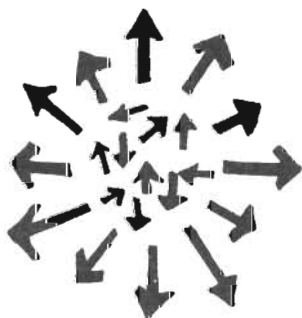
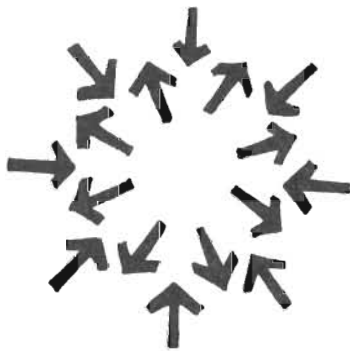


CITY OF TOLEDO
MODEL CITIES PROGRAM



**INFORMATION ON
TOLEDO'S
COMPREHENSIVE
CITY
DEMONSTRATION
PROGRAM**

CITY OF TOLEDO OHIO



To the Citizens of Toledo:

Late in November 1967, Toledo was named by the U.S. Department of Housing and Urban Development as one of 63 cities to receive a planning grant as the first phase of the new Model Cities Program.

Toledo will have until January, 1969, to develop a plan for a comprehensive and co-ordinated attack on the human and physical needs of a 3.5 square mile blighted area adjoining downtown.

Being named a "Model City" is, of course, an honor - but it is also a challenge for all of us. We must remember that the name "Model City," alone will not guarantee the success of our efforts. It is merely the first step in a program which will test the city's capability and willingness to bring about major improvements in the quality of life in one of our most needy neighborhoods.

If successful in preparing an imaginative, coordinated plan of action, Federal funds will be forthcoming to help carry out Toledo's plan. If not, the funds will be directed to other cities. Simply stated, it's up to us!

The following pages will describe what this challenge is, and what you as a citizen of Toledo, can do to help meet it.

Sincerely,

William J. Ensign
Mayor

WHAT IS THE MODEL CITIES PROGRAM ?

The Model Cities Program (sometimes called the Demonstration Cities Program) is designed to find the means by which cities can attack the social, economic, educational, health, and physical blight problems in their neediest neighborhoods in a concentrated and massive way.

Cities have been telling the Federal government for several years that available Federal programs aimed at helping the poor - from the War on Poverty to urban renewal to school aid - are simply too fragmented and too limited to make any real headway in solving the problems of the poor. Cities must deal with many separate Federal agencies for financial aid; furthermore, there has been both a lack of coordination of effort and lack of continuity of funding for these programs. The result has been little progress in solving problems.

The Model Cities Program is an attempt to pull together all the existing Federal programs at work in the city, such as the War on Poverty, urban renewal, special educational programs, etc., and add to them locally initiated plans and programs to fill the gaps or to increase the effort in problem areas that a city feels need special attention. The responsibility for developing these new programs lies with the individual city and more specifically with the citizens of the Model Neighborhood working together with local officials.

To design and carry out these new local projects and programs, the Model Cities Act provides a financial bonus for cities chosen to take part in the program. For every \$100 a Model City contributes as its share to Federal grant-in-aid programs in the Model Neighborhood (such

as its 1/3 cost of urban renewal projects) the Federal government will grant the city another \$80 for carrying out new local programs not covered by existing Federal legislation. This means that if the city is now contributing \$5 million for programs in the Model Neighborhood, it could receive \$4 million additional money for new Model Cities programs.

With this bonus money it is believed that cities can tackle their neighborhood problems on a large scale and show real progress and change over a relatively short period of time.

It is the intention of the Model Cities Program that substantial improvement be accomplished within 5 years. For example, if the city and its citizens agree that reducing unemployment in the Model Neighborhood by 50% should be a Model Cities goal, then they are expected to accomplish this goal within 5 years.

