



THE ARTS COMMISSION

2015

Toledo STRATEGIC PLAN FOR ARTS & CULTURE

CELEBRATING CREATIVE COMMUNITIES

a catalyst for positive change and increased quality of life for the people of Toledo



CELEBRATING CREATIVE COMMUNITIES



More than a year ago, through an open call to the Toledo community, The Arts Commission began a process to create a relevant, effective, and actionable plan for the arts and culture in our city.

The result of that process, Toledo's Strategic Plan for Arts and Culture, identifies ten key objectives to advance the role of the city's creative communities.

1 // EDUCATION

2 // PLACE-MAKING

3 // COMMUNITY DIVERSITY

4 // URBAN PLANNING

5 // CAPACITY BUILDING

6 // NEIGHBORHOOD DEVELOPMENT

7 // SUSTAINABLE FUNDING

8 // COLLABORATION

9 // CULTURAL TOURISM

10 // DOWNTOWN REVITALIZATION



THANK YOU FROM THE ARTS COMMISSION

It was a great honor for The Arts Commission to collaborate in this multi-year planning initiative to create a system that supports cultural vibrancy, economic revitalization, and the rich network of creative life that makes our city unique. This strategic plan, the first of its kind since 2003, includes input from a diverse group of stakeholders, community leaders, educators, and creative individuals who care deeply about Toledo.

As facilitator of the plan's development, our planning committee spent countless hours researching, writing, and engaging the community to create a focused outline that reflects the needs of the entire city with a special focus on the eight neighborhoods in and around the Downtown area. This was done to celebrate their unique qualities, reconnect cultural heritage, and strengthen our original suburbs. The result of those efforts has seemed to fan the flames of a transformation, inspiring individuals to assume an active role in urban activism. A positive sense of place in Toledo has been painted into this plan with the collective ideas and sincere voices of its residents.

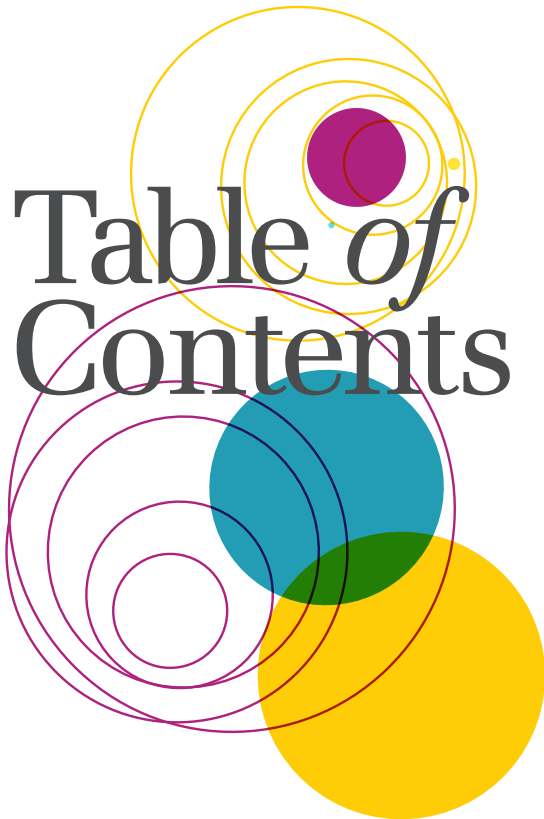
The Strategic Plan for Arts and Culture, "Celebrating Creative Communities" sounds an important call to action. Embedded in its 10 objectives lies the opportunity for Toledoans to celebrate our strengths, improve the quality of life, and actively contribute to the future of Toledo. It is imperative that we absorb these objectives, set strategies in motion, and dedicate ourselves to tackle the challenges identified in this plan over the coming years. We do this together, with the people of our community driving revitalization on their terms, with our support.

Thank you to everyone who participated and contributed to the Strategic Plan for Arts and Culture, "Celebrating Creative Communities" – and to those who will continue to fulfill the goals of this plan. Together we can honor Toledo's rich history by advancing arts and culture as a unified community.

Marc Folk
Executive Director



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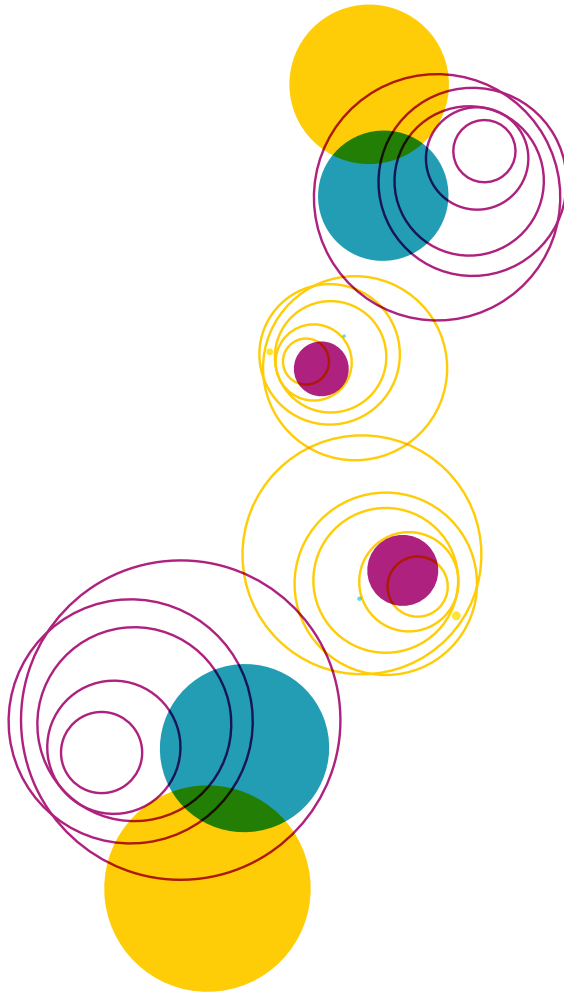
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VISION

“In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired”.

Kresge Foundation
Creative Placemaking, 2010

The City of Toledo has a long-standing history of strength in arts and culture. From the Toledo Museum of Art, one of America’s great art museums, to the City’s One Percent for Art program, from the birthplace of jazz greats Art Tatum and Jon Hendricks, to the emergence of the studio glass movement, the City of Toledo can be proud of its vibrant arts and culture community.

Arts and culture build community. They lend voice and shape to diverse cultural expression; they enhance educational attainment, strengthen quality of life, and attract business to our city. Creative industries are also a powerful economic sector that makes a substantial contribution

TIMELINE

08/2013	The Arts Commission receives Strategic Alliance Partnership grant from Toledo Community Foundation
11/2013 – 03/2014	Online community survey, Community meetings in 8 neighborhoods
12/2013 – 03/2014	Steering committee meetings with seven focus groups
12/2013 – 04/2014	Steering committee meetings with key stakeholders

to the region’s economy. In 2014 Northwest Ohio creative industries created an annual impact of \$3.8 billion, sustaining over 30,548 jobs.* Advancing the arts and arts education can re-energize the economy and increase the overall prosperity of the community.

**2015 Economic Impact Study completed at Bowling Green State University.*

PURPOSE

Through the arts, people share intangible ideas, innovative skills, and document unique manifestations of everyday life. Arts and culture are essential tools for community revitalization, having potential contributions to social, economic, and environmental aspects of urban life. Art related activities provide a medium so that the public can engage in city plan-making, growing local business, augmenting public safety, preserving cultural heritage, building diversity, strengthening quality of life, and increasing the overall prosperity of the community.

The Strategic Plan for Arts and Culture is an interactive document created over a 1.5 year process involving community engagement, research, and cultural assessment undertaken to develop a plan to unite and rejuvenate eight neighborhoods in and around Toledo’s downtown: Cherry Street Area, Dorr Street Area, East Toledo,



TIMELINE

01/2014 – 07/2014	Monthly steering committee meetings to plan and review community input
08/2014 – 01/2015	Community feedback loop, report writing
COMMUNITY MEETINGS	
11/12/13	East Toledo Community Meeting at Birmingham Library
11/19/13	Olde North End Community Meeting at Ohio Theater
11/20/13	Warehouse District Community Meeting at Sir St. Clair Gallery
11/26/13	UpTown Community Meeting at Mad Ave Collective
01/23/14	Old West End Community Meeting at Collingwood Arts Center
02/07/14	Old South End Community Meeting at Sofia Quintero Art & Cultural Center
02/20/14	Cherry Street Area Community Meeting at Jesup W. Scott High School
02/26/14	Dorr Street Area Community Meeting at Pickett Academy
7 FOCUS GROUP MEETINGS	
12/19/13	The Arts Commission Staff Focus Group at The Arts Commission
01/10/14	Toledo Area Cultural Leaders Focus Group at Toledo Museum of Art
02/24/14	Artists/Advocates Focus Group at the Attic on Adams
03/05/14	Arts Support Focus Group at Seed Co-Working
03/07/14	Young Professionals Focus Group at The Arts Commission
03/10/14	Educators Focus Group at Art Supply Depo
03/11/14	Diversity in the Arts Focus Group at Mad Ave Collective

Olde North End, Old South End, Old West End, UpTown, and Warehouse District. Community meetings were held in each of these neighborhoods to gather ideas and input from the people who live and work there. Focus groups, online surveys, and stakeholder interviews were conducted to achieve a unified voice to express the ideas that make Toledo a more welcoming place. A committee appointed in November 2013 to oversee the plan's development, crafted the following purpose: To identify downtown Toledo's creative assets and challenges, define comprehensive objectives, and establish a plan of action to support arts and cultural development for years to come.

PROCESS

One concrete way we infuse the arts and culture into a community is cultural planning, a community-wide process of creating a vision for cultural programming and development. Another way is to ensure the health and vitality of cultural facilities in communities.

Americans for the Arts

Culture and Communities, 2015

The 2015 Toledo Strategic Plan for Arts and Culture is the first in more than ten years, and the first ever to base its recommendations on input from Toledo neighborhoods in addition to arts and

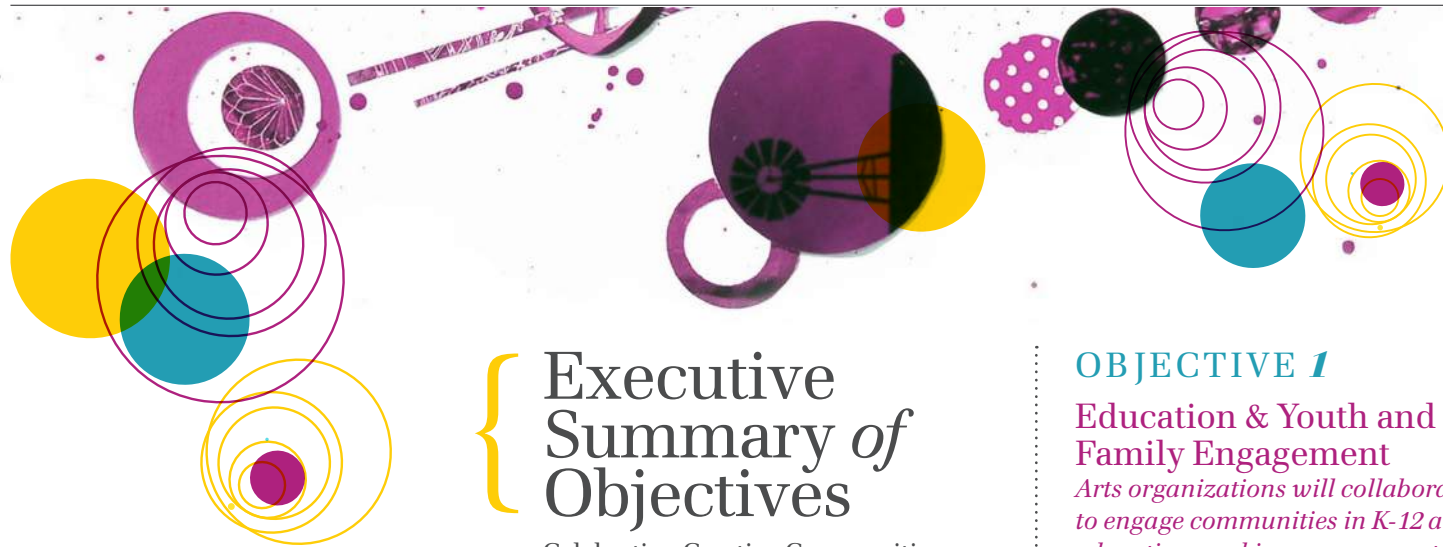
culture organizations, civic and business leaders, and other stakeholders. Funded by the Toledo Community Foundation, in a yearlong consultative process initiated by The Arts Commission in partnership with the Toledo Area Cultural Leaders group (TACL), hundreds of participants focused on strategies to strengthen the city's future as a center of creative community-building.

From September 2013 to November 2014, consultant Martin Jarret led a five-person executive committee and twenty-one strong strategic planning committee representing thirteen arts, culture and community organizations to establish ten strategic objectives. First, an online community survey to identify pressing issues generated 140 responses. In parallel, seven focus groups – The Arts Commission staff, TACL, artists and art activists, young professionals, arts and culture supporters, educators and diversity in the arts representatives - met to contribute ideas to the plan. Jarret and Americorps member, Rachel McCartney, also conducted twenty stakeholder interviews, anonymously reviewed and integrated by the executive committee. As importantly, the executive committee conducted meetings in eight neighborhoods or areas adjacent to downtown Toledo: Cherry Street, Dorris Street, East Toledo, Old South End, Old West End, Olde North End, Uptown and the Warehouse District.

The executive committee invited feedback from participants on their contributions, and materials used by committees were always referred back to neighborhood leadership for checking before sharing. The results were integrated into the draft strategic plan presented here. The draft objectives were submitted to the Toledo Community Foundation and the final plan was shared with the citizens of the Toledo Region in 2015.

At the core of the strategic planning process lay a deep commitment to affirming the arts and culture as engines of urban revitalization, community identity and economic success, and gratitude to a community devoted to the arts.





{ Executive Summary of Objectives

Celebrating Creative Communities focuses on ten objectives through which to strengthen the impact of the arts and culture: education, place-making, community diversity, capacity building, neighborhood development, sustainable funding, collaboration, cultural tourism and downtown revitalization. The following details each objective and the strategies to meet them.



OBJECTIVE 1

Education & Youth and Family Engagement

Arts organizations will collaborate to engage communities in K-12 arts education, and increase access to the arts and culture

SHORT-TERM STRATEGIES

1A // Strengthen neighborhood/arts and culture educational partnerships;

1B // Create student internships and mentorships in the creative sector.

LONG-TERM STRATEGIES

1C // Leverage arts and culture education funding through Toledo Public Schools;

1D // Request that Toledo Public Schools develop an arts education master plan;

1E // Maximize engagement of schools as arts and culture partners.



OBJECTIVE 2

Image, Marketing, & Sense of Place

Toledo will be a welcoming and well-marketed arts and culture destination with hometown pride and positive sense of place.

SHORT-TERM STRATEGIES

2A // Create a position and description for an arts and culture events coordinator;

2B // Use existing arts and culture information sources to increase awareness.

LONG-TERM STRATEGIES

2C // Build arts and culture support through relationships with key stakeholders;

2D // Market Toledo's arts and culture regionally, nationally and internationally;

2E // Brand Toledo's strengths in design, invention and manufacturing.

OBJECTIVE 3

Racial, Ethnic & Cultural Diversity

Toledo arts organizations will be inclusive of racial and ethnic diversity in hiring, marketing and programming.

SHORT-TERM STRATEGIES

3A // Share event information and participation in diverse community venues.

LONG-TERM STRATEGIES

3B // Promote equitable racial and ethnic diversity in arts organizations;

3C // Strengthen presence of arts and culture organizations in neighborhoods;

3D // Support arts and culture entities to partner with minority/bilingual publications.

OBJECTIVE 4

Arts & Culture in Urban Planning & Development

City government and other public agencies will recognize arts and culture as a key component in their plans, policies and actions.

SHORT-TERM STRATEGIES

4A // Create livability maps showing arts and culture assets in focus neighborhoods;

4B // Enliven neighborhood gateways with art.

LONG-TERM STRATEGIES

4C // Advocate for arts and culture district support via business and tax incentives;

4D // Integrate art into housing, economic development and planning policy;

4E // Test desirability of a percent for art requirement for Toledo construction projects;

4F // Encourage Toledo-Lucas County Plan Commission to include live/work/sell spaces in zoning code.



OBJECTIVE 5

Capacity & Stability

Area arts organizations will build organizational systems and infrastructure to stabilize the arts sector.

