so or not). For this reason, UpTown's homeless population is perceived as an obstacle to the urban renewal and growth of UpTown.

One contributing factor to the high visibility of the homeless community within UpTown is the scattered location of the social service organizations and facilities available to the homeless individuals within UpTown, which encourages foot travel across private property and through parking lots. These organizations include the Toledo Rescue Mission, the Shelter, Ten Eyck Towers and two Cherry Street Mission locations (reflected in the illustration to the right).



It is proposed that a “Social Services District” be created within UpTown and that the social services organizations be encouraged to locate within this sub-district. This will result in a more centralized placement of the institutions serving the homeless community, thereby reducing the visibility of the homeless population within the UpTown District. As a whole, this will improve the perception of UpTown by outside visitors and ease the burden on the homeless population who are required to travel on foot to scattered locations through UpTown for necessary services.

Additionally, two areas of focus could include (a) creating a design plan that would be required for external facades and/or (b) working with grant programs to relocate current scattered operations into the Social Services sub-district. By restricting building materials and exterior appearance of buildings, whether new or existing, visibility could be immediately improved to change the reputation of these necessary services. Identifying programs and grants that could help to relocate the current services/buildings into the new sub-district would have astronomical impact on the redevelopment of the UpTown District as a whole.

Please see Addendum B for a detailed map of UpTown sub-districts.

4.4 Infill Action & Sustainability Plan

4.4.1 Infill Action Plan

Infill development is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed. Most communities have significant vacant land within city limits, which, for various reasons, has been passed over in the normal course of urbanization. Ideally, infill development programs should focus on the job of crafting complete, well-functioning neighborhoods. Successful infill development is characterized by overall residential densities high enough to support improved transportation choices as well as a wider variety of convenience services and amenities. It can return cultural, social, recreational and entertainment opportunities, gathering places, and vitality to older centers and neighborhoods. Attention to design of infill development is essential to ensure that the new development fits the existing context and gains neighborhood acceptance. A cooperative partnership between government, the development community, financial institutions, non-profit organizations, neighborhood organizations and other resources is essential to achieve infill success. In the long

view, the public and private costs of continuing to favor sprawl development patterns will far exceed the resources needed now to facilitate infill development.

Uptown has a great amount of space available for development, making it ideal for infilling to create a more community type setting. There are already pillars in place (Avenue of the Arts, Entertainment locations); however focus needs to be placed on residential housing units and homeownership. By improving these areas and bringing in additional residential/commercial development to Uptown, the environment will become more suitable for further development and sustainability.

Options for Infill Development could include:

- Developing one or more new residences on an undeveloped or underutilized site within an existing, established neighborhood.
- Redeveloping an existing neighborhood – improving exterior appearances.
- Subdividing an existing lot into two or more building lots and adding residential structures on the newly created lots.
- Demolishing an existing home on a lot and building a larger home incorporating an additional residential unit (“tear downs”).

Benefits of Infill Development include:

- Making better use of urban land supplies while reducing consumption of forest and agricultural land
- Increasing access of people to jobs and jobs to the labor force.
- Reducing the time, money, energy and air pollution associated with commuting and other use of single occupant automobiles.
- Strengthening real estate markets and property values and renewing older neighborhoods and housing stock.
- Making better use of existing infrastructure and lowering costs of public services such as: transit, sidewalks, water and sewer, school and public safety (police, fire, ambulance).
- Replacing brownfields and abandoned industrial areas with functioning assets.
- Adding to socio-economic diversity
- Supporting unique cultural, arts, entertainment and civic functions, such as museums, opera, sports and universities.

