Understanding the Tool Kit

* Every Land Bank is different - tools that work for one Land Bank may not work for another
  * However, every Land Bank can utilize the same base tools to achieve our collective mission and goals
* Take the time to familiarize yourself with your tool kit
  * Be comfortable with primary tools, but don’t be afraid to take a new approach
  * Utilizing different approaches may open the door to partnerships with different stakeholders and new opportunities
* Working with partners can lead to a larger impact, no partner is too small
Available Tools

- **Acquisition**
  - Tax foreclosure, forfeited land, REO and owner donation

- **Disposition**
  - Purchase, license, land banking

- **Blight Removal**
  - Demolition, code enforcement efforts

- **Partnerships**
  - Anchor Institutions, community partnerships (residents), community based non-profits, governmental entities

- **Grant Funding**
  - Housing Fund, Reinvestment Match, Roof Program
Applying Our Tools

Six Neighborhood Projects in Cherry Street Legacy

Special Projects in Cherry Street Legacy neighborhood:

1. Mentor Drive
2. Gallier’s Park
3. MLK, Jr. Roof Replacement Program
4. Arbors of Toledo / Bronson Place Arboretum
5. Legacy Homes
6. TOTCO Homes: Housing Fund Grant / Year 16 Initiative

In addition to these special projects, we have also renovated over 50 structures with purchasers and sold roughly 400 side lots.
Cherry Street Legacy Neighborhood

- North-Central Toledo: bordered by Downtown, Old West End, Old North End
- Major institutional anchors: Mercy St. Vincent’s Hospital, Central Catholic High School
- Bronson Place / Birckhead Place / Old Towne Historic Districts
- Diverse community; concentrated low income housing in south, larger single family homes in north and west
- High growth in rental % and lower income residents in recent decades
- Proximity to Downtown, resident involvement and anchors major strengths
Mentor Drive
Near Term Strategic Assembly

Project Summary:
* The Land Bank was approached by Mercy St. Vincent’s Medical Center and the Glass City Goat Gals, a local non-profit made up of community members with a focus in urban farming
* Asked to consider adaptive reuse on Mentor Street cul-de-sac for strategic land assembly project
* The Land Bank was able to move forward with acquiring 11 out of 14 parcels on Mentor following tax foreclosure.
  * 4 parcels already vacant land
  * We used demolition funding to tear down structures on 7 improved parcels, creating 14 parcels of vacant land.
Mentor Drive

Tools Utilized:
- Acquisition
- Demolition
- Land Assembly
- Disposition
- Community Partnerships
- Anchor Institutions
  - Mercy St. Vincent’s
- Non-profit Involvement
  - Goat Gals
- City of Toledo
- Lucas County Sustainability Commission
Mentor Drive

Next Steps:
1. Monitor two remaining parcels. One occupied and other fire damaged but tax current.
2. When all parcels are acquired work with the City of Toledo to vacate street and provide access to one home from alley.
3. Long term discuss ownership options with the Goat Gals.
Gallier’s Park
Strategic Long Term Planning and Assembly

Project Summary:
* Park in Cherry Legacy neighborhood
  * High reports of crime due to site lines, space underutilized; vacant residential structure on periphery of park

* Partnership with City of Toledo to:
  * Identify target parcels for park expansion;
  * Identify demolition priorities;
  * Identify viable structures (owners may be eligible for side lot acquisition if not part of expansion)
Gallier’s Park

Tools Utilized:
• Acquisition
• Demolition
• Planning and Land Assembly
• Disposition
• City of Toledo
Next Steps:
1. Teardown Land Bank owned structures
2. Over time monitor remaining tax current and occupied structures
3. Transfer vacant land to the City of Toledo for future development of park
MLK, Jr. Roofing Grant
Maximizing Return for Community Financial Asset

Project Summary:
• From 2014 to 2015, the Land Bank and the Fair Housing Center partnered to create the MLK Inclusive Communities Project. The Toledo Fair Housing Center and the Land Bank made $1.4 million in funds available for homeowners.

• Eligible homeowners living in targeted census tracts were eligible to:
  • Participate in wealth-building classes through local LISC-sponsored Financial Opportunity Centers
  • Received a free home inspection of their property, identifying all issues needing repair – not just the roof
  • If qualified, applicants received a full roof replacement

• At the conclusion of the Project the Land Bank and Fair Housing Center replaced more than 145 roofs for homeowners with 49 being in this specific neighborhood.
MLK, Jr. Roofing Grant

Tools Utilized:
- Grant funding
- Non-profit Partnership
- Community Partnerships
- Anchor Institutions
Arbors of Toledo
Acquisition using “Carrots and Sticks”

Project Summary:

- Vacant nursing home on Cherry Street
  - Bronson Place Association and Mercy St. Vincent’s developed plan to construct “Level One” arboretum on site of acquired and demolished
- Land Bank negotiated deed in lieu of foreclosure and major contribution of demolition funds from out of state owner (project not possible without these funds)
  - Carrots: Clearing delinquent taxes and past nuisance citations
  - Sticks: Threat of deficiency judgment under RC § 5721.192 and additional nuisance citations
Arbors of Toledo

Tools Utilized:

- Acquisition
- Commercial Demolition
- Disposition
- Community Partnerships
- Anchor Institutions
- City of Toledo
- Lucas County Prosecutor
Legacy Homes

Land Assembly for In-Fill Construction

- LIHTC Project; 40 single family homes; rental with Year 16 purchase option (single family)
- Land Bank obtained site control for 24 lots; undertook demolition work on many sites using MOF funds
- Designed to blend in with existing housing stock
- Average HERS score of 42 for energy efficiency (extremely good!)
Legacy Homes

Tools Utilized:
- Acquisition
- Demolition
- Disposition
- Community Partnerships
- Non-Profit Partnership
- Anchor Institutions
Housing Fund Grant: TOTCO Homes
Achieving Owner Occupancy after “Year 16”

TOTCO Homes: LIHTC Project

* Coming out of LIHTC compliance into “Year 16”
* Partnered with NeighborWorks Toledo to fund property improvements up for residents purchasing properties as owner occupants
  * Up to $10,000 per property
* Helped achieve home ownership goal initially set out in LIHTC project for 13 new home owners
TOTCO Homes

Tools Utilized:

- Grant funding
- Non-profit Partnership
- Community Partnerships
- Anchor Institutions
- City of Toledo (Year 16 Initiative)
Conclusion

- Be creative! Don’t be afraid to try new approaches
- Take one project at a time
- Assess situation to decide what tools would be best
  - Make sure they will be available
- Allow internal programs and policies to evolve and grow
- Learn from successes and failures
- But look at your all of your projects holistically
  - Most of the projects in Cherry Legacy were undertaken individually, but we maintained a broad focus on the work being done comprehensively throughout the community
  - Remember, short term decisions have long term impacts