SHORT-TERM STRATEGIES

5A // Develop entrepreneurial, business and grant proposal writing skills for artists;

5B // Identify opportunities for shared infrastructure systems among arts entities.

LONG-TERM STRATEGIES

5C // Identify gaps and barriers in arts services and connect artists/promoters to audiences

5D // Develop community-based plans to stabilize struggling arts facilities;

5E // Assess and strengthen arts organizations' professional and leadership capacity.

OBJECTIVE 6

Arts & Culture in Neighborhoods

Area arts organizations, artists and community groups will partner to fight blight, improve safety and increase neighborhood art residencies.

SHORT-TERM STRATEGIES

6A // Facilitate opportunities for short-term and seasonal artist housing.

LONG-TERM STRATEGIES

6B // Involve arts groups, artists and students in planning to reactivate vacant spaces;

6C // Create high densities of artists near art centers and theatres.

OBJECTIVE 7

Funding

Toledo will develop a sustainable arts funding source to stabilize current programs, and support new artworks and artistic programming in our community.

SHORT-TERM STRATEGIES

7A // Survey funders and donors to establish high impact arts and culture projects;

7B // Assess the feasibility of a public funding mechanism for the arts;

7C // Create network of arts entities seeking corporate funds to strengthen impact;

LONG-TERM STRATEGIES

7D // Identify funding source for grants to individual artists for groundbreaking works;

7E // Partner with non-traditional or cross-sectional groups to secure arts funding.



OBJECTIVE 8

Collaboration

Arts and culture organizations will be connected and educated about each other, collaborating to maximize impact, reach and funding viability.

SHORT-TERM STRATEGIES

8A // Inventory arts and culture entities to identify collaborative opportunities;

8B // Identify opportunities to share systems in grants, information technology, administration, marketing and space.

8C // Determine how to incentivize collaboration.

LONG-TERM STRATEGIES

8D // Showcase and promote successful collaborations;

8E // Determine methods for arts and culture entities to share space, resources and staff.

OBJECTIVE 9

Cultural Tourism, Heritage, Anchor Events & Public Art

Increase tourism through visual, performing and literary arts experiences saturating public spaces and celebrating Toledo.

SHORT-TERM STRATEGIES

9A // Implement more place-based public art projects featuring Toledo's heritage;

9B // Sustain engagement of neighborhoods in arts and culture planning and actions.

LONG-TERM STRATEGIES

9C // Honor Toledo history and influential individuals and innovators.

9D // Cluster arts and culture activities with other major events.

OBJECTIVE 10

Downtown & Maumee River

Downtown Toledo and the Maumee Riverfront will be a vibrant and cohesive arts and cultural center.

SHORT-TERM STRATEGIES

10A // Integrate more arts and culture into Downtown and Riverfront events;

10B // Grow Downtown pedestrian activity increasing arts participation and promotion.

LONG-TERM STRATEGIES

10C // Connect arts organizations with major Downtown expansion projects.

10D // Use art installations to activate new or strategic Downtown and Riverfront spaces;

10E // Create coordinated arts way-finding for Downtown pedestrian and bike routes.

CELEBRATING CREATIVE COMMUNITIES



OBJECTIVE

1

Education, Youth & Family Engagement

13

TOLEDO AREA ARTS ORGANIZATIONS
WILL WORK COLLABORATIVELY TO
ENGAGE CHILDREN, YOUTH AND FAMILIES
IN QUALITY K-12 ARTS EDUCATION AND
PROGRAMMING AND INCREASE ACCESS
TO ARTS AND CULTURE.





Short-term Strategies

1A // Develop existing and increase new partnerships between neighborhoods and arts and culture organizations.

OUTCOME

// Eight target neighborhoods have a partnership with an arts and culture organization.

STRATEGY ACTIONS

- // Identify and document current arts partnerships and identify gaps.
- // Identify a lead neighborhood partner and liaison for each of the focus neighborhoods.
- // Identify potential arts and culture partner organizations for each of the focus neighborhoods.
- // Identify and document art resources within area schools and identify gaps.
- // Identify an accountability team to help move partnerships forward.

PARTIES TO ENGAGE

- // Neighborhood organizations and representation from eight target neighborhoods
- // Arts and culture organization partners
- // City of Toledo and Lucas County government offices
- // Accountability team

1B // Work with schools and universities to create more paid and unpaid internships and mentorships for the arts and creative business sectors.

OUTCOME

// The number of arts and culture internship and mentorship placements has increased.

STRATEGY ACTIONS

- // Create an arts mentorship/internship program modeled after Toledo Public Schools mentorship program through Partners In Education of Toledo.
- // Develop university partnerships between small and mid-size arts organizations to provide internship opportunities.
- // Expand service learning opportunities available at arts and culture organizations.
- // Explore expansion of summer youth employment programs and funding for paid art employment.
- // Establish contacts at Toledo Public Schools and area colleges and universities.
- // Obtain funding for paid internships.
- // Develop an intern/mentee recruitment system.
- // Develop a host business and organization placement system.

PARTIES TO ENGAGE

- // University of Toledo
- // Lourdes University
- // Bowling Green State University
- // Owens Community College
- // Host arts and culture organizations
- // Toledo Public Schools (Partners In Education)
- // Toledo School for the Arts
- // Mentor/ Mentee candidates from arts and creative business sectors





Long-term Strategies

1C // Leverage funding opportunities for arts and culture through Toledo Public Schools, including early education programs.

OUTCOME

// Toledo Public Schools has accessed additional resources for arts and cultural programming including pre-school and early education programs.

STRATEGY ACTIONS

// Identify a grant writer for arts and cultural programming in schools.
// Develop a marketing and awareness campaign.

PARTIES TO ENGAGE

// Toledo Public Schools
// Family council/parents
// Head Start
// Grant writer

1D // Request that Toledo Public Schools develop an arts education master plan for public, private, and charter schools.

OUTCOME

// Toledo Public Schools arts and culture education master plan is complete.

STRATEGY ACTIONS

// Convene interested and affected parties.
// Secure funding for planning process from National Endowment for the Arts & Strategic Alliance Partnership
// Establish an accountability team.
// Prepare a scope of work.
// Ensure that master plan addresses need for early childhood education in the arts.

PARTIES TO ENGAGE

// Toledo Public Schools
// Private and charter schools
// Arts and culture organization partners
// Creative businesses and individual artists
// Toledo Community Foundation
// Head Start and other early education programs

1E // Maximize the engagement of schools as arts and culture partners.

OUTCOME

// All seven Toledo schools with wrap-around services are delivering arts and culture programming.

STRATEGY ACTIONS

// Connect arts organizations to school hubs through an “Adopt-a-Hub” (or similar) program.
// Arts and culture organizations present at monthly hub directors’ meetings to offer strategies.
// Integrate hub arts activity into neighborhoods and with arts organizations.
// Engage wrap-around schools with arts and community cultural organizations.

PARTIES TO ENGAGE

// Four hub schools and three schools offering wrap-around services
// Neighborhood organizations serving areas around the seven wrap-around schools
// Communities and families that the schools serve



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OBJECTIVE

2

Image, Marketing & Sense of Place

TOLEDO WILL BE AN ARTS & CULTURE
DESTINATION THAT IS WELCOMING
AND WELL-MARKETED TO RESIDENTS
AND VISITORS, WHICH WILL FUEL
HOMETOWN PRIDE AND POSITIVE
SENSE OF PLACE IN THE REGION.



Short-term Strategies

2A // Create a job description and job position for an aggregator of arts and culture events responsible for promotion in and outside of the community

OUTCOME

// Funding is secured, and host organization is identified for a full-time aggregator of arts and culture job position.

STRATEGY ACTIONS

- // Obtain job descriptions from organizations with similar positions or parts of positions to be used as examples.
- // Write a job description for an Arts & Culture Aggregator that seeks a candidate with experience in the following: marketing, brand leadership, digital platforms, social media, and public relations, working with diverse groups, and demonstrated ability to network within communities.
- // Hold board to board meetings between the Strategic Plan for Arts and Culture committee, Toledo Community Foundation and Destination Toledo.
- // Identify funding source for position salary and expenses.
- // Compile an inventory of communication systems.

PARTIES TO ENGAGE

- // Major arts organizations
- // Ohio Citizens for the Arts
- // Ohio Arts Council
- // Ohio state government
- // Small arts organizations and individual artists
- // Print media partners
- // Online media partners
- // Television media partners
- // ToledoRegion.com
- // Destination Toledo, the Convention and Visitor's Bureau
- // Toledo Community Foundation
- // Regional Growth Partnership
- // Rotary Club of Toledo
- // Chambers of Commerce
- // Partners in Columbus, Cleveland, Detroit, etc.

2B // Identify existing multi-platform, centralized information sources for arts and culture and determine how best to use them to increase access and awareness.

OUTCOME

// There is a community consensus regarding the best platform(s) to market arts and culture.

STRATEGY ACTIONS

- // Identify community sectors that do not use the internet to get their information.
- // Look at populations in terms of what people need.
- // Evaluate where different people eat, live, work, and play.
- // Evaluate other resources people use, including sports, religious, community centers, libraries.

PARTIES TO ENGAGE

- // Center for Aging
- // Toledo Public Schools
- // Event websites
- // Organizations specific to age, gender, etc.
- // Educational institutions
- // Arts & Culture Aggregator (2A)
- // Churches and other community organizations
- // Local businesses



Long-term Strategies

2C // Develop a direct and ongoing relationship-building campaign with elected officials, stakeholders, and other decision-makers to build support for arts and culture.

OUTCOME

// An arts advocacy council is established.

STRATEGY ACTIONS

- // Re-energize the Northwest Ohio Arts Exchange.
- // Invite stakeholders to events and board meetings consistently.
- // Call Toledo City Council members on the phone, they are flooded with email.
- // Attend Toledo City Council meetings in large groups to demonstrate community arts support, e.g.: 30 local designers of bike racks, Toledo Symphony Orchestra Suzuki students, and Young Artists at Work delegation.

PARTIES TO ENGAGE

- // A storyteller
- // Toledo Area Cultural Leaders
- // Toledo City Council
- // Congresswoman Marcy Kaptur

2D // Market Toledo's arts and culture assets regionally, nationally and internationally, including rural communities.

OUTCOME

// Arts organizations and Destination Toledo have the capacity and willingness to engage in shared marketing beyond Toledo.

STRATEGY ACTIONS

- // Identify contacts in Toledo Sister Cities.
- // Identify national and international organizations that exist within Toledo.
- // Survey national and international organizations for contacts.
- // Expand the range of press releases coming from Toledo arts and cultural organizations to include national and international news sources.
- // Expand connections and press release communications with Detroit.
- // Identify regional places, like Fort Wayne, that Toledo is not reaching.
- // Identify sources of information for smaller communities in the region.

PARTIES TO ENGAGE

- // Toledo Public Schools
- // Private and charter schools
- // Arts and culture organization partners
- // Creative businesses and individual artists
- // Toledo Community Foundation
- // Head Start and other early education programs



Long-term Strategies

2E // Focus branding on Toledo strengths such as the art of design, invention, and manufacture.

OUTCOMES

- // Toledo Region branding campaign, “It matters where you make it” includes arts and culture, including the art of design, as part of its branding initiative.
- // Toledo Museum of Art develops a design, invention, and manufacture exhibit, “Imagine Toledo” in 2017.

STRATEGY ACTIONS

- // Inventory significant past inventors and designers.
- // Inventory significant current inventors and designers.
- // Toledo Region branding places more emphasis on the art of design.

PARTIES TO ENGAGE

- // Toledo Museum of Art board of directors
- // BGSU Simulation Center
- // Henry Ford Museum and other similar institutions with expertise in design, invention, and manufacture history
- // Representatives from innovative Toledo companies present and past
- // Owens-Illinois
- // Libbey
- // Jeep
- // Toledo Region branding



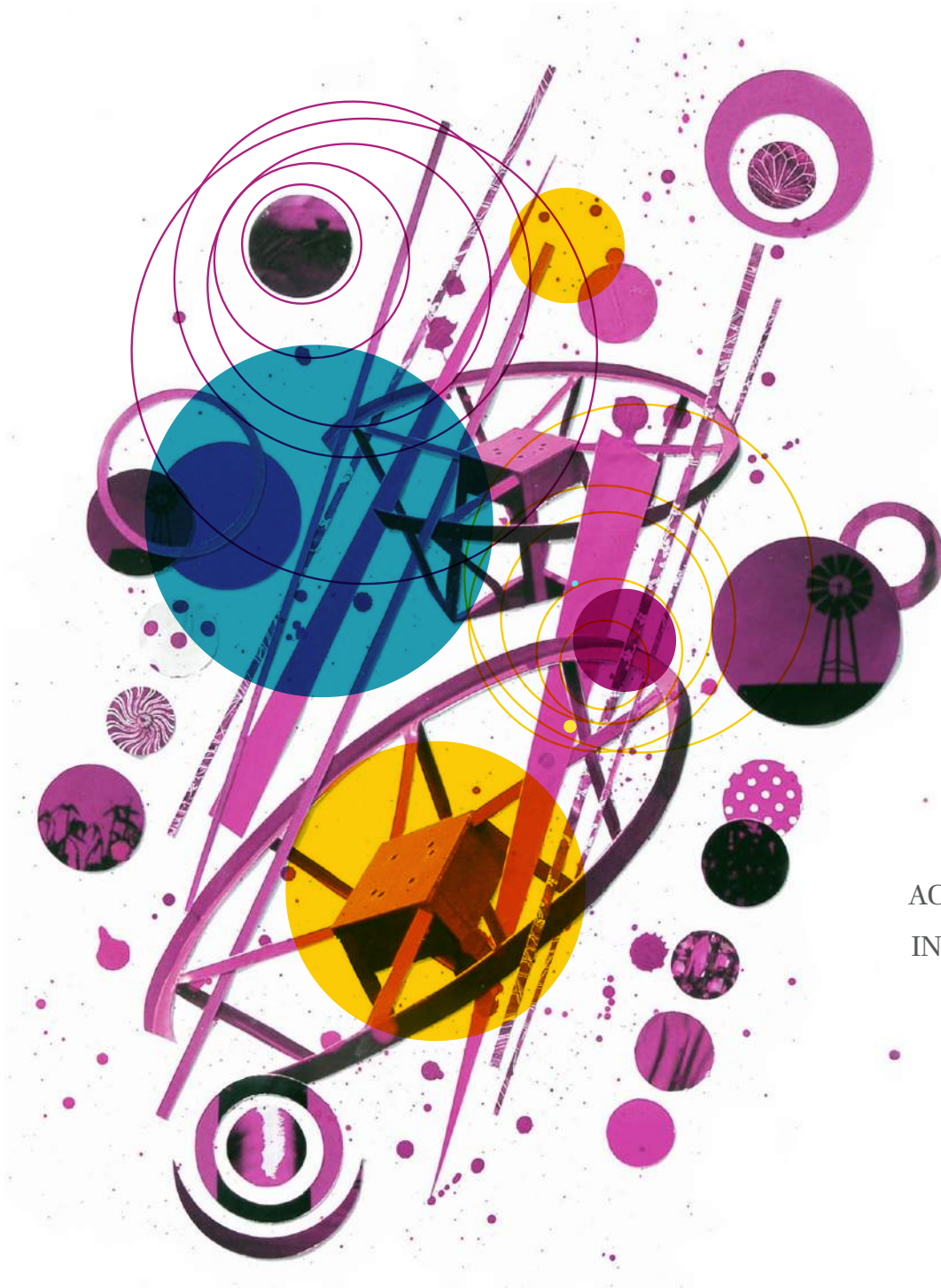


OBJECTIVE

3

Racial, Ethnic & Cultural Diversity

TOLEDO ARTS ORGANIZATIONS WILL
ACHIEVE RACIAL AND ETHNIC INCLUSION
IN THEIR HIRING PRACTICES, MARKETING
STRATEGIES, AND PROGRAMMING.





Short-term Strategies

3A // Post and distribute event and program information and participation opportunities at libraries, churches, community centers and cultural festivals.

OUTCOME

// Participants at arts and cultural events are increasingly diverse.

STRATEGY ACTIONS

- // Create a list of activities “Passport to the Arts.”
- // Create a full listing of annual cultural festivals and events and promote to new and broader audiences.
- // Develop a list of distribution centers, including libraries and churches.
- // Establish connections with electronic media outlets to share information with.
- // Contact distribution centers to see how their members receive information.
- // Establish a quarterly schedule for arts and culture information distribution.
- // Continue to cultivate relationships with cultural festival organizers.

