



LISC TOLEDO

40 million **FOR** neighborhoods 4

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TO OUR community

We're excited to present the full version of our 2020-2025 strategic framework. This document is the culmination of more than a year of work—community engagement, research, and analysis—building on strategic partnerships that we've cultivated over time.

LISC Toledo recognizes the impact that anchor institutions can have when they align their work with comprehensive community development strategies in neighborhoods. You don't have to look far in Toledo to find example of catalytic development projects achieved through collaboration: Fifth Third Field/Hensville, the Warehouse District, the Village on Adams, Glass City Metropark (now under construction) and more! When anchor partners, community organizations, residents, and stakeholders work together, they can achieve long-term change that creates economic growth for all. We see the evidence of how Toledo is a caring, thoughtful, competent community that gets things done.

What we have captured here is the blueprint of the best practices in very successful communities that consistently create meaningful and long-lasting change. LISC Toledo's work over the next five years will prioritize four focus neighborhoods so that, together with our partners, we can pool the resources necessary for comprehensive community development. That's what this framework is really about: working with strong partners to direct our collective efforts in ways that help families and small businesses—the building blocks of healthy neighborhoods—thrive.

LISC Toledo and our partners will focus on economic opportunity and housing, because when individuals and families can generate and manage income and access quality affordable housing, they have the stability and tools they need to make their neighborhoods great places to live.

We understand that you might be skeptical at first. That's okay. We think you'll notice some changes right away, but this plan is just the first part of our long-term commitment to these neighborhoods. We look forward to sharing our progress over the next five years and continuing to expand our network of partners to increase our impact. And we hope you'll join us in the important work of transforming neighborhoods.

- Joe Napoli, *Local Advisory Board Chair*



EXECUTIVE summary

LIKE MANY MIDWEST INDUSTRIAL CITIES, SOMETIMES REFERRED TO AS LEGACY CITIES, TOLEDO SUFFERS FROM:

- Deteriorating single-family housing stock
- Shortage of quality, affordable rental housing
- Limited economic opportunity for residents living in disadvantaged neighborhoods

Over the last several years, LISC Toledo has worked with community partners to focus investment in areas where combined resources and capacity can be leveraged to achieve a more significant impact.

Since launching its Comprehensive Community Development Strategy, LISC Toledo has invested \$121 million to develop 1,750 homes and 1 million square feet of commercial space – all located in Toledo’s most distressed neighborhoods – and helped induce \$20 million in purchases from small businesses.



THE ORGANIZATION ALSO:

- Partnered with the City of Toledo and local nonprofits to preserve nearly 800 housing units that were at risk of becoming unaffordable due to expiring low-income housing tax credits, which allowed many tenants to purchase their homes.
- Partnered with United Way to develop the Toledo Financial Opportunity Center (FOC) Network – a collaboration among Lutheran Social Services of NW Ohio, NeighborWorks Toledo Region and ProMedica that supports individual income building through one-on-one education and coaching services in the areas of employment, income support, credit-building and financial management.
- Broke new ground in the economic development arena. The Bridges to Career Opportunity (BCO) program is making strong connections with local employers to create employment opportunities for residents. Furthermore, relationships with Lucas County, Mercy Health Partners and ProMedica offer increased potential for creating equitable hiring strategies.
- Entered into a formal relationship with ProMedica to create a \$25 million investment fund to support housing and economic development projects that address social determinants of health. LISC and ProMedica are also developing new ways to measure the outcomes of these health-related investments that could create new standards of business in the community development industry. This is in addition to KeyBank’s \$2.5 million investment to incentivize homeownership tax credit units.

Over the past five years, LISC Toledo has learned from its community partners as we’ve worked together to implement this targeted community development strategy in neighborhoods that have an engaged anchor institution.

Our 2020-2025 strategic plan seeks to build on this targeted strategy in four key neighborhoods, deepening our relationship with anchor institutions and strengthening the capacity of community partners to implement holistic approaches to community development.

