



Northern Wood County
OHIO

RUDAT

THE NORTHERN WOOD COUNTY PLANNING COMMITTEE was established in October, 1990 by representatives of cities and townships in northern Wood County (after recognizing the effect of the new I-75/I-80/795 interchange), its mission being to jointly engage in a planning process to create a generalized development plan that indicates the most beneficial and appropriate types and places for industrial, commercial and residential land uses and necessary public facilities and structures. The sponsoring communities each appointed a representative to serve on a Steering Committee which also included representatives of certain civic organizations. After initial study and discussion, the Steering Committee determined that participation in the R/UDAT process represented the best means to pursue a comprehensive joint land use planning effort for the area.

The **R/UDAT** visit is a fast paced, intensive work session. Since team members have volunteered their time, they have the freedom to be objective and outspoken without the pressures of vested interest. They bring their talent, imagination, enthusiasm, and capacity for collaboration to the effort.

It is an open process in which each citizen's perceptions and inputs are critical, and all who are concerned with the issues are asked to participate. After all, it is the future of your community that is at stake!

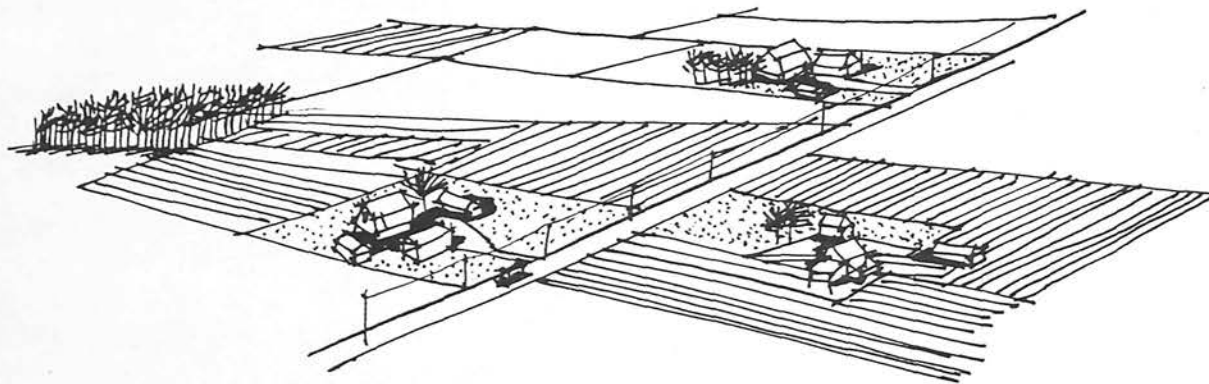
The **R/UDAT** visit is only a part of a comprehensive design and planning process. It has often been described as a plan for planning.

NORTHERN WOOD COUNTY, OHIO

VISIT OF AMERICAN INSTITUTE OF ARCHITECTS

REGIONAL AND URBAN DESIGN ASSISTANCE TEAM

24 to 27 APRIL 1992



RURAL
SETTLEMENT PATTERNS.

THE VISIT

Thursday, 23 April 1992

8:00 p.m. Team arrives for reception.

Friday, 24 April

7:15 a.m. Breakfast meeting with public officials.

11:45 Meeting with Steering Committee

1:30 p.m. Commissioners, Mayors and Trustees

4:00 p.m. Breakout meetings:

- . Land Owners
- . Developers and Realtors
- . Economic development
- . Toledo and Bowling Green
- . Chamber of Commerce
- . Parks
- . Schools

Evening More meetings

Saturday, 25 April

7:30 a.m. Interest groups

9:00 a.m. Public Forum

2:00 p.m. Begin team work

Sunday, 26 April

9:00 a.m. Flight reconnaissance
(postponed from Friday)

12:00 noon to 6:00 a.m. Monday
Report preparation

Monday, 27 April

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2:30 p.m. Press conference

7:00 p.m. Public presentation
and reception

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SUMMARY OF RECOMMENDATIONS

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Northern Wood County and the Toledo Region

Work with the City of Toledo and its other sub-regions to increase the attractiveness of the physical environment, maintain the skills and education of its citizens so that its traditional enterprises will stay and desirable new ones will be attracted.

Governmental Structure

Establish a Joint Planning Authority to develop a comprehensive land use plan.

Demand that political leaders place successful economic growth above narrow interests.

Transportation

Create two through connections between I-75 and I-280 to lay the groundwork for a world class business park.

Ensure access for development at the I-75 and Ohio Turnpike interchange on either side of 795.

Provide an efficient arterial road system that respects the historic, scenic and land use objectives of the plan.

Land Use Character

Promote public awareness of forms and details of architecture and landscape architecture, urban and rural, which will build on the present strengths of the region.

Economics

Reorganize present economic development organizations with a Board of Directors capable of raising public and private funds.

Identify target industries and prepare a coordinated marketing effort, including complete data and market information.

Implement the industrial/business park proposed in this report.

Establish technical and financial assistance programs for new enterprises.

Resolve inter-jurisdictional disputes in the county concerning property tax revenues attributable to economic development efforts.

Open Space and Culture

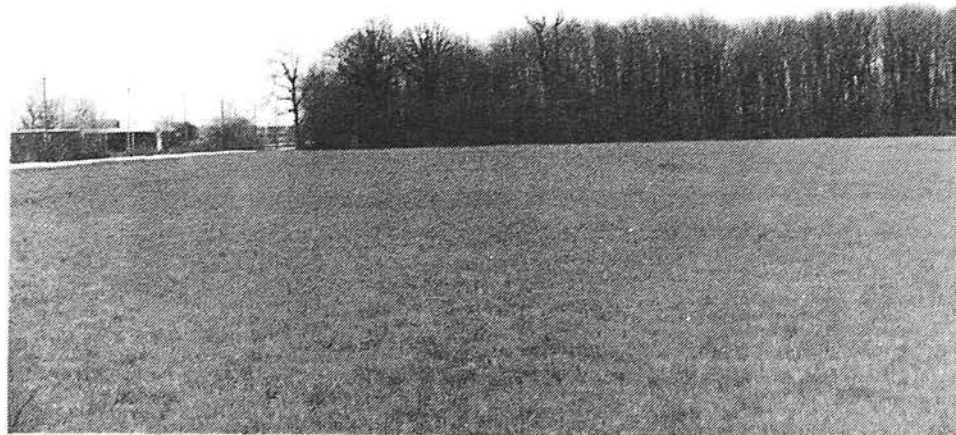
Improve public access and open space use along the Maumee River frontage.

Put northern Wood County "on the map" with a comprehensive public arts program.

Maintain agricultural vistas.

Create squares, local greenswards and other special places to create a memorable identity for streets and villages.

Make existing creeks, woods and abandoned railroad rights-of-way the basis of a continuous recreational open space network.



BACKGROUND OF THE R/UDAT

THE NORTHERN WOOD COUNTY PLANNING COMMITTEE was established in October 1990 by officials representing Wood County, Ohio, the cities of Rossford and Perrysburg, the Townships of Lake, Middleton and Perrysburg, Webster and Troy and the Village of Haskins. The committee recognized the potential for growth in this area to be generated by new interchanges between a major east-west Interstate, I-80/90 (the Ohio Turnpike), a major north-south Interstate I-75, and the City of Toledo's ring road, I-475.

The sponsoring communities appointed representatives to a Steering Committee, together with representatives of the Toledo Chapter of the American Institute of Architects, Owens Technical College, the Toledo Metropolitan Area Council of Governments (TMACOG), the Wood County Park District, the League of Women Voters and the Junior League, Inc. The Steering Committee has been chaired by Christopher J. Ewald, AIA.

Believing that a Regional and Urban Design Assistance could help them to define a future for northern Wood County which might be generated by the new interchange, they proposed this mission and charge for the team:

"The communities of northern Wood County shall jointly and together engage in a planning process to create a generalized development plan that indicates the most beneficial and appropriate types and places for industrial, commercial and residential land uses and necessary public facilities and structures, to assure:

"(a) the esthetic, environmental and economic values of the region;

"(b) the necessary cohesion among local governments required for our common development;

"(c) a common focus and vision of northern Wood County;

"(d) a single approach to marketing our region."

The Steering Committee further drew attention to whether the participating communities would be willing to 1) implement the R/UDAT study, 2) participate in water or sewer authorities, 3) participate in joint economic development, 4) prepare an annually-updated comprehensive land use plan, 5) participate in a regional transportation or utility authority, and/or 6) adopt a set of model zoning and planning rules.

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EWALD
ARCHITECT

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RF. EVANS FAIA 4-24-92 - FRI. OWENS TECHNICAL COLLEGE

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SPECIAL INTEREST GROUP HEARINGS

RALPH EVANS FAIA ARCHITECT SLC. UTAH
JOHN WOODARD SAN DIEGO, CAL

ANDREW MEYERS YALE UNIVERSITY
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NORTHERN WOOD COUNTY, OHIO

WOOD COUNTY, OHIO, lies immediately to the south of the city of Toledo and Lucas County, separated by the Maumee River. Originally, the river provided the opportunity for shipbuilding and transportation via the Great Lakes, making Toledo one of their largest ports, becoming an outlet for coal, grain and limestone as well as industrial products

The area was surrounded by swamp land — the Black Swamp — which inhibited inland development. Later the swamp was drained and canals built, exposing rich soils which were, and are, the base for excellent farming.

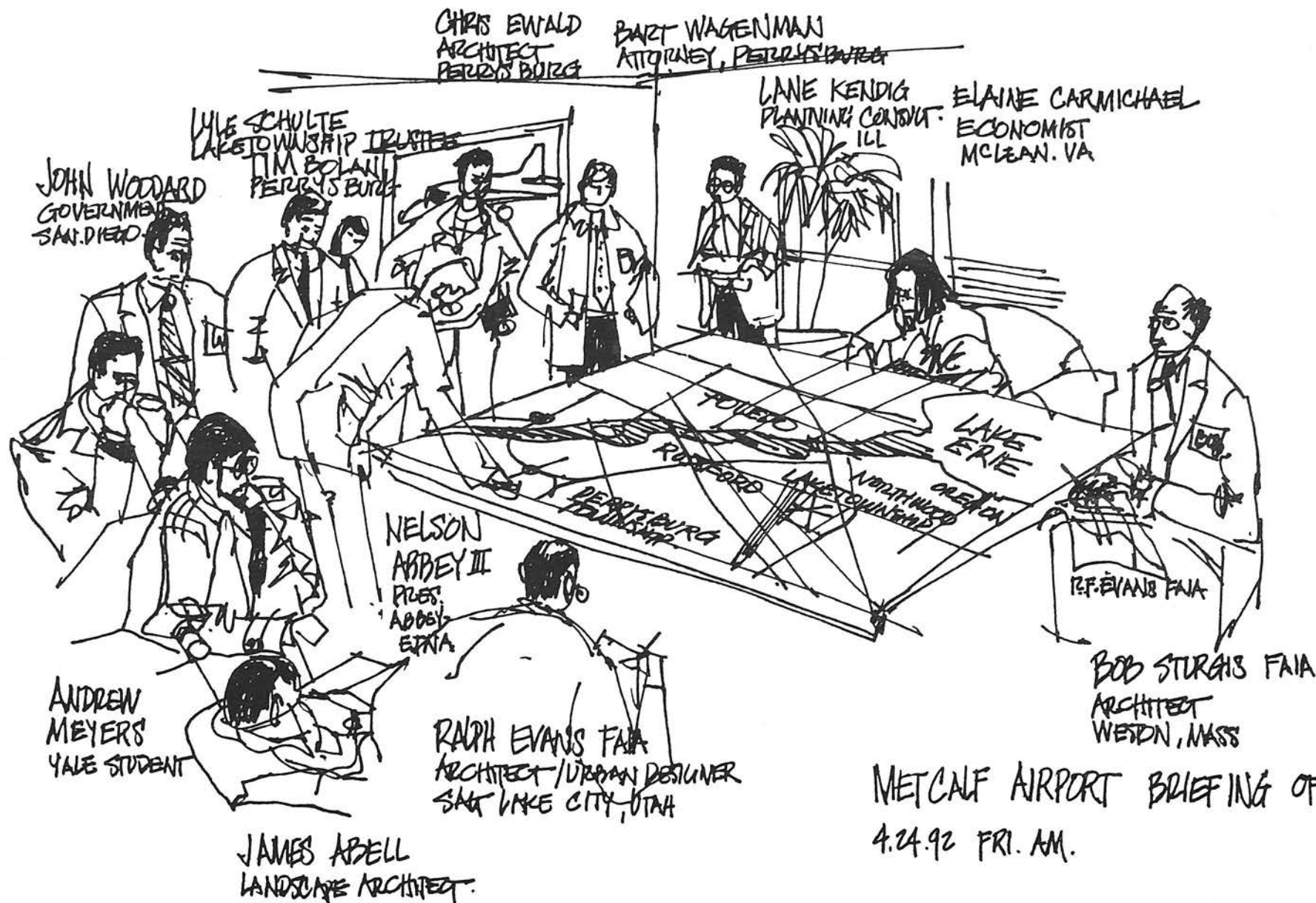
When major industries came to Toledo in the later 1800's, they were confined to the Toledo side of the Maumee River. Later, newer industries located on the south side near the new bridges. Large estates of the industrial families were built along the river in Perrysburg, while further downstream,

nearer the factories, houses for workers were built in Rossford.

In the middle 1800's, railroads connecting Toledo to mining areas and other centers drove straight across a landscape laid out in square-mile sections — the Jeffersonian Grid. In the 1920's, the first federal highways, such as Route 20, were also built straight across it, following older wagon roads

More recently, the federal interstate system has contributed I-280, the Toledo-Detroit Expressway; I-75, a major national north-south route; and I-475, creating an outer belt for access to Greater Toledo. Now, an interchange is being completed between I-75 and I-80/90, the Ohio Turnpike. What has been slow but persistent growth in northern Wood County now promises to become more dynamic growth in the future.





METCALF AIRPORT BRIEFING OF TEAM
4.24.92 FRI. AM.

NORTHERN WOOD COUNTY AND THE TOLEDO REGION

MANY OF THE RESIDENTS in Wood County, certainly from Perrysburg and Rossford, but also from Bowling Green, commute to work in Downtown Toledo. A number of landowners in the northerly sections, with property devoted

to farming, are actively interested in selling for commercial or industrial uses, especially with the prospects of increased accessibility resulting from the new interchanges. Some have hopes of attracting major enterprises.



MANY HAVE TOLD US that the assets of the area include a highly educated and skilled work force. But businesses and industries interested in this location must think of them as being part of the whole Toledo region, its traditions and educational opportunities.

The patterns of growth in Wood county have been caused by the pressures emanating from downtown Toledo, whether in the form of residents escaping into the suburbs from the real and perceived problems of the city, or as businesses finding it impossible to expand or

even to operate in the city because of traffic congestion, limited space and other problems.

If there are to be any significant new sources of employment or revenue in northern Wood County, not to mention enterprises of national or international significance, the advantages of metropolitan Toledo must be made convincing, not just those of northern Wood County. The advantages, among others, must include a cooperative and organized business and governmental community and an active, well-planned and realistic marketing strategy.



A LONG WITH A POSITIVE but frank view of such matters as transportation access, labor resources, financial resources, tax policies and climate, the strategy must include plans which will convince prospective new owners that they can count on a good quality of life, including an attractive visual environment, good education for children and rational, predictable patterns of new development.

For this to happen, it is not enough that Wood County do these things for its own landscape, but that it actively join with Toledo and its other sub-regions in creating and promoting such a strategy.





PLANNING AND GOVERNMENT STRUCTURE

"People need to think on the same lines. Everybody
wants growth....just different opinions on how."

These two quotes state clearly what was heard repeatedly by the R/UDAT Team. Wood County and Northern Wood County are not large geographic areas, yet many of the residents and certainly its elected leaders have a very narrow or parochial perspective on their individual jurisdictions. It is clear that the residents and leaders of Northern Wood County have ideas on what kind of growth they would like to see but attempts to integrate and coordinate planning have been infrequent and rife with suspicion as to the motivation of political and business leaders.

"It's clear government entities are out
of sync with today's needs and not
looking at long term impacts."

RECOMMENDATIONS:

Develop a comprehensive regional land use plan for Northern Wood County using Joint Planning Authority.

Demand that the political leaders and their governments place the successful growth and economic development of the region above the narrow interests of their jurisdictions.

A COMPREHENSIVE PLAN FOR NORTHERN WOOD COUNTY

No matter what amount and type of growth the residents and politicians of this area decide they want, a process is needed to prepare and agree upon a COMPREHENSIVE REGIONAL PLAN to create a common vision for growth and land use for Northern Wood County. The individual government entities in Northern Wood County cannot expect to

either compete for and retain coveted jobs or control the land use in and around their jurisdictions unless they work together. Balancing the quality of life and the standard of living with economic development requires innovative policies, careful planning and an unprecedented level of regional cooperation.

"We need to know what is out there in the way of values and know what we are going to gain and lose with development."

NORTHERN WOOD COUNTY, its geography and its environment compared to other regions in the country are similar and cohesive yet its people and governments are responsible for varied points of view and lack of progress. But most agree on at least one thing. They do not want the region's growth to make living here a hassle and hurt their quality of life. That is what a Comprehensive Land Use Plan is all about....deciding what Northern Wood County can do together to manage growth and economic development.

"Together" is a key principle of the Plan. The steps necessary to prepare a Plan and its actual preparation will have to be supported and carried out by everybody in Northern Wood County....individuals, workers, farmers, developers, business and, especially, politicians.

Managing growth together has the endorsement of Northern Wood County residents, a necessary factor to effecting any change. The R/UDAT Steering Committee's survey of Northern Wood County residents indicated an overwhelming desire for good regional governmental cooperation and a regional land use plan. Northern Wood County is only 48 square miles with a population of roughly 40,000. This is a very manageable and logical area

to plan as a whole. Wood County elected officials should support their constituents and put historic and personal differences aside for their mutual benefit.

The Plan should be aimed at preserving or improving the "quality of life"....a frequently used term that is often hard to define. The R/UDAT survey helps define "quality of life" for Northern Wood County. As a region, its leaders should work to improve such things as unemployment/economic development, water and sewer problems, environmental problems, uniform zoning policies, annexation problems, roads and bridges, agriculture/open space preservation, and parks and recreation. Other quality of life factors can be added.

A Comprehensive Regional Plan should reflect the basic factors that help determine the quality of life for Northern Wood County. It should identify what should be done to ensure that economic development adds rather than detracts from today's way of life.

The Comprehensive Plan will be the one place where all actions affecting growth and Northern Wood County's quality of life will be looked at together. Today, land development, sewer and water service, traffic and circulation have been handled primarily by individual and competing agencies. The Comprehensive Plan should pull all of the important quality of life factors together in one place to help the residents and leaders of Northern Wood County better understand what needs to be done to maintain and improve the quality of life.

Second, the Plan should establish a framework for managing growth in Northern Wood County; a way for everyone to agree and cooperate on the best ways to manage economic development and improve the quality of life. All of the region's governments, cities, townships and the County will have to approve the Plan and agree to carry out the actions necessary to make it work. In some cases every community in the region will have to agree to do similar things, such as committing to an open space/agricultural preservation system. In others, however, there will be trade-offs where one community will have to do more in one quality of life area while another community takes the lead in another. Locating region serving facilities such as water and sewage treatment plants, industrial parks and preservation of farm land are examples of such trade offs.

In addition to "quality of life" factors, whatever they are decided to be, the Comprehensive Regional Plan should contain the following:



- Holding Capacity: How big does Northern Wood County want to become?
- Regional Land Use Distribution: What goes where?
- Growth Rate and Phasing: How quickly should the area reach its holding capacity and how to control it?
- Growth Monitoring: Are Northern Wood county governments following the Plan?
- Conflict Resolution: How to resolve conflicts among cities, townships and the County?
- Consistency: Are city township and county plans consistent with the regional plan?

While the specifics of a Comprehensive Regional Plan need to be worked out, it is an opportunity for elected council members, trustees and commissioners to sit with each other and justify the impact of their land use decisions within their jurisdiction and other jurisdictions.

HOW DO WE DO A PLAN?

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"We used to talk behind each other's back. Now
we're saying it to each other's face."