PARTIES TO ENGAGE

- // Cultural festival organizers and marketing staff
- // Outdoor advertising, electronic billboards
- // Schools as distribution centers
- // Staff people, both senders and receivers, interns
- // Print and design partners
- // Libraries, churches, community centers





Long-term Strategies

3B // Promote equitable methods of racial and ethnic inclusion in staff, board, volunteer, intern, and subcontractor recruitment for arts organizations.

OUTCOME

// The demographic composition of arts organizations reflects the demographic characteristics of the Toledo community.

STRATEGY ACTIONS

- // Identify demographic characteristics of Toledo.
- // Identify and list opportunities for participation (volunteer, board member, staff, etc.).
- // Identify local agencies that champion employment equity.
- // Ask for feedback from racial/ethnic-based economic bodies such as the Hispanic Chamber of Commerce.
- // Increase internship recruitment of minorities.
- // Perform an annual audit to determine if diversity is increasing.
- // Establish a minority arts and culture advisory council.

PARTIES TO ENGAGE

- // Minority or ethnically diverse community leaders
- // Funders
- // Advisory council
- // Society for Human Resource Management
- // Distribution network (3A)
- // Center for Nonprofit Resources

3C // Arts organizations should have a vigorous presence in neighborhoods, thereby extending reach and audience inclusion and identifying and engaging underserved populations.

OUTCOMES

- // A tool has been created that arts and culture organizations can use to evaluate the demographics of their audiences to compare to demographic benchmark and identify discrepancies.
- // New relationships formed between arts and culture organizations and neighborhood groups.

STRATEGY ACTIONS

- // Research and increase capacity of arts organizations currently located in eight target neighborhoods.
- // Incentivize arts programming and performances in neighborhoods.
- // Encourage arts initiatives that allow people to tell the heritage of their neighborhoods and their own narratives.

PARTIES TO ENGAGE

- // Resident artists
- // Minority-owned businesses
- // Minority leaders
- // City Council
- // Libraries
- // Advisory council (3B)



Long-term Strategies

3D // Encourage arts and culture organizations to communicate news releases with and buy advertising space in minority and bilingual publications.

OUTCOME

// Minority and bilingual publications have comparable opportunities to promote arts and culture events and information as primary media outlets.

STRATEGY ACTIONS

- // Create a list of minority publications and advertising rates and circulate to arts and culture organizations.
- // Arrange a panel presentation of minority publications editorial staff to arts and cultural community and organizations.
- // Tie into distribution network (3A).

PARTIES TO ENGAGE

- // La Prensa
- // Translation resources
- // Sojourner's Truth
- // Toledo Journal
- // Toledo Streets
- // Arts and cultural organizations
- // Event organizers/marketers





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OBJECTIVE

4

Arts & Culture in Urban Planning & Development

CITY GOVERNMENT AND OTHER PUBLIC
AGENCIES WILL RECOGNIZE ARTS AND
CULTURE AS A KEY COMPONENT IN THEIR
PLANS, POLICIES AND ACTIONS.



Short-term Strategies

4A // Create a livability map showing MetroParks, arts and cultural venues, bike paths, restaurants, and other amenities in 8 focus neighborhoods.

OUTCOME

// Livability map is complete and includes arts and culture destinations.

STRATEGY ACTIONS

- // Research technology-based solutions for use of livability map, such as QR codes.
- // Research current efforts to develop wayfinding methods.
- // Identify map points and categories, such as arts and culture destinations and historic churches.
- // Coordinate livability map with tourism efforts addressed in Objective #9.

PARTIES TO ENGAGE

- // Organizers of current wayfinding efforts
- // Live Well Greater Toledo
- // City of Toledo Engineering Services
- // MetroParks
- // Toledo Area Council of Governments (TMACOG)
- // Bicycling advocates
- // Toledo-Lucas County Plan Commission

4B // Enliven neighborhood gateways with art.

OUTCOMES

- // All primary gateways in neighborhoods have either been enlivened with art or have plans to incorporate art.
- // Eight target neighborhood plans incorporate gateway art.
- // Gateway art reflects neighborhood priorities.

STRATEGY ACTIONS

- // Identify primary gateways in 8 focus neighborhoods.
- // Identify artists from each neighborhood to help design gateways.
- // Engage neighborhood groups and ask them to organize communication with the community for buy-in and approval.
- // Tie gateway projects into the Municipal Art Plan for Art in Public Places.

PARTIES TO ENGAGE

- // Neighborhood residents and organizations
- // City of Toledo
- // Art in Public Places Review Committee
- // Artists
- // Community Development Corporations
- // Corporate partners to sponsor and/or maintain gateways



Long-term Strategies

4C // Advocate for the growth of arts and culture districts through business and tax incentives.

OUTCOMES

- // At least one arts and culture district has established tax incentives for creative spaces and businesses.
- // Number of new creative spaces has increased.
- // Number of vacant commercial properties has decreased.
- // Incentives have increased for the creative business sector.

STRATEGY ACTIONS

- // Research tax incentives and the process for establishing them.
- // Identify a target district.
- // Identify existing incentives that are underutilized.
- // Identify a bank partner to facilitate loan incentives.

PARTIES TO ENGAGE

- // Toledo-Lucas County Plan Commission
- // City of Toledo
- // Creative entrepreneurs
- // Owners of suitable vacant commercial property within chosen district
- // Expert in local tax law

4D // Integrate art into plans, policies, and projects of all housing, economic development and planning bodies such as the Regional Growth Partnership, Port Authority, Lucas Metropolitan Housing Authority and Toledo Chamber of Commerce.

OUTCOME

- // At least one complete project by a major planning body has incorporated arts and culture.

STRATEGY ACTIONS

- // Establish communication lines between planning bodies and arts and culture organizations.
- // Present completed Toledo Strategic Plan for Arts and Culture to major planning bodies and engage them in plan fulfillment.
- // Identify agencies that have opportunities to incorporate arts and culture into their projects.

PARTIES TO ENGAGE

- // Regional Growth Partnership (RGP)
- // Lucas County Port Authority
- // Lucas Metropolitan Housing Authority
- // Toledo Area Regional Transit Authority (TARTA)
- // Toledo Chamber of Commerce and other regional COCs



Long-term Strategies

4E // Test the desire for the requirement that all public agencies and private developers that are developing multifamily, commercial and industrial projects in Toledo must include 1% of project hard costs for art related to their project.

OUTCOMES

- // Increased quantity of art is incorporated into large development projects.
- // The incorporation of art in large-scale development projects becomes normalized over time.

STRATEGY ACTIONS

- // Research existing requirements for large-scale development projects.
- // Assess risk to existing 1% for the arts program if these efforts are associated with it or called by a similar name.
- // Consider piloting the concept before making moves to introduce new legislation.
- // Define and provide examples of “art related to their project”.
- // Explore the possibility of a tiered system where a certain percentage of 1% of hard costs are put into a fund for future arts and culture projects in the area where the development is taking place.
- // Measure the impacts of incorporating art into major projects.

PARTIES TO ENGAGE

- // City Council
- // Commercial Real Estate Association
- // Real Estate Investors Association
- // Toledo Regional Association of Realtors
- // Toledo Chamber of Commerce

4F // Encourage Plan Commission to amend zoning code to support live/work/sell spaces for artists.

OUTCOMES

- // Increased number of vacant commercial and residential property is renovated to accommodate live/work/sell space for artists.
- // Increased numbers of live/work/sell spaces are available to artists.
- // Increased numbers of properties are zoned for live/work/sell space.

STRATEGY ACTIONS

- // Identify the geographic area(s) to focus on.
- // Obtain the support of neighborhood residents.
- // Research zoning code and its impact on live/work spaces, and re-zone select residential-only and commercial-only areas into mixed use.

PARTIES TO ENGAGE

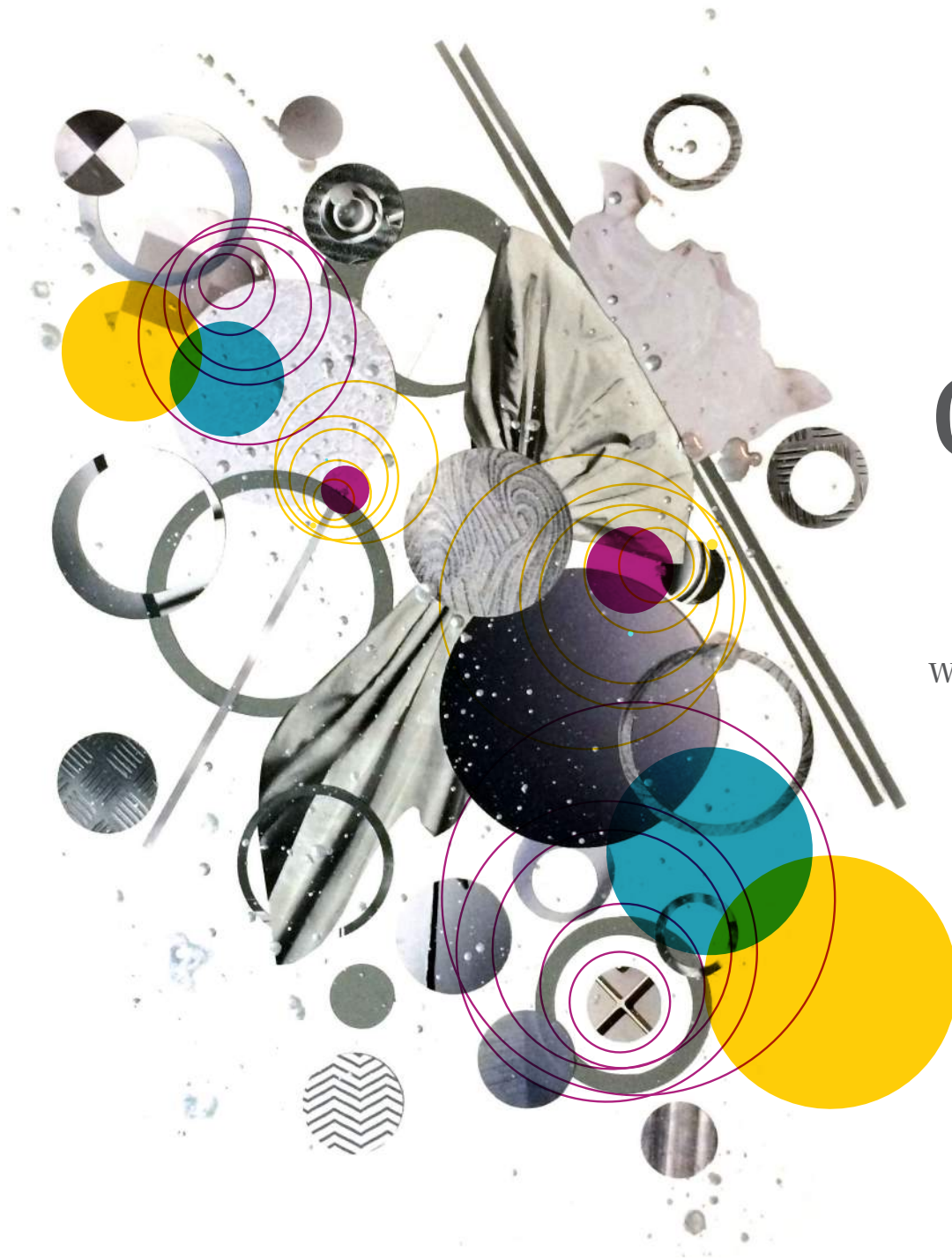
- // Community Development Corporations
- // Neighborhood groups in target areas
- // Artists
- // Toledo-Lucas County Plan Commission



OBJECTIVE

Capacity & Stability

TOLEDO AREA ARTS ORGANIZATIONS
WILL WORK TO BUILD ORGANIZATIONAL
SYSTEMS AND INFRASTRUCTURE THAT
WILL STABILIZE THE ARTS SECTOR.





Short-term Strategies

5A // Develop entrepreneurial and business skills training for artists, including grant-writing skills.

OUTCOMES

- // Increased number of artists attend training and workshops, resulting in improved knowledge based on pre- and post evaluations.
- // Increased grant funding requested and accessed by artists using Toledo-Lucas County Public Library grant services.
- // More funding is available for artists.
- // Increased numbers of art-related businesses are established in Toledo.

STRATEGY ACTIONS

- // Work with library's business technology section to recommend appropriate workshops to artists.
- // Establish an institutionalized system for artists using social media and crowd-sourcing resources for raising funds.
- // Establish a mentorship program that matches emerging artists with seasoned business persons.

PARTIES TO ENGAGE

- // The Arts Commission
- // Toledo-Lucas County Public Library
- // Toledo Regional Chamber of Commerce
- // Economic and Community Development Institute (ECDI), Toledo Office
- // SCORE

5B // Identify opportunities for shared systems that will increase growth and efficiency, including collaborative grant responses, back office operations, marketing methods, IT management, and shared spaces.

OUTCOMES

- // Capacity survey is complete for 25% of area art organizations.
- // Organizations have worked together to bundle and share services.

STRATEGY ACTIONS

- // Survey arts organizations to identify common needs including functions (i.e., marketing) and space and where resources can be accessed.
- // Identify and prioritize opportunities for shared resources.
- // Actively build public awareness of shared opportunities and services.
- // Convene meetings between organizations with potential opportunities to share resources.
- // Survey arts organization partnership networks.
- // Create a network of for-profit business resources with a community service commitment to assist art and cultural organizations with enhancing their capacity.

PARTIES TO ENGAGE

- // Toledo Community Foundation, Strategic Alliance Partnership
- // United Way of Greater Toledo
- // Toledo Area Cultural Leaders
- // For-profit sector
- // The Arts Commission



Long-term Strategies

5C // Identify gaps and barriers in arts services and connect artists and promoters to audiences.

OUTCOMES

- // Assessment of arts services such as suppliers, venues, galleries, and promoters is complete.
- // Increased number of participants at arts and culture events.
- // Increased number of participants from outside the Toledo community attending events.
- // Event participants reflect the demographics of the community.

STRATEGY ACTIONS

- // Review the survey of arts organizations (5B).
- // Develop a collaborative marketing strategy.
- // Collectively seek funds for an external marketing campaign.
- // Identify and reach out to key voices in targeted audiences (i.e., youth, minority leadership).

PARTIES TO ENGAGE

- // Toledo Area Cultural Leaders
- // The Arts Commission
- // Neighborhood organizations
- // Media
- // Youth and minority leaders
- // Destination Toledo Convention and Visitors Bureau (CVB)





Long-term Strategies

5D // Develop community based action plan(s) to support critically struggling arts venues emphasizing long term stability.

OUTCOME

// Consensus on engaging with priority struggling arts venues is reached and community has responded by helping to develop strategic long term business plans to stabilize these venues.

STRATEGY ACTIONS

- // Assess and select venues with critical needs for attention.
- // Develop strategic long term business plans for priority venues.

PARTIES TO ENGAGE

- // Toledo Community Foundation
- // City of Toledo Department of Neighborhoods
- // Toledo Local Initiatives Support Corporation(LISC)
- // The Arts Commission
- // Media

5E // Assess the capacity of arts organizations to identify needs and develop responses regarding succession planning, leadership development, and professional development.

OUTCOME

// Assessment to identify needs of 25% of area arts organizations regarding succession planning, leadership development, and professional development is complete.

STRATEGY ACTIONS

- // Review the survey of arts organizations (5B).
- // Provide needed resources and technical assistance to enhance the capacity of the identified arts organizations.