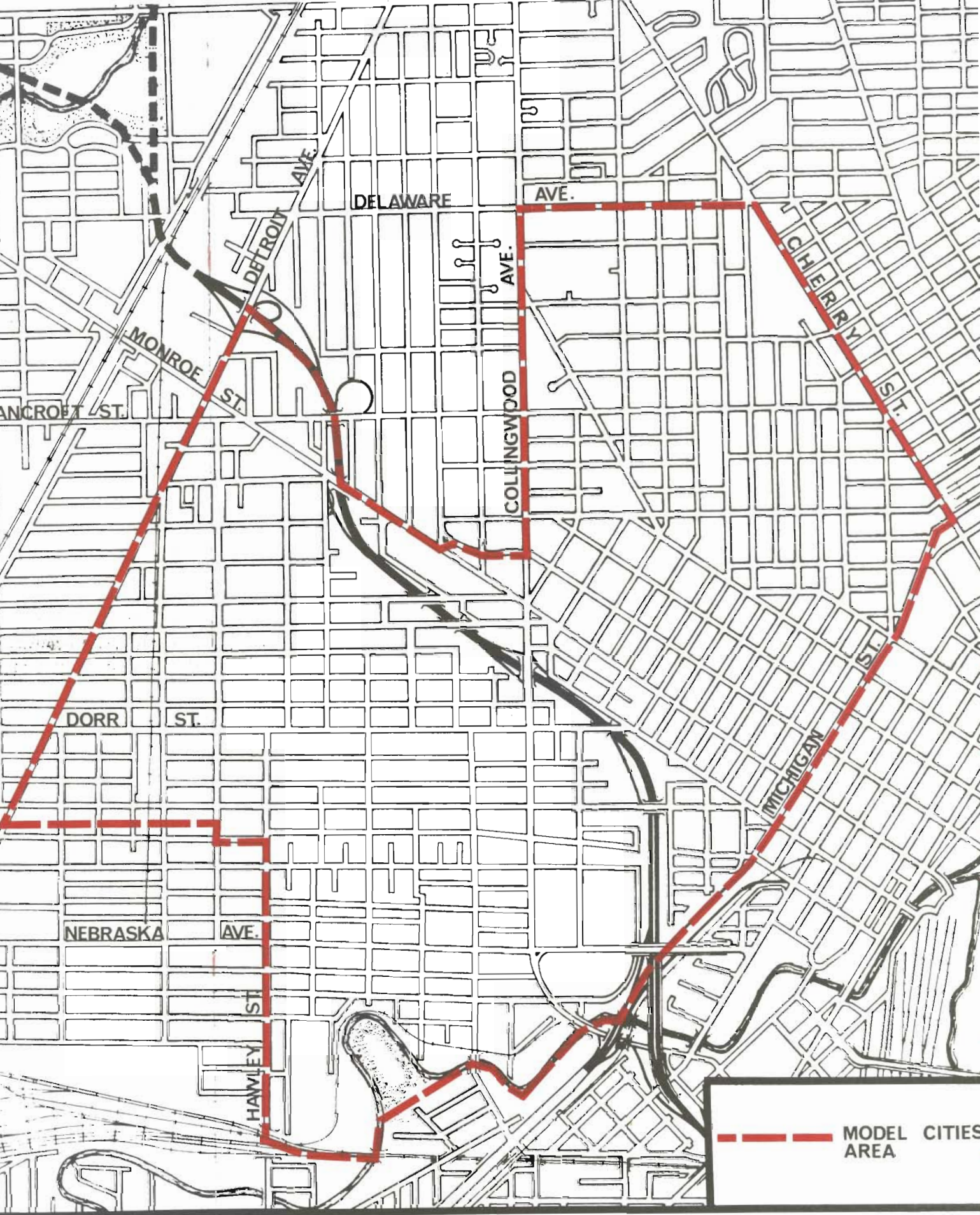
The Model Cities Program aims at action - and at attacking the roots of the problems of the poor. By concentrating on one area in the city and by applying the efforts of the whole community in that area, it is expected that real progress can be achieved.

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THE MODEL NEIGHBORHOOD

WHO IS INVOLVED IN THE PROGRAM ?

The Model Cities Program involves, first of all, the residents of the Model Neighborhood, ideally every one of the 38,400 persons living there - but at least representatives of all segments of the neighborhood. The base of the program, and the main channel for residents' participation, will be the Model Neighborhood Residents Association. The Association will be newly created rather than relying on existing neighborhood organizations. This is being done to provide the opportunity for uniform representation from the entire Model Cities area.

The diagram on the opposite page illustrates how the Model Cities Program will be organized in Toledo.