Collectively, our approach to the work and the strategies we pursue will engage community leadership, promote equitable opportunities for people, and create places that foster inclusive economic growth.

THE neighborhoods

The Cherry Street Corridor is adjacent to downtown Toledo and incorporates several neighborhoods, to include: North Toledo, Toledo Old Towne, Warren Sherman, and the Old West End. The North Toledo Quality of Life Plan, the Cherry Street Legacy Plan, and several other site-specific planning documents serve as the guide for the overall neighborhood vision. LISC is supporting the Cherry Street Legacy Committee by driving and coordinating strategies for housing and financial stability and building capacity of community partners with implementing initiatives that advance the Cherry Street area.

The Downtown/UpTown area includes the Central Business District in downtown Toledo, the Cherry Street area, UpTown, and the Warehouse District neighborhoods. Business district associations and other neighborhood partners are working to coordinate efforts, activate the commercial corridors in the neighborhood and engage neighborhood leadership.

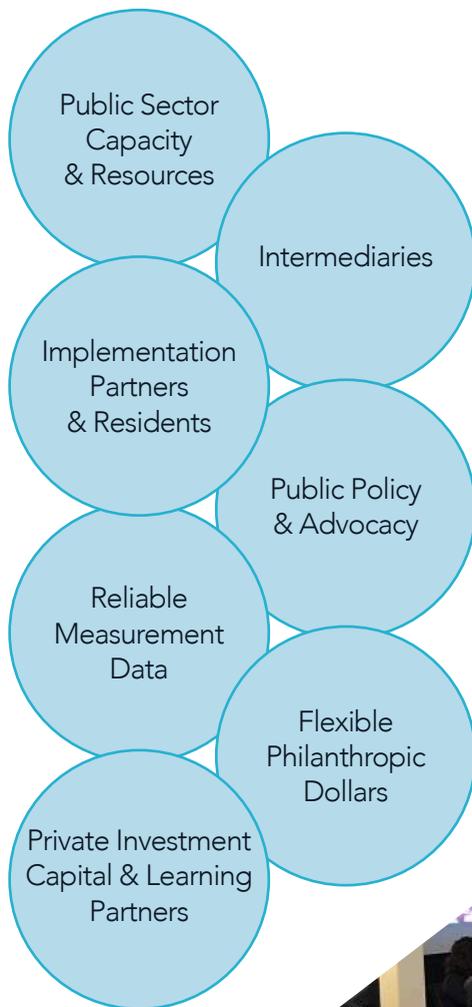
The East Toledo target area incorporates the Riverfront, Main Street Commercial Corridor, the Garfield, and Birmingham neighborhoods. LISC continues to play an important role supporting the strategies in the Connecting the Pieces Plan and building the capacity of East Toledo Family Center's efforts to connect with strategic partners and engage residents in implementing the plan.

The Monroe Street Corridor spans 3.7 miles and incorporates several neighborhoods and key institutions to include the Toledo Mud Hens/Fifth Third Field, the Warehouse District, UpTown, the Toledo Museum of Art, Old West End, Englewood, B-U-M-A, ProMedica's Main Campus, Ottawa Park, and the Colony. The Corridor has been broken into three phases and LISC has been working in phase two (Collingwood to the rail lines/I-75 to Dorr Street) to build the capacity of the Englewood Association to prioritize neighborhood concerns and develop strategies with the Monroe Corridor stakeholders.



ATTRIBUTES OF AN EFFECTIVE delivery system

A COHERENT NEIGHBORHOOD STRATEGY



Cities such as Boston, Chicago, Cleveland, Indianapolis, Kansas City, Philadelphia, Pittsburgh and the Twin Cities, where there has been a sustained, multi-decade investment in CDCs and neighborhoods, have strong neighborhood service delivery systems.

The graphic to the left depicts a model developed by the late Tom Burns of Urban Ventures Group about the aspects of these support systems based on various studies and evaluations, as well as his own work in other cities. The model focuses on eight attributes that are essential to the performance of a neighborhood development system.