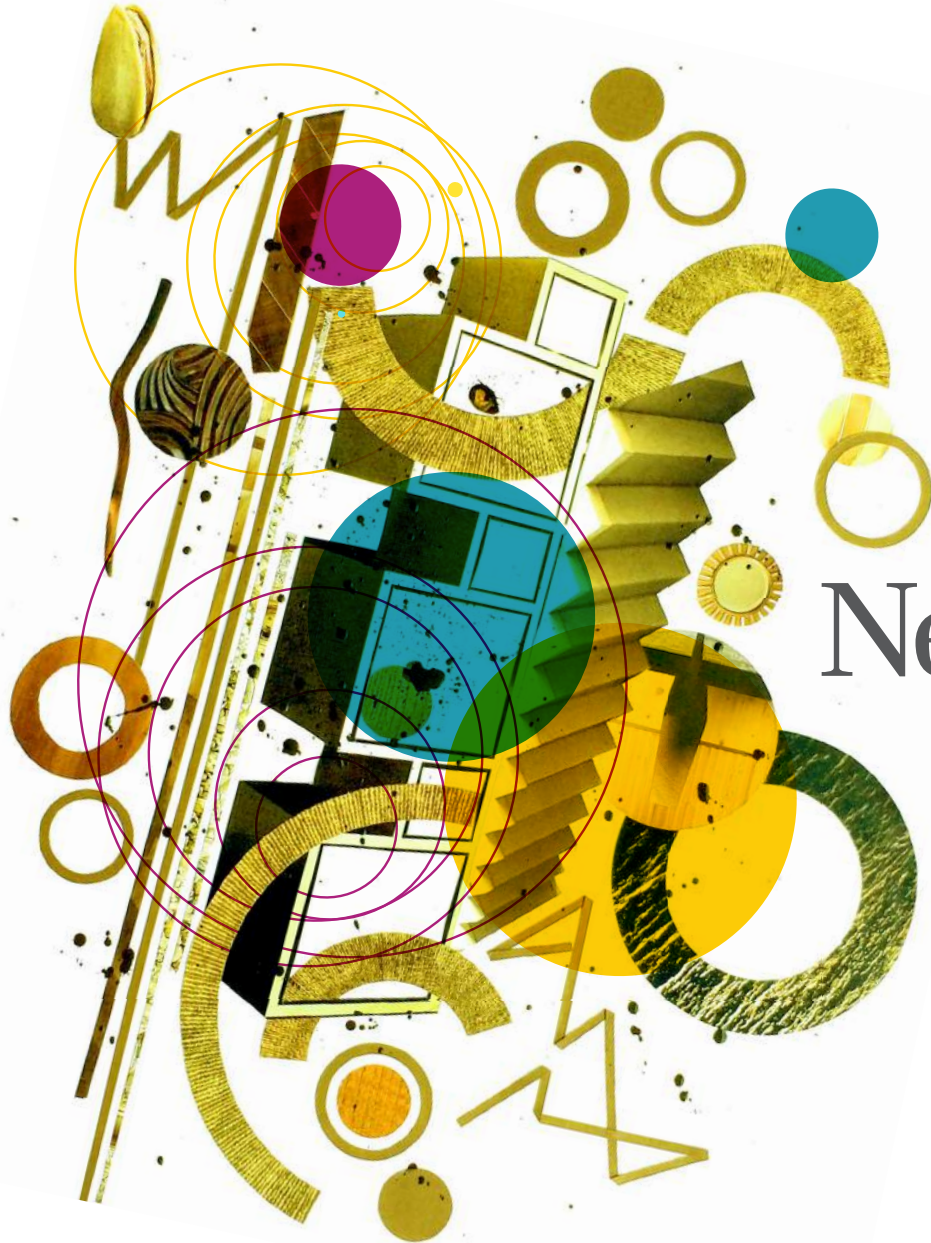
PARTIES TO ENGAGE

- // Toledo Community Foundation
- // United Way
- // Toledo Area Cultural Leaders (TACL)
- // The Arts Commission
- // For-profit sector





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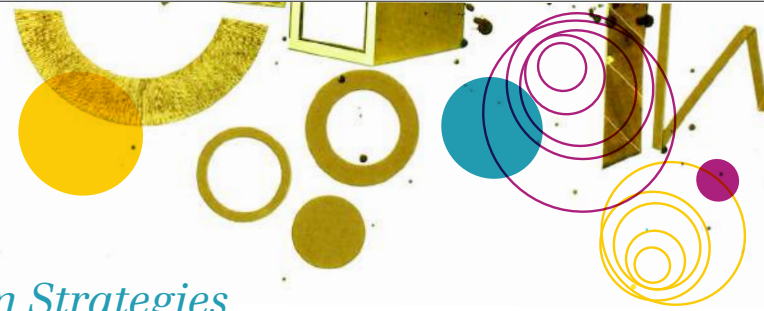


OBJECTIVE

6

Arts & Culture in Neighborhoods

TOLEDO AREA ARTS ORGANIZATION AND ARTISTS WILL PARTNER WITH COMMUNITY ORGANIZATIONS TO USE ART TO REDUCE OR ELIMINATE BLIGHT, IMPROVE COMMUNITY SAFETY AND INCREASE OPPORTUNITIES FOR ARTIST RESIDENCIES IN NEIGHBORHOODS.



Short-term Strategies

6A // Facilitate opportunities for artist housing, including homeownership, short-term, and seasonal housing solutions that support the personal goals of the artist.

OUTCOME

// The number of housing options for artists has increased.

STRATEGY ACTIONS

- // Identify areas suitable for developing housing options for artists.
- // Identify the housing needs of artists and determine barriers to finding suitable housing that currently exist.
- // Identify a funding source for housing acquisition and renovation.
- // Identify a renovation model for designated housing.
- // Identify existing housing opportunities and connect artists with this information.

PARTIES TO ENGAGE

- // Lucas County Land Bank
- // Property owners willing to lease/donate property for this purpose
- // Artists
- // Neighborhood residents in target housing areas
- // City of Toledo Department of Neighborhoods

Long-term Strategies

6B // Involve the arts and artists in community planning to reactivate vacant space such as storefronts and other unused buildings, with participation open to Toledo area students and other groups.

OUTCOME

// One building with vacant storefronts has a sustainable, rotating, artist-managed installation program.

STRATEGY ACTIONS

- // Facilitate relationships with owners of suitable property for this project and identify a building that can be used for this purpose.
- // Identify artists interested in participating, and connect them to the building owner.
- // Encourage the establishment of trust between artists and building owner so that the artists can own project management and be given adequate access to the vacant storefronts.

PARTIES TO ENGAGE

- // Building owners
- // Artists
- // Lead artist responsible for project management

6C // Create a high density of artists near arts centers and theatres

OUTCOMES

- // Areas near arts and cultural centers are revitalized through the presence of artists.
- // Low-cost housing for artists increases.

STRATEGY ACTIONS

- // Identify focus areas around arts and cultural centers.
- // Identify and promote vacant, low-cost housing.

PARTIES TO ENGAGE

- // Lucas County Land Bank
- // Property owners
- // Artists
- // Anchor arts centers

THE CREATIVE INDUSTRY IS ONE OF
THE FASTEST GROWING INDUSTRIAL
SECTORS IN NORTHWEST OHIO,
ANNUALLY GENERATING OVER \$3.8
BILLION IN ECONOMIC ACTIVITY,
SUPPORTING OVER 30,548 JOBS, AND
PRODUCING NEARLY \$133 MILLION
IN STATE AND LOCAL TAX REVENUES
ACCORDING TO THE 2015 ECONOMIC
IMPACT STUDY COMPLETED AT
BOWLING GREEN STATE UNIVERSITY.



OBJECTIVE

7

Funding

TOLEDO WILL DEVELOP
A SUSTAINABLE FUNDING
SOURCE FOR THE ARTS, WHICH
WILL STABILIZE EXISTING
PROGRAMS, SUPPORT THE
CREATION OF NEW WORKS, AND
ENCOURAGE FRESH ARTISTIC
IDEAS IN OUR COMMUNITY.





Short-term Strategies

7A // Find out what impacts Toledo funders and donors support.

OUTCOME

// Consensus on a community funding strategy.

STRATEGY ACTIONS

- // Survey arts and culture leadership and key foundation leaders regarding a community funding strategy for the arts.
- // Prepare and carry out the strategy for securing community funding for the arts.

PARTIES TO ENGAGE

- // Arts and culture leadership
- // Foundation leadership
- // Toledo Area Cultural Leaders (TACL)
- // The Arts Commission

7B // Assess the feasibility of a public funding mechanism for the arts.

OUTCOME

// Dedicated public funding for arts and culture is secured.

STRATEGY ACTIONS

- // Identify or commission the preparation of a “white paper” regarding the impact of arts and culture on economic development and the quality of life that is applicable to Toledo.
- // Meet with public officials and business and community leaders as part of an outreach campaign.

PARTIES TO ENGAGE

- // Americans for the Arts
- // Toledo Chamber of Commerce
- // Regional Growth Partnership
- // Local unions
- // Faith community



Long-term Strategies

7C // Create a network of organizations and individuals seeking donations from corporate entities to ensure that their funds are more impactful.

OUTCOME

// A workplace/corporate giving campaign for the arts in Toledo is established.

STRATEGY ACTIONS

// Contact Americans for the Arts for advice on starting a workplace giving campaign.

// Reach out to other communities with workplace giving campaigns or similar programs for advice.

PARTIES TO ENGAGE

// Americans for the Arts

// ArtsWave, an arts organizations for the Greater Cincinnati region

// The Arts Commission

// Toledo Area Cultural Leaders (TACL)

7D // Identify a funding source to provide grants to individual artists to create groundbreaking new works.

OUTCOME

// Local artists have created increasing amounts of groundbreaking new works.

STRATEGY ACTION

// Create a process for a portion of the proceeds of new revenue streams to be used as grants to individual arts to create groundbreaking new works.

PARTIES TO ENGAGE

// The Arts Commission

// Toledo Area Cultural Leaders (TACL)

7E // Secure funding for arts organizations from non-traditional or cross-sector sources by partnering with related agencies and organizations.

OUTCOMES

// Increased funding is secured for projects that intersect with funding from sectors outside of arts and culture.

// Greater awareness of the positive impact of the arts is achieved.

// New audiences are engaged in the arts through non-traditional partnerships.

STRATEGY ACTION

// Arts organizations engage other sectors such as education, safety, faith, transportation, housing and neighborhoods to leverage and maximize the impact of arts and culture funds and efforts.

PARTIES TO ENGAGE

// Toledo Local Initiatives Support Corporation (LISC)

// Toledo Public Schools

// Toledo Area Regional Transit Authority (TARTA)

// Churches

// City of Toledo Department of Neighborhoods



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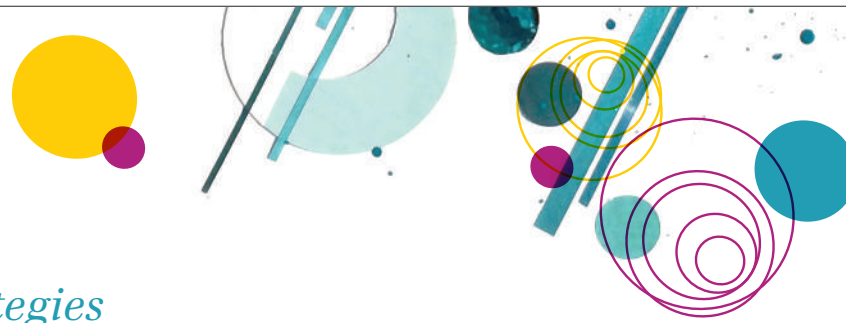
OBJECTIVE

8

Collaboration

ARTS AND CULTURE ORGANIZATIONS WILL
BE CONNECTED, EDUCATED ABOUT EACH
OTHER'S PROGRAMS AND SERVICES, AND
COMMITTED TO COLLABORATION AS AN
INSTRUMENT TO MAXIMIZE IMPACT,
REACH, AND FUNDING VIABILITY.





Short-term Strategies

5A // Inventory arts and culture groups and organizations for the purpose of identifying opportunities for collaboration.

OUTCOME

// Comprehensive arts and culture organization asset map that includes programs, positions, committees, properties and funding sources.

STRATEGY ACTIONS

- // Identify person/organization to prepare the asset map.
- // Create a grid that maps all programs, positions, committees, properties and funding sources.
- // Circulate the asset map to all arts organizations for review to check completeness and accuracy.
- // Establish a committee to research and analyze the information.

PARTIES TO ENGAGE

- // Toledo Area Cultural Leaders (TACL)
- // The Arts Commission

5B // Identify opportunities for shared systems that will increase growth and efficiency, including collaborative grant responses, back office operations, marketing methods, IT management, and shared spaces.

OUTCOME

- // Capacity survey is complete for 25% of area art organizations.
- // Organizations have worked together to bundle and share services.

STRATEGY ACTIONS

- // Survey arts organizations to identify common needs including functions (i.e., marketing) and space and where resources can be accessed.
- // Identify and prioritize opportunities for shared resources.
- // Actively build public awareness of shared opportunities and services.
- // Convene meetings between organizations with potential opportunities to share resources.
- // Survey arts organization partnership networks.
- // Create a network of for-profit business resources with a community service commitment to assist art and cultural organizations to enhance their capacity.

5C // Determine how to incentivize collaboration.

OUTCOME

- // Efficiency and impact of arts and culture organizations will increase as a result of increased collaboration.

STRATEGY ACTIONS

- // Identify overhead costs that can be decreased as the result of collaboration.
- // Identify programs that overlay with other programs.
- // Encourage arts organizations to work, interact and develop relationships with non-arts organizations.
- // Create a forum for arts and culture organizations to interact with one another and enhance relationships.
- // Encourage arts organizations to follow a collaborative approach for all grant submissions.
- // Encourage funders to work together to create a pool of funds that emphasizes collaboration among arts and culture organizations.
- // Determine the caretaker and administrator of the pool of funds.

PARTIES TO ENGAGE

- // Media
- // Directors of all arts and culture organizations



Long-term Strategies

SD // Showcase and promote successful collaborations in progress.

OUTCOMES

- // A clearer understanding is reached among arts and culture organizations regarding the value and benefit of collaboration.
- // More funding and support will be available for arts and culture organizations.

STRATEGY ACTIONS

- // Identify past and current successful collaborations among arts, culture and other organizations in the community.
- // Encourage media to showcase the successful collaborations and share stories among all arts and culture organizations.
- // Establish a point person to promote collaboration internally and externally.

PARTIES TO ENGAGE

- // Media
- // Directors of all arts and culture organizations

SE // Determine methods for arts and culture organizations to share space, marketing resources and staff.

OUTCOMES

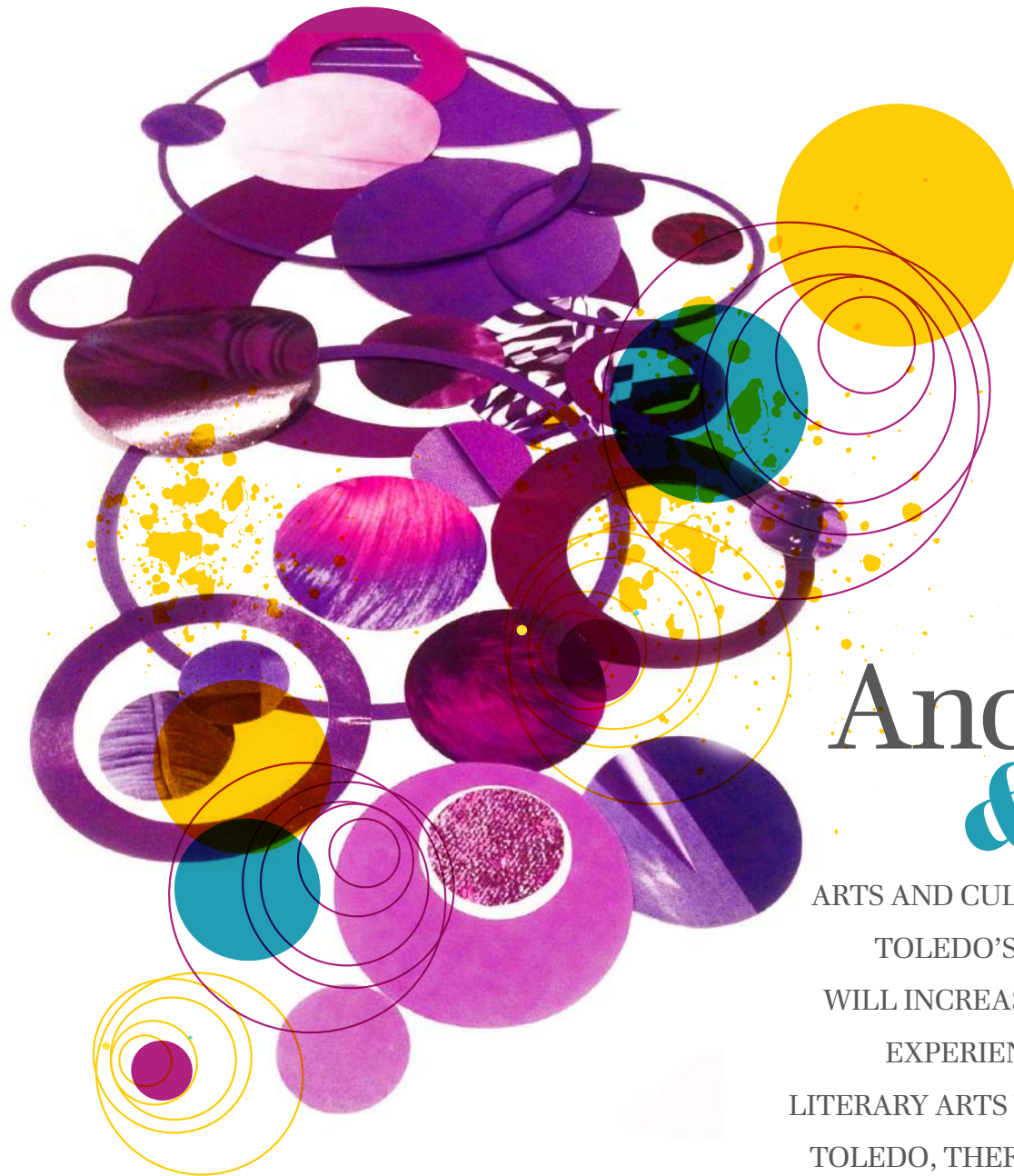
- // Overhead and program costs for arts and culture organizations are reduced.
- // Arts and cultural programs show increased impact as a result of shared resources.
- // Donor funds accessed by arts and culture organizations increases.
- // Greater emphasis and value is placed on collaboration in the Toledo arts and cultural sector.