WELL, IT'S A START. With the obvious support for regional cooperation as reflected in the R/UDAT survey, it should be of little political risk for Northern Wood County elected officials to commit to developing a Comprehensive Regional Plan. The immediate needs of individual jurisdictions need to be set aside to allow this process to work for the greater good of Northern Wood County.

In order to calm fears expressed by local officials about the loss of "local control," a "Task Force" initially should be formed to get a representative(s) for each city, township and the County in Northern Wood County to the table. It is imperative for the successful growth of Northern Wood County that suspicions and historical feuds among jurisdictions

and individual elected officials be checked at the door to the meeting room.

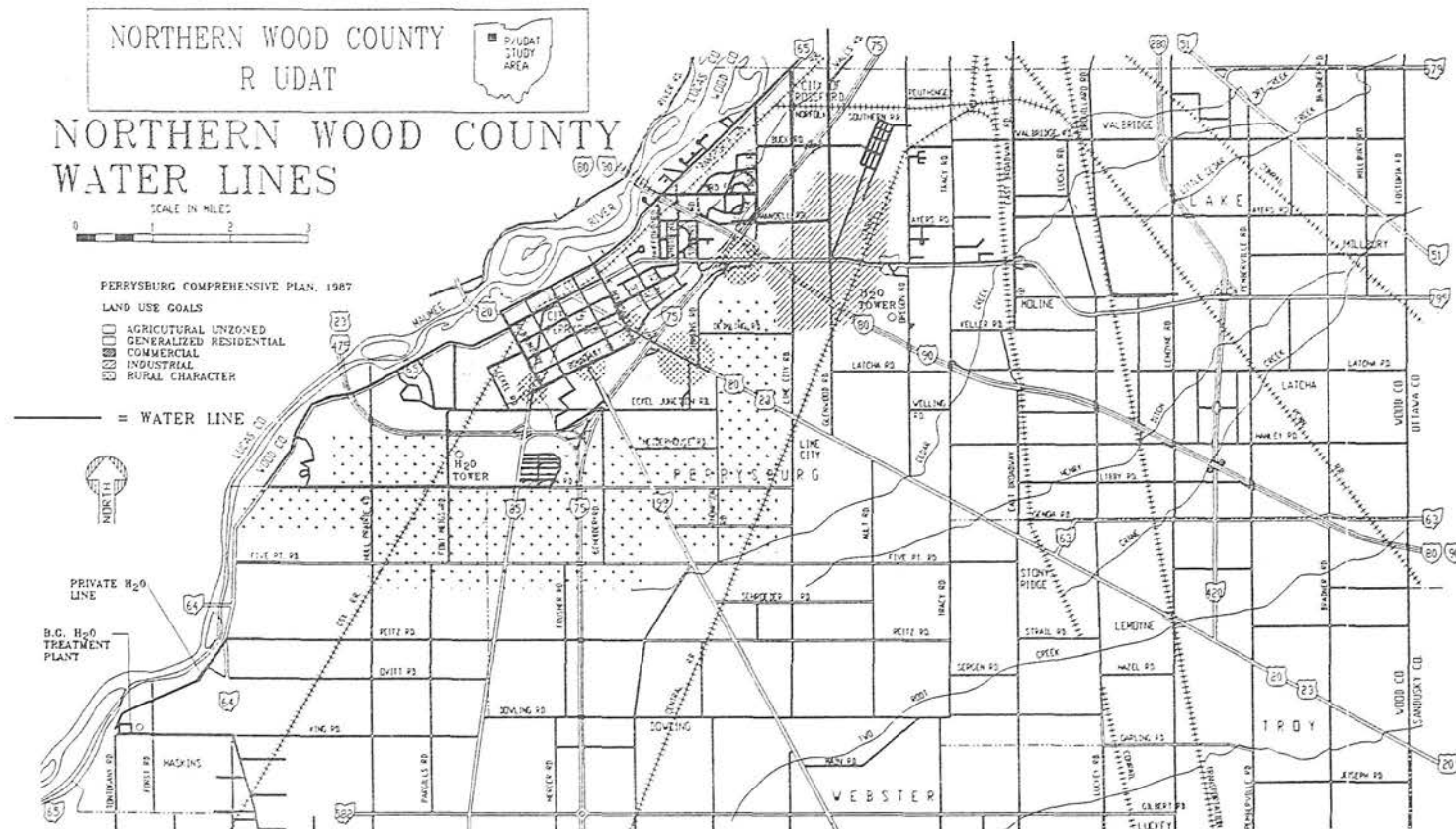
The goal of the Task Force should be to voluntarily form a Joint Planning Authority (JPA). But through an informal task force, sensitive issues such as voting procedures and a process for conflict resolution need to be addressed and settled before a Comprehensive Regional Plan can be successfully completed. Options for voting include one agency, one vote or a weighted vote based on either population or a combination of population and land area. Conflict resolution could be accomplished through the use of an outside mediator.



THE JPA'S FIRST PRIORITY should be to hire a consulting firm with recognized credentials to prepare a Comprehensive Regional Plan for Northern Wood County. Later in this report, the R/UDAT Team will present some outstanding ideas and concepts warranting further study. While individual cities, townships and the County have limited planning ability, greater expertise from a neutral party is necessary to prepare a Plan of this magnitude. Substantial public participation in the development of the Plan is imperative to its eventual success and acceptance.

"Let's plan long term and with patience"

This quote from a Wood County resident reflects the process that will be required to prepare a Comprehensive Regional Plan for Northern Wood County. The R/UDAT Team will present and offer concepts that might someday be reflected in it. Political and jurisdictional boundaries are invisible but the impacts of land use decisions and economic development will affect all Northern Wood County residents regardless of where they live.



"There is concern about the form of government.
Who is the foe...each other or Toledo?"

"It's extremely frustrating to do development here
because of political and jurisdictional disputes."

IT APPEARS TO THE R/UDAT TEAM that the potential of Northern Wood County is limited by the overlapping layers of government and the gray area of authority between cities, townships and the county. There seems to be more concern about which entity and politicians control land than what should go on it. Often vital public utilities such as water and are used to extend a jurisdiction's power beyond its legal reach. Cities and townships do not cooperate with school districts to ensure an adequate tax base. Annexations to one jurisdiction are viewed as robbery by another. The existing situation affects economic development and the ability to control development in and around individual jurisdictions..

Residents and elected leaders of Northern Wood County need to recognize that political disharmony weighs to some extent of a business's decision to locate in any given area. The Findlay area was frequently cited as an area that works cooperatively on growth and economic development. If Northern Wood County cannot effectively compete with nearby Findlay how can it compete with other well organized communities in Ohio, the country and the world?

Furthermore, political feuding over land use and annexations in townships results in loss of control over development. The City of Rossford is annexing township area east of the City of Perrysburg which Perrysburg would not annex. The result is an unintended and detrimental loss of control by Perrysburg, a potentially worse consequence than if they had allowed the annexation.

Given the historical development and deep rooted structure of counties, townships and cities in Ohio, the R/UDAT Team feels it is unrealistic to recommend a reorganization of Northern Wood County local government....although it would be nice. Instead greater cooperation, coordination and planning needs to be accomplished by taking advantage of the existing entities. The formation of a Joint Planning Authority, formally or informally, to prepare a Comprehensive Regional Plan and a commitment by each city, township and the County to change their local plans to be consistent with the Plan will enable Northern Wood County to grown in a unified manner.

HOW THINGS COULD CHANGE WITH A JPA



OVER THE COURSE of the R/UDAT Team's discussions, property owners, developers and government officials repeatedly singled out water and sewer service provisions as a source of conflict and an impediment to "getting anything done.." There is a general consensus that water and sewer service has become hostage to politics, wielded as a weapon in struggles over revenues and land use. In the absence of a coherent and consensual approach to regional planning, the cities in the area have turned to the only tool available to them, control over water and sewerage systems, to accomplish their political goals. The result is a complex tangle of overlapping control

that aggravates any attempt for economic development.

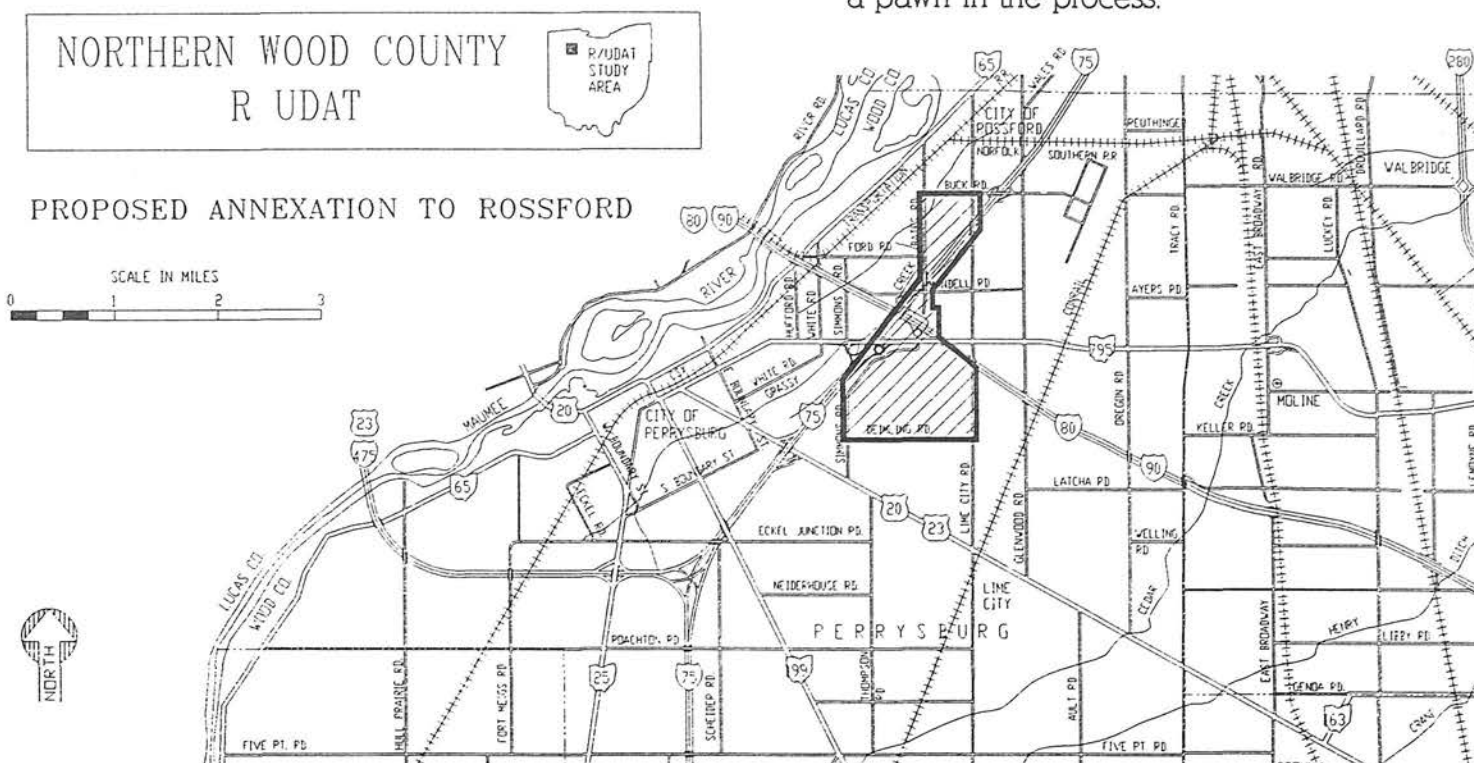
Northern Wood County governments are addressing political concerns through artificial and inappropriate means. What is essentially a public health issue--the provision of sewer and water--has become distorted by its use as a land use policy instrument. Perrysburg City, by virtue of its contract for water from Toledo and its investment in expanded sewer capacity, occupies a central position in the controversy. In an effort to enforce its city's plan without the benefit of a strong regional planning effort, it has turned to its utilities as its only source of leverage.

AS A RESULT, PERRYSBURG faces the loss of potential revenues from annexation of lucrative land that could be occupied by businesses and developments that could provide the commercial or industrial tax base the city desires. Similarly, the Northern Wood County region as a whole stands to lose new businesses to other areas whose water and sewer system is more accommodating and whose regional land use goals are thereby coordinated more effectively.

Water and sewer management can and should be insulated more effectively from local policy and land use disputes. The availability of water and does not give developers the right to develop. A strong local plan consistent with the

Comprehensive Regional Plan should dictate when and where development occurs.

It is apparent to the R/UDAT Team that the citizens of the area recognize the need for a coordinated approach to water and sewer management. The team has been tremendously impressed by the number and variety of recent initiatives under discussion aimed at rationalizing regional water and sewer management. A countywide sewer and water district is a good idea. Once a Comprehensive Regional Plan is approved and individual city and township plans are consistent with it, provision of water and sewer will only serve to implement good land use planning and not be a pawn in the process.





IF THE CITIES, TOWNSHIPS AND THE COUNTY had a mutually approved Comprehensive Regional Plan issues such as water and sewer and the problems with the Rossford annexation might have been avoided. The Rossford annexation area would have a predetermined land use reflected in the Perrysburg Township plan and also be consistent with the Comprehensive Regional Plan. The issue of who

should serve it would be decided using rational guidelines.

The level of cooperation, and the commitment to working together on region-wide growth issues is a challenge. Northern Wood County's quality of life depends on the commitment of its residents and politicians to its success.

TRANSPORTATION

THE TRANSPORTATION NETWORK in Northern Wood County is composed of two distinct but overlapping systems. The first is a local system that dates back to the original survey of the area in the early 1800's and was laid out in a grid following section lines. The second is the interstate system dating from the 1950's and 60's which serves nationwide north-south (I-75) and east-west (Ohio Turnpike) traffic. The two systems were laid out at different times without common objectives. The interstate system provides Northern Wood County with a nationally significant location resulting from the intersection of two major national truck corridors. The local system provides access to individual uses through collector and arterial roads that move traffic to major roads and from community to community.

An issue critical to the orderly development of Northern Wood County is the integration of these two systems to realize the area's land use planning objectives. The two components were

laid out over 150 years apart. When the interstate system was planned in the 1950's and 1960's it had to reflect the existence of a variety of land uses. As a result the system of connections between the interstate and local systems does not always provide access at the level necessary for the desired future land uses.

There are three major transportation goals

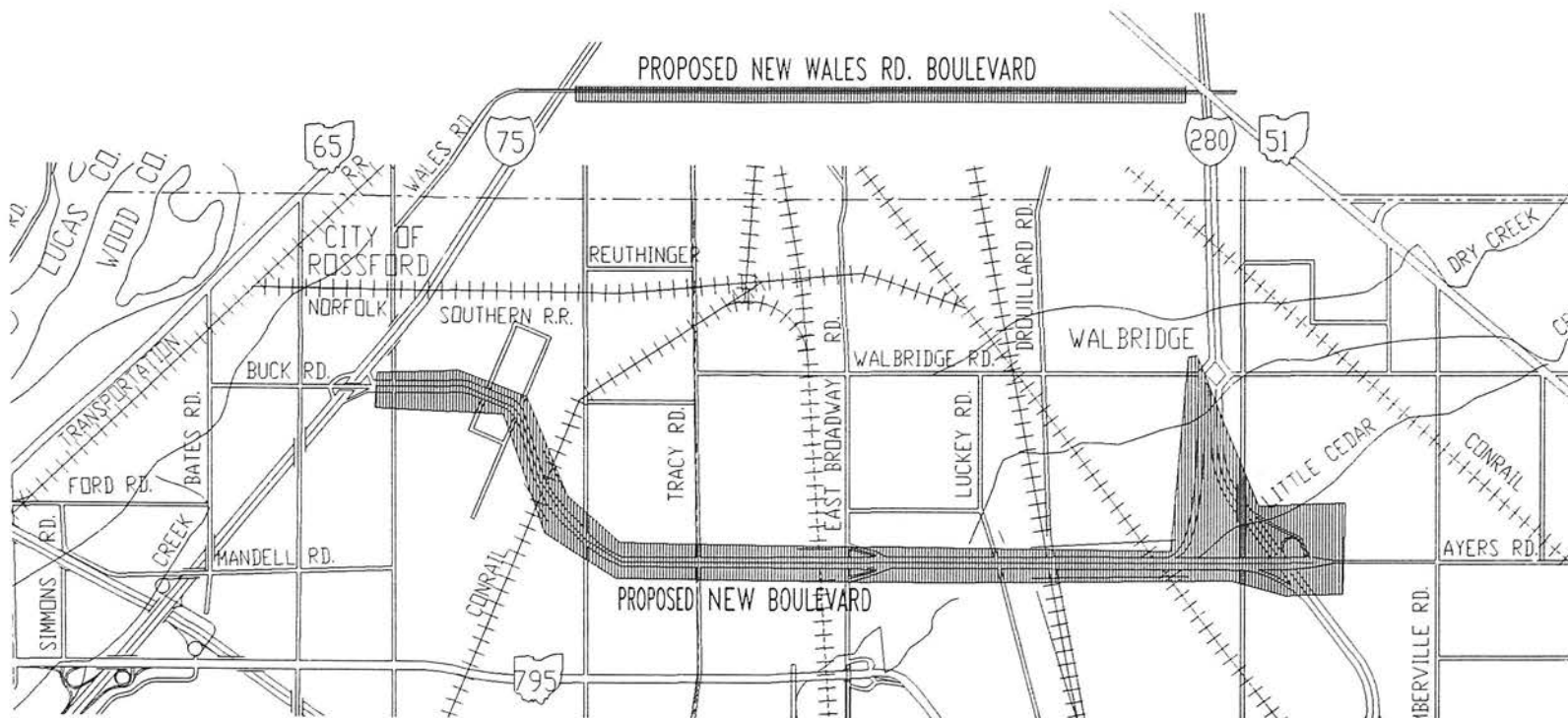
1. Develop a series of parallel roads serving the study area's primary business corridor between I-75 and I-280, north of 795.
2. Ensure access for the development opportunities at the I-75 and Ohio Turnpike Interchange area on either side of 795.
3. Provide an efficient arterial road system that respects the historic, scenic, and land use objectives of the plan.

BUSINESS PARK CORRIDOR

THE BUSINESS PARK CORRIDOR is served by 795 and a series of local roads that must repeatedly cross heavily used rail lines. The result is a business park corridor that is ideally located with respect to interstate transportation, but which provides a very poor level of access to individual properties. The R/UDAT plan calls for the creation of two through connections on parkways between I-75 and I-280. The improvements already begun on Wales Road need to be extended and grade separated crossing of the rail lines provided. A second

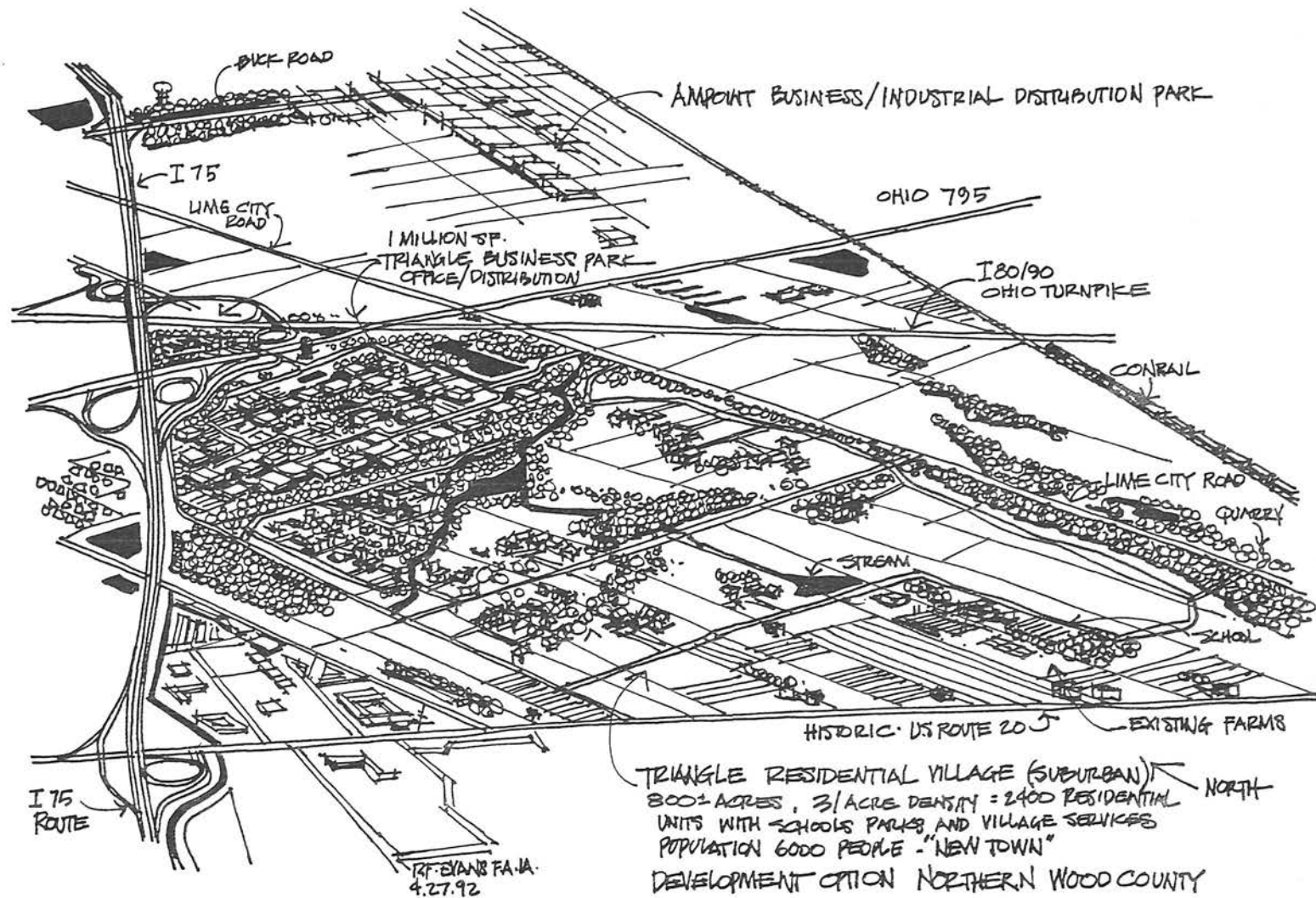
parkway would connect the Buck Road interchange on I-75 with Ayers Road and provide a new interchange at Ayers Road with I-280. Rail crossing on this parkway would also be grade separated.