LISC recognizes that neighborhood revitalization requires commitment and participation from a variety of stakeholders including local government, philanthropy, nonprofit organizations and residents. Having realistic neighborhood plans will allow communities to attract the private capital required to create economically viable neighborhoods. During the strategic planning process, LISC discussed the need to develop an effective delivery system with a variety of partners that are working in LISC target areas. These discussions were both fruitful and promising for future collaborations and collective impact.

During recent neighborhood focus groups, LISC presented their overall investment strategy, specific strategies for each target area and solicited feedback from neighborhood partners. The following pages describe the strategies and the outcomes of the focus group sessions.





COMMUNITY engagement

Corporate F.A.C.T.S. in conjunction with LISC Toledo conducted a data-driven environmental scan of the Toledo community development landscape. The results of the scan are summarized in this document, supported by information gleaned from stakeholder surveys and interviews, focus group sessions, desktop research and planning sessions held with the LISC Toledo Local Advisory Board (LAB) and community groups.

THE OBJECTIVES OF THE PLAN ARE TO:

- Solicit stakeholders' view of LISC's programs, products, value and competitive advantage
- Evaluate Toledo's community development needs and challenges
- Assess LISC's internal organizational and external partner capacity levels and needs
- Examine the government landscape and opportunities for LISC to partner
- Identify resources available to finance community development activities
- Inform LISC's strategic focus and priorities

Most community development stakeholders view LISC Toledo as an effective leader bringing long-term continuity and stability to a market constrained by limited resources.

Stakeholders ranked capacity building, facilitating collaboration and stable grant funding as LISC's strengths and indicated affordable housing, workforce development and LISC capital as most impactful.

LISC Toledo has an excellent reputation and the full backing of their Local Advisory Board, funders and community partners.

LISC Toledo has performed exceptionally well in a weak Midwest housing market with a small number of local foundations and thin community development capacity. LISC Toledo is on the cutting edge of addressing the social determinants of health, leading the way through innovative partnerships with ProMedica and Mercy Health Systems.

These anchor institutions along with city and county government and several other community advocates – such as the Toledo Mud Hens and Walleye, The Toledo Museum of Art, The Lucas Metropolitan Housing Authority, the Lucas County Land Bank, NeighborWorks Toledo Region, financial institutions, and the corporate sector – are actively engaged in neighborhood revitalization initiatives.

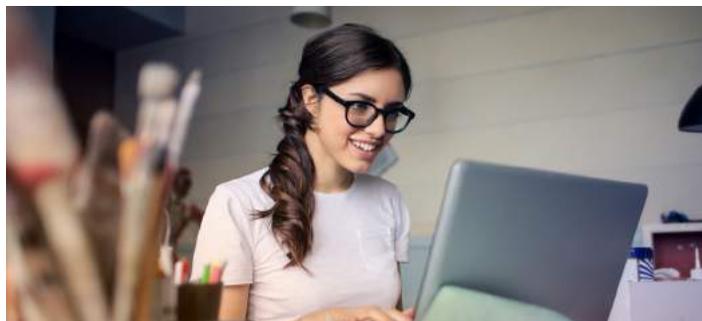
PARTNER & STAKEHOLDER engagement

In March 2018, we distributed an electronic survey to approximately 150 partners and stakeholders. The survey was designed to seek input on the effectiveness of LISC Toledo programs and services. It also asked participants to rank the impact of LISC Toledo services and identify focus areas for our new strategy.

A TOTAL OF 85 RESPONSES WERE RECEIVED.

THE RESPONSES WERE USED TO:

- Evaluate current programs and services
- Identify common themes to help improve performance and impact
- Inform the strategic direction of LISC for the next five years



THE FOLLOWING ARE KEY OBSERVATIONS FROM THE SURVEY RESULTS.