STRATEGY ACTIONS

- // Review results of completed asset map (8A).
- // Create a shared needs assessment to identify opportunities for collaboration.
- // Create a framework for engaging arts and culture organizations that includes clear messages regarding a benefit analysis.
- // Determine a convener to facilitate conversations and strategic alliance processes among arts and culture organizations with an opportunity to collaborate.

PARTIES TO ENGAGE

- // Directors of all arts and culture organizations



OBJECTIVE

9

Cultural Tourism, Heritage, Anchor Events & Public Art

41

ARTS AND CULTURAL EXPERIENCES THAT CELEBRATE
TOLEDO'S GEOGRAPHIC POSITION AND HERITAGE
WILL INCREASE INTERNAL AND EXTERNAL TOURISM.
EXPERIENCES IN THE VISUAL, PERFORMING, AND
LITERARY ARTS WILL SATURATE THE PUBLIC SPACES OF
TOLEDO, THEREBY ENHANCING ITS NEIGHBORHOODS.



Short-term Strategies

9A // Implement more place-based public art projects like “You Are Here” featuring history, churches, architectural tours, and Toledo’s heritage.

OUTCOMES

- // The number of place-based art projects will increase.
- // Measures are in place to help people explore public art in Toledo, such as interactive online maps.
- // Toledo residents are more connected to and educated about their local culture and history.

STRATEGY ACTIONS

- // Complete multi-level digital maps of Toledo points of interest and amenities.
- // Connect groups already engaged in wayfinding efforts to one another.
- // Map cultural assets and historical places.
- // Create partnerships around wayfinding.
- // Develop technology-based interactive scavenger hunt program to orient people to Toledo’s assets.

PARTIES TO ENGAGE

- // Toledo Area Regional Transit Authority (TARTA)
- // Neighborhood and other organizations
- // AIGA Toledo and other design groups
- // Art In Public Places committee
- // Churches, historical societies, etc.
- // Toledo-Lucas County Plan Commission

9B // Sustain engagement of neighborhood entities in arts and culture planning and fulfillment.

OUTCOMES

- // Public art will reflect the communities in which it is located.
- // Local arts and culture businesses will experience growth as a result of community buy-in.
- // Arts and culture programs will offer more services in neighborhoods.

STRATEGY ACTIONS

- // Focus on neighborhood-related art and determine how to highlight it.
- // Survey gathering spaces in eight target neighborhoods and identify opportunities for free or low-cost meeting space to increase ease of engagement and face-to-face communication among neighborhood residents.
- // Create circumstances where people are invited to explore the arts in Toledo.
- // Expand engagement with trusted leaders in neighborhoods to improve relationships and communication.

PARTIES TO ENGAGE

- // Neighborhood partners in eight focus neighborhoods
- // Neighborhood artists
- // Civic leaders
- // Entities with space available to use for community conversations





Long-term Strategies

9C // Honor Toledo history and influential native sons and daughters such as jazz great Art Tatum and Nancy Drew series author Millie Benson. Celebrate past and current local innovators.

OUTCOMES

- // Awareness of local history has increased.
- // Visibility of historical information has increased.

STRATEGY ACTIONS

- // Develop a public art installation honoring Art Tatum that includes sculpture and sound.
- // Research important points of Toledo history to highlight.
- // Encourage public visitation of key locations.
- // Test interest in private business conducting tours of key locations.
- // Demonstrate commercial potential of celebration of Toledo history.
- // Establish a forum to discuss, share, and promote local history.
- // Develop a public art installation honoring Millie Benson.

PARTIES TO ENGAGE

- // Tatum and Benson families
- // Girl Scouts
- // Toledo Diocese
- // Bowling Green State University Simulation Center
- // Churches and historical societies
- // Art Tatum Jazz Society
- // ToledoRegion.com
- // Current Innovators and influential Toledoans
- // Toledo Chamber of Commerce
- // Destination Toledo Convention and Visitors Bureau (CVB)
- // Jeep





Long-term Strategies

9D // Cluster arts and culture activities with other major events and develop a shared marketing campaign for a national and/or international sculpture exhibit.

OUTCOMES

- // A renowned sculpture exhibit is established.
- // A multi-week focus on the arts is established in Toledo.
- // Tourism increases in the Toledo Region.
- // Visibility of Toledo arts and culture has increased internationally.

STRATEGY ACTIONS

- // Create a participation opportunity for small businesses, including events and components visible in their workspaces.
- // Provide talking points for people of influence in the community to use to gather support.
- // Strengthen tourism strategy to include more than bed-nights and conventions.
- // City government promotes arts and culture.
- // Create/ strengthen a coordinating agency for marketing and promotion.
- // Encourage arts organizations and artists to seek memberships to entities that promote regionally and nationally, e.g.: Ann Arbor Convention and Visitors Bureau.

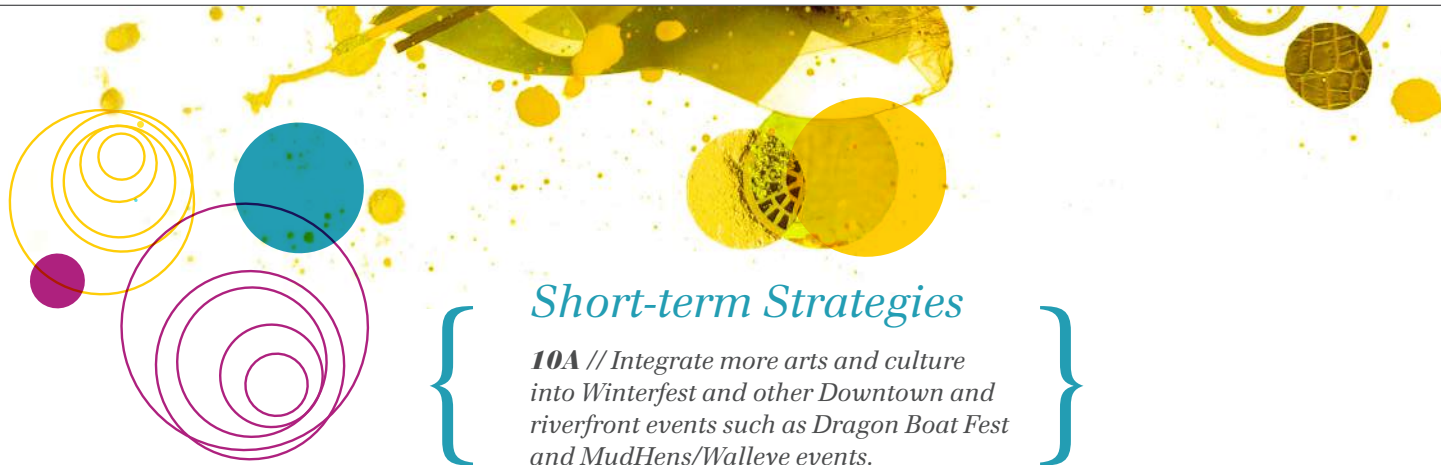
PARTIES TO ENGAGE

- // Mud Hens / Walleye
- // Birding enthusiasts
- // Toledo Botanical Garden
- // ProMedica
- // The Toledo Blade
- // University of Toledo and other educational institutions
- // Levy-funded arts-related organizations
- // Destination Toledo Convention and Visitors Bureau (CVB)



OBJECTIVE
10
Downtown
& Maumee
River

DOWNTOWN TOLEDO AND THE
MAUMEE RIVERFRONT WILL BE
VIBRANT AND COHESIVE ARTS
AND CULTURAL CENTER.



Short-term Strategies

10A // Integrate more arts and culture into Winterfest and other Downtown and riverfront events such as Dragon Boat Fest and MudHens/Walleye events.

OUTCOMES

- // Arts and culture representation on event-planning boards and committees has increased.
- // Number of arts and culture programming included in major events has increased.
- // Diversity of arts and culture programming available at events has increased.

STRATEGY ACTIONS

- // Identify and prioritize Downtown and East Toledo riverfront events.
- // Increase neighborhood representation on event planning committees.
- // Identify and reach out to established and emerging partners in East Toledo.
- // Identify barriers to use potential spaces for arts activities.

PARTIES TO ENGAGE

- // Downtown Toledo Improvement District (DTID)
- // Mud Hens/Walleye
- // Neighborhood leadership
- // University of Toledo and Bowling Green State University
- // East Toledo Creative Corridor
- // Toledo City Council
- // LeSo Gallery
- // East Toledo Family Center
- // MetroParks
- // Toledo Yacht Club





Short-term Strategies

10B // Connect and grow Downtown pedestrian activities through shared promotion and broader participation of arts and culture organizations and patrons.

OUTCOMES

- // Full use of Downtown/riverfront arts and culture calendar is available to the community.
- // An art bus route is established.
- // Public confidence in the safety of Downtown has increased.

STRATEGY ACTIONS

- // Create and promote shared Downtown/riverfront calendar of arts and culture activities.
- // Create cultural asset maps, publicity, and smartphone apps.
- // Increase involvement of non-art partners in arts activities.
- // Increase police presence and effectiveness in Downtown and along the riverfront.
- // Arts and cultural organizations present at Toledo Board of Realtors “lunch and learn.”
- // Engage Downtown residents and neighborhood organizations in event promotion.
- // Develop family-friendly marketing for Downtown events and activities.

PARTIES TO ENGAGE

- // Toledo Board of Realtors
- // Toledo Police Department
- // Downtown landlords and building owners, city council members
- // Toledo Area Regional Transit Authority (TARTA)
- // Food providers
- // Bus tour companies





Long-term Strategies

10C // Connect arts organizations with major projects, such as ProMedica's Downtown expansion.

OUTCOMES

- // There is increased participation of project investors on arts and culture boards, and arts and culture representatives on project planning committees.
- // The City of Toledo 5-year plan has an arts and cultural emphasis.

STRATEGY ACTIONS

- // Identify arts advocates in corporations.
- // TACL activates art advocacy in large-scale urban development, with both business and neighborhood leaders involved.
- // Include neighborhood representation in discussions of Downtown and riverfront development.
- // Infuse arts into Toledo Consolidated Plan process.
- // Engage with ProMedica to identify opportunities for public art as part of its Downtown expansion.
- // Amend the Downtown Overlay District section of the Toledo Zoning Code to require public art for all major new developments.

PARTIES TO ENGAGE

- // Toledo Area Cultural Leaders (TACL)
- // The Arts Commission
- // Toledo Local Initiatives Support Corporation (LISC)
- // Lucas County Economic Development Corporation
- // Toledo-Lucas County Plan Commission
- // ProMedica





Long-term Strategies

10D // Use art installations as a way to use new or strategic Downtown and waterfront space.

OUTCOMES

- // City of Toledo allocates space for public art installations.
- // There is an increased number of art installations in strategic locations.
- // The number of interactive arts installations has increased.

STRATEGY ACTIONS

- // Develop a smart phone app for Toledo's public art collection.
- // Create interactive opportunities, especially digital/new media.
- // Integrate plan efforts with Art in Public Places Master Plan.

PARTIES TO ENGAGE

- // The Arts Commission
- // Bowling Green State University
- // University of Toledo
- // Downtown and riverfront arts organizations
- // City of Toledo
- // MetroParks

10E // Develop and coordinate wayfinding to arts through promotion of existing and development of pedestrian and bike access around and bridging the Maumee River.

OUTCOMES

- // Wayfinding systems for Downtown and the riverfront to connect art with pedestrian and bike pathways.
- // The number of artist-designed bike racks in strategic locations has increased.

STRATEGY ACTIONS

- // Coordinate public art locations with private and public bike planning efforts already underway.
- // Integrate bike and pedestrian-centered art projects into the Art in Public Places Master Plan.
- // Publicize existing and planned bike and pedestrian infrastructure development.

PARTIES TO ENGAGE

- // MetroParks
- // Biking organizations
- // Health care organizations
- // The Arts Commission
- // AIGA Toledo
- // K-12 education partners
- // City of Toledo



Neighborhood Report

Cherry Street Area



50

The “Cherry Street Area” is a title used in the research conducted in this planning effort, and is one of two “areas”, rather than neighborhoods on which the team focused. The Cherry Street Area includes the neighborhoods of Toledo Olde Town and Warren-Sherman. It also includes the Cherry Street Legacy Area, which surrounds the Mercy St. Vincent Medical Center extending into the Olde North End, and is the focus of the beautification, safety, and community development efforts of Mercy St. Vincent’s Medical Center.

Toledo Olde Town and Warren-Sherman are both largely residential. While distinct in their own ways, they share many of the same qualities and struggles. The neighborhoods boast many historic homes and buildings, preserved and protected by dedicated citizens and the families who have fought against the vacancy and blight of recent years. Both neighborhoods are largely low-to-moderate income, and struggle with keeping their neighborhoods safe for their families amidst the conflict of residential dynamics interspersed with commercial corridors. There are many businesses along Cherry, Bancroft, and Monroe, but few are locally owned, and many are convenience-oriented, which presents its own set of challenges for residents.

Mercy St. Vincent Medical Center is a stronghold of the communities, as is Jesup W. Scott High School, which underwent a \$42 million renovation in 2011. Scott High School is one of four hub schools in the Toledo Public School system, which work to serve the whole community as a gathering place for families, new ideas, critical discussion, and best practices in all areas of life, including arts and culture. Other anchors in the area are Central Catholic High School, Wayman D. Palmer YMCA, and Rescue Crisis.

COMMUNITY MEETING RESPONSES

The community meeting held in November 2014 at Scott High School was attended by almost thirty people from the neighborhood, the school, and area organizations.

The neighbors agreed that the area has many assets, including strong churches, Grace Community Center, businesses, unique architecture, a young population passionate about the arts, and proximity to Old West End arts and culture resources. Neighbors’ faces lit up talking about Toledo Jazz Station 88.3FM, which is broadcast from Scott High School’s state-of-the-art recording studio and produced in part by the students in partnership with the University of Toledo.

Obstacles discussed among the group included both the perception and reality of crime in the area, making it a hard sell to potential homeowners needed to rebuild the neighborhood. Racial and income segregation of surrounding neighborhoods, causing inequality in funding and other resources, was also a priority concern. Also discussed was the disappointment that area neighborhoods have not worked together in the past for the good of all, and a desire was expressed to improve this situation.

The group came forward with several strategies to grow arts and culture in their neighborhoods. Among them was the construction of five new roundabouts in the Cherry Street Legacy Area which offers opportunities for beautification. Much discussion transpired among area stakeholders concerning the need for a thoughtful redevelopment of the former site of Fulton Street School demolished in 2010. Neighbors also expressed a desire for more bike and pedestrian infrastructure, bike-friendly events, and formation of a stronger partnership between Scott High School and the Collingwood Arts Center. Partnerships with the Toledo-Lucas County Land Bank and other agencies have been established to tackle blight abatement and productive repurposing of many lots and buildings.



CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

Through the work of many organizations, the Cherry Street Area now boasts forty new homes developed by Neighborworks® Toledo Region on vacant lots. The Cherry Street Legacy Project continues to hold monthly meetings to address issues such as further redevelopment of residential and commercial areas, community safety and beautification.