While these improvements will be very costly, they lay the groundwork for a world class business park with prime interstate access through three rail lines, a reliever airport and proximity to the Toledo Metropolitan Airport.

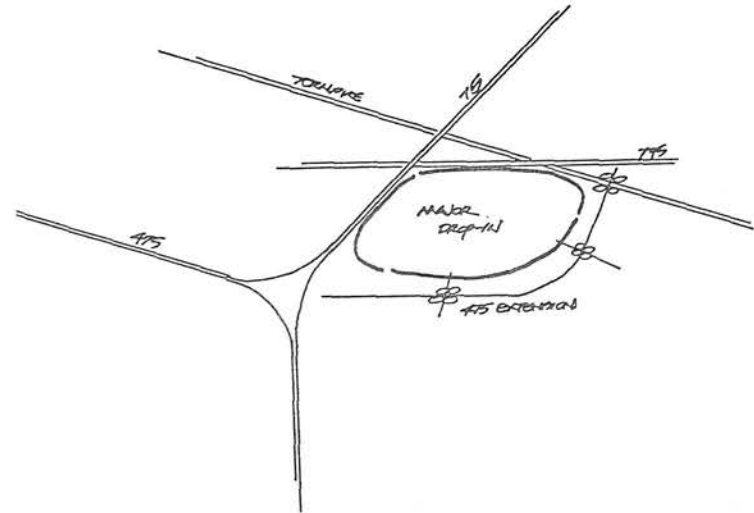
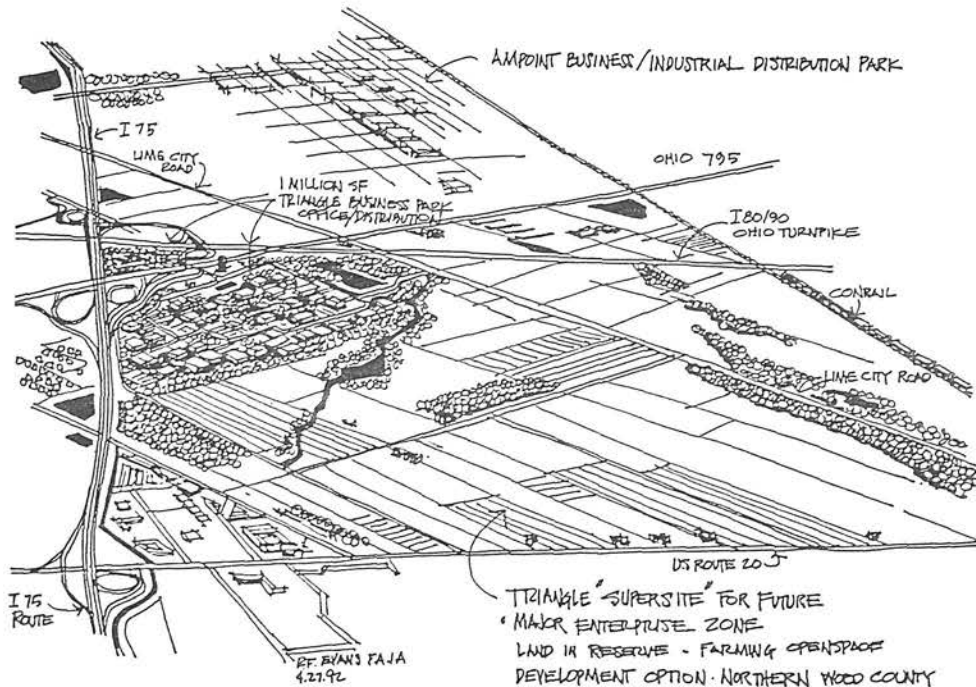


I-75 AND OHIO TURNPIKE INTERCHANGE AREA

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WHILE THIS INTERCHANGE represents a prime development opportunity the road and interchange configurations in the process of completion provide little in the way of access to adjoining properties. As there is insufficient room between the two overpasses for more than a single access, the plan we propose provides only a single access from 795. A secondary access to Lime City Road would be necessary to increase the amount of development that can be accommodated on this site.



If major drop-in land uses requiring a thousand or more acres of land seek to locate in this area, then additional direct interstate access would be necessary. Such interstate access would require a direct connection from the I-75 and I-475 interchange east and north to the Ohio Turnpike. Should such a major drop-in user materialize then Ohio would have to provide this improvement as part of the location incentive package.

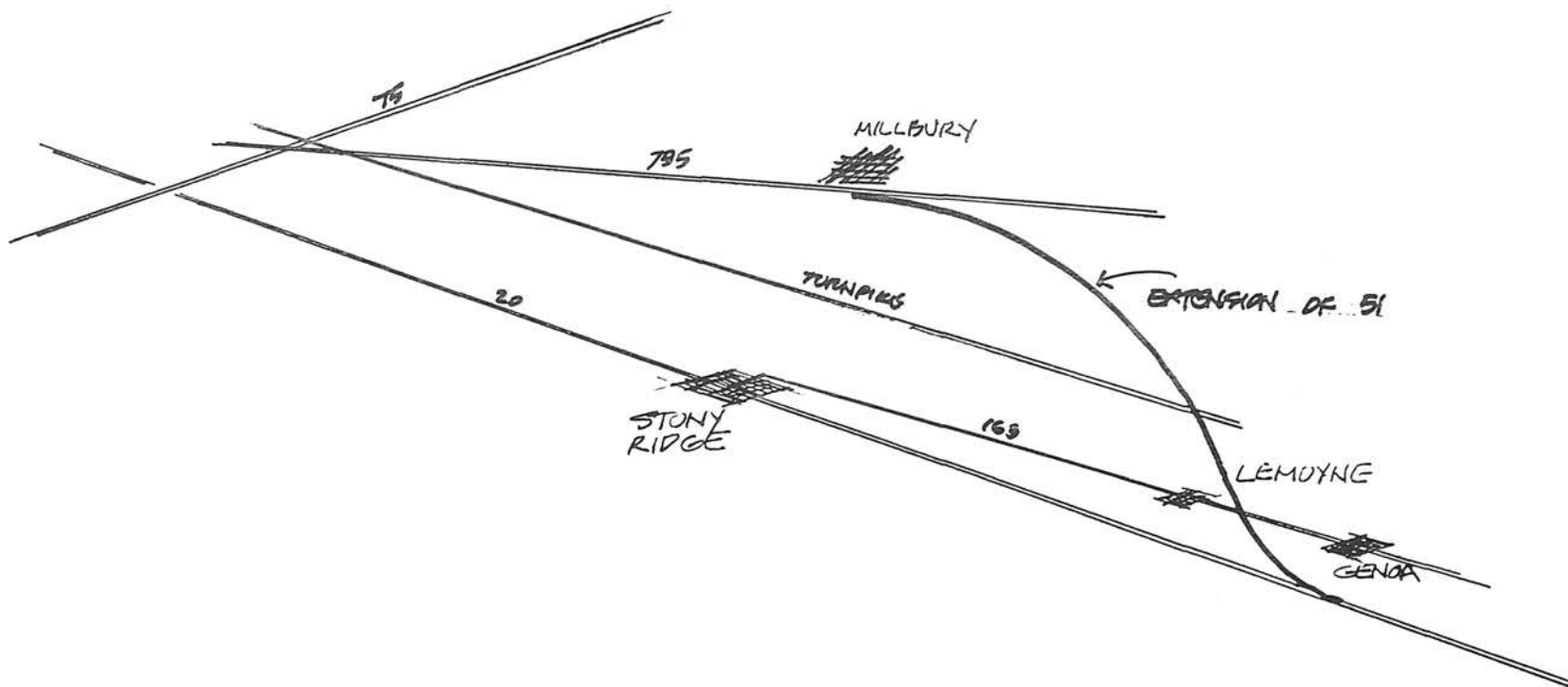
ARTERIAL SYSTEM

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THE LAND USE PLAN seeks to avoid major arterials penetrating the existing hamlets and villages of the planning area. Any new communities should be located with proximity to arterials but set back far enough to avoid traffic conflicts.

The following improvements are needed. The rural villages need special access. Luckey, for example, must get unimpeded access to Route 20 via Luckey Road or Lemoyne Road. This means that no subdivisions of lots should be stripped off these roads.

Route 20 should not be increased to four lanes in Northern Wood County. Instead we recommend a link to the east extending 795 down to Route 20 near Elmore. Such a link would connect the traffic improvement to the business park corridor on 795, thereby supporting regional employment related traffic rather than providing a way of avoiding tolls on the Ohio Turnpike and destroying historic resources in the planning area.



COMMUNITY CHARACTER

Introduction

COMMUNITY CHARACTER is a means of describing a community that is much more precise than the land use descriptions that are typically used. There are three major types of community character: rural, suburban, and urban. Each may be subdivided into several types. Much of Northern Wood County is rural, the land is used as agriculture and is 95% or more open space with less than 5% of the land being used by various buildings and equipment storage areas or animal pens. Louisiana Avenue in downtown Perrysburg is a classic urban area as are the downtowns of many of the small villages such as Luckey. While modern shopping centers and industrial parks contain land uses similar to urban areas, their visual and design rules are very different. The buildings are set back in landscaping and surrounded by parking lots rather than hugging the street. Suburban areas are predominantly residential, but are truly distinguished by a balance between buildings and landscape. Open space becomes a very important element of the suburban environment. The proposed plans for the northern Wood County Study Area are presented using community character districts.

The use of community character types as the basis of the plan is based on the fact that at the root of most land use battles is the fear that community character will be destroyed by the proposed use. Land use designations, "residential zone" for example, are very poorly adapted to dealing with many community character concerns. The reason for this is simple, many residential zones in the study area are suburban in character. While a change in zoning to any non-residential land use type would result in a change in character, a community character designation could accommodate a variety of uses.

Community character may also be a matter of scale. A small village such as Luckey has a different character than does Perrysburg. As towns grow together into a metropolitan matrix they lose their identity to the larger area. This illustrates a second form of community character analysis that has to do with community scale.

In the following sections each of the community character types will be described.

THE COMMUNITY CHARACTER SCALE ranges from urban core types of buildings, such as those found in downtown Toledo, to rural types such as those found in outlying areas of Perrysburg Township. This plan uses the following community character types.

Urban
Business Park
Suburban
Suburban-Estate
Countryside
Rural

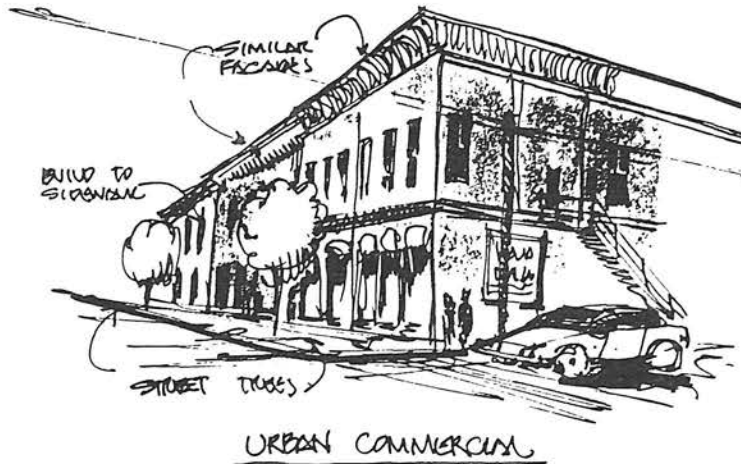


PHYSICAL ATTRIBUTES

CHARACTER CLASS:	URBAN		SUBURBAN		RURAL	
CHARACTER TYPE:	URBAN	BUSINESS PARK	SUBURBAN	SUBURBAN ESTATE	COUNTRY-SIDE	RURAL
SPATIAL DESCRIPTION:	Architectural Space		Borrowed Space		Landscape	
SPATIAL QUALITY:	Enclosing	Partially Enclosing	Garden	Garden/Natural	Pastoral/Natural	
FUNCTION:	Center of Activity		Residential Retreat		Exurban	Agricultural
LAND USE:	Commercial>Residential		Res.>Comm.	Residential	Ag. & Res.	Agricultural
HOUSING TYPE:	Apartment/Townhouse		Single-Family		Single-Family	Farmsted
ENVIRONMENTAL DISRUPTION:	Total	Severe	Moderate-Severe	Moderate	Very Low	Farming
ENVIRONMENTAL QUALITY:	Low		Moderate		High	
UTILITIES:	PUBLIC		PUBLIC	PRIVATE	PRIVATE	
ROAD SPACING:	4 ln - 1/4 mile	4 ln - 1/5 mile	2 ln - 2/3 mile	2 ln - 6 mile	2 ln - 5 to 10 mile	
CONGESTION:	High	Moderately High	Moderate	Moderately Low	Low	Rare
TRANSIT SUITABILITY:	Moderate	Low	Very Low	None	None	

URBAN AREAS EXIST in the downtown areas of Perrysburg and many but not all of the villages. While this plan has not mapped any new urban areas it is intended that the expansion of these area be in the urban format. Urban commercial buildings are built to the sidewalk lines. Residential buildings would have 5-15 foot setbacks from the side walk. The spaces created

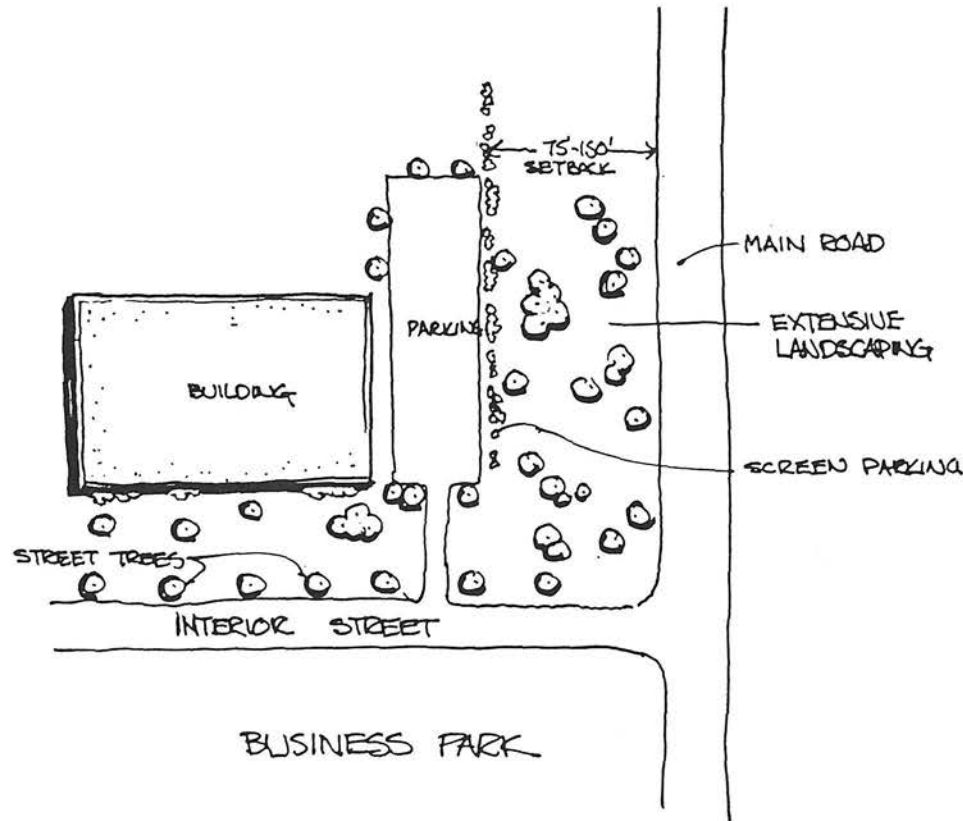
are architectural and spaces must be enclosed by the buildings to create the desired scale of space. A portion of the parking requirements are met with on-street parking. The illustration indicates the general characteristic of urban areas. Each individual community will have to identify within its boundaries its urban center.

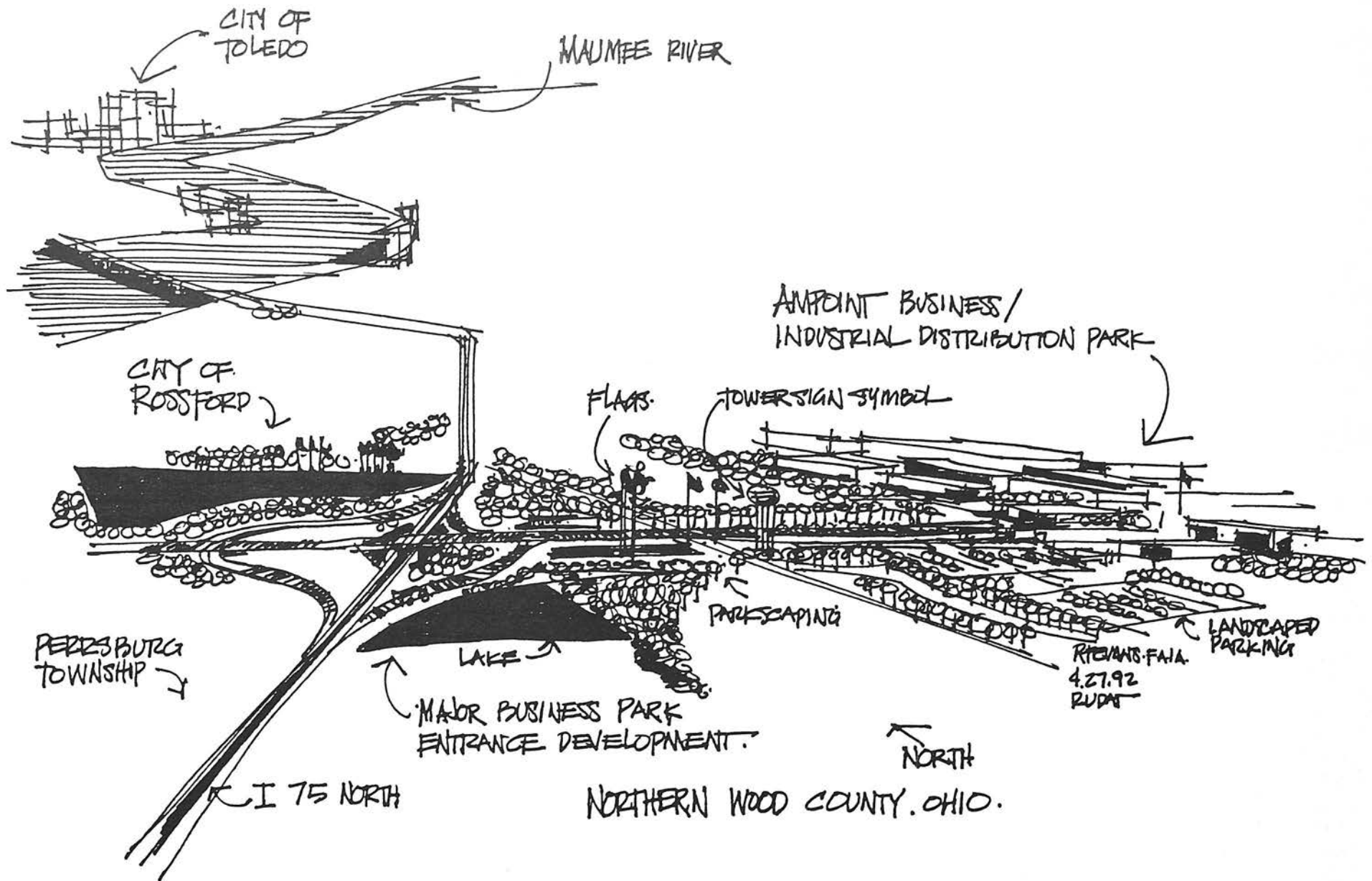


BUSINESS PARK

THE BUSINESS PARK DEFINITION has been used to cover areas where office, commercial, industrial, warehousing, and even dense residential is permitted. This is a wide range of land uses many of which are similar to those found in urban areas. The feel and intensity of use is very different from urban in spite of the similar uses. The at grade parking is placed on each lot. This spreads the buildings apart and

eliminates the enclosure that is found in urban areas. Landscaping is increased to provide a somewhat campus like visual appearance. The landscaping becomes very important because the buildings are so widely separated that their architecture is of little value in providing a unifying character or theme for areas developed in this fashion.





