

Toledo

Smart Growth on a Shoestring

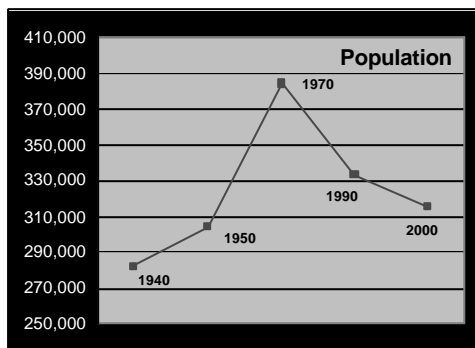


Toledo: Weak Market Data

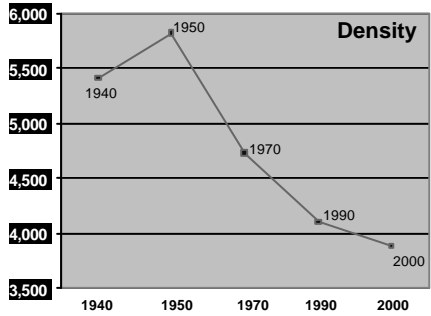
Population/Density Select Years 1940-2000

Year	Density Ranking	Population	Area in Sq. Miles	Density
1940	34	282,349	52.2	5,409
1950	36	303,616	52.2	5,816
1970	34	383,616	81.2	4,727
1990	49	332,943	81.2	4,100
2000	52	315,619	81.2	3,887

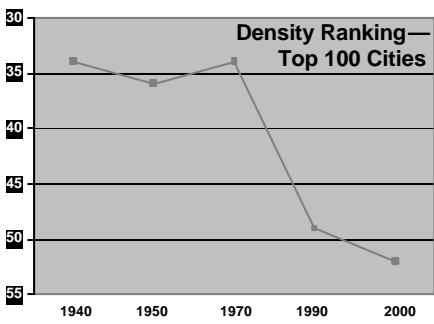
Toledo: Weak Market Data



Toledo: Weak Market Data



Toledo: Weak Market Data



Toledo: Weak Market Data

Lost 4 *Corporate 500* headquarters since 1980, leaving only 3

Ranked 46th out of the top 100 cities in rate of population decline at 1.5% per biennium.

Ranked 24th out of the top 100 cities in unemployment (8%). Ten years ago Toledo ranked 136th out of 273 cities with 4.8%.

Modern Responses

Organizational & Structural Responses

Committee of 100 created to respond to 1980s
Port Authority gains economic development role
Regional Growth Partnership
Local Initiatives Support Corporation (LISC)
Creation of "Strong Mayor" form of government

Modern Responses

Major Themes

Become a more desirable place through thoughtful planning
Take advantage of existing assets
Collaborate to create "critical mass"
Accept the reality that desirable results are long-term results

Modern Responses

Major Redevelopment Activities & Efforts

New Schools-New Neighborhoods
Brownfield Redevelopment
Planning a Better Urban Toledo
– EPA's Smart Growth Grant
– 2020 Plan
Downtown Revitalization
Coordinating Resources

Greatest Visible Successes

- New Jeep Plant and onsite suppliers park
- Fifth Third Field
- New Schools-New Neighborhoods Coalition
 - \$800 million rebuilding of entire Toledo Public School system
- Housing Projects of Transformational Scale
 - Heritage Village and Washington Village Estates
 - Over 500 Single-Family rental units in blighted areas
- Riverfront Development
 - The Docks Restaurant Complex
 - Owens Corning

Biggest Mistakes/Frustrations

- Water line extension without sufficient *regional* planning and cooperation
- Difficulty convincing developers to invest
- Failure to invest sufficiently in human capital and organizational capacity
- “Silver Bullet” Projects Mentality
 - Portside Festival Market Place & Convention Center
- Failure to reserve resources for strategic development

What You Need to Know

- Difficult to win investor confidence and enthusiasm
- Creation of a compelling “sense of place” requires convenient access to desirable amenities
- Bold strategies are politically risky
- Nurturing a positive community self-image is essential
- Be willing to embrace URBAN character
- Public confidence in the schools is a critical determinant