In the summer and fall of 2014 a Success Measures® Survey was completed with interviews from nearly 200 households door to door. Questions about public art were asked. Recently, several pieces of public art were added in or around the neighborhood. These include a new mural on Collingwood and Delaware on the south wall of Black Kite Coffee and Pies, a new local artist-designed bike rack through The Arts Commission's Art in Public Places, and a photographic mural on the side of an auto repair shop across the street. Flower pots were added to this intersection at all four corners. For the most part, these installations were received positively by residents. When the respondents were queried regarding their perceptions of the impact of public art in the neighborhood and their preference by category their responses were as follows:

PERCEPTIONS OF PUBLIC ART

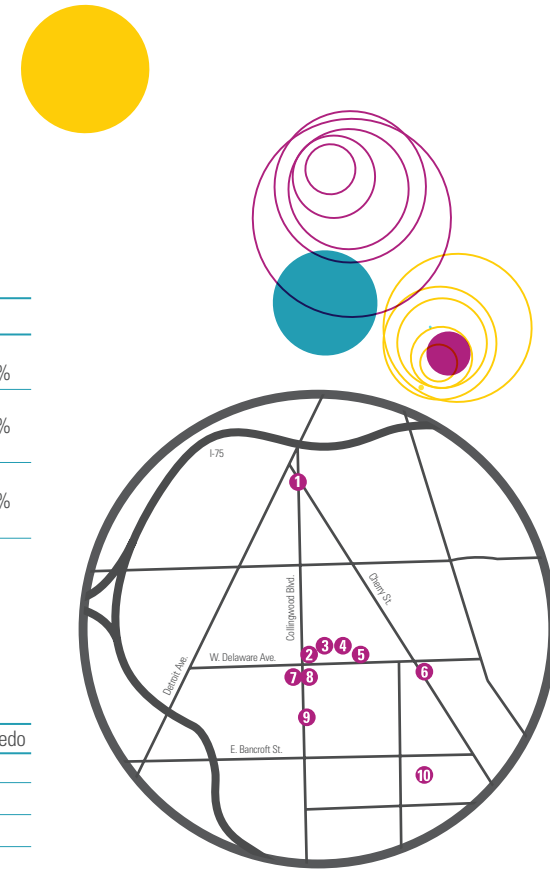
POSITIVE IMPACT	VERY	SOME	LITTLE	NO
Murals or Mosaics	46%	29%	13%	12%
Sculptures & other freestanding works of art	49%	26%	12%	13%
Artist designed benches, lamp posts or bus shelters	51%	28%	9%	12%

CHERRY STREET AREA (43610) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43610	City of Toledo
Population	4,695	285,459
Median Household Income	\$26,791	\$33,317
Individuals Below Poverty Level	29.1%	27.2%
High School Graduate or Higher	85.0%	84.8%
Occupied Housing Units	69.8%	85.4%
Vacant Housing Units	30.2%	14.6%

RACE AND ETHNICITY

White	18.3%	65.1%
Black or African American	75.6%	27.0%
American Indian or Alaska Native	0.0%	0.4%
Asian	1.7%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Some Other Race	0.5%	2.2%
Two or More Races	3.9%	4.0%
Hispanic or Latino	2.4%	7.5%



CHERRY STREET AREA ASSETS*

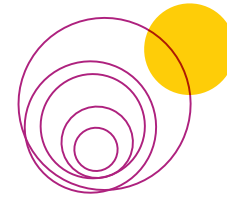
- 1 // Five new roundabouts under construction
- 2 // Juleeon Mural
- 3 // Grace Community Center
- 4 // Fulton School Site
- 5 // Gallier's Park
- 6 // Mercy St. Vincent's Medical Center
- 7 // Collingwood Arts Center
- 8 // Jesup W. Scott High School
- 9 // Girl Scouts of Western Ohio
- 10 // Wayman-Palmer YMCA

*identified by community meeting participants // 02/20/14



Neighborhood Report

Dorr Street Area



52

The “Dorr Street Area” is one of two center-city focus areas in Toledo’s arts and culture plan research that encompass several neighborhoods along a corridor rather than honing in on one. In the case of the Dorr Street Area, research was collected from residents and organizations living and working along Dorr Street from where it begins at the intersection at Collingwood near the Toledo Museum of Art to the University of Toledo. The lion’s share of interaction and research was focused on the Junction Project, a very active and engaged neighborhood area roughly bounded by Dorr, Collingwood, and Detroit Avenue on three sides, and the railroad and Swan Creek to the south.

Dorr Street was once the epicenter of black culture, music, and entrepreneurship in Toledo. There were over seventy black-owned businesses, including jazz clubs and theatres where legends such as Art Tatum, who grew up in the neighborhood, made American music history. There were also clothing stores, restaurants, offices and many other businesses that made the area vibrant and full of life. In 1976, a highly controversial Federal Urban Renewal project began which forced these businesses and the homes that surrounded them on Dorr Street to relocate before razing over three hundred and fifty structures in order to widen Dorr Street, right in the heart of the district that ran between Washington and Smead Streets.

The hole that was left in the wake of the demolition not only drastically affected the surrounding neighborhoods, it was a terrible blow to the whole black community of Toledo, and crippled Toledo’s proud and thriving jazz culture. The effects of this drastic and highly destructive action can be felt acutely to this day.

The music and the sense of community live on in the many strong churches and the families that live there. Many community organizations and schools have rallied to keep positive change moving forward in the neighborhoods. Several major planning projects have contributed to restabilization and improvement of the area, including the most recent, the 2009 Dorr Street Visioning Project, collaboration between the University of Toledo, Toledo LISC, and multiple additional partners.

COMMUNITY MEETING RESPONSES

While much of the preparation for the Dorr Street Area arts and culture community planning meeting was done at the monthly Junction Project meetings at Frederick Douglass Community Center, the meeting itself was held at Pickett Academy on Blum Street, one of Toledo Public Schools’ four hub schools. Neighbors shared dinner and spoke about the assets, obstacles and opportunities in the area.

Some assets listed were access to Swan Creek, the Art Tatum house, where the jazz great grew up, local churches, the Frederick Douglass Community Center, the Elks Lodge, Pickett Academy, small businesses, and the recent change through the Gateway project that shifted the University of Toledo’s front door from Bancroft to Dorr Street. The African American Legacy project is transitioning to a new building on Dorr and Collingwood, and residents enjoy the proximity of the neighborhood to the Toledo Museum of Art. There is a lot of excitement about the new Red Velvet Jazz Club, which caters to the 35 and over crowd. The Chessey Circle and University Parks Trail are also assets of the area, and neighbors expressed desire to expand and link these bike and pedestrian trails.

Obstacles voiced by the group included the I-75 barrier between neighborhoods, lack of funds to sustain and follow through on previous planning efforts, and the loss of ONYX (Organized Neighbors Yielding Excellence), a once effective community development organization that closed in 2012. Residents expressed a desire for more safe meeting spaces and better communication among community leaders. If the leaders were more connected, residents said, better relationships could be built with



organizations and collaborators that have some of the same interests as the neighborhoods.

CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

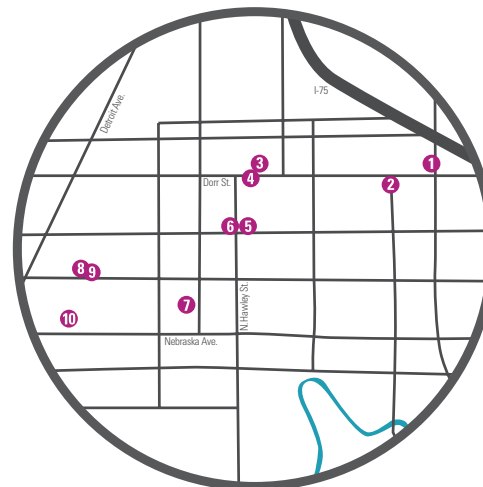
Thanks to the efforts of the neighborhood to identify goals and act on achieving them together, 2014 was a big year in terms of arts and culture efforts in the area. Several new community gardens have been established, including one across from the Frederick Douglass Community Center, and the completion of an outdoor classroom at Pickett Academy.

For the second year in a row, the United Way Day of Caring has centered on the Junction neighborhood, resulting in cleanup and beautification, new community-designed murals along Junction Avenue, and renovations to the Soul City Boxing and Wrestling Gym, which has recently expanded programming aimed at keeping area youth engaged in empowering activities and out of trouble.

Toledo Area Council of Governments (TMACOG) has also been partnering with the neighborhood to increase green space in the area, and has plans to build several rain gardens, which will help control storm water as well as beautify the neighborhood. The Lucas County Land

Bank has inventoried vacant land and buildings as part of the Toledo Survey Project, and is working side by side with residents to find the best way to repurpose and reclaim these properties as assets for the community.

Residents are working on improving lighting in the area to discourage crime and improve safety. Residents also see a big opportunity in better use of the Art Tatum house, which is currently not open to the public. A marketing push could make Toledo more aware of this asset and transform the home into an educational resource for Art Tatum's legacy.



DORR STREET AREA (43607) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43607	City of Toledo
Population	24,717	285,459
Median Household Income	\$24,565	\$33,317
Individuals Below Poverty Level	40.7%	27.2%
High School Graduate or Higher	79.9%	84.8%
Occupied Housing Units	79.5%	85.4%
Vacant Housing Units	20.5%	14.6%

RACE AND ETHNICITY

White	26.1%	65.1%
Black or African American	66.8%	27.0%
American Indian or Alaska Native	0.3%	0.4%
Asian	2.1%	1.1%
Native Hawaiian or Pacific Islander	0.1%	0.1%
Some Other Race	1.5%	2.2%
Two or More Races	3.1%	4.0%
Hispanic or Latino	3.0%	7.5%

DORR STREET AREA ASSETS*

- 1 // African American Legacy Project
- 2 // Art Tatum House
- 3 // Smith Park/ Roosevelt City Pool
- 4 // Mott Branch Library
- 5 // Douglass Community Garden
- 6 // Frederick Douglas Community Center
- 7 // Pickett Academy Hub School
- 8 // Red Velvet Jazz Club
- 9 // New Murals on Junction
- 10 // Padua Center

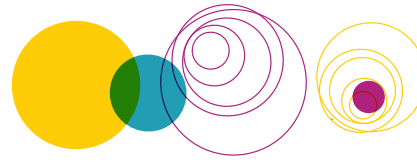
*identified by community meeting participants // 02/26/14





Neighborhood Report

East Toledo



East Toledo lies across the Maumee River from Downtown Toledo. In addition to being connected by water to Lake Erie, three bridges span the Maumee to East Toledo, making the community a vital industrial center surrounding the Port of Toledo.

East Toledo boasts many distinct neighborhoods, including two nationally registered historic districts. The East Toledo Historic District is located across the Martin Luther King Jr. Bridge opposite Downtown Toledo, surrounded by commercial corridors. The area is full of historic churches, homes, and public buildings, such as the Weber Block building on Main Street. The Craig Street Bridge lands in Birmingham, near to the Birmingham Historic District. This area is the home of the Birmingham Ethnic Festival, which marked its 40th year celebrating the Hungarian heritage of that area in 2014, and the famous Tony Packo's Restaurant, known far and wide for its Hungarian hot dogs. The Anthony Wayne (or Hi-Level) Bridge carries traffic across the Maumee River from the Warehouse District and South Toledo to the southern edge of International Park and the surrounding neighborhoods.

COMMUNITY MEETING RESPONSES

Present at the meeting were representatives from neighborhood groups, city government, East Toledo arts and culture organizations, local schools, and local businesses. Residents discussed the strengths of the Main Street business district, their Hungarian pride and heritage, the construction of the National Museum of the Great Lakes on the waterfront, the recent activity of the new LeSo Gallery on Starr Avenue, historic architecture, strong public schools, public sculpture and murals.

There were two major obstacles to arts and culture development on everyone's mind that evening. The first and most deeply felt frustration was waiting for the Marina District development, a project which started with the 2012 demolition of the Acme Power Plant and subsequent sale of the city-owned Maumee Riverfront parcel to investors. East Toledoans, feeling the strain of the great recession on their local economy, were very hopeful that this project would revitalize the area, and then disappointed when the development was delayed.

The second obstacle was the imminent closing of the Anthony Wayne Bridge for major structural repairs that would shut the major route to and from East Toledo down

for almost two years. These two hurdles, combined with the aftermath of coping with the loss of major manufacturing, industry, jobs and housing values, made the group wary of promises of change, but equally determined to find their own unique solution to use their wealth of resources to restore and grow their neighborhoods.

The group began to talk about how all of these elements could come together, through unity of neighborhoods, schools, arts and culture organizations, government, and business, to form a revitalization strategy focused on East Toledo arts and culture. Residents considered the advantages of having a new gallery (the first ever in East Toledo), a new national museum, and proximity to the Maumee River and Downtown Toledo, took the two biggest obstacles facing them, and transformed them into the key elements of a new plan.

They would concentrate on making Main Street and Starr Avenue Corridor, a thriving arts, entertainment, and business district. They would use the increased traffic on the MLK Bridge to Main Street, due to the Anthony Wayne Bridge shutdown, to gain exposure for the revitalized arts district. They would not wait for the Marina District development; instead, they would create a strong foundation that would attract



artists, homeowners, and businesses. When the Anthony Wayne Bridge re-opens in December 2015, they plan to be ready for an influx of traffic, investment, and contribution of their rich assets to the City of Toledo in a new and exciting way.

CURRENT STATE OF ARTS & CULTURE PLANNING IN EAST TOLEDO

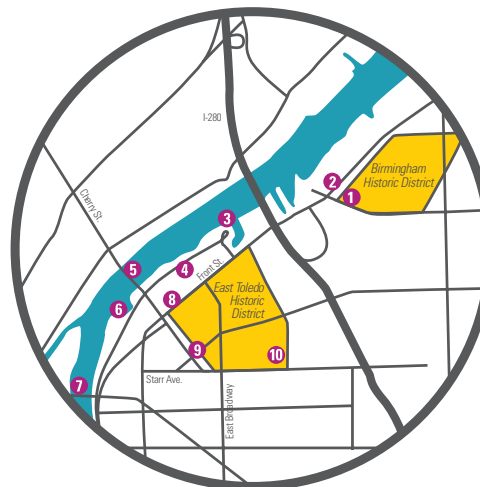
Since the community meeting in November 2013, East Toledo arts and culture has seen enormous progress. A group called the East Toledo Creative Corridor has formed, comprised of many of the same individuals that attended the community meeting. This group has beautified Main and Starr Streets by painting murals, painting trashcans, planting flowers, improving parking, helping to inventory vacant property, and encouraging new businesses to set up shop there as well as strengthening existing businesses.

The group's biggest endeavor so far has been the advent of "The Main Event" music and art festival, held for the first time in 2014 between Front and Fourth on Main Street, which boasted over 50 performers, pop-up galleries in vacant storefronts, a beer garden, and local food, and drew 3,000 festival-goers to Main Street.

The National Museum of the Great Lakes, which includes the John S. Schoonmaker Museum Barge, opened in the spring of 2014.

CONTINUITY WITH 10 GOALS

East Toledo's recent activity exemplifies the overall goals of the Toledo Strategic Plan for Arts and Culture. Through collaboration across sectors and creative thinking, residents have rallied to magnify their strengths and address their weaknesses through hard work and advocacy for better quality of life for Toledoans on both sides of the Maumee River. They are creating a place-based arts and culture engine that will fuel business development and attract more residents and tourists to the waterfront, all the while increasing quality of life for those already invested in the area.



EAST TOLEDO (43605) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43605	City of Toledo
Population	27,546	285,459
Median Household Income	\$24,933	\$33,317
Individuals Below Poverty Level	41.6%	27.2%
High School Graduate or Higher	74.6%	84.8%
Occupied Housing Units	82.3%	85.4%
Vacant Housing Units	17.7%	14.6%

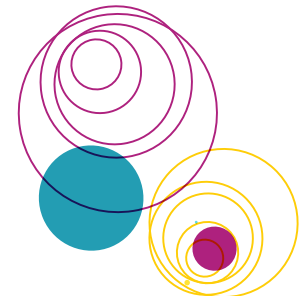
RACE AND ETHNICITY

White	75.6%	65.1%
Black or African American	10.6%	27.0%
American Indian or Alaska Native	0.4%	0.4%
Asian	0.5%	1.1%
Native Hawaiian or Pacific Islander	0.1%	0.1%
Some Other Race	5.2%	2.2%
Two or More Races	7.7%	4.0%
Hispanic or Latino	20.4%	7.5%

EAST TOLEDO ASSETS*

- 1 // Birmingham Ethnic Festival Site
- 2 // Tony Packo's Cafe
- 3 // National Museum of the Great Lakes
- 4 // Marina District Development Site
- 5 // MLK Bridge (Cherry Street Bridge)
- 6 // The Docks at International Park
- 7 // Anthony Wayne (Hi-Level) Bridge
- 8 // Weber Block Building
- 9 // East Toledo Creative Corridor
- 10 // LeSo Gallery and Learning Center

*identified by community meeting participants // 11/12/13





Neighborhood Report

Olde North End

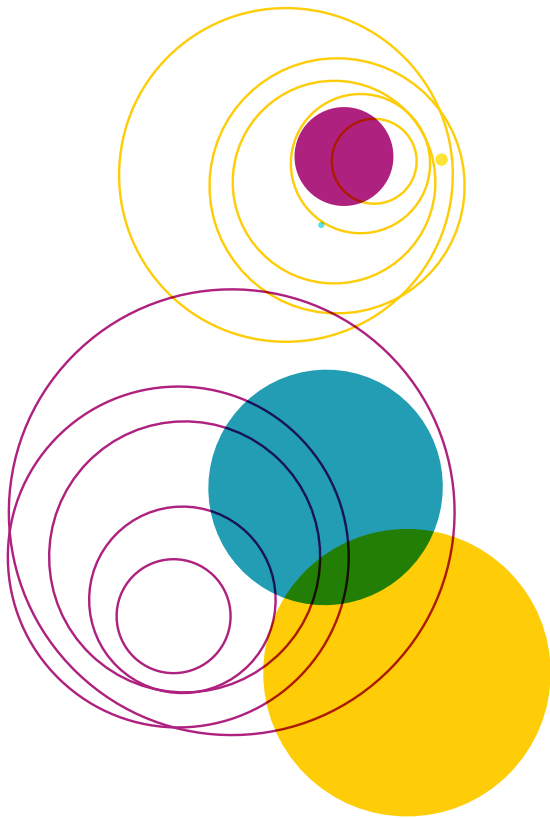
The Olde North End (ONE Village) is a group of neighborhoods within a rough triangle between Cherry Street, I-75 and the Maumee River. The neighborhoods, Polish Village, Lagrange, North River, and Vistula, decided in 2009 to unite under the name of ONE Village concurrent with the merging of the community development corporations in the area into United North. In addition to being recognized as a national district, there is also local historic designation to help preserve the character. ONE Village is home to the Lagrange Street Polish Festival, which celebrated its 30th year in 2014. Proceeds from the weekend-long festival fund neighborhood programs such as scholarships and home renovation and repair.