SUBURBAN

SUBURBAN AREAS are designed primarily as residential areas at modest densities. Suburban areas are not intended to be urban. There must be a balance between the volume of landscaping and the volume of buildings. Space is better described as a garden than as the enclosed architectural space that is the urban model. Suburban areas have been poorly understood. There needs to be considerable borrowed open space in a suburban community. That borrowed space can take the form of large lots, formal parks or parkways, or open spaces maintained in natural vegetation. The people moving to subdivisions on the south side of

Perrysburg think the quality of the environment is defined by their lot size, but quality of life is as much determined by open space and vegetation. The pictures show two lots side by side in the same subdivision. The difference in character is dramatic, with one far more rural than the other. Note the change in balance between the landscape volume on the site and building volume between the two lots. Others purchase lots that look out over adjoining farm land and borrow the needed open space, at least until it is subdivided.

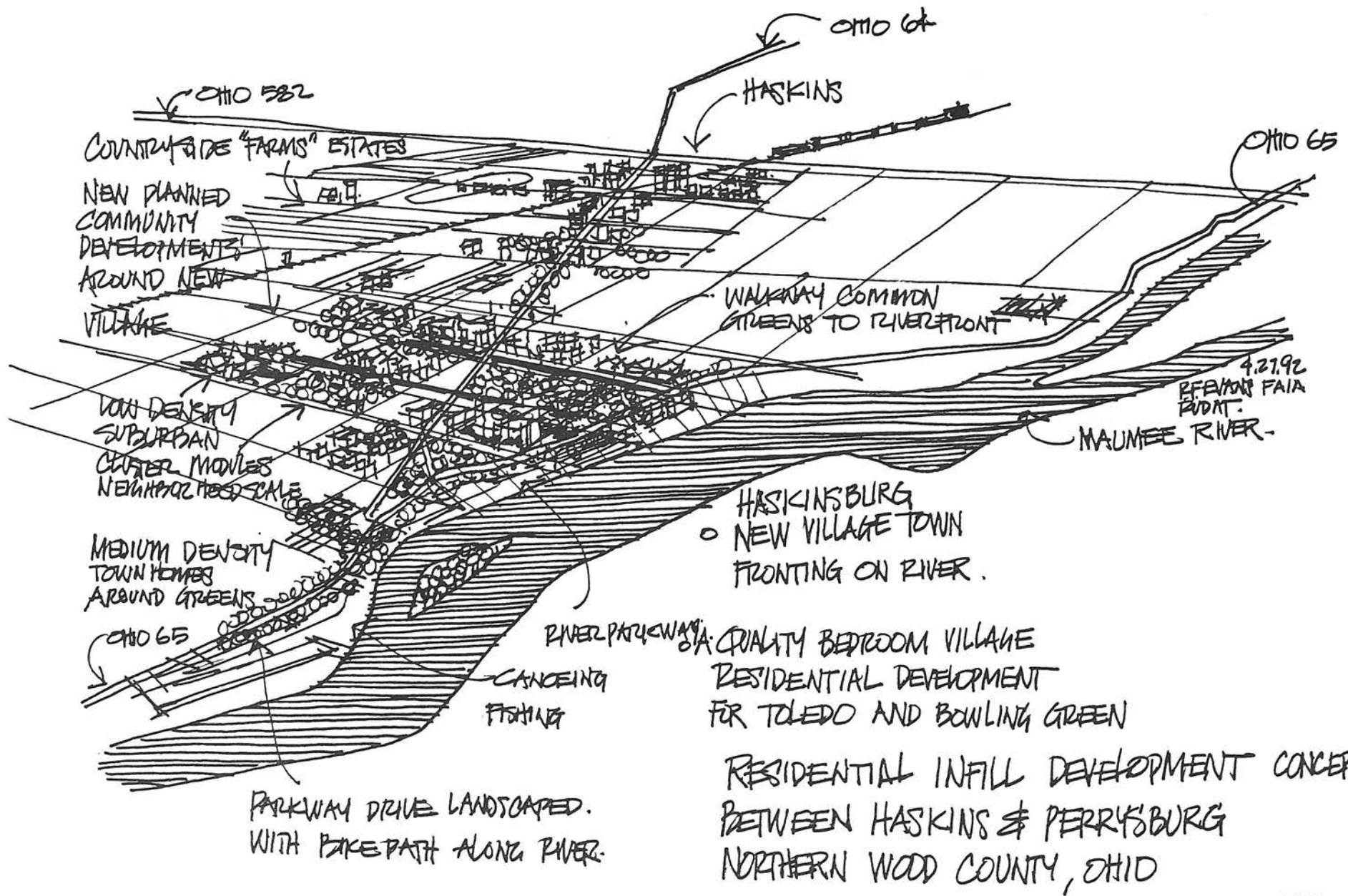


SUBURBAN ESTATE

SUBURBAN ESTATE differs from suburban only in being more rural. It has a lower density, more open space and a balance between landscape volume and building volume that

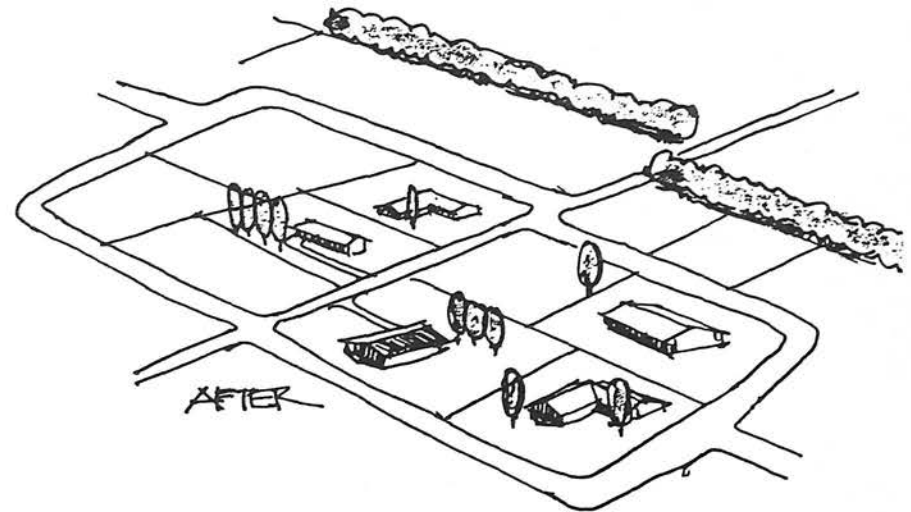
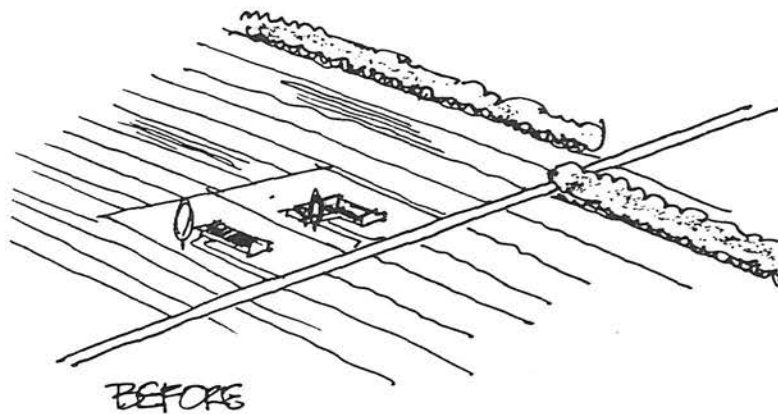
favors the landscape volume. The area along River Road is one of many areas in the County where this type of character may be found.





THIS IS THE FIRST of the rural districts. It involves a major character change from the various suburban districts. Space is not perceived in relationship to buildings as an adjunct garden, but as a landscape. Thus, buildings should be viewed as objects in the middle ground or background of the landscape. Countryside is a transitional district between urban or suburban and rural. As such it provides a residential lifestyle in an area that will continue to exhibit the countryside character even when fully developed. This is a major

change from the current situation in which people move to rural locations and build on a suburban lot. They borrow the rural character, but over time others follow and the countryside character is lost. A very high open space ratio (percentage) is required to preserve the landscape character of the land. The open space ratio should be a minimum of 85%. Other land uses that should be permitted would be agricultural uses where a minimum of 40 acres is required for a farm-home complex.

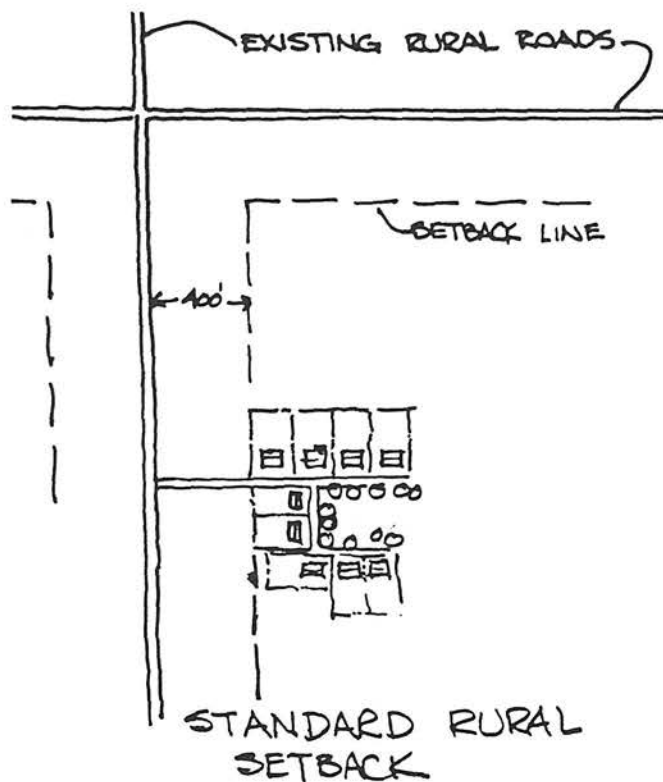


RURAL

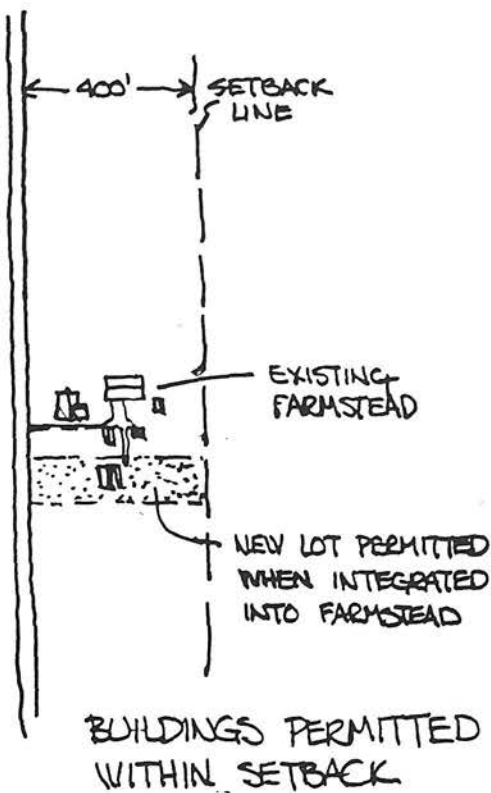
THE RURAL DISTRICT is intended to remain in rural agricultural uses. It is necessary to provide for some development opportunities for the landowner who needs to sell the land. As in

countryside, space becomes a landscape whose use is agriculture. The open space ratio should be 91% or more.

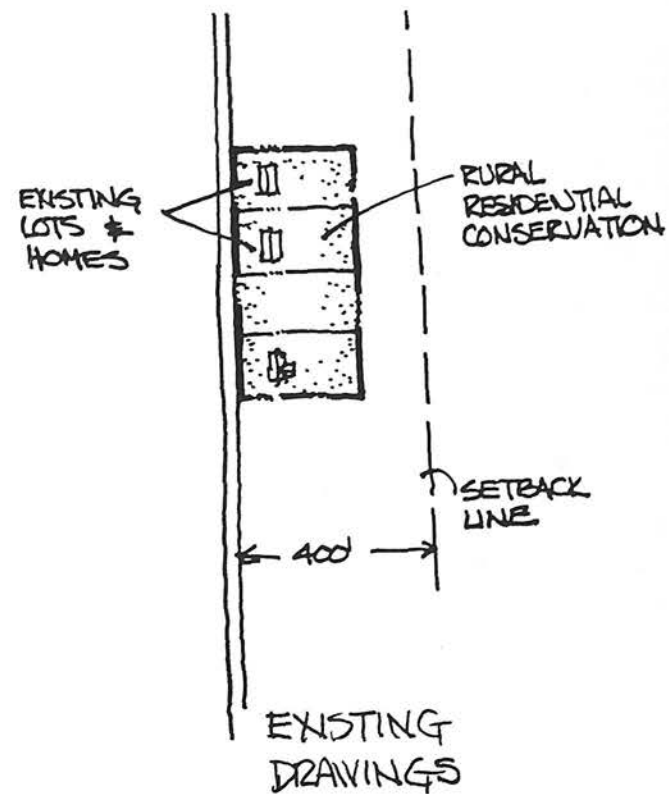




The Rural and Countryside districts require new cluster developments to have a 400 foot setback from all rural roads and major arterials.



When an existing farmstead (home and out buildings) lies within the setback an additional home may be built within the setback provided it is located to appear as part of the original farmstead and takes access from the farmstead drive.



Rural Residential Conservation Districts would be established in Rural and Countryside Districts when at least three existing lots lie within the setback line.

COMMUNITY SCALE

COMMUNITY SCALE refers to the absolute size of the community and its relationship to the surrounding area. There are two types of community relationships, the first is the freestanding community which is surrounded by rural land. The second type of community is built up of components that about each other.

Free standing communities have major choices to make. At whatever their present scale they must decide to grow to the next level or grow only to the extent that their present scale and

character is not destroyed. There are hamlets, villages, and towns in the study area. Some of them are growing together. In either of the situations there is a local decision to be made as to whether the character change should be made. The design rules presented here illustrate the proper way for villages or hamlets to grow without destroying their character.

The only way to prevent communities from growing together is to establish a green belt or rural district between them.