STRENGTHS

- Reliability of grant funds helped nonprofits count on consistent funding
- Capacity building of partners is seen as a strength and important for LISC to consider
- Most stakeholders viewed LISC as a strong facilitator, convener and collaborator

WEAKNESSES

- LISC could improve the visibility of its presence and the good work of community partners
- More work is needed to address comprehensive strategies in Toledo's most disadvantaged neighborhoods
- Intentional communication would bring attention to the community development industry

OPPORTUNITIES

- Building and preserving affordable rental housing was ranked as the highest need and highest rated LISC service
- Declining homeownership should be addressed as well as the conditions of single-family rental housing
- Technical assistance and training are critically important

THREATS

- Lack of capacity and dwindling resources
- Inability to attract financial capital to a market like Toledo
- Neighborhood conditions
- Inability to implement neighborhood plans

FOCUS AREAS

- Affordable housing/lending
- Capacity building and technical assistance
- Comprehensive community development
- Workforce development

CHERRY STREET CORRIDOR

MONROE STREET CORRIDOR

DOWNTOWN/ UPTOWN

EAST TOLEDO

NEIGHBORHOOD focus groups

Focus groups were held with community partners, residents, and investors to get their input on the strategic priorities for each neighborhood.

During the focus group sessions, participants were introduced to community development best practices and approaches. The best practices were used as a reference during the presentation of neighborhood strategies and initiatives.

More than 150 neighborhood residents and stakeholders participated and provide feedback on the strengths, potential challenges and opportunities of the presented strategies/priorities.

Participants were also asked to give ideas on how to improve LISC's strategies and collaborate with partners to achieve greater outcomes. The following are key highlights from the focus groups.

CHALLENGES

- Need for more FOCs and connection to workforce development programs
- Programs targeted for youth
- Crime and safety
- Neighborhood improvement and beautification strategies
- Displacement of long-term residents
- Flexible and patient capital

OPPORTUNITIES

- Affordable housing
- Homeownership
- Capacity building
- Convening neighborhood implementation partners

PARTNER SUPPORT

- Expand resources
- Communications
- Awareness
- Connection to other initiatives

Toledo

MARKET ANALYSIS

DEMOGRAPHICS & ECONOMIC PROFILE

- The City of Toledo's population decreased about 4.2% between 2010 and 2017. The fastest-growing age group was 60-74, indicating an aging population.
- Approximately 29% of Toledoans live in a married-couple family household, 26% live in unmarried family households, and 38% live alone.
- About 84% of residents have received a high school diploma or GED by age 25; 19% have earned a bachelor's degree or higher
- The unemployment rate was 4.7% in July 2019. However, almost 40% of Toledoans were outside the labor force.
- Twenty percent of Toledo's households (more than 23,000 households) earned less than \$15,000 in 2017 and more than 47% earned less than \$35,000.
- Nearly a quarter of Toledoans lived below the poverty line in 2017, including more than 1 in 3 children under 18.

CITY POLICIES:

- Diversify and rebuild Toledo's economic base
- Enhance financial stability of families
- Stimulate riverfront development
- Eliminate obstacles for small businesses

The City hopes to retain and create 10,000 new jobs over the next five years and generate \$1 billion of new capital investment in the city's manufacturing, service, medical, financial, construction, higher education and alternative energy industries from private businesses, financial institutions and local, state and federal resources.

HOUSING MARKET

- **Housing Stock:** While supply is currently sufficient, it is old (nearly half built before 1950) and its condition is deteriorating due to deferred maintenance.
- **Homeownership:** The homeownership rate is about 52%. Lack of education and awareness of non-traditional financing options limit the ability of more citizens to become homeowners.
- **Rental:** Nearly half of renters are cost-burdened, paying more than 30% of their income for rent. Rent is more than 50% of income for almost 15,000 renting households.
- **Health and Safety:** Toledo is one of the top three cities in Ohio for childhood lead poisoning, with rates higher than the state and national average.
- **Public Housing:** LMHA estimates \$22 million in high or urgent capital needs across its portfolio. The LMHA is developing a strategy to address deferred maintenance, position the portfolio for long-term sustainability, and replace units lost to demolition.
- **Affordability:** Supply of housing for extremely low-income and very low-income residents remains inadequate. The affordability gap for lower-income housing will increase as contract rents have risen. The City's Five-Year Consolidated Plan includes the following Economic Development and Job Creation goals and policies:

GOALS:

- Educate and retrain workforce with needed job skills
- Provide technical/financial assistance to small businesses to create/retain jobs
- Secure new capital investment
- Develop urban agriculture/vertical gardens
- Develop business incubators



STRATEGIC framework

For three decades, LISC Toledo has invested in strong stable neighborhoods, increased family income and wealth, and improved residents' quality of life.