1. The City of Toledo

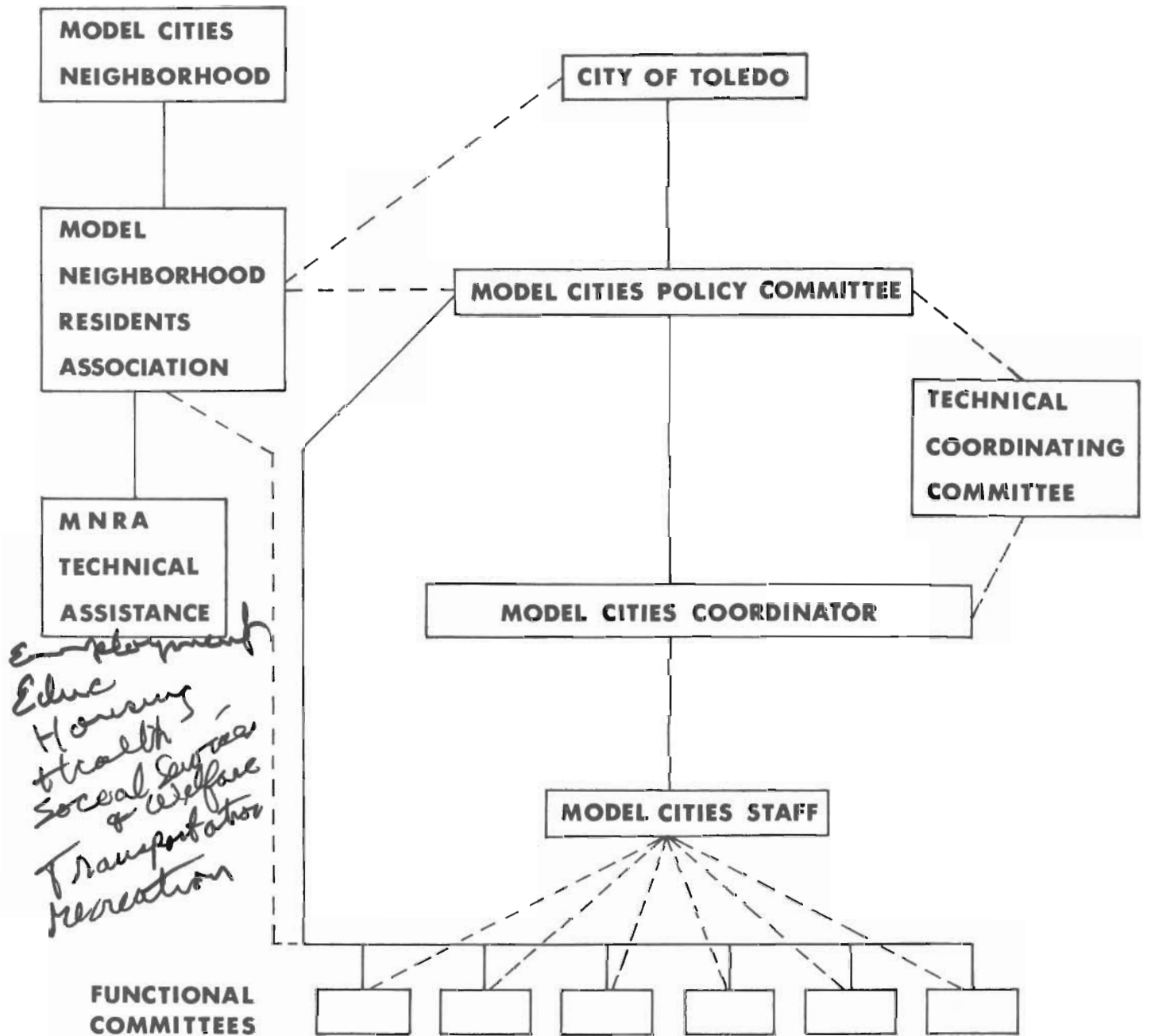
The City of Toledo will be the contracting agency with the Federal government. Model Cities funds received from various sources will be held by the City and will be dispersed in accordance with the plans and policies which will make up Toledo's Model Cities Program.

2. Model Cities Policy Committee (MCPC)

The body which will decide the courses of action to be followed is the Model Cities Policy Committee. This Committee is composed of representatives of the Model Neighborhood Residents Association and representatives of business, labor, industry, government, public and private institutions and the general public. The Committee will be the policy making body for the overall Model Cities Program. It will review and evaluate alternative program proposals, determine which programs will become a part of the overall Model Cities Program, and will assign priorities to these programs.

3. Model Cities Coordinator

The overall coordination of the program and the direction of the Model Cities Staff will be in the hands of the



Model Cities Coordinator. This individual is the representative of the City Manager and the City of Toledo. He will supervise the Model Cities Staff in the execution of their duties and will act as liaison with other agencies.