FREESTANDING COMMUNITY



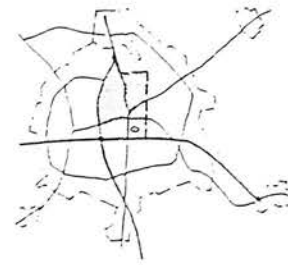
HAMLET-CLUSTER



VILLAGE-NEIGHBORHOOD



TOWN-SECTOR

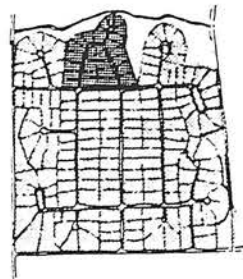


CITY-REGION

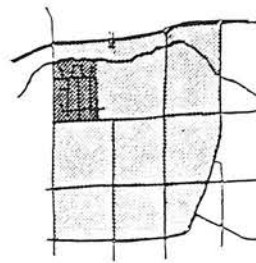
COMMUNITY SCALE



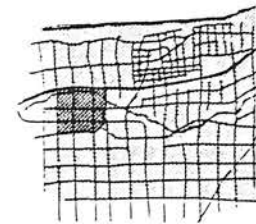
HAMLET-CLUSTER



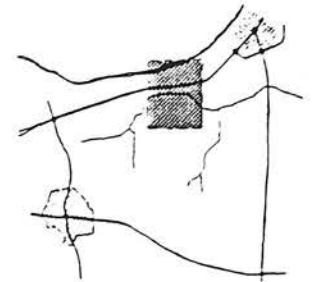
VILLAGE-NEIGHBORHOOD



TOWN-SECTOR

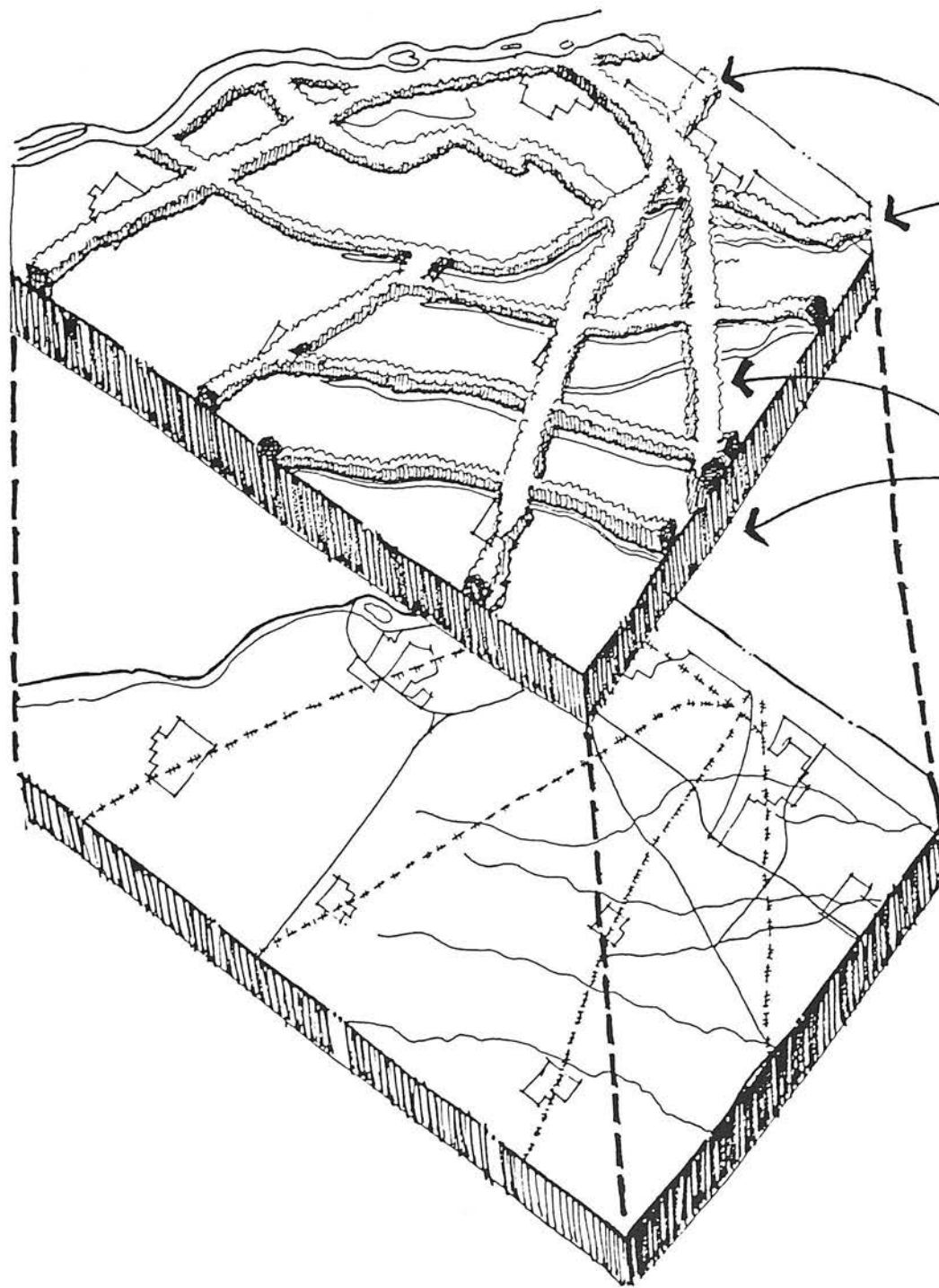


CITY-REGION



METROPOLIS

COMPOSITE COMMUNITY



PATHWAY SYSTEM
TO CONNECT TO
ADJACENT
COMMUNITIES

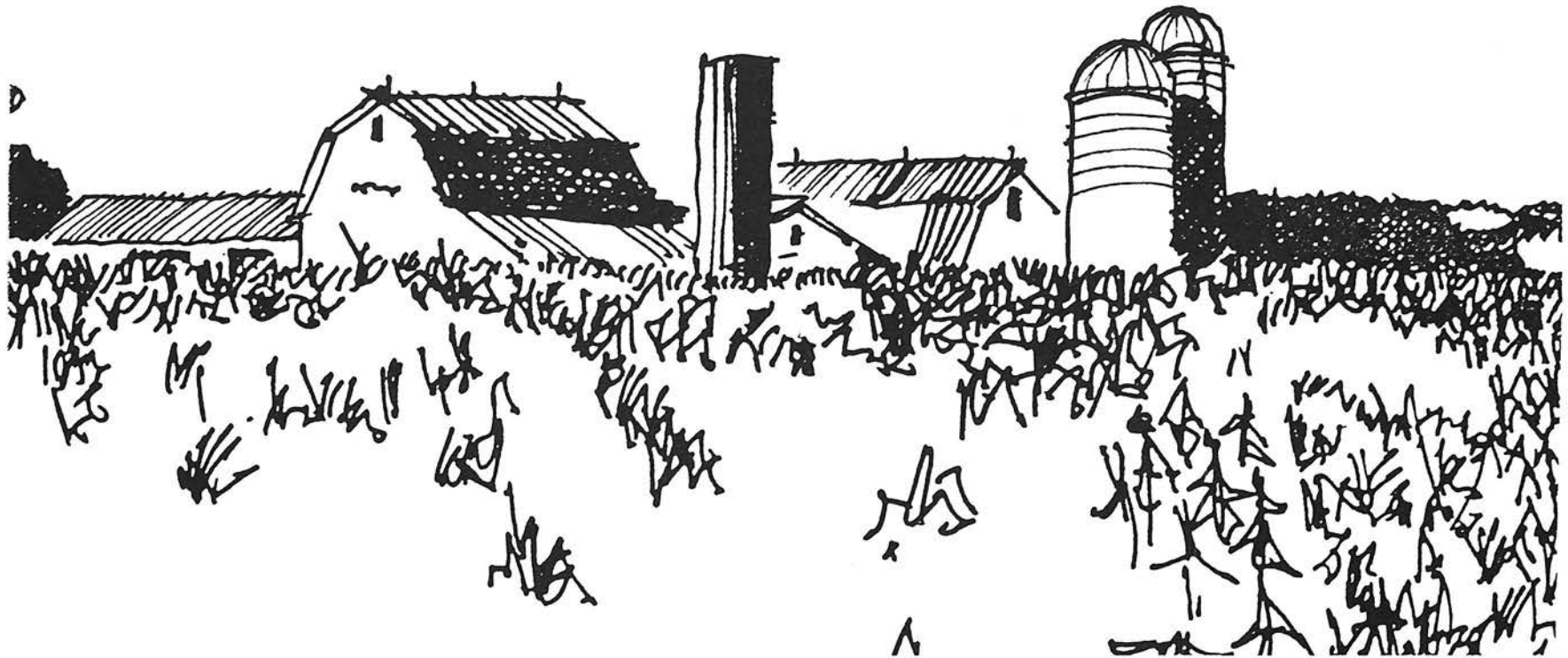
LOGICAL, INCREMENTAL
OPEN SPACE EXPAN-
SION ALONG RAIL
LINES & CREEK BEDS

OVERLAY
NEW OPEN
SPACE
NETWORK

NORTHERN WOOD COUNTY OPEN SPACE NETWORK

WOOD COUNTY CURRENTLY has a comprehensive recreation and parks plans that are an excellent start toward achieving the quality of life issues vital to the future of the community. The R/UDAT team recommends a continuation of this commitment and an expansion of vision to new areas.

Most significantly, new parks and open space development should be a **network** of interconnected spaces and trails that will provide Northern Wood County with opportunities to use the system for alternate transportation with major destination points such as entertainment, shopping, and employment areas linked back to residential development.



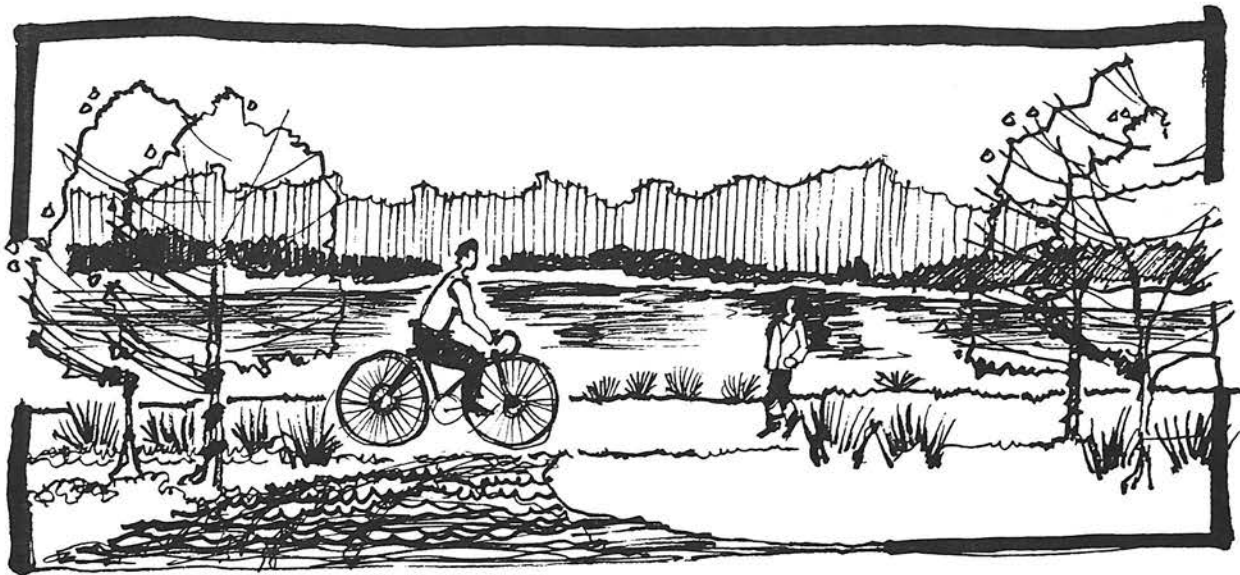
MAJOR RECOMMENDED ELEMENTS:

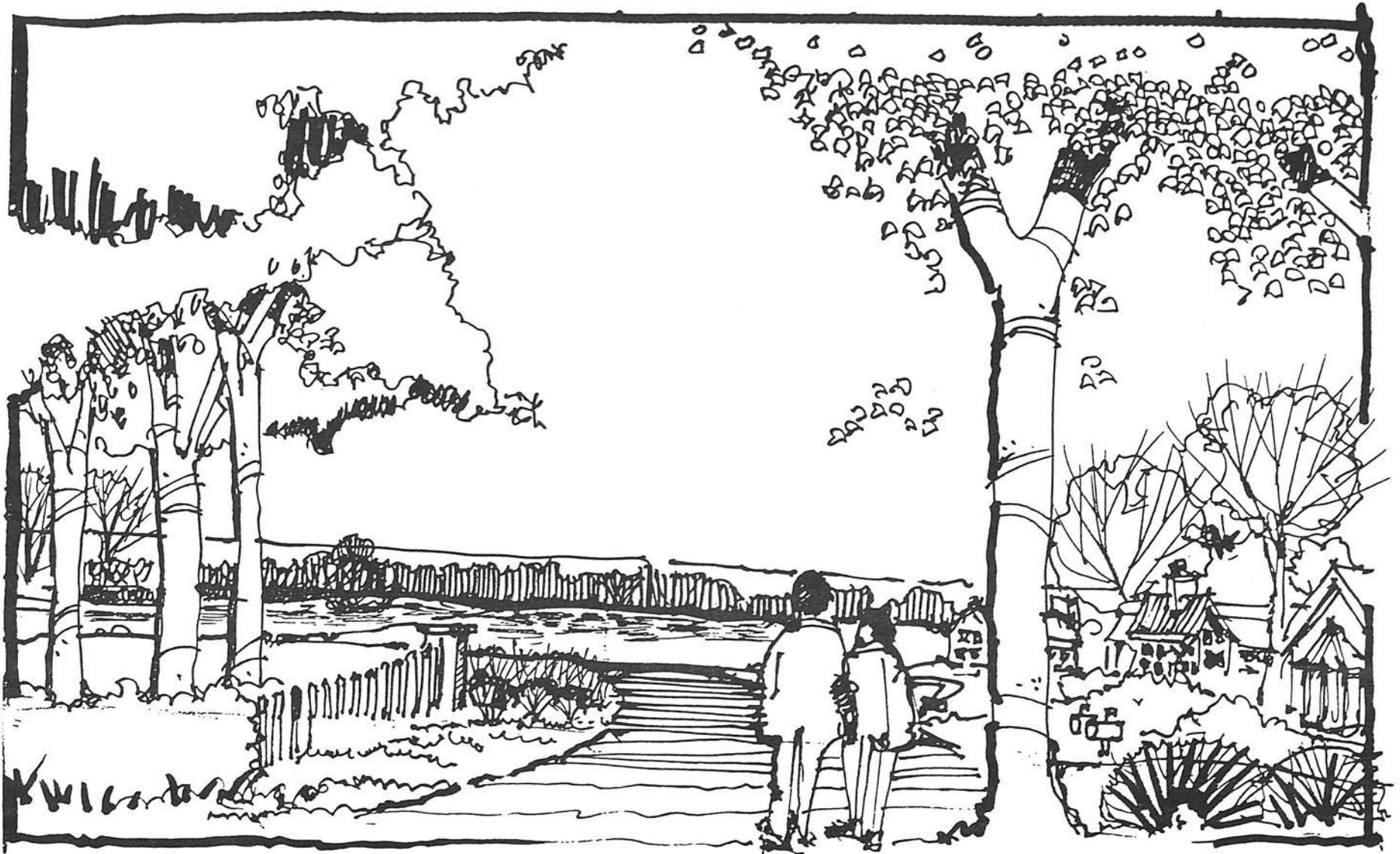
Maumee Riverfront

SEIZE THE INITIATIVE along all undeveloped portions of the river frontage (particularly southwest of the City of Perrysburg) to improve public access and open space use.

Major goals include continued preservation of natural areas, reclamation of despoiled locations, augmentation of current recreation uses, and perhaps most significantly, a celebration of the

area's cultural heritage. The river represents a wide range of historically significant enterprises and events from the time of initial settlement, trade and shipping, strategic military importance, and its present status as "the Heart of the American Waterbelt." It belongs to all citizens of Northern Wood County and is a legacy to future generations. Wood County has a story to tell; it is **good** story, rich in tradition that should be celebrated!



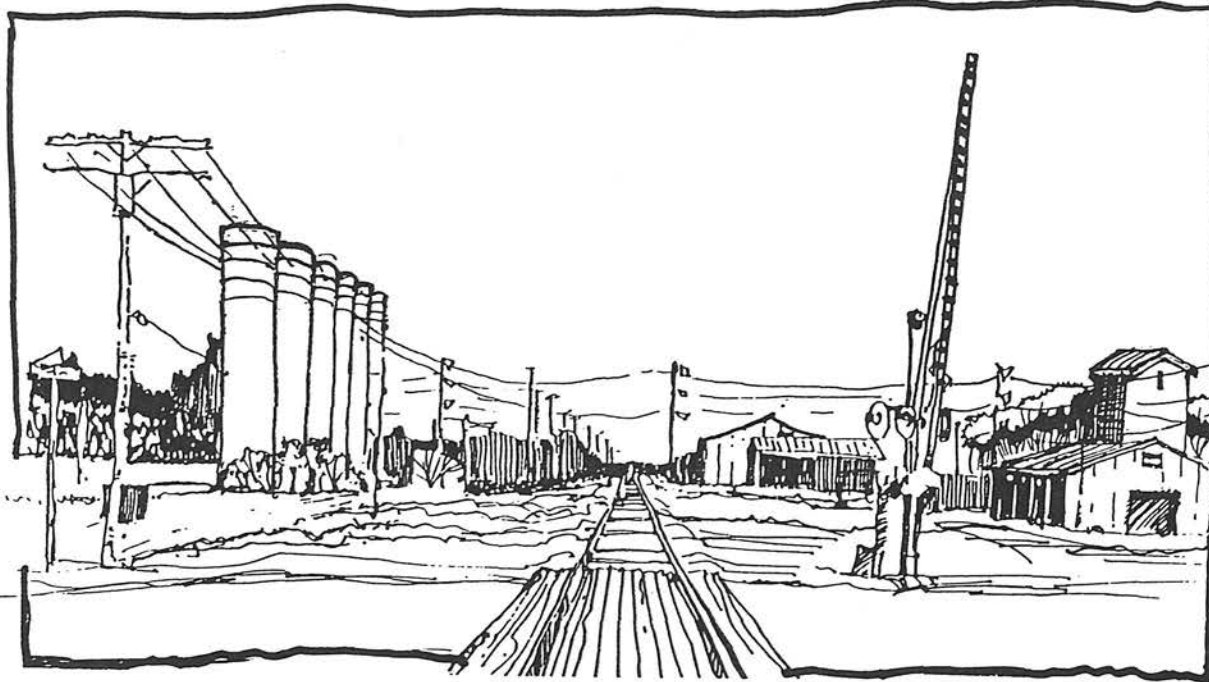


TRAIL SYSTEM to the WATERFRONT

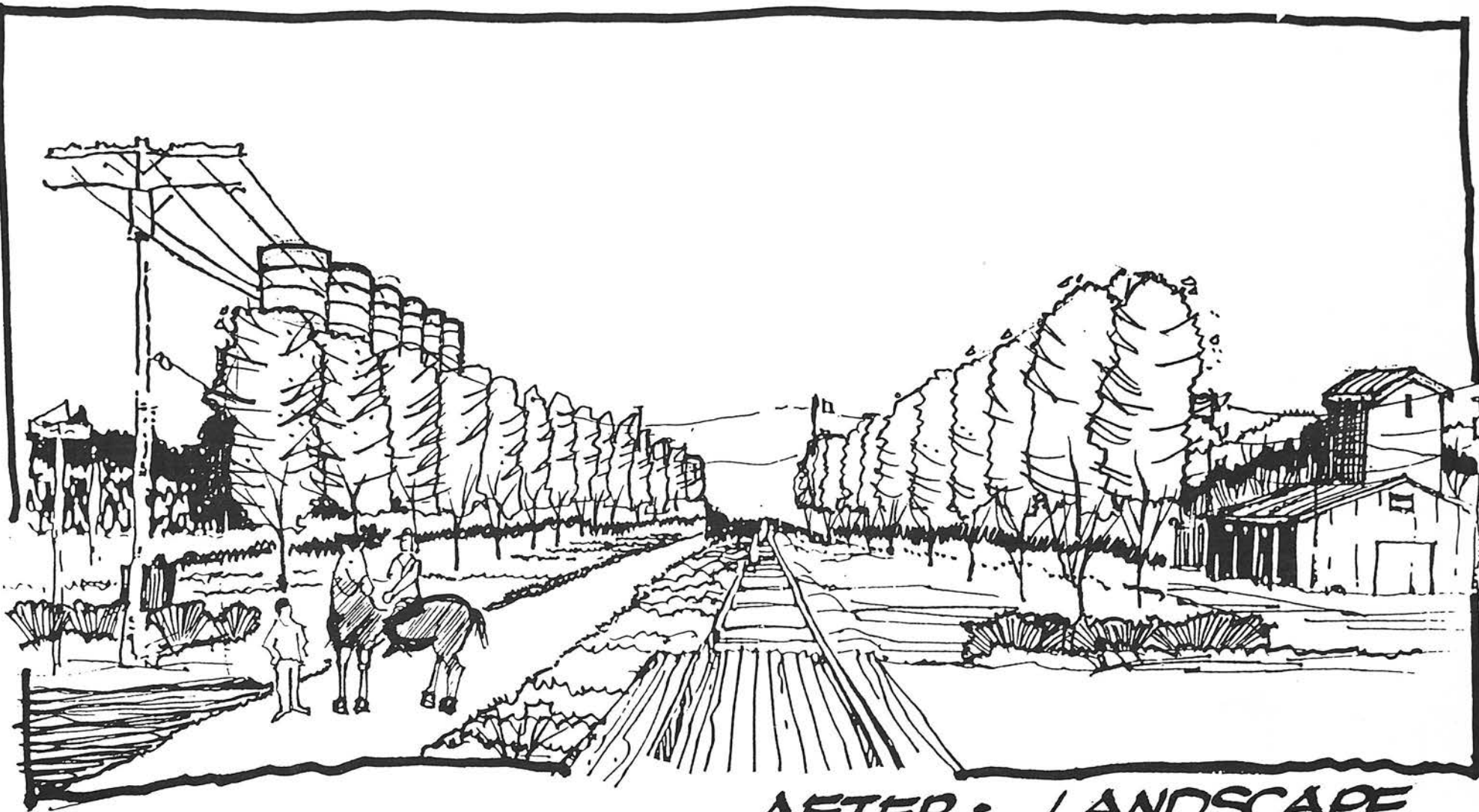
RAILROAD RIGHTS-OF-WAY

THE COMMUNITY MUST WORK cooperatively with railroad entities to acquire joint use access to abandoned (and certain active) rail rights-of-way. Low cost improvements such as tree plantings and gravel paths will provide easy access to recreational pathways for equestrian, biking, jogging, and hiking throughout most of Northern Wood County.

Additionally, these modest improvements if implemented immediately, will reap benefits for years to come for future residential and commercial development as greenspace that will buffer the R.O.W. from adjacent uses.