We've developed a strategic plan that continues this important work focused in areas where LISC Toledo has the capacity and resources to have the most impact. The strategy is driven by sound data, comprehensive market analysis, and input from local partners and funders, and it is designed to address resident-identified priorities.

LISC Toledo will invest \$40 million over the next five years targeting the Cherry Street, East Toledo, Monroe and Downtown/UpTown neighborhoods.

LISC TOLEDO PRIORITIES

- 1. Invest \$15 million in the development, rehabilitation and repair of single-family rental, owner-occupied and vacant homes.**
- 2. Invest \$10 million in the development and preservation of multi-family housing units.**
- 3. Increase family wealth and income for Toledo families by integrating the LISC Toledo Financial Opportunity Center model into the local workforce development service delivery system**
- 4. Invest \$15 million in the redevelopment of commercial corridors and access to capital for disadvantaged businesses**
- 5. Educate and build awareness of the value of comprehensive community development, equity and inclusion, and the social determinants of health**
- 6. Develop the next generation of community development leaders and professionals, while building the capacity of partner organizations.**



THE NEIGHBORHOODS

CHERRY STREET corridor

Our investments in this area are driven by resident-led, site-specific initiatives including the Cherry Street Legacy Plan and the North Toledo Quality of Life Plan, which bring together multiple neighborhoods around Mercy St. Vincent Medical Center to create a Health District where people want to work, live and visit.

The implementation of these plans, neighborhood priorities, and community coordination is carried out by the Cherry Street Legacy Committee, staffed by Mercy Health Partners, Old West End Initiative (OWENI), and the Ohio Theatre Advisory Board.

LISC is supporting the Cherry Street Legacy Committee by driving and coordinating strategies for housing and financial stability and supporting community partners to implement initiatives that advance adopted plans for the Cherry Street area.

IMPROVEMENT PRIORITIES

- Develop and improve housing
- Spur economic growth and workforce opportunities
- Enhance infrastructure
- Expand greenspace amenities

TOTAL LEVERAGED INVESTMENT
\$60 MILLION

STRATEGY BREAKOUT BY AREA		
Housing	• Single family rehab of vacant homes (60-120% AMI)	• Owner occupied repair • Side lot transfers
Family Income & Wealth Building	• Financial stability	• Workforce anchor and large employers
Economic Development	• Procurement and small business development	• Brownfield planning & redevelopment
Community Engagement	• Build the capacity of resident leaders	• Recruit new leaders

LISC PROGRAMMING BY AREA		
Grants	Financing & Equity	Capacity Building & Technical Assistance
• Section 4 • Private	• Lending	• Fundraising - grants, equity and leverage public funds
• Section 4 • Private • Public		• Fundraising - grants and leverage opportunity • Corporate Challenge
• Section 4	• Lending	• Fundraising - grants, equity and leverage public funds
• AmeriCorps • Private		• Technical assistance and capacity building





THE NEIGHBORHOODS

DOWNTOWN uptown

LISC Toledo will support ConneCToledo’s Master Plan to develop a vibrant downtown by creating an accessible riverfront that strikes a balance between port activity and public spaces, connects communities rather than dividing them, and creates new opportunities for downtown and neighborhood redevelopment.

In UpTown, LISC Toledo will continue working with neighborhood partners to implement the Ebeid Neighborhood Promise to address social determinants of health and create a viable infrastructure that supports long-term neighborhood growth.

Planned investments will spur economic development that creates pedestrian-friendly commercial corridors and supports small business, increases housing options, and enhances greenspace development and connections.