Clean up Brownfield contamination:

Many infill sites have a level of soil or groundwater contamination that can hinder investment in property. Helping to orchestrate the environmental remediation will eliminate the uncertainty in the development community about the potential site. As the process can be expensive and tie-consuming, certain departments and organizations can provide financial (loan guarantees, etc) and technical assistance. These groups include:

- The US Environmental Protection Agency (EPA)
- The US Department of Housing and Urban Development (HUD)
- The US Army Corps of Engineers
- The US Department of Commerce
- The Small Business Administration (SBA)

- State departments of public health and environment
- Local business groups or partnerships
- Local Brownfield organizations, if available

4.4.2 *Sustainability Plan*

Sustainability: “Green” requirements for development in Uptown

- Create a design for New Urbanism
- Create a design that meets or exceeds LEED 2009 for neighborhood development
- Create a design that contains green building and infrastructure strategies that include:
 - Rooftop Gardens
 - Low impact storm water management features
 - Renewables
 - LED Lighting
 - Reused and recycled materials

4.4.3 *Create a Park*

Consistent with the mission and direction of the Uptown Association, it is critical to create an environment conducive to working, living and playing. Parks are important to neighborhoods and stability, providing a basis for community gathering and entertainment. Combined with the other recommended development ideas, creating a Park will be an important step to building a comprehensive plan.

Currently, no park in any format exists within the UpTown District. In fact, parking lots are very dominant and take away from the beauty of green property, landscaping and community desire. There is a noticeable lack of green space in the current district.

The vision of Uptown People desire to have an area to walk, entertain and enjoy, regardless of permanent residency. Businesses can not only enjoy a park and green space but can assist in fundraising and visibility. The strategic plan encompasses a comprehensive nature which would include a park and more green space throughout the district.

The impact of creating a park and green space through the UpTown district would clearly demonstrate the commitment to building a community neighborhood. Two areas of focus would be to designate an area for a formal park-like setting and create a green space plan for the entire district.

The first area of focus would be to locate this as close to the center of the District as possible (UpTown Square Sub-district). By creating a unique design that will be recognizable and easy to promote, the District would see immediate impact from the investment. A partnership with the Metroparks or private donation would be a place to start. Additionally, identifying a piece of property owned by Lucas County could result in an easy way to secure the property though focus will need to be on who is responsible for upkeep and maintenance.

A second area of focus would be to work with business in the district to remove parking lots that are no longer utilized, or at minimum reduce the sizes of parking lot to make room for more green spaces and landscaping. By beautifying the property, even in stages, it will immediately enhance the reputation of the District. Starting with the ideas along Monroe Street can guide the design of the changes.

4.4.4 Appearance of Access

Since the Uptown District boasts several main access points to and from the expressway for individuals traveling to downtown Toledo, an important way to increase the visibility and improve the perception of the District, is to improve and upgrade the appearance of the access points.



Iconic elements such as the obelisk with stone walls and landscaping in the rendering above are more than an enhancement and identify the neighborhoods character. This creates a gateway into the neighborhood and helps to identify the boundaries and contribute to the experience for residents, businesses and visitors alike.

4.4.5 Streetscapes

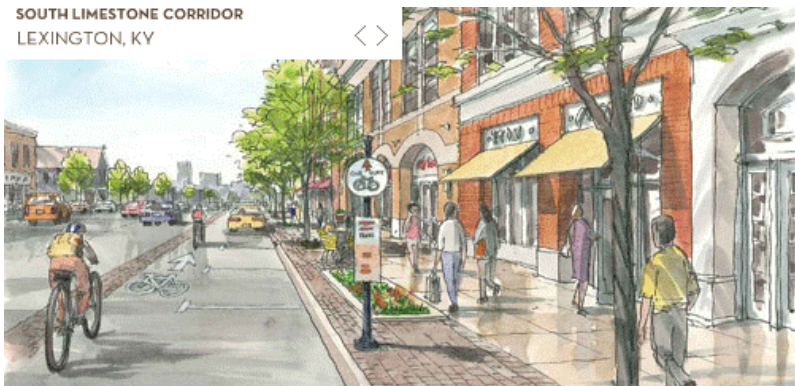
As with improvements to the visual appearance of the primary access points within the Uptown District, streetscape features, such as awnings, lights, trees and landscaping, and street furniture can contribute to the unique character of a block or entire neighborhood.