**BEFORE : UNDERUTILIZED
& BARREN RAIL CORRIDORS.**

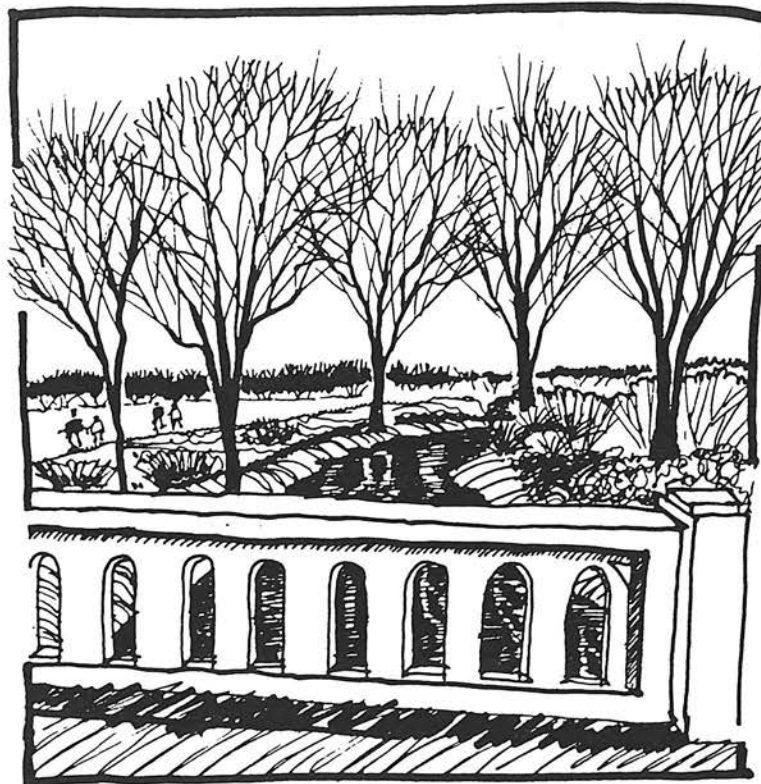


**AFTER: LANDSCAPE
& TRAIL SYSTEM
ENHANCE RAIL R.O.W.**

CREEK SYSTEM

FEW NATURAL STREAMS and woods remain in northern wood county due to extensive agricultural conversion over the last century and a half. In the next 20 years, agricultural uses will convert to residential and commercial development suggesting a reclamation and augmentation of this natural asset. By linking together "remnants" of woods and creeks, the community will have a tremendous asset in an

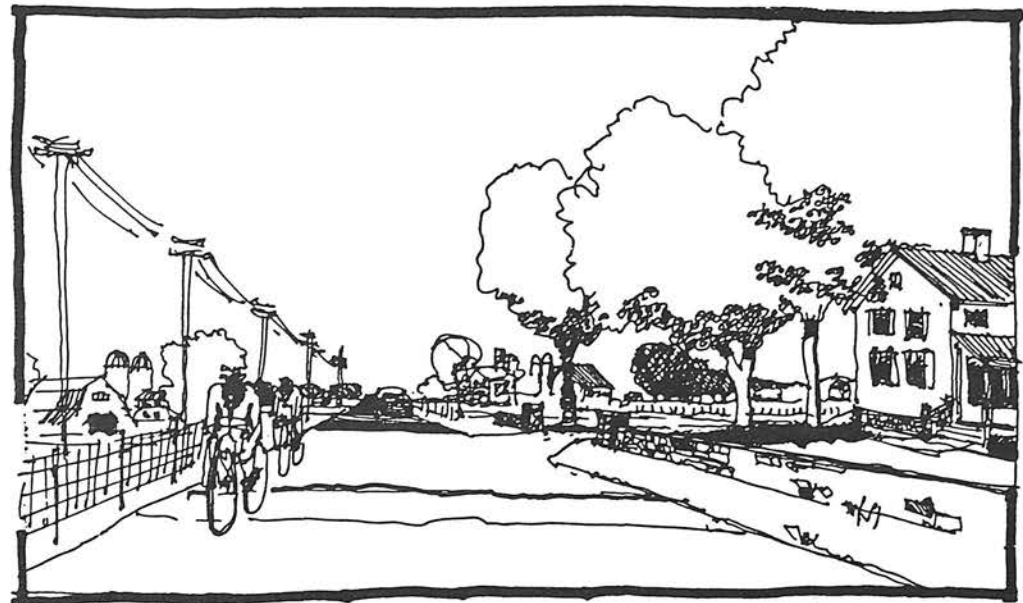
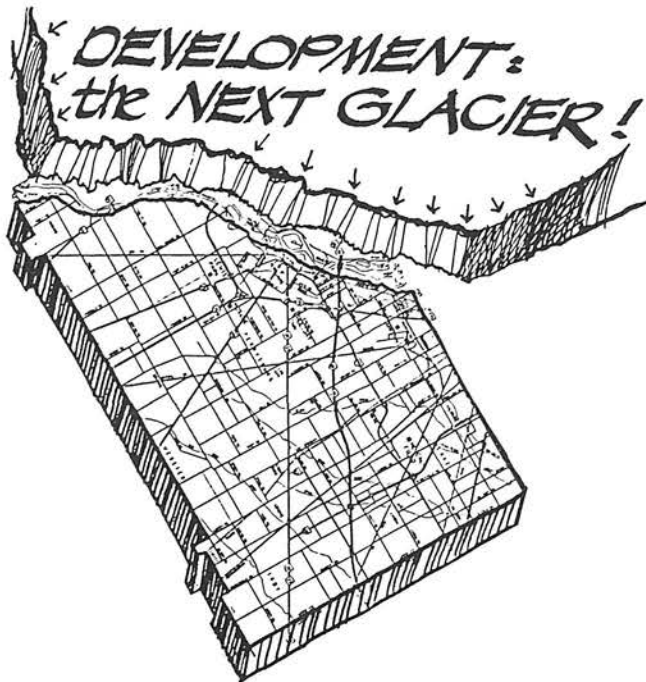
open space and trails system that can interconnect Northern Wood County and link the community to adjacent areas. In many instances, the natural creek system 'ends' and will need to be augmented with new pathways and trails to interconnect this system with the Maumee River recreation area and the rail R.O.W. trail system to provide an integrated bike, hike and equestrian trail network.



A HAUNTINGLY BEAUTIFUL ELEMENT of Northern Wood County that is most taken for granted by its residents are the fields and vistas to barns, woods, and open skies. As growth continues to creep across Northern Wood County like the glaciers of eons ago, agricultural open space will be "scraped" clean in an avalanche of new development!

Identification and preservation of some of America's best farmland is reason enough to

create agricultural heritage zones. Lost to many other agricultural communities around the country, Northern Wood County must retain the charm that has brought many to reside here. A compelling opportunity for an agricultural heritage zone might exist in the Stony Ridge area where historic buildings, the old mud pike, and mature landscape elements combine to relate the "texture" of the agricultural past of the region.



PRESERVATION ZONES

NEW "NODAL" FOCAL POINTS

NEW DEVELOPMENT within northern Wood County must incorporate significant outdoor spaces that will enrich the public "scale".

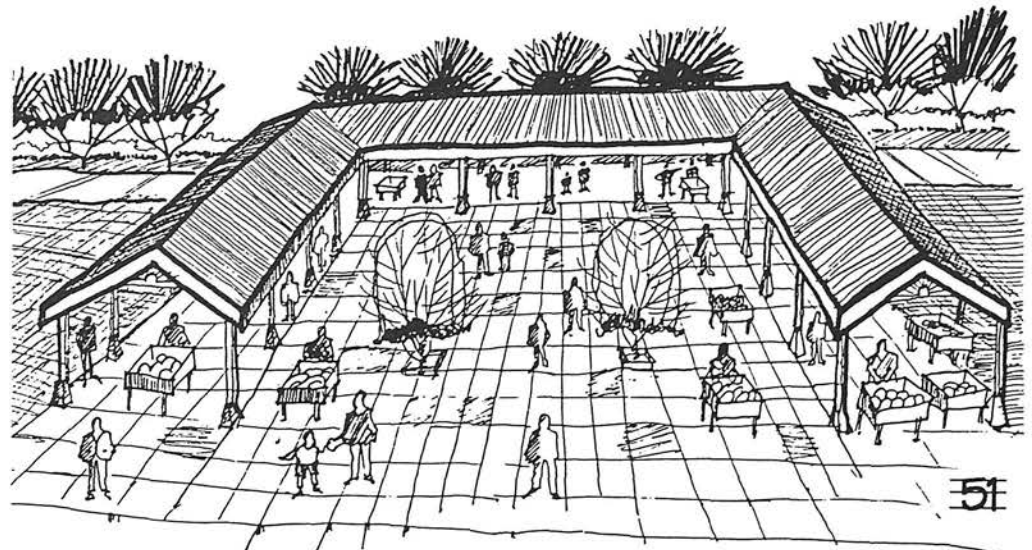
Certain new commercial centers [nodes] will hold a significant place in the community and can become a source of pride if engendered with squares, plazas or focal greenswards.

The R/UDAT team suggests that the open space network have a series of destination points throughout northern Wood County appropriately scaled to each locale: certain "rural" towns like Luckey and Haskins could benefit from a new "Farmer's Market" wherein local produce and crafts could be sold. These special spaces will create identity and character of memorable urban form.

More "urban" centers like Rossford and Perrysburg can better integrate new development with the historic patterns through the development of "parkway" boulevards of trees, perennial flower plantings, and street furniture. Implementing this parkway boulevard along Louisiana Street in Perrysburg, and extending the parkway in Rossford along the Dixie Highway may be a significant first symbolic gesture to the community.

Certainly, many of the new parks to be built in the coming decade will be suburban in nature. But there is a compelling case for some of these parks to be "urban" where they can provide a welcome counterpoint to the vitality of employment and commercial centers.

FARMERS' MARKET



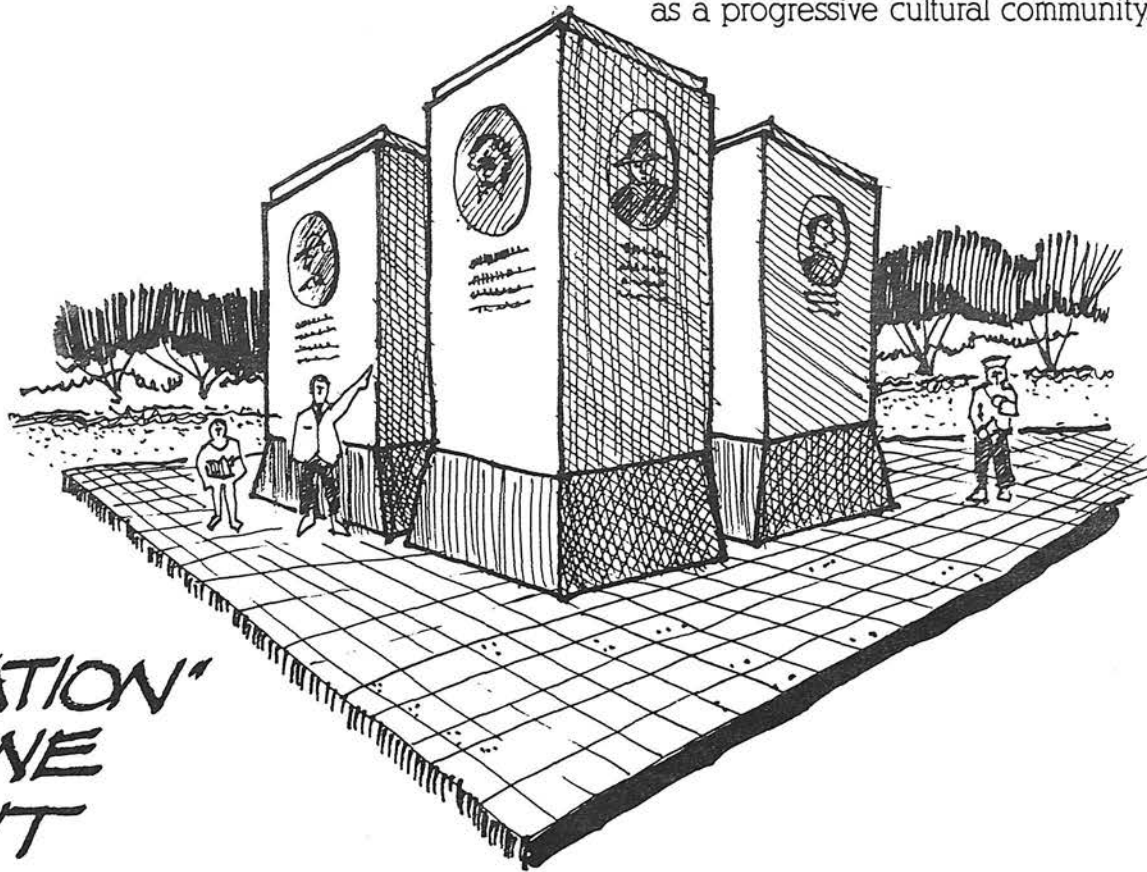


PUBLIC ART

NORTHERN WOOD COUNTY is known for good schools and a wonderful place to live and raise a family. Yet for this enviable position, most residents questioned were unable to identify cultural resources within their own community.

The RUDAT team strongly recommends the preparation of a comprehensive public arts program of great diversity to put Northern Wood County "on the cultural map".

The full spectrum of possibilities should be considered from historic representational art in urban squares to perhaps monumental contemporary art on the freeways! The same fervor that erected a statue of Commodore Perry should extend to our present day and beyond. Building gradually over a long period of time, public art may become one of the distinguishing "milestones" that would mark the contributions of each generation and distinguish Northern Wood County as a progressive cultural community.

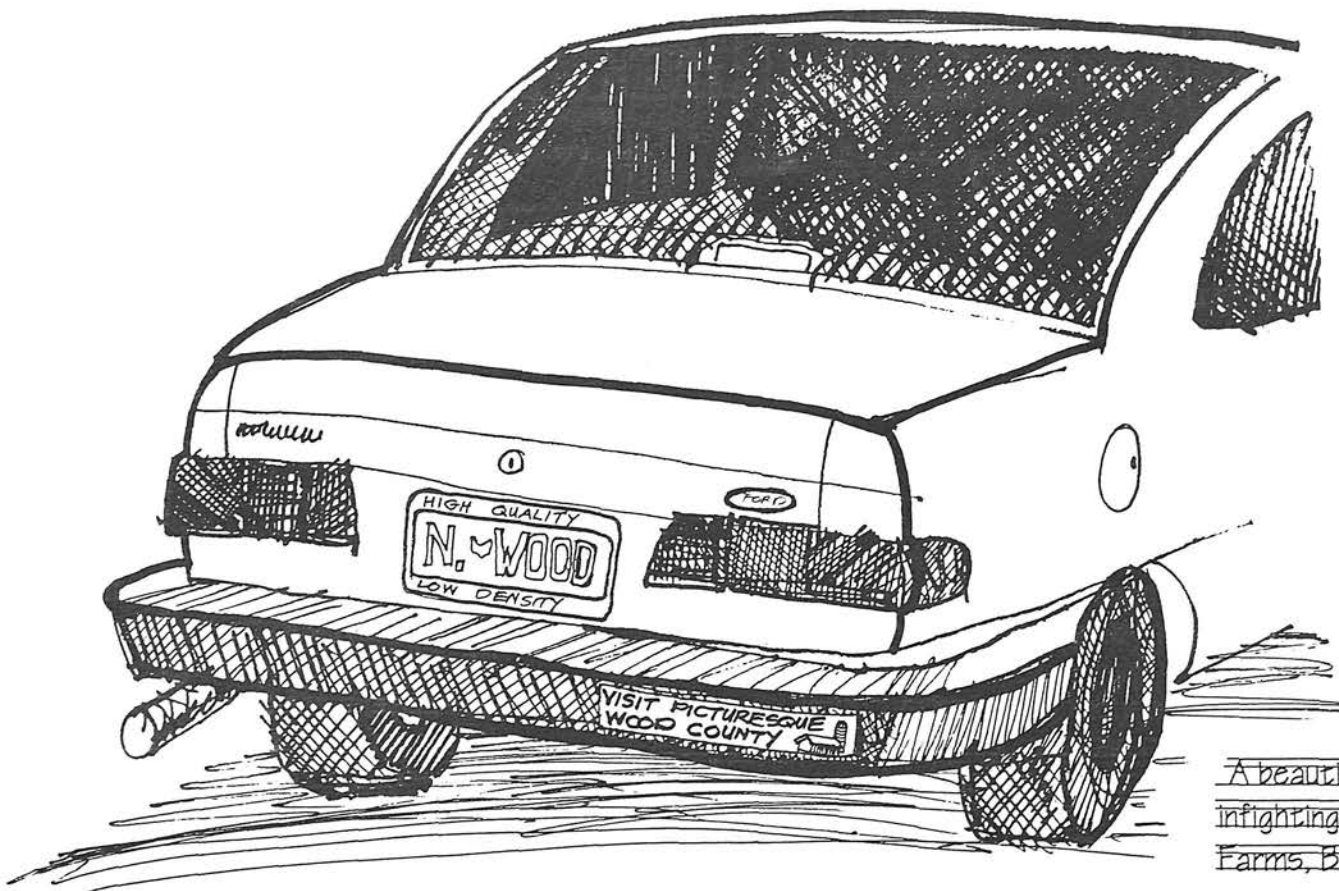


**"4 GENERATION"
LIMESTONE
MONUMENT**

IN CONCLUSION, a comprehensive network of open space and recreation will be a major key to quality growth in Northern Wood County in attracting new industry, commerce, and good residential development. An aggressive implementation program of the comprehensive open space /recreation network **before** growth and suburban expansion is compelling for two reasons. It allows the luxury of planning for the best opportunities in advance of development and prevents costly acquisition of key sites at a

later time. It also represents a very public gesture of reinvestment in the community that will be repaid ten-fold in a short amount of time.

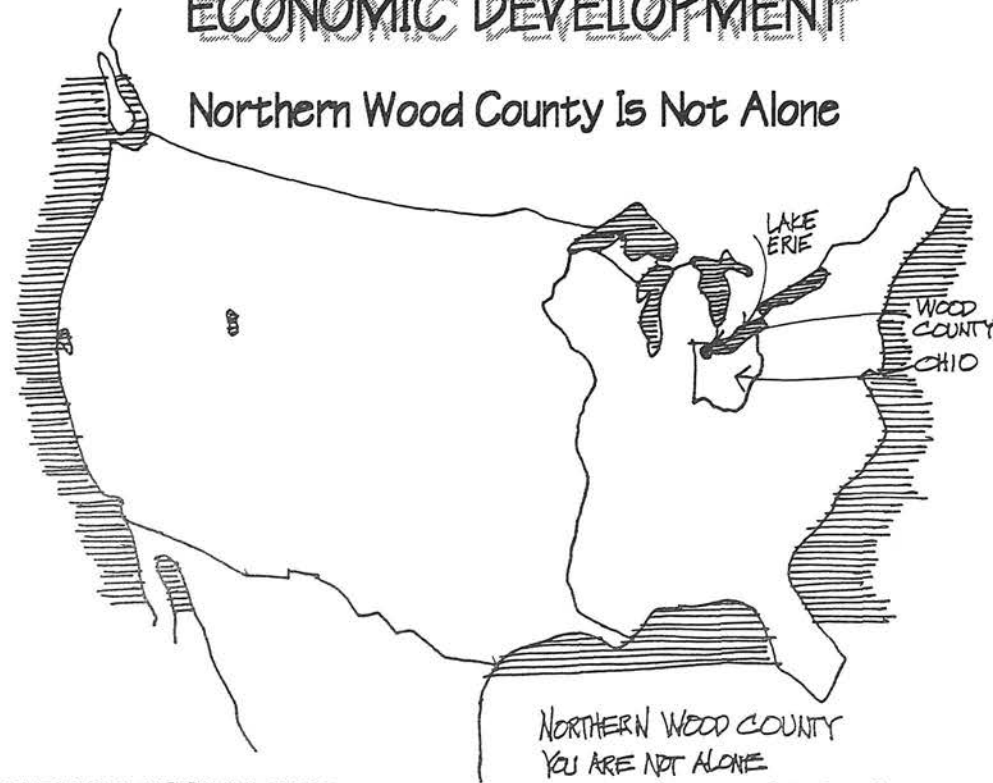
The commitment and persistence necessary to create a community of distinctive quality must span over decades. Northern Wood County is a uniquely situated community with possibilities to become one of the most desirable places to live in the country. With commitment and team work, the goal is achievable.



A beautiful agricultural setting with much political infighting, Northern Wood County is a land of Farms, Barns, and Darns!

ECONOMIC DEVELOPMENT

Northern Wood County Is Not Alone

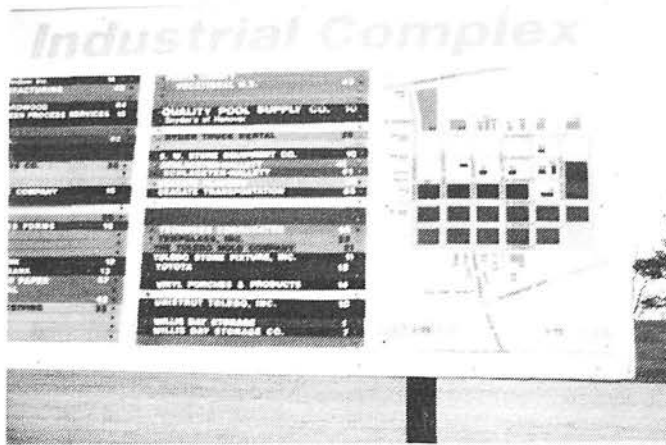


AS THE 21ST CENTURY APPROACHES, communities across the country face myriad challenges which reflect national economic and demographic trends. Northern Wood County has not been immune to the forces shaping our nation's business climate and social fabric:

- As residents of the county know all too well, taxing jurisdictions of all varieties (e.g., cities, counties and school districts) must meet additional demands while suffering the consequences of diminishing financial resources. Older urban areas have been most affected.