IMPROVEMENT PRIORITIES

- Create pedestrian-friendly commercial corridors
- Support small businesses
- Increase housing options
- Enhance greenspace

TOTAL LEVERAGED INVESTMENT

\$150 MILLION

STRATEGY BREAKOUT BY AREA			LISC PROGRAMMING BY AREA		
			Grants	Financing & Equity	Capacity Building & Technical Assistance
Housing	<ul style="list-style-type: none"> • Affordable housing • Preservation (Multi-family) 	<ul style="list-style-type: none"> • Workforce housing development 	<ul style="list-style-type: none"> • Section 4 • Private 	<ul style="list-style-type: none"> • Lending 	<ul style="list-style-type: none"> • Fundraising - grants, equity and leverage public funds
Family Income & Wealth Building	<ul style="list-style-type: none"> • Financial stability 	<ul style="list-style-type: none"> • Workforce anchor and large employers 	<ul style="list-style-type: none"> • Section 4 • Private • Public 	<ul style="list-style-type: none"> • Corporate challenge 	<ul style="list-style-type: none"> • Fundraising - grants and leverage opportunity
Economic Development	<ul style="list-style-type: none"> • Commercial corridor programming 	<ul style="list-style-type: none"> • Procurement and small business development 	<ul style="list-style-type: none"> • Section 4 	<ul style="list-style-type: none"> • Lending 	<ul style="list-style-type: none"> • Fundraising-grants, equity & leverage public funds
Community Engagement	<ul style="list-style-type: none"> • Recruit leaders 	<ul style="list-style-type: none"> • Build the capacity of resident leaders 	<ul style="list-style-type: none"> • AmeriCorps • Private 		<ul style="list-style-type: none"> • Technical assistance & capacity building • Strategy development • Organizational support
Greenspace Development	<ul style="list-style-type: none"> • Strategy for large lots/blocks 		<ul style="list-style-type: none"> • Section 4 • Private 		<ul style="list-style-type: none"> • Connection to neighborhood partners & initiatives





THE NEIGHBORHOODS

EAST toledo

This area along the Maumee Riverfront has undergone significant changes over the last few years that were outlined in the Connecting the Pieces Plan, including mixed-used property development, infrastructure improvements and economic development projects.

The community has recently evaluated the plan and developed implementation strategies and priorities to move the plan forward. LISC Toledo will provide support and facilitate connections to continue advancing the plan.

Over the next five years, investments will be focused on developing greenspace that attracts mixed-use development, connects adjacent neighborhoods, improves housing and increases homeownership.

IMPROVEMENT PRIORITIES

- Develop greenspace
- Attract live/work property
- Connect adjacent neighborhoods
- Improve housing options
- Expand homeownership

TOTAL LEVERAGED INVESTMENT

\$150 MILLION

STRATEGY BREAKOUT BY AREA			
Housing	• Owner occupied repair	• Side lot transfers	• Single family rehab of vacant homes (60 - 120% AMI)
Community Engagement	• Strengthen leadership development	• Workforce anchor and large employers	
Greenspace Development	• Connectivity of the Metropark to neighborhood (commercial corridor & community)	• Recruit new leaders	
Economic Development	• Small business development		

LISC PROGRAMMING BY AREA		
Grants	Financing & Equity	Capacity Building & Technical Assistance
• Section 4 • Private	• Lending	• Fundraising - grants, equity & leverage public funds
• AmeriCorps • Private		• Technical assistance and capacity building
• Section 4 • Private		• Connection to neighborhood partners & initiatives
• Private	• Lending	• Fundraising





THE NEIGHBORHOODS

MONROE STREET corridor

Many of the revitalization initiatives in this area are outlined in the Toledo Museum of Art's Master Plan, which creates significant opportunities for surrounding neighborhoods to strengthen connectivity to the museum's campus and leverage its resources.

LISC has been working in phase two of TMA's Master Plan (Collingwood to the rail lines/I-75 to Dorr Street) to build the capacity of the Englewood Association to prioritize neighborhood concerns and develop strategies with the Monroe Street Corridor stakeholders.