4. Model Cities Staff

The Model Cities Staff, both those assigned from existing agencies and those recruited specifically for the program, will be responsible for the tasks assigned by the Policy Committee through the Model Cities Coordinator. The staff's basic responsibility will be (1) analysis of problems in or affecting the Model Neighborhood, (2) the development of possible solutions to the problem, and (3) the presentation of information and alternatives to the Model Cities Policy Committee to allow them to make the proper determination on courses of actions to be followed.

5. Functional or Working Committees

To enable the neighborhood residents to participate fully in the identification, analysis and solution of neighborhood problems such Functional or Working Committees as are necessary will be established by the Model Cities Policy Committee (MCPC). The committees will be composed of (1) neighborhood residents, (2) city-wide representatives, and (3) resource persons from the University of Toledo. Staff members working on the various problems will also be available to the committees. The members of the various committees will be approved by the MCPC and copies of committee reports will be made available to the MCPC. Committee information will be transmitted to the staff so that it may be used to aid them in their work.

6. Technical Coordinating Committee (TCC)

In order to (1) coordinate existing and proposed programs of the various agencies, (2) provide contact between operating agencies and the MCPC, (3) administer programs and proposals approved by the MCPC, and (4) advise the MCPC on the technical and operating aspects of proposed programs there will be established a Technical Coordinating Committee. The MCPC will refer all Model Cities Staff program proposals to the TCC for review and comment. The TCC may refer the proposals to the staffs of participating organizations for comment. The membership of the Technical Coordinating Committee will include the directors of the major public and private agencies whose programs affect the Model Neighborhood.

7. Model Neighborhood Residents Association

In order to insure resident participation on an equal basis throughout the Model Cities Neighborhood a single Model Neighborhood Residents Association (MNRA) will be formed. The Association will have a board representative of the entire Model Cities area. The residents themselves will choose the method by which members of the MNRA will be selected. When MNRA members have been selected by the residents, the MNRA will select representatives to the Model Cities Policy Committee.

To aid the MNRA in its work and to aid neighborhood residents who wish to participate in the Model Cities Program the City of Toledo will make funds available:

1. so that the MNRA may hire professional staff to aid it in developing, evaluating, and/or presenting program proposals, and
2. so that baby sitting fees and reimbursement may be paid where financial problems are a barrier to effective resident participation.

It is intended that through the Model Cities Program the private business and industrial interest of the city, as well as unions, churches, and other city-wide groups will play a large part in solving many of the frustrating problems that Model Neighborhood residents are faced with. Only by bringing the resources of the entire city of Toledo into play - not just those of the public agencies - can real progress be made in overcoming unemployment, improving housing opportunities, improving educational programs, expanding recreational opportunities, and solving the many other problems which face Model Neighborhood residents every day.

WHAT CAN YOU DO TO HELP ?

The best way to ensure that the Model Cities Program in Toledo will be approved and accomplish a change in living conditions in the Model Neighborhood is for citizens of the neighborhood to take an active part in planning the program. Residents of the neighborhood know well what problems they face in housing, employment, education, health, etc. Professional administrators, planners, social workers, and others who plan and run programs for the neighborhood can only do an effective job when they are attacking the right problems in the right way. To inform the city administration and other organizations of the desires and needs of the neighborhood is the most important job the citizen can do to make this program a success. The opportunity is yours!

How can the citizen be heard? Probably the most effective means is through an organized voice. Neighborhood groups, whose leaders represent the feelings of the citizens, can carry much weight both in planning and getting things done.

Individual citizens with ideas can also be effective and should make their feelings known to their neighborhood organizations and the Model Cities Agency. The Model Cities Coordinator, who is part of the City Manager's Office, is responsible for coordinating the Model Cities Program in Toledo. Citizens and groups with ideas, complaints or suggestions should channel their views through his office to be most effective.

Though the Model Cities Agency has primary responsibility for the Model Cities Program, other public agencies are also closely involved with

the program, such as the Urban Renewal Agency, the City Plan Commission, the Economic Opportunity Planning Association, Community Planning Council of Northwest Ohio, and the Toledo Board of Education. These would also be good channels for citizens' ideas, since these agencies will be working very closely with the Model Cities Coordinator in Model Cities planning.

The important point to remember is that communication between citizens and administrating agencies must be kept strong and must be a two way street. Communication and cooperation are the keys to success of Toledo's Model Cities Program.