- State and federal governments have delegated responsibility to local government for a wide variety of expensive social programs while cutting back on revenue sharing, grant programs and other financial contributions.

- The recession here (and concomitant rise in unemployment) has resulted in diminished revenues from income, sales and transient occupancy taxes while increasing social service delivery costs. Moreover, property tax bases and the revenues they generate have failed to keep pace with costs.



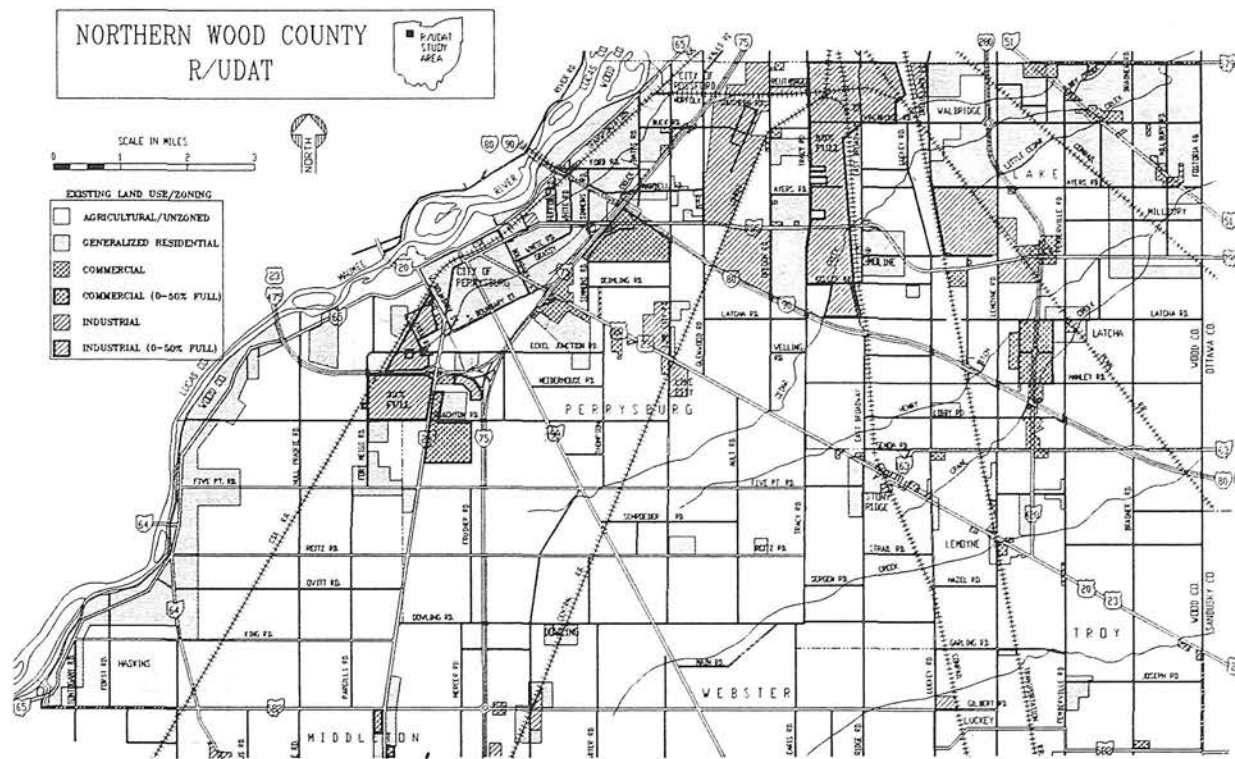
• The Toledo area has not escaped the deregulation, corporate mergers and takeovers, and the shift from a manufacturing-based economy to one dominated by the service sectors that characterized the 1980s. These events destroyed some companies and left others with burdensome debts during a recession. To cope, corporations in the throes of their own crises have consolidated operations, closed outmoded plants, downsized, reduced investment in research and development and capital improvements, decreased sub-contracting activities, and cut wages and other benefits. Toledo, as elsewhere, has been left with abandoned manufacturing plants, environmental clean-up problems and physical/economic blight.

• A shortage of capital stemming from the expanding national debt, savings and loan crisis and ensuing problems in the banking industry and concomitant decreased tolerance for risk makes it increasingly difficult for start-up firms to

borrow funds. Even established businesses experience trouble financing efficiency-enhancing improvements and the research and development necessary to bring new products to market and compete in today's global economy.

• Trade law reform has prompted the exportation of jobs to countries with low wage costs and ample labor supplies. Similarly, opportunities resulting from the demise of the Soviet Union, the opening of Eastern Europe, and the coming European Community (EC) common market are triggering substantial U.S. investment abroad instead of at home.

• The 1980's real estate boom, while less intense here than elsewhere, has spawned land speculation and sometimes inappropriate placement of residential subdivisions close to transportation linkages on parcels which should have been reserved for job-creating uses.



-In the southern portion of the region, future growth, chiefly residential should happen in distinct centers, which build on the historic settlement pattern of the region. A more linear pattern could also be considered, if it retained the historical character of farmhouses close to the road.

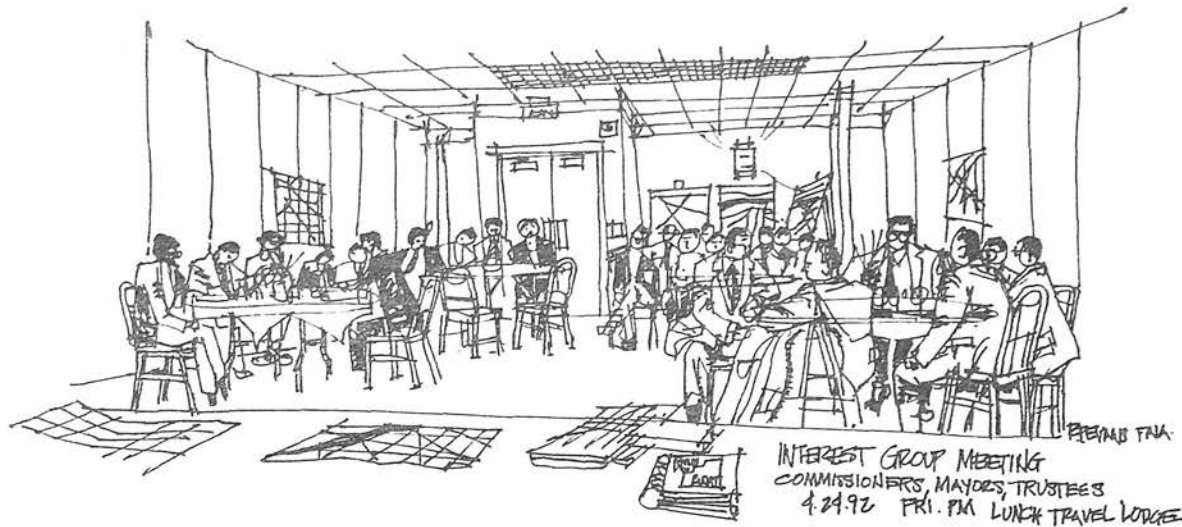
-Much of the southern portion of the region should, for the immediate future, remain in its current, very productive agricultural use.

-Defining one-acre suburban lots as "agricultural," however firmly based on state law, deprives the region of one of the most fundamental capacity to define itself, and needs to be recast by a comprehensive plan.

-A coherent system of open spaces and cultural landmarks, building on the natural and historic patterns is crucial to confirming that region's identity.

GOALS AND OBJECTIVES

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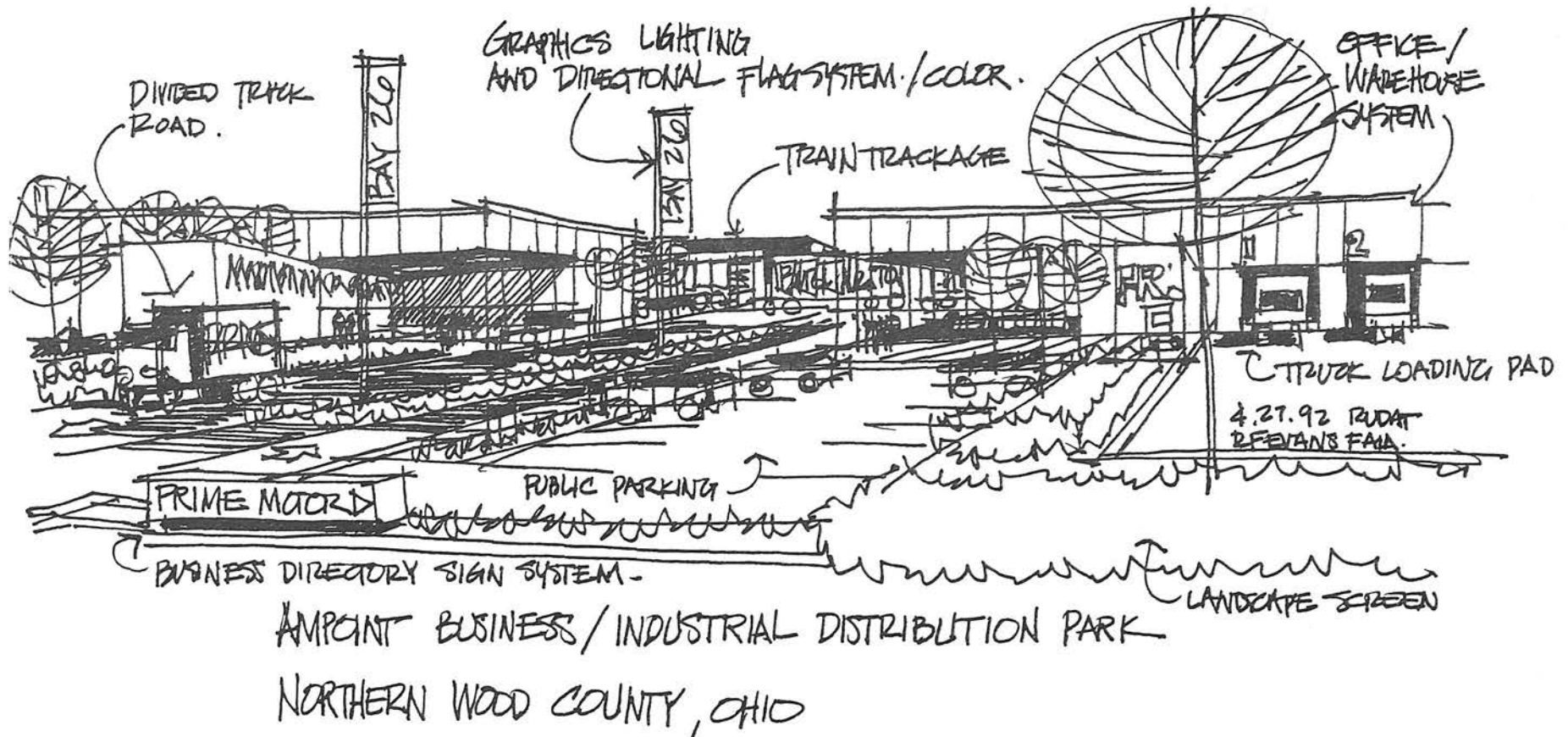
DURING THE NUMEROUS MEETINGS convened as part of the R/UDAT process, the team tried to encourage members of the public and elected officials to articulate a vision for northern Wood County's future and describe their economic development goals and objectives. Answers ranged from "I like things just the way they are" to "Jobs are paramount." Members of the public were also invited to vote on whether northern Wood County should pursue low, moderate or high levels of growth: most chose the moderate scenario.

The R/UDAT team's understanding of the consensus on economic development which emerged during the meetings includes the goals and objectives stated below:

- Pursue a course of rational growth that sustains the ability of local jurisdictions to continue their land stewardship responsibilities and maintain levels of service. "There have been 24 plans for the County, but they don't get implemented. They aren't marketed and no one gets behind them."
- Increase the number and calibre of jobs available in the local economy without diminishing quality of life.
- Bolster the tax base and distribute the resulting revenues in a fair manner which enables local jurisdictions (including school districts) to maintain or improve current levels of service.

- Confine business/industrial development to appropriate areas of the county to preserve/enhance the local quality of life.
- Capitalize on assets which further economic development and overcome barriers which hamper it.

These goals and objectives reflect the community's desire for economic development without sacrificing the quality of life which makes northern Wood County a wonderful place to live, raise a family, and retire. "The fear is: [developable land] is right on our doorstep. We don't want to wake up to truckstop development."





THE CRUX OF ECONOMIC DEVELOPMENT lies in the last goal stated in the preceding section: **Capitalize on assets which further economic development and overcome barriers which hamper it.** In addition to problems affecting the United States economy as a whole, northern Wood County must overcome obstacles of its own making stemming from its decades-long laissez-faire approach to growth and economic development. Briefly summarized, these impediments include:

- Poor image and low esteem within the region. "By virtue of our proximity to Toledo, we are the butt of numerous jokes." Similarly, no organization

has undertaken a marketing effort to tell the world about the real Toledo, let alone the story of northern Wood County.

- Political fragmentation: competing, overlapping jurisdictions which duplicate services and no longer reflect land use patterns or enjoy equal distribution of revenue producing uses and service delivery costs. "Overlapping jurisdictions have become little fiefdoms."
- Children of workers employed at revenue-producing land uses often live in a school district which does not reap the property taxes of the entity which prompted their arrival.

- Water and sewer districts bear no relation to political jurisdictions' boundaries. Consequently, the decision to offer water and sewer service--even when lines are already in place--has become a de facto mechanism for approving or rejective land use decisions on parcels beyond established jurisdictional and service area boundaries.
- Parcels with enhanced land value and development potential attributable to water and sewer service have become a venue for inter-jurisdictional squabbling, poaching via annexation and hard feelings. "There are lots of ironies: we're sitting on 30 percent of the world's supply of fresh water and we can't move it nine miles."
- Lack of properly-funded organization devoted to business attraction, retention and expansion and other standard components of a comprehensive economic development program.
- Reactive approach to water and sewer delivery characterized by provision of services to areas



where development is proposed versus encouraging development in appropriate locations by providing water and sewer service to them.

- Lack of attractive, landscaped, fully-serviced business/industrial park--industrial development has been left to the private sector, which has not chosen to develop this standard real estate product. "Think of aesthetics, not just jobs." "Desperation for jobs has not led to good development."
- Lack of an industrial incubator.
- Paucity of public assistance available to start-up firms, existing companies and those considering relocating to the area, e.g., programs to provide financing, entrepreneurship skills development, training, export assistance, procurement assistance, training, etc.
- Somewhat high utility costs, wages, workman's compensation rates, and unemployment insurance costs.

- Competition from other areas in greater Toledo and the state of Indiana, which is generally acknowledged to offer a more favorable business climate and better incentive programs.



- Few of the visitor attractions, accommodations, and amenities necessary to support a major tourist attraction. Moreover, northern Wood Counties climate forces a hypothetical major tourist attraction to make due with a short (4 month) operative season relative to the major visitor market (e.g. Orlando).

At present, northern Wood County lacks the capacity to pursue economic development initiatives with a coordinated, comprehensive approach. As summarized above, the region lacks both the organizational infrastructure (e.g., an economic development agency) and the physical requirements (e.g., a planned business/industrial park) necessary to mount a successful economic development campaign.

Fortunately, northern Wood County also enjoys significant assets which enhance its economic development prospects. These strengths distinguish northern Wood County from many of its local, regional, national, and international competitors and

help answer the question "Why would jobs come here?":

- An abundant supply of inexpensive land.
- A moderate supply of available warehouse space at the Ampoint complex.
- Affordable housing available in areas offering an array of lifestyles: urban, suburban, and rural.

- Many recreation opportunities.

- Ample supply of trained, skilled labor.

- High education institutions in close proximity including Toledo University, Owens Technical College, and the Bowling Green State University.

- Excellent access to transportation linkages: Interstate 80/90, the Ohio Turnpike, state roads, extensive rail, air, and port facilities.

- Low crime rates and good local schools.

The challenge facing northern Wood County can be simply stated: **Capitalize on assets which further economic development and overcome barriers which hamper it.**

CREATING AN EFFECTIVE ORGANIZATION TO PROMOTE ECONOMIC DEVELOPMENT IN NORTHERN WOOD COUNTY

AT PRESENT, TWO DEVELOPMENT AGENCIES exist within Wood County and a third is in the process of being organized. One, structured as a not-for-profit (Section 501(c)(3)) corporation, covers all of Wood County except Bowling Green and relies on funds received from the Lucas-Wood Private Industry Council through the U.S. government's JTPA program. The second deals with the City of Bowling Green and raises funds locally. Meanwhile the Perrysburg Area Chamber of Commerce's Economic Development committee is exploring establishing a third organization devoted solely to northern Wood County.

The rationale for establishing a separate economic development agency for northern Wood County holds that the two halves of the county function as fairly distinct economic entities: while the northern portion is oriented towards Toledo, the southern section revolves around Bowling Green and Findley. Since the County seat is located in Bowling Green, northern Wood County residents worry that economic development practitioners may ignore their community, devoting disproportionate attention to the southern half or failing to steer prospects towards sites in the northern half.

The R/UDAT Team believes that establishing a separate economic development entity for northern Wood County represents a continuation of the fragmentation and organizational proliferation which has hindered efforts in the past. Dilution of resources is almost assured:

- The county organization plans to begin soliciting funds from businesses throughout all of Wood County including the same companies to which the Chamber's group must also appeal.
- The competition for funds between the two organizations will make it more difficult for either group to capture a secure and steady source of income. Agency staff will wind up devoting their time to fund-raising instead of to economic development initiatives.
- Organizing the new entity will consume valuable time that could be better spent on economic development initiatives and implementing the other recommendations contained in this report.
- Neither Wood County's population nor its land area justify the existence of two economic development entities.

- The region will suffer if the northern Wood County organization cannot properly refer prospects to appropriate sites in the Southern half. For example, many companies may prefer the business park located outside of Bowling Green if transportation linkages are not vital to their business: prospects should be informed about all of the options available in Wood County.

In summary, economic development presents a regional challenge requiring regional solutions at least the County level. "If Toledo falls, we all do," Moreover, the fruits of a successful economic development program accrue to all residents of a given economic region: a person employed in one jurisdiction may pay income taxes to another and support small businesses (which also create jobs) located in a third. Recognizing that economic development is a regional issue begs the following question: **If all Wood County communities reap the benefits of economic development, shouldn't all communities make the investment required to realize it?**

Policy options exist to lessen the "windfall" aspect property taxes from new business/industrial development can afford those jurisdictions where they land. In northern Wood County, the township system predates the Interstate and Ohio Turnpike by nearly one hundred years and the new interchange by about 130 years; communities like Perrysburg are even older. From a long range perspective the jurisdictional context for any new business/industrial growth resulting from economic development efforts appears quite serendipitous.

To avoid the pitfalls detailed above, the R/UDAT Team recommends that northern Wood County

public and private sector leaders implement the economic development initiatives detailed in later pages in conjunction with the existing structure for the benefit of the entire county and the region as a whole. While it is beyond the scope of this R/UDAT effort to evaluate the existing economic development entity's structure, effective economic development organizations typically share the following features. They are:

- Governed by an executive committee chosen by 18-25 member Board of Directors consisting of local private sector leaders from throughout the region served (Wood County). The Board meets monthly (the executive committee may meet more frequently) and appoints committees to oversee special projects and other areas of concern (e.g., membership). An executive director reports to the Board.
- Funded through a combination of member dues and contributions from the county, municipalities and townships established on a per capita basis. These rates are usually between \$1 and \$2.50 per resident. Some jurisdictions dedicate all or part of their business license fee revenues to the organization instead.
- Designed to provide financial and technical assistance programs geared towards business attraction, retention and expansion, as well as assistance to entrepreneurs. The organizations function as a conduit for economic and demographic information and apply for state and federal grants. Usually financial assistance is available via such programs as revolving loan funds and industrial revenue bonds.