Planned investments include enhancing greenspace and gateways into the Monroe Street Corridor and preserving historic and affordable housing stock to increase home ownership.

IMPROVEMENT PRIORITIES

- Enhance greenspace
- Create gateways into the corridor
- Preserve historic and affordable housing stock
- Increase homeownership

TOTAL LEVERAGED INVESTMENT

\$35 MILLION

STRATEGY BREAKOUT BY AREA

Housing	<ul style="list-style-type: none"> • Affordable homeownership YR 16 Strategy & Implementation • Single family rehab of vacant homes (60 - 120% AMI) • Owner occupied repair
Family Income & Wealth Building	<ul style="list-style-type: none"> • Financial stability and homeownership counseling • Workforce anchor and large employers
Community Engagement	<ul style="list-style-type: none"> • Build the capacity of resident leaders • Recruit new leaders
Greenspace Development	<ul style="list-style-type: none"> • Brownfield planning & redevelopment • TMA campus connectivity

LISC PROGRAMMING BY AREA

Grants	Financing & Equity	Capacity Building & Technical Assistance
<ul style="list-style-type: none"> • Section 4 • Private 	<ul style="list-style-type: none"> • Lending 	<ul style="list-style-type: none"> • Fundraising - grants, equity and leverage public funds
<ul style="list-style-type: none"> • Section 4 • Private • Public 	<ul style="list-style-type: none"> • Corporate • Challenge 	<ul style="list-style-type: none"> • Fundraising - grants and leverage opportunity • Corporate Challenge
<ul style="list-style-type: none"> • AmeriCorps • Private 		<ul style="list-style-type: none"> • Technical assistance and capacity building
<ul style="list-style-type: none"> • Section 4 		<ul style="list-style-type: none"> • Connection to neighborhood partners & initiatives





future OPPORTUNITIES & INNOVATIONS

We are excited to continue the proven programs, partnerships, and strategies we have developed over the past 30 years to make a positive difference in Toledo's neighborhoods. At the same time, we are always looking for new opportunities to increase our impact and increase collaboration.

The following pages highlight just two of these exciting emerging opportunities, and we look forward to identifying more in the months and years to come.

Leverage PUBLIC RESOURCES

TOLEDO'S FIVE-YEAR STRATEGIC PLAN PRIORITY PROGRAM GOALS

The City receives about \$14 million annually from HUD, including \$7 million for Community Development Block Grant (CDBG), \$2.2 million for HOME, and \$4.2 million for Emergency Shelter Services and Continuum of Care programs.

Excluding dollars provided directly to the Continuum of Care Network, the city allocates about \$10 million annually from HUD for community development activities.

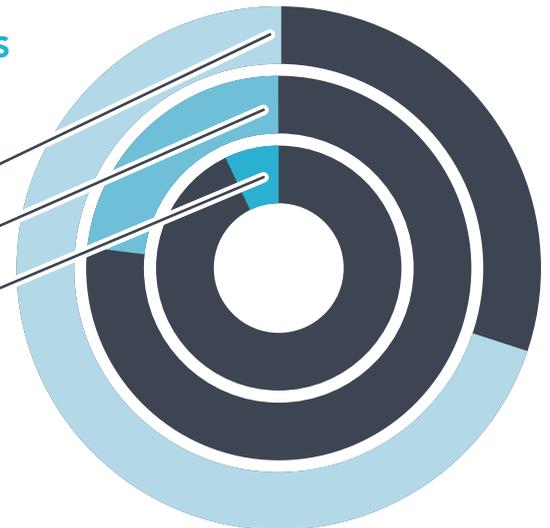
THE PRIMARY GOALS OF THE CITY'S CONSOLIDATED PLAN FOR FY 2015-2020 ARE TO:

- Demolish 700 buildings
- Increase housing code enforcement, nuisance abatement, and rodent control
- Support a variety of programs including community gardens, health services and youth, educational enrichment, job creation and business assistance
- Rehabilitation, repair, and new construction of rental units
- Homeownership assistance and new construction

The city has issued an RFP to evaluate the strategic deployment of funds and the effectiveness of programs. This presents an opportunity for LISC to help reshape the city's priorities and investment approaches.