The Ohio Theatre was built in 1921 and is now owned and managed by United North. Major renovations are underway to the historic building, and it is the center of arts and culture for the area, located in the heart of the Polish Village. The Vistula Historic District, boasting many beautiful Victorian homes, was established in 1833, four years before the settlements of Port Lawrence and Vistula merged to form the city of Toledo, making it Toledo's oldest neighborhood.

COMMUNITY MEETING RESPONSES

Neighbors and stakeholders of ONE village gathered at the Ohio Theatre to discuss arts and culture planning in their area, and identify the assets and obstacles that could be transformed into more opportunities for this engaged and organized group of neighborhoods. Major assets brought forth were the theatre and its programming, the annual Polish and Greek festivals, the historic character of the neighborhoods, and the ample parks in the area. Woodward High School was praised as an excellent arts and culture resource, as well as Leverette Elementary, one of the four Toledo Public Schools' hub school locations. Other assets listed were the Young Artists At Work murals on Lagrange Street, the Caldwell and Friendly Community Centers, and Stanley's Market.

Residents shared concerns about environmental obstacles such as high crime and the lack of bike and pedestrian friendly zones. Residents also recognized a lack of marketing resources needed to promote events, especially since many individuals are wary to participate in new programs when past programs have failed. Residents felt more staff is needed in organizations to ensure the success of arts and culture and other community programs in the area.





The group also identified many opportunities for the neighborhoods, like supporting young artists in non-traditional mediums, establishing live/work and maker spaces, in the area, and creating murals to beautify and celebrate the rich history of ONE Village. Summit Street, which runs along the Maumee Riverfront and borders the Vistula Historic District, is another opportunity for growth and development. Summit Street is home to an artist studio along Water Street and also hosted The Arts Commission's 2013 Artomatic419! event however, residents would like to see that area become a strong center for arts and culture, building on the assets already in place.

CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

The Strategic Plan for Arts and Culture effort coincides with ONE Village's development of a Quality of Life Plan for the area, which will also be released in 2015. Completion of renovations to the Ohio Theatre will make programming more accessible and beautify Lagrange Street. The neighborhoods are also working with the Lucas County Land Bank to redevelop vacant properties to enhance the appearance, improve livability, and possibly include an artist residency program.

OLDE NORTH END (43604, 43608, 43611) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43604	43608	43611	City of Toledo
Population	9,017	15,988	19,176	285,459
Median Household Income	\$12,149	\$26,510	\$41,233	\$33,317
Individuals Below Poverty Level	59%	36.4%	22.7%	27.2%
High School Graduate or Higher	74.1%	71.2%	86.4%	84.8%
Occupied Housing Units	78.7%	75.6%	87.6%	85.4%
Vacant Housing Units	21.3%	24.4%	12.4%	14.6%

RACE AND ETHNICITY

White	32.5%	32.8%	82.1%	65.1%
Black or African American	60.8%	56.5%	10.5%	27.0%
American Indian or Alaska Native	0.7%	0.1%	0.5%	0.4%
Asian	0.5%	0.6%	0.6%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.0%	0.0%	0.1%
Some Other Race	3.3%	5.0%	2.6%	2.2%
Two or More Races	2.1%	5.1%	3.7%	4.0%
Hispanic or Latino	8.1%	10.7%	7.9%	7.5%

OLDE NORTH END ASSETS*

- 1 // Joe E. Brown Park
- 2 // Ohio Theatre
- 3 // United North
- 4 // Polish Villiage
- 5 // Woodrow Wilson Park
- 6 // Stanley's Market Grocery Store
- 7 // James Caldwell Community Center
- 8 // Woodward High School
- 9 // Robert J. Anderson
Urban Agriculture Center and Farm
- 10 // The Friendly center

*identified by community meeting participants // 11/19/13





Neighborhood Report

Old South End



58

The Old South End is one of several neighborhoods known as South Toledo, which stretches from I-75 to the City of Maumee along the Maumee River. The Old South End is the nearest of the South Toledo neighborhoods to Downtown, and in recent years has been the most active in arts and culture development, thanks in a large part to the efforts of Latino residents and organizations who have come together to celebrate and promote their cultural heritage and local artists.

The area is a low-to-moderate income neighborhood with many single-family homes and several business corridors, and was especially hard-hit by the recession, burdening the area with increased vacancy, blight, poverty, and crime. There are strong, historic churches and schools in the area, which have held up the struggling community. The community enjoys many assets, among them local and diverse restaurants, some of which showcase local art, the Toledo Zoological Gardens, and the long stretch of Maumee Riverfront the neighborhood lies beside, with many parks and beautiful homes along the waterfront.

The most spectacular visual change in recent years has been the Broadway Avenue corridor murals, now more than fifteen in number, that begin on Broadway near the Anthony Wayne Bridge and continue throughout the Old South End.

These murals are the work of many groups working in tandem, such as the Organization of Latino Artists (OLA), The Sofia Quintero Arts and Cultural Center (SQACC), Bowling Green State University (BGSU), and The Arts Commission, along with other organizations, and many individuals. Along this corridor, the many events, urban agriculture projects, façade restorations, and housing solutions have made the Old South End a vibrant and growing neighborhood, fighting its challenges with beauty and community togetherness.

COMMUNITY MEETING RESPONSES

The well-attended community meeting to plan for arts and culture in the Old South End was held at a First Friday event at the SQACC on a below-zero night in February of 2014. This did not stop the community from showing up and voicing ideas, concerns, and perspectives on critical elements of neighborhood progress.

Unique assets valued by the residents and community leaders in attendance were the area's rich history, the strong Latino and Chicano culture and community in the area, inter-generational cooperation, and a bevy of local performing, literary and visual artists and community organizers. Neighbors also discussed the murals,

which have had such a positive impact on community life and contribute so much to Toledo's arts and culture heritage, the Maumee Riverfront, the Zoo, and green spaces like Walbridge Park.

Challenges for the Old South End have included blight, negative cycles of crime and gang activity, lack of outreach and recruiting for staff and board members by arts organizations to the Latino community, unemployment, and scarce funding.

There were many ideas for arts and culture strategies to overcome challenges, such as infill on Broadway to strengthen and sustain the neighborhood, working with the Lucas County Land Bank to tackle blight and vacant building issues, strengthening the visual art, culinary, agriculture, and resource programs at SQACC, and repurposing some space in the minimally used Toledo Transportation Center, which has declined as passenger trains have dwindled.

Neighbors also wanted to strengthen partnerships with government agencies, arts organizations, and others to create more opportunity for the neighborhood and secure better representation of the Latino community in Toledo.



CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

The Old South End has continued to grow and find new resources and people with which it can share its rich culture and wealth of arts activity. The murals continue to proliferate. Among the most recent are a mural of the Green Lantern and portraits of Cesar Chavez and Martin Luther King Jr., a collaboration between SQACC, BGSU Students, and Mario Terero, a San Diego artist who also led the design of the I-75 overpass murals in 2010. OLA continues to organize and carry out community art projects, despite the loss of one of its most beloved members, Jose Martinez, who passed away suddenly in late 2014. Jose was very active in this arts and culture planning effort, and will be greatly missed.

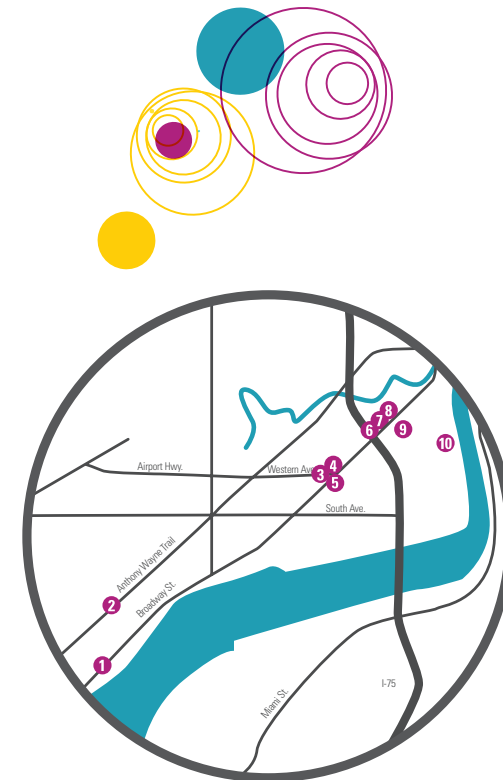
The 18th annual Dia de los Muertos event was held by SQACC in 2014, and the center's culinary and agricultural programs continue to expand, in partnership with Toledo GROWS and the Lucas County Land Bank. The Believe Center and Adelante continue to offer resources and programming to the community, and Jose Martinez Memorial Galeria showcases local talent and cultural exhibitions. National funding is being sought by dedicated researchers and grant writers in the community to sustain and continue the work underway.

OLD SOUTH END (43609) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43609	City of Toledo
Population	23,343	285,459
Median Household Income	\$25,139	\$33,317
Individuals Below Poverty Level	34.4%	27.2%
High School Graduate or Higher	78.9%	84.8%
Occupied Housing Units	81.9%	85.4%
Vacant Housing Units	18.1%	14.6%

RACE AND ETHNICITY

White	63.9%	65.1%
Black or African American	22.7%	27.0%
American Indian or Alaska Native	0.4%	0.4%
Asian	1.5%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Some Other Race	5.6%	2.2%
Two or More Races	6.0%	4.0%
Hispanic or Latino	16.2%	7.5%



OLD SOUTH END ASSETS*

- 1 // Walbridge Park
- 2 // Toledo Zoological Gardens
- 3 // Jose Martinez Memorial Galerías
- 4 // Sofia Quintero Art & Cultural Center
- 5 // Golden Rule Park
- 6 // Underpass Murals, Mario Terero & BGSU (2010)
- 7 // Adelante
- 8 // Three Mario Terero & BGSU Murals (2014)
- 9 // Toledo Transportation Center
- 10 // Middlegrounds MetroPark Site (2016)

*identified by community meeting participants // 02/07/14



Neighborhood Report

Old West End

60

Toledo's Old West End is situated just west of the Downtown neighborhoods, forming a triangle bordered by Monroe Street, Collingwood Boulevard, Detroit and Central Avenues. In addition to being recognized as a national district, there is also a local historic designation to help preserve the character. The Old West End Historic District has slightly tighter boundaries, and is the largest intact collection in the United States of early Victorian and Edwardian homes east of the Mississippi River. Arts and crafts and Gothic architecture are also present in this dazzling neighborhood, which saw the bulk of its growth in the late 1800s and early 1900s as Toledo boomed with industry. Many wealthy citizens of the era moved out of the Downtown into the trendy new neighborhood which is now the Old West End.

The Old West End of today is known for its diversity of population in terms of income levels and race, and its high concentration of artists of all kinds, who find a strong, family friendly community in the historic neighborhood.

The major arts and culture event in the neighborhood is Old West End Festival, held in June, which celebrated its 43rd year in 2014 and also celebrated the 25th year of Tours de Noel. Centers of arts and culture in the Old West End include the Agnes J. Reynolds Arboretum, where concerts and

events are held throughout the warmer months, and the Collingwood Arts Center, a massive former convent and women's college which houses the Lois M. Nelson Theatre and Children's Theatre Workshop. Old West Enders relish the presence of The Toledo Museum of Art at the south end of the neighborhood. The museum campus also houses the Toledo Symphony Orchestra and The Arts Commission, which provide additional access to arts and culture.

COMMUNITY MEETING RESPONSES

The community meeting held at the Collingwood Arts Center in January 2014 came at a crucial moment. It occurred shortly after the Center announced that it could no longer support its artist residency program due to lack of resources to make critical repairs to the historic building. Most of the affected artists were present at the meeting, along with friends and neighbors from community groups, schools, and other organizations. Due to the special circumstances, the group was invited to discuss at length the issue at hand, as well as share their thoughts on other aspects of arts and culture planning in Toledo.

The group of almost sixty community members identified the following assets in the Old West End: strong churches

and schools, a vibrant and supportive creative community, the many arts and neighborhood organizations in the area, green spaces such as Old West End Commons and Macelwane parks, ongoing redevelopment and road repair, and its abundance of unique historic homes and buildings that are the pride of the neighborhood.

The chief obstacles brought forth were lack of funding to maintain the wealth of arts activity in the area (including funding for artist housing and studio space in good repair), lack of access to a local grocery store and fresh food, and a frustration that arts and culture marketing and outreach does not connect the whole community. Some residents expressed that while the neighborhood is known for its racial/ethnic/income diversity, discrimination in regards to equal treatment and access to resources needs to improve.

The group listed many opportunities for growth, including re-purposing vacant land and buildings for community and creative use, promoting film industry locations in the Old West End and elsewhere in Toledo. Neighbors spoke of the importance of strengthening connections between the neighborhood and the Toledo Museum of Art, engaging youth from all walks of life in arts and culture activities, and building and connecting existing bicycle and pedestrian



infrastructure. Steady growth of the Old West End Festival was also discussed, as was encouraging visitors to come from outside of the neighborhood through volunteer recruitment and securing outside funding for expanded efforts.

CURRENT STATE OF ARTS PLANNING IN THE OLD WEST END

Since the January 2014 community meeting, the Old West End has been active as ever in advancing arts and culture within the neighborhood. A new mural on Collingwood and Delaware was completed in the summer, and at least one new business will open in that same building, home to Black Kite Coffee and Pies, which supported the mural and holds arts events regularly. A new local artist-designed bike rack, poetry sidewalks, and new mural benches have also been installed in the Old West End through The Arts Commission's Art in Public Places and Young Artists at Work programs. Collingwood Boulevard rebuilding is nearly complete, including a median sculpture foundation for a new sculptural addition to Toledo's public art collection, to be installed in the spring of 2015. The Professional Building, home of The Arts Commission on the Museum campus, also has a new mural, designed and painted by youth employed in the Young Artists at Work program.



The Collingwood Arts Center has undergone many changes in programming and offerings to the community to gather and engage, including a Food Truck Festival, home of the Bird's Eye View Circus and ghost-hunting activities. New leadership is in place, and efforts are underway to raise funds to repair and maintain the building.

CONTINUITY WITH 10 GOALS

The Old West End residents have enthusiastically participated in the formulation of this plan and its goals. With a focus on holistic change through arts and cultural placemaking, the Old West End makes strides to coordinate arts and culture efforts with schools, churches, organizations, and residents on a grass-roots level. Like many other parts of the city, the Old West End is committed to historic preservation of its many unique homes and buildings, and to the diversity and connectedness of residents and visitors who grace their streets and structures.