Traffic Calming and Pedestrian walkways. The goal of every streetscape project should be to improve the safety and physical accessibility of its streets and pedestrian paths for the entire population.



SOUTH LIMESTONE CORRIDOR
LEXINGTON, KY





The creation of shared off-street parking invites more users to the neighborhood while widening the pedestrian ways and increasing Green space. The creation of Green space reduces solar reflectance while providing for greater storm water retention replenishing the aquifer and reducing water usage.





Residential districts constructed using the neighborhood theme maintain the character and identity of the Uptown District. Separation of public and private areas can improve neighborhood connectivity and present a well maintained appearance.

4.5 Housing

It is vitally important for UpTown to use all resources available to gain partnerships with local organizations that include:

- UpTown Association
- Leadership Toledo
- Toledo Club
- First Solar
- Churches
- Banks
- Realtors

Once these organizations are on board with the comprehensive Strategic Neighborhood Plan, they can provide additional resources as needed and provide a stronger alliance to complete the goals established by the strategic plan. Initially, UpTown could bring more people in to see the potential of UpTown. Toledo has great organizations and groups with diverse membership that included the Chamber of Commerce and its newest organization, EPIC Toledo. The Toledo

Club is a part of the UpTown district and benefits of partnership would be on both sides. Leadership Toledo and the Toledo Board of Realtors are two additional groups that could begin to form partnerships and alliances that will actively market the resources that currently exist in the UpTown district as well as begin discussions on the potential of the area.

Additionally, specific focus needs to be placed on residential housing units. A plan to build 500 Units of Market Rate housing should be initiated. Maintaining an economically diverse residential base is critical to the health of a municipality. The addition of new housing units in a growing area is a necessity and an automatic outcome of population shifts. In declining areas, developing new housing is often a challenge but is viewed as an important economic development strategy. By retaining residents or attracting new ones to the city, local leaders hope to capture additional tax revenue. New housing not only adds to the residential property tax base, but can also contribute to the commercial property tax base by attracting new businesses.

The availability of UpTown residential units is particularly important. Labor markets and housing markets are directly related – housing attracts labor. More importantly, people tend to start businesses close to where they live if the market makes it possible. The availability of UpTown housing may reinvigorate UpTown business activity. Finally, housing is part of the amenity package that attracts business and amenities justify higher rent districts for UpTown commercial space. Studying adjoining neighborhoods such as the Old West End, United North and the Warehouse District could provide a basis for a housing plan.

References:

LEED 2009 Green Neighborhood Development Reference Guide

New Urbanism: Best Practices Guide, 4th Edition

City of Seattle Transportation Manual

Uptown
Association
SWOT
Analysis

STRENGTHS

- Location
Proximity to Toledo Museum of Art, Downtown, Old West End, University of Toledo, Mercy College
- Neighbors
- Access
Expressway
- Mixed Use
- Character
- “Heavy Lifting Done”
- Adams Street Corridor
- Projects can be smaller scale
- Buildings are smaller

WEAKNESSES

- Homeless/Work Release
- Transient Housing
- Concrete/Lack of Green Space
- Lack of Funding
*Up Town Association
Public and Private Investment*
- Lack of
Visibility/Identity/Branding
- Expressway Exits

OPPORTUNITIES

- Partnership
University/College
- University of Toledo
- Arts Program
- Law/Grad programs
- Mercy College
*Toledo Museum of Art
Old West End
Downtown*
- Signage/Streetscape
- National, Regional, Local
Economy
- Traffic
*Main Street is main artery of
city*
- Local Ownership
*Lucas County
City of Toledo*
- Traditional Street
Grid/Urbanism
*Key for national movement
back to urban centers*

THREATS

- In Fighting/Division
Monroe Street vs. Adams Street
- National, Regional, and Local
Economy
- Competition for Resources
Neighborhood Associations