CITY OF TOLEDO HUD FUNDS (IN MILLIONS)

7.0 CDBG
2.2 HOME
.7 ESG



HEALTHCARE PARTNERSHIPS & SOCIAL DETERMINANTS OF HEALTH

LISC Toledo entered into a strategic partnership with ProMedica Health. The initiative is being viewed as a best practice not only in Toledo but nationally. This case study was featured in a HUD publication. Its importance in the community development industry warranted inclusion in this document: <https://www.huduser.gov/portal/casestudies/study-060418.html>

SCAN THE QR CODE TO
LEARN MORE



STABILIZING TOLEDO'S HOUSING

Stable housing is a key component of ProMedica's approach to addressing the social determinants of health.

In Toledo, more than 5,000 housing units are publicly subsidized or rent restricted, but a growing number of these units are at risk of exiting affordable programs. More than half of the 747 single-family rental units funded by low-income housing tax credits have reached the end of their 15-year compliance period under the tax credit program or will reach it by 2020, significantly challenging the stability of the city's affordable housing stock and residents' health.

In 2017, ProMedica partnered with KeyBank to provide \$2.65 million to support the Year 16 Initiative, a public-private partnership to preserve the affordability of city housing that is funded through low-income housing tax credits and encourage homeownership for low- and moderate-income renters.

REVITALIZING THE UPTOWN NEIGHBORHOOD

The Cherry St. Legacy Project is anchored at Mercy St. Vincent Medical Center. The mission of the hospital is to improve the health of the community with a focus on the underserved. The Cherry Legacy project brings together multiple neighborhoods around the hospital to create a Health District where people want to live, work, and visit.

The Project strives to build the neighborhood as a place of evident pride with a strong social fabric and a safe and walkable area with a solid infrastructure where people interact positively and work together. It is a neighborhood-led initiative with residents and partners working to stabilize the area surrounding its campus. In addition to providing much needed medical services and employment for the area's residents, the initiative built 41 new green homes that won the Energy Star Award for most affordable housing on a national level in 2015.

The Ebeid Neighborhood Promise program, launched in fall 2017, is an effort to extend the Ebeid Institute's employment and financial services to residents in UpTown. ProMedica entered a 10-year partnership with LISC Toledo to issue \$20 million in grants for community programs and services. ProMedica and LISC Toledo have been gathering input and guidance to ensure that planned programs reflect resident priorities and develop the leadership capacity of residents. In addition, ProMedica and LISC Toledo contributed \$25 million to a loan pool that can be used to develop affordable housing, commercial development with a focus on minority- and women-owned businesses, and other capital projects.

This investment will be used in UpTown and across ProMedica's entire service area. ProMedica intends to replicate the Ebeid Neighborhood Promise program's place-based model in another neighborhood after implementation in UpTown.

local advisory

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SO THAT'S OUR PLAN.

We are grateful to all the community members and partners who have already plugged in to help drive the work forward. If you haven't connected with us yet, we hope this plan has given you some ideas for ways we can partner to increase our impact—please get in touch and tell us about them!

As you've seen, this is an ambitious plan, but it's just an introduction to the kind of comprehensive community development needed to transform neighborhoods. Five years from now, we'll have made progress we can all be proud of in supporting safe housing, thriving small businesses, and stable families, to name a few—and we'll be looking forward to embarking on the next phase with the time and talents of more strong partners on board.

Get connected with us, and let's get going!

GET IN TOUCH WITH US



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[@TTownLISC](https://twitter.com/TTownLISC)



[@TTownLISC](https://www.instagram.com/TTownLISC)

An aerial photograph of the LSC Toledo campus, featuring a large building with two prominent smokestacks, a river, and a suspension bridge in the background. The entire image is overlaid with a semi-transparent blue filter.

LSC TOLEDO