OLD WEST END ASSETS*

- 1 // Agnes J. Reynolds Arboretum
- 2 // Black Kite Coffee & Pies
- 3 // Collingwood Arts Center
- 4 // Site of new Public Sculpture-2015
- 5 // Macelwane Park
- 6 // Old West End Commons Park
- 7 // The Libbey House
- 8 // The Arts Commission and Toledo Symphony Orchestra
- 9 // Glass Pavilion
- 10 // Toledo Museum of Art

*identified by community meeting participants // 01/23/14

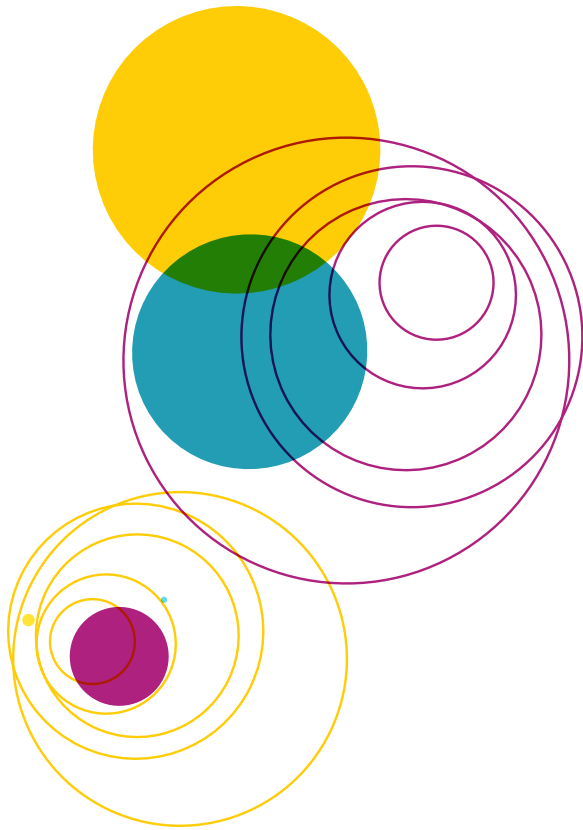
OLD WEST END (43620) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43620	City of Toledo
Population	5,907	285,459
Median Household Income	17,174	33,317
Individuals Below Poverty Level	45.9%	27.2%
Percent High School Graduate or Higher	73.9%	84.8%
Percent Occupied Housing Units	76.1%	85.4%
Percent Vacant Housing Units	23.9%	14.6%

RACE AND ETHNICITY

White	18.3%	65.1%
Black or African American	75.6%	27.0%
American Indian or Alaska Native	0.0%	0.4%
Asian	1.7%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Some Other Race	0.5%	2.2%
Two or More Races	3.9%	4.0%
Hispanic or Latino	2.4%	7.5%





Neighborhood Report

UpTown

Just west of Downtown Toledo, UpTown is a largely commercial area currently known for its locally owned bars and restaurants and many events. The neighborhood has changed drastically over the past fifty years from a mix of mansions and single family homes interspersed with local businesses and serviced by several trolley lines to an area with many businesses and some apartment buildings. In 2005, the City of Toledo approved an Arts & Culture Village overlay district for Uptown. New events and businesses are attracting crowds with food, music, and fun. Demand for residential space is up, an encouraging sign for this neighborhood working its way through a hard won transformation.

UpTown is home to Mercy College, the Toledo Club, Toledo City Paper, Toledo School for the Arts and the Toledo-Lucas County Main Public Library. The Cherry Street mission is also located in UpTown, and the harmonious cooperation between mission staff and clients and UpTown businesses and residents is one of the areas addressed in the neighborhood's UpTown Master Plan, which was adopted by the City in 2013.

COMMUNITY MEETING RESPONSES

Held at Mad Ave Collective, a new shared creative space, the community meeting in UpTown was one of the most fast-paced and focused discussions with the eight focus neighborhoods in this plan. Representatives of the food and drink establishments, all locally owned, talked about the sense of community and stewardship that exists in Uptown. The strong music scene and growing street events on Adams Street were discussed as assets, along with seven murals, including the renowned "Toledo Love Wall".

Community gardens, a strong cycling community, proximity to amenities and new residential options make UpTown a community on the rise in terms of quality of life.

Obstacles being encountered by businesses and residents include sub-par lighting and bicycle and pedestrian infrastructure, exacerbating the outdated perception that UpTown is a dangerous area. Also discussed as an impediment to progress was buildings being held or managed by entities that refuse to improve them or restore them to productive use. Uncoordinated parking resources and lack of communication with social service agencies are also challenges to which UpTown stakeholders want to find a solution.

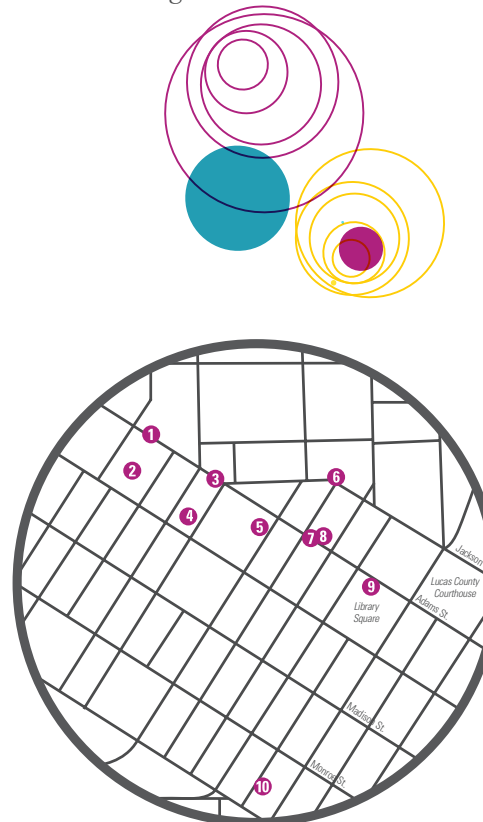


CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

UpTown is making strides through organizing, promoting, and acting as a group to solve difficult problems, and increase livability and enjoyment of the area by residents and visitors. UpTown Green, a one-block area, has been redeveloped into a green space for the neighborhood to enjoy, and the remaining building is slated to become a mixed use property with a grocery store on the ground floor. The same building now has a large-scale mural by Ivan Kende, completed in the summer of 2014. The planning effort undertaken by the UpTown Association has brought the neighborhood together to tackle issues and move forward together. Buildings long mismanaged have been sold or are under new management, and are now working with the neighborhood, not against it.

There are new events on Adams Street every year, and some are becoming well established, including the Zombie Crawl, which in its fifth year in 2014, attracted over 7,000 people. Many businesses participate in and promote the 3rd Thursday Loops (formerly Art Walks and Gallery Loops) offered by The Arts Commission. In 2014 a neighborhood group of stakeholders from Adams Street businesses, such as the

Ottawa Tavern, The Attic on Adams, and Manhattan's, formed the "Village on Adams" to best utilize the overlay district and coordinate shared events and marketing.



UPTOWN (43604) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43604	City of Toledo
Population	9,017	285,459
Median Household Income	\$12,149	\$33,317
Individuals Below Poverty Level	59.0%	27.2%
High School Graduate or Higher	74.1%	84.8%
Occupied Housing Units	78.7%	85.4%
Vacant Housing Units	21.3%	14.6%

RACE AND ETHNICITY

White	32.5%	65.1%
Black or African American	60.8%	27.0%
American Indian or Alaska Native	0.7%	0.4%
Asian	0.5%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Some Other Race	3.3%	2.2%
Two or More Races	2.1%	4.0%
Hispanic or Latino	8.1%	7.5%

UPTOWN ASSETS*

- 1 // Ottawa Tavern
- 2 // UpTown Green
- 3 // The Attic on Adams
- 4 // Mad Ave Collective
- 5 // Toledo School for the Arts
- 6 // Madhouse Creative LLC
- 7 // Toledo Love Wall
- 8 // Toledo City Paper
- 9 // Toledo-Lucas County Main Library
- 10 // Toledo Repertoire Theatre

*identified by community meeting participants // 11/26/13



Neighborhood Report

Warehouse District

64

Directly adjacent to Downtown, the Warehouse District is a neighborhood with a history that developed along with Downtown Toledo. As its name indicates, it is the location of many warehouses and industrial properties that supported Toledo's strong manufacturing culture at its height. It has many historic buildings, two small historic districts, and an Urban Overlay District, which allows for an architectural committee to review plans for any development or construction in the area to make sure the character of the neighborhood is maintained.

Residential properties include apartment buildings for rent and condos, and units over storefronts rather than single family homes. The area has a multitude of restaurants, bars, and retail shops, as well as office space, and 5/3rd Field, home of the Toledo Mud Hens minor league baseball team.

Due to the national trend of exodus from downtowns to the suburbs, and big box stores replacing local businesses, the Warehouse District has had to fight to preserve its character, unique architecture, and economy, especially as the great days of Toledo manufacturing wound down and the previous and recent recessions hit.

And they have fought. The business owners, stakeholders and residents of the

Warehouse District have made it a thriving place of culture, great food, entertainment, and more now than ever, a great place to live for singles and families.

COMMUNITY MEETING RESPONSES

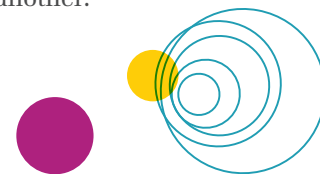
Warehouse District stakeholders, business owners, and residents gathered in an art space in St. Clair Village, a stretch of South St. Clair Street which has undergone dramatic change in recent years through the efforts of many of the neighbors present at the meeting. Many assets in the neighborhood were listed, including new galleries and art-related businesses, artist studio space and live/work space, Huntington Center, hotels and accommodations, and the thriving Toledo Farmer's Market, which expands in offerings and attendance every year. A wide range of restaurants, proximity to Downtown and surrounding neighborhoods, walkability, and the presence of anchor corporations such as Owens Corning promote tourism and provide stability in the area.

Obstacles faced by the Warehouse District have been the lack of a clear and easy parking and wayfinding system, building owners holding vacant properties, lack of code enforcement and inadequate lighting. Another challenge has been balancing

ballpark traffic and events to benefit surrounding businesses, and making sure there is steady foot traffic, and not the "hit and run" the area sometimes experiences during ballgames and Downtown events.

When the discussion turned to opportunities, many people came with well-formed and long hoped-for ideas. Chief among them were the needs to make the area more pedestrian and bicycle friendly, coordinate marketing efforts for multiple events, and maximize the sustainable use and enjoyment of the Maumee River and Swan Creek.

The Warehouse District wants to plan for more green space, more murals, and attract young professionals and families. Residents want to find pathways to a more diverse neighborhood, by altering the way they look at marketing, recruiting, and building business incentives for entrepreneurs. There is also a great desire to connect on a more meaningful level with surrounding neighborhoods, strengthening relationships and sharing resources for the benefit of the City, rather than competing with one another.



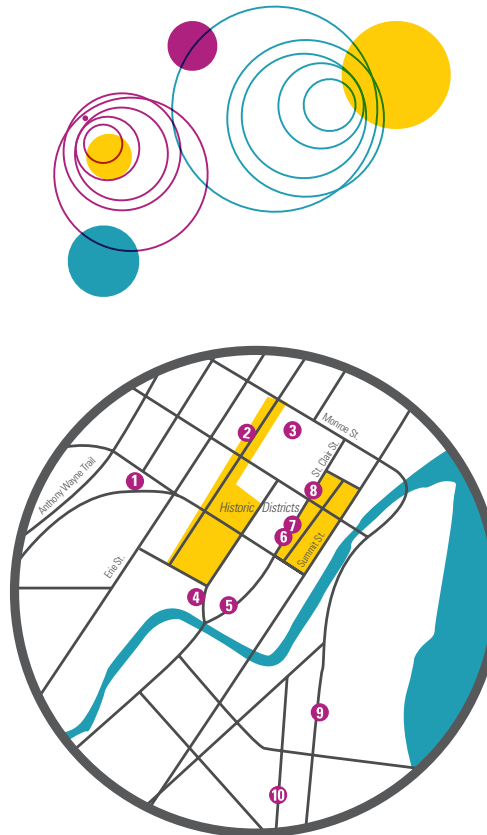


CURRENT STATE OF ARTS PLANNING & ONGOING EFFORTS

The Warehouse District is home to many artist studios hosting their own arts and culture events, and several galleries showcasing local, national, and international talent. The Toledo Warehouse District Association (TWDA) led a planning effort in 2012 to unify and refine sustainable development of the many assets of the neighborhood, and hosts many events throughout the year. Wander the Warehouse, a walking tour of key locations, is organized by TWDA, and celebrated its 10th year in 2014. TWDA hosts many other social activities, membership meetings, and neighborhood functions throughout the year.

The Middlegounds Metropark is under construction on the Maumee Riverfront, and the Anthony Wayne Bridge is undergoing a massive restoration concurrent with park construction. Residents are excited about increased traffic and green space to enjoy. The Gateway Project is also in the works, which will transform the I-75 exit that feeds into the Warehouse District from a confusing and bleak entrance into the area to a true Gateway, designed with the help of engineers and artists to put our best foot forward as people enter Toledo, while keeping in mind the needs of pedestrians as well.

The Warehouse District continues to participate in Art Walks, Gallery Loops, and other arts and culture events throughout the year. Community leaders expressed ideas of how to get more artists to live in the District and become more involved in neighborhood planning.



WAREHOUSE DISTRICT (43604) AMERICAN COMMUNITY SURVEY 5 year estimate (2009–13)

	43604	City of Toledo
Population	9,017	285,459
Median Household Income	\$12,149	\$33,317
Individuals Below Poverty Level	59.0%	27.2%
High School Graduate or Higher	74.1%	84.8%
Occupied Housing Units	78.7%	85.4%
Vacant Housing Units	21.3%	14.6%

RACE AND ETHNICITY

White	32.5%	65.1%
Black or African American	60.8%	27.0%
American Indian or Alaska Native	0.7%	0.4%
Asian	0.5%	1.1%
Native Hawaiian or Pacific Islander	0.0%	0.1%
Some Other Race	3.3%	2.2%
Two or More Races	2.1%	4.0%
Hispanic or Latino	8.1%	7.5%

WAREHOUSE DISTRICT ASSETS*

- 1 // Toledo Gateway Project Site
- 2 // Gathered Art Gallery & Studios
- 3 // 5/3rd Field
- 4 // Toledo Farmer's Market
- 5 // Bozarts Fine Art & Music Gallery
- 6 // Art Supply Depo
- 7 // Seed Coworking
- 8 // Shared Lives Gallery
- 9 // Olive Street Studios
- 10 // Schmidt-Messenger Studios

*identified by community meeting participants // 11/20/13



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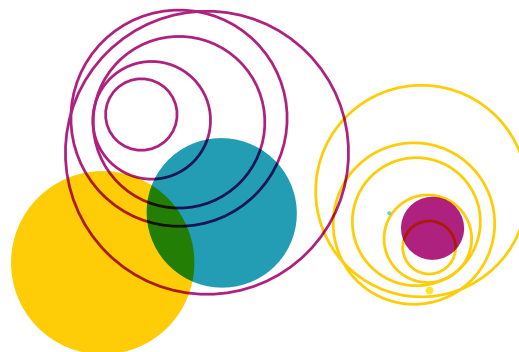
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Assistant Professor of Graphic Design
Bowling Green State University

Photos provided by Toledo Museum of Art, The Valentine Theater, The Arts Commission, Ohio Theatre, Stranahan Theatre, Toledo Ballet, Toledo Repertoire Theater, Actors Collaborative Toledo, Sonya Ives, Matt Rowland and Jenn Stucker.

Creative Industry information was provided by *Economic Impact of the Creative Industries in Northwest Ohio Center for Regional Development* at Bowling Green State University. 2015.

Demographic information for the neighborhood reports was gathered using *American FactFinder*, an application used to distribute data collected by the *United States Census Bureau (factfinder.census.gov)*. To help better understand the area's residents, information about population, housing, and economics was collected using each neighborhood's most prominent ZIP code. For the purpose of this study, the following ZIP codes were assessed: 43604 for the Warehouse District and UpTown, 43605 for East Toledo, 43607 for the Dorr Street area, 43608 for Olde North End, 43609 for Old South End, 43610 for the Cherry Street area, and 43620 for Old West End. Although the data acts as a brief snapshot of the neighborhood, it also illustrates diverse lifestyles from community to community.

United States Census Bureau / American Fact Finder. "DP05 - ACS Demographic and Housing Estimates, S1501 - Educational Attainment, DP04 - Selected Housing Characteristics, DP03 - Selected Economic Characteristics, S1701 - Poverty Status in the Past 12 Months DP05 - ACS Demographic and Housing Estimates." 2009 - 2013 American Community Survey. U.S. Census Bureau's American Community Survey Office, 2011. Web. 4 January 2015 <<http://factfinder2.census.gov>>.

Toledo STRATEGIC PLAN FOR ARTS & CULTURE

CELEBRATING CREATIVE COMMUNITIES

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