- Adequately staffed by professional economic development practitioners with appropriate expertise. Staff should be able to speak well in public and interact with business executives.
- Capable of managing an industrial/business park, business incubator and marketing campaign.
- Able to dedicate financial and staff resources efficiently and effectively.

Today's economic development organizations

provide a broad range of services. They function as the first point of contact for companies interested in relocating to the area. Resourcefulness, helpfulness and imagination are hallmarks of successful economic development programs. The northern Wood County public and private sector leadership must take responsibility for working with the existing organization to affect any necessary changes, enhance communication and cooperation, secure additional funding sources, and begin implementing economic development programs.

GETTING READY FOR GROWTH: A BLUEPRINT FOR ECONOMIC DEVELOPMENT IN NORTHERN WOOD COUNTY

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The chart which follows briefly describes economic development initiatives and strategy which pertain to northern Wood County and should be implemented by the existing economic development organization during the

next three years. Some of these suggestions may already be in place or under way and all will benefit Wood County as a whole. Note that each implementation item has been assigned a time table for completion.



Time Table	Strategy
Year 1	Structure Board, Executive Committee and ByLaws. Include provisions for replacing retiring Board Members.
Year 1	Create a sub-committee in charge of establishing dues and attracting members. Set goals and targets.
Year 1	Create an "Ambassador Program" of happy local businessmen available to have frank discussions with prospects about the advantages of doing business in the area.
Year 1	Create a sub-committee in charge of lobbying government entities to contribute. Establish target participation levels for each jurisdiction to be included in next year's budgets. Embark on public speaking campaign to educate citizens about the benefits of economic development and garner support.
Year 1	Hire additional staff and open a branch office in northern Wood County.

Time Table	Strategy
Year 1	Establish relationships with elected and appointed officials at the local, state, regional and federal levels, e.g., Department of Commerce Economic Development Administration staff.
Year 1-2	Negotiate revenue sharing agreement between affected school districts and other jurisdictions regarding property taxes stemming from successful economic development efforts at the identified industrial area.
Year 2	Assemble and analyze pertinent information including (but not limited to): demographics, housing prices, wage rates, available sites and buildings (including prices, current zoning, availability of utilities, etc.), area attractions, information reflecting area activities (shopping facilities, churches, fraternal organizations, etc.) school districts and colleges, local governments and their elected officials, local public and quasi-public agencies, major area employers, character of economic base, available financing and training programs, etc.
Year 2	Convert collected data into fact sheets and other marketing materials which can be updated easily and which together form a package that can be sent out in response to inquiries. Selected marketing materials should be professionally produced and include photographs and graphics.
Year 1-2	Use Board contacts to help establish relationships with people engaged in business and industry locally. This network will prove indispensable in identifying companies in trouble or in need of new facilities for expansion and other services.
Year 2-3	Implement the business/industrial park plan described in this report to create the physical facilities necessary for economic growth.

Time Table	Strategy
Year 2+	Establish relationships with commercial brokers and lenders; become the entity to which all leads are referred. Pay brokers appropriate commissions.
Year 2+	Research funding and grant programs available from state, federal and private sources (e.g., the Kellogg Foundation). Apply.
Year 2+	Design a marketing campaign with professional help and implement.
Year 3	Identify a set of 8 - 10 target industries which hold particular promise for Northern Wood County, e.g., industries with heavy transportation needs.
Year 3	Research the target industries -- subscribe to their magazines and market Wood County at their trade shows.

CONCLUSION: REDEFINING THE HIGHEST AND BEST USE FOR THE REGION'S LAND

DEALING WITH CHANGE

LIKE REGIONS THROUGHOUT AMERICA, northern Wood County has had to come to grips with the contradictions of growth. Identifying itself as a region is a first step, because it is as regions, not as towns or cities or villages, that different areas around the country and the world are successfully preparing for the next generation of jobs.

To succeed in the next 50 years, however, northern Wood County's residents will have to recognize that to attain and define success in manufacturing, industry, transportation, and farming requires an unprecedented level and dedication of resource management. Skilled workers and rich soil are no guarantee; neither is a blanket of suburban homesteads tied together with a ribbon of commercial strips. In the next century, quality of life won't be an

afterthought. It is becoming the basis for the arithmetic of a sustainable economy.

The way a region deals with its most permanent resources, the natural and built environment, is critical. In the process of the northern Wood County R/UDAT, it became clear that the citizens were deeply concerned about how they could retake control of their resources. The frustrations they cited and solutions they suggested ranged in from government, transportation, community character, and open space, to economics. The teams' recommendations responded in kind. These topics, however, are tied together by the common goal of establishing a high, sustainable quality of life grounded in a land use pattern. In the summary and chapters, we have detailed how our suggestions for the specific topics; here, to reiterate the philosophy of our approach.

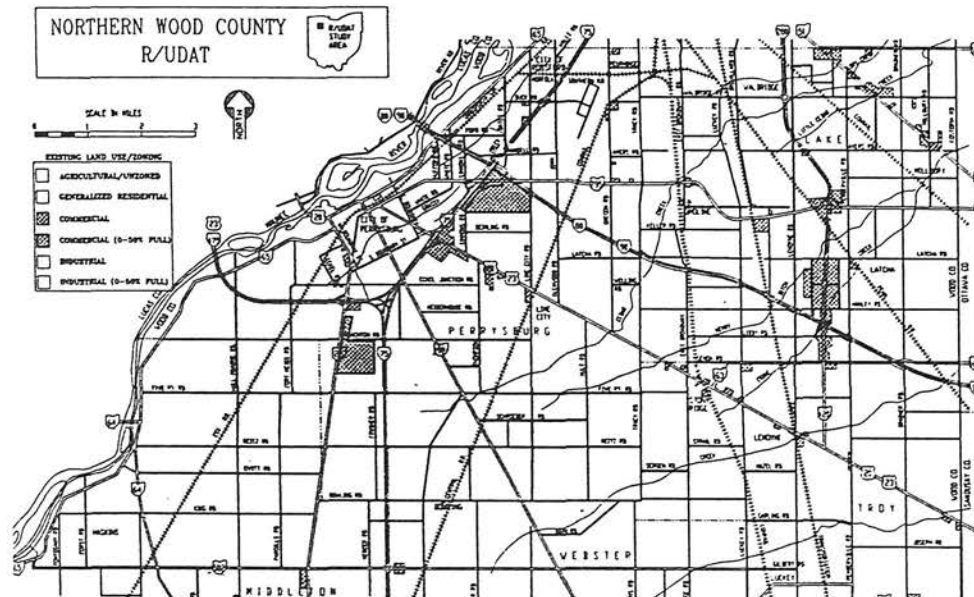
BUILDING ON THE EXISTING PATTERN

THE LAND IN NORTHERN WOOD COUNTY serves an extraordinarily diverse set of purposes. It is the site for farming, manufacturing and warehousing, as well as airports, railyards, commercial buildings, suburban homes and woodlots. To a newcomer, the pattern seemed almost random, with truckers' plazas next to beanfields, aluminum parts plants in the middle of a farming community, suburban houses adjacent to open fields.

In many ways, this is a pattern that has served the region's population well, giving them multiple opportunities for work and recreation with a local logic of convenience and economy. But not one resident told us that it could go on working the way it was. The R/UDAT team heard a clear message: the diverse pattern is being stretched

beyond recognition, the fabric is tearing. Despite bold claims by some local citizens that change is inevitable and good, most people seem to fear that the next unexpected neighbor will ruin everything they've worked for.

The farmers aren't afraid of money, but they're worried that the next suburban house at the edge of their field may be the home for newcomers who will start telling them what to do -- when to plow and what to fertilize, no matter how strong the right-to-farm laws are in Ohio. Perrysburg City residents are afraid that in the wrong place, one more subdivision, not to mention a truck stop, or the wrong type of commercial strip will ruin the town they moved to. For others, widening a roadway could turn a string of villages into "a ghetto".



BUILDING ON THE PATTERN.

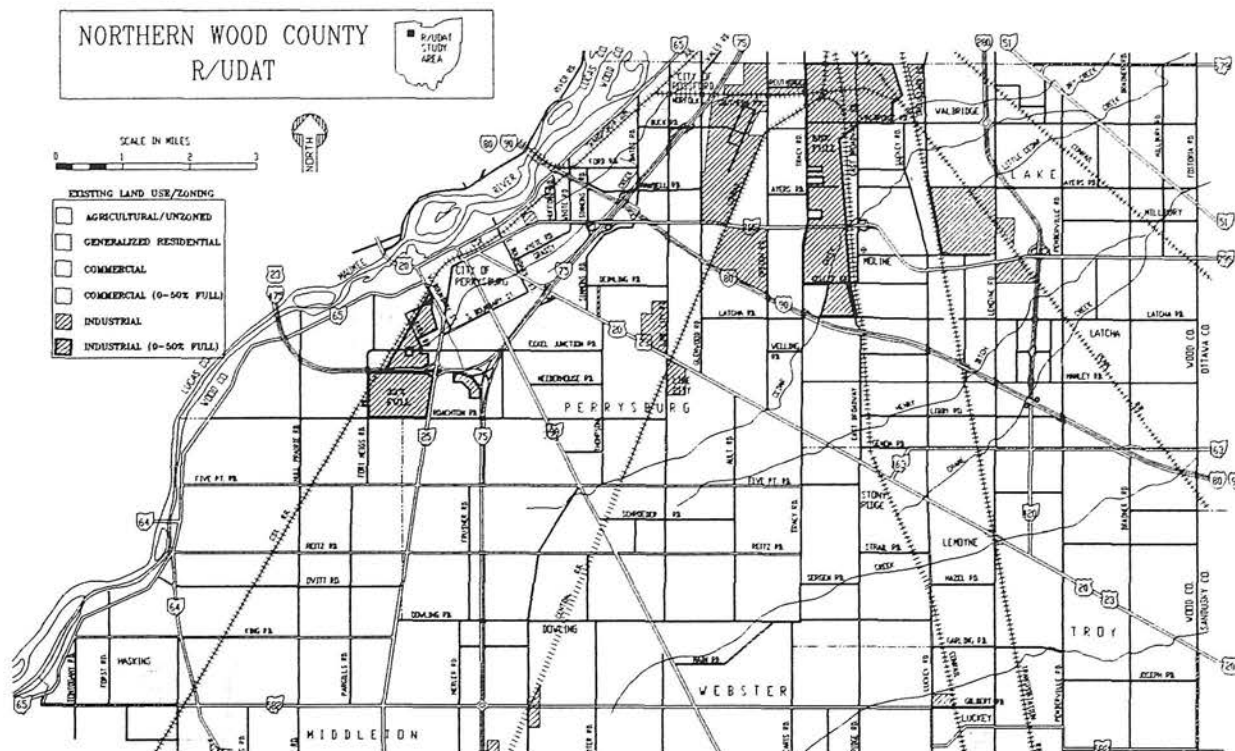
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THE GOAL OF THE R/UDAT TEAM has not been to impose or invent a pattern of managing and increasing the region's resources, but to find one. By listening to the residents of northern Wood County, by looking at the land from the ground, the air, and the ready supply of maps rich in information on the region's natural and manmade pattern, we have.

The highest and best use of the region's land and resources needs to be redefined:

-The industrial and commercial uses of a business park district should go largely where they already are, in the north central area, but with a commitment to upgrade the sites in terms of design and accessibility.

-Commercial strips and subdivisions should be developed only under a comprehensive plan. Both Perrysburg City and the surrounding townships will diminish their opportunities for sustainable growth if they destroy their interdependent town and rural characters.



- Family owned and operated farms, an American institution important to northern Wood County, face numerous threats to their survival from encroaching development, corporate agriculture, low commodity prices, weather, and a host of other challenges.

- Shrinking household sizes resulting from divorce and postponed marriages have prompted additional demand for a variety of housing products, adding to suburban sprawl.

- Women participating in the work force--for reasons of personal fulfillment and economic necessity--have changed commuting patterns and increased the burden on the transportation network. Moreover, two income households must choose locations convenient to both workplaces to share the commuting burden; in the previous

paradigm, families established residences close to the husband's workplace. People now move within a region, not a single community.

The current economic climate, corporate malaise, and public sector fiscal crisis means that more and more communities are actively competing for a shrinking slice of the economic pie.

As the points above reveal, the problems faced by northern Wood County (and greater Toledo) are not unique, however painful. For example, the dramatic reduction in local employment at the Libby Owens Ford plant in Rossford, the threat that Chrysler's Jeep plant will be closed, and the burgeoning growth in Perrysburg city and township reflect these nationwide trends.



IMPLEMENTATION

THROUGHOUT THE TEXT, we have made several suggestions for implementing these land uses changes. In a sense, each particular chapter is a building block of a compact for northern Wood County getting through the political and economic struggle of consensus building will be difficult, but we have proposed it only because

we have seen considerable political will for the region to cooperate. To oppose growth with increasingly feeble obstructions, or to push through with unsustainable growth that ends up in the declining quality of suburban and rural life, will satisfy no one.





ROBERT S. STURGIS, FAIA

Team Chairman

Architect Robert S. Sturgis served as the R/UDAT Team Chairman. His office has been located in Weston, Massachusetts since 1964. He is a graduate of Harvard College in 1947 and of The Harvard Graduate School of Design in 1951.

Mr. Sturgis is a founder of the Regional/Urban Design Assistance Teams (R/UDAT). His participation in R/UDAT dates from 1967. This is his eighth R/UDAT project.

He has been president of the Boston Society of Architects and has chaired several of its design committees. In 1971, Mr. Sturgis received the AIA's highest honor, Fellow of the American Institute of Architects. He is presently serving on the steering committee of AIA's, Vision 20/20 program.

Mr. Sturgis is presently chairman of the Education Committee at the Boston Architectural Center where he has been a professor since 1955. He has had numerous articles published in professional journals and has been guest lecturer and critic at several universities.

JAMES L. ABELL, AIA, LA

James L. Abell is an architect and landscape architect, principal and founder of the firm of James Abell and Associates, Architects in Tempe, Arizona. He received his Bachelors of Architecture from Arizona State University in 1975.

Mr. Abell, past president of the Arizona Chapter of the American Institute of Architects, was the recipient of the Arizona Architect's Medal for service to the profession.

His firm has been responsible for numerous architectural, landscape and urban design projects in Arizona and California and has earned many local and state AIA design awards.



ELAINE VAN S. CARMICHAEL, AICP



Elaine Van S. Carmichael, is a land use economist with Economics Research Associates in McLean, Virginia, where she is presently a Senior Associate. She received a B.A. from Yale University in 1982 and a Masters in Urban and Regional Planning from the University of Wisconsin in 1987.

Ms. Carmichael analyzes economic issues for both private and public sector clients. Her projects encompass addressing urban and regional economic recovery programs and local planning strategies. The subjects of her projects range from industrial/business parks and central business districts to large regions affected by military base closures. She has prepared comprehensive economic action plans for various areas throughout the country.

RALPH F. EVANS, FAIA



Ralph F. Evans, an architect and an urban designer, has maintained his firm of Ralph Folland Evans, Architecture Planning Interior in Salt Lake City, Utah since 1969. He graduated from the University of Utah in 1960 and 1963. He served two years with the Civil Engineer Corp., USNR and served on Guam.

Mr. Evans will be honored by being invested into the U.C. College of Fellows by The American Institute of Architects at a convention in Boston this June. He has participated in several RUDAT projects since 1974 in seven states. He has served as president of AIA Utah Society and as a member of AIA Urban Design Committee.

RAYMOND W. GASTIL



Raymond W. Gastil is a regional planner for the Regional Plan Association in New York City. He graduated from Yale University and Princeton Graduate School of Architecture in 1991.

He is presently engaged in the Third Regional Plan for the thirty-one counties of the metropolitan area of New York City, including New Jersey and Connecticut.

He has contributed to architecture and planning as a designer, researcher, and author, writing for professional design journals and co-authoring several books on American architecture and urban design.

LANE H. KENDIG



Lane H. Kendig is the president of Lane Kendig, Inc., a nationally known planning firm specializing in land use, zoning, environmental protection and site planning. Mr. Kendig has a Bachelor degree from the University of Michigan and Masters of City and Regional Planning from the University of North Carolina, Chapel Hill. Mr. Kendig is a leading authority on performance zoning. He was Director of Community Planning for the

Planning Commission in Bucks County, Pennsylvania. Mr. Kendig then served as Director of the Lake County (Illinois) Department of Planning, Zoning and Environmental Quality before forming his own firm in 1983.

Mr. Kendig is the author of Performance Zoning. He is also the author of numerous articles in *Planning Magazine*, *Nature Scape*, *Land Use Law and Zoning Digest*, *The Urban Lawyer*, and *Urban Land*.

Mr. Kendig has completed growth management plans for Monroe County, Florida (Florida Keys); Queen Anne's County, Maryland; the City of Town and Country, Missouri; Provincetown, Massachusetts; Williamson County, Tennessee (Saturn Plant impact); Newcastle County, Delaware; Polk County, Iowa; Loudoun County, Virginia; and the Villages of Fox Lake and Long Grove, Illinois. Plans under development include Jefferson County, Ohio; Forest Hills, Tennessee; Kendall County, Illinois; Franklin, Wisconsin; the Town of Bristol, Wisconsin; and the Town of Jackson and Teton County, Wyoming.

JOHN A. WOODARD



John A. Woodard is Chief of Staff to a member of the County Board of Supervisors of the County of San Diego, California. A native of San Diego, he graduated from the University of California at San Diego in 1981 with degrees in Political Science and Linguistics.

Since gradation, he has worked for the County Board of Supervisors of San Diego County. He has specialized in the political/policy issues involved in growth management, land use legislation, annexations, air pollution control, transit, and transportation. He studies and analyzes various political/policy issues for the county supervisor. This is his second R/UDAT project.

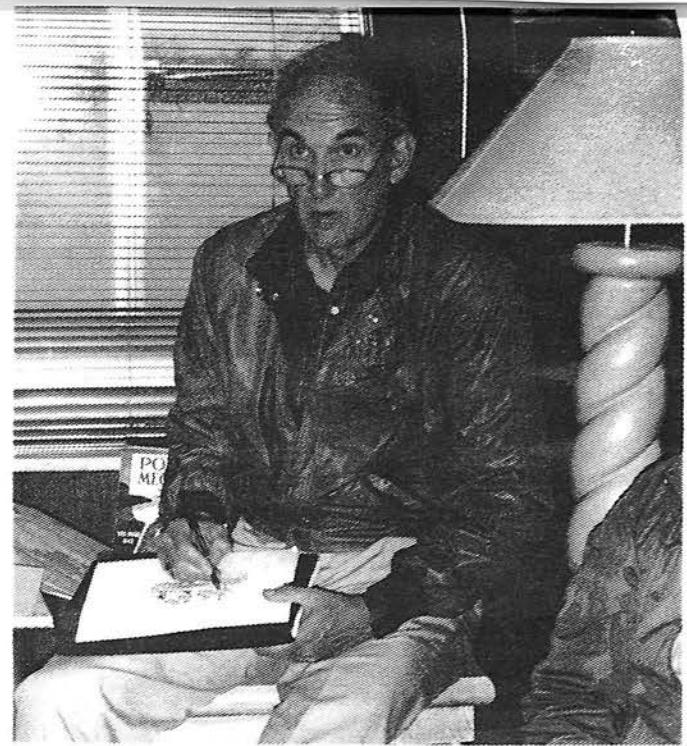
ANDREW MEYERS

Student Support



Andrew Meyers is finishing his Masters of Environmental Design at the Yale School of Architecture and has a Bachelors in Architecture from Princeton University. He is completing his thesis on collaboration and citizen participation in urban design. Mr. Meyers is presently editing a book on "Pedestrian Pockets," a model for affordable housing in transit oriented, mixed use suburban communities. He has participated in Urban Design Charrettes in Providence, Rhode Island; Lenox, Massachusetts; and Hartford, Connecticut.

Presently he is teaching Architectural and Urban History at Connecticut College, New London, Connecticut.



COMMUNITY PARTICIPATION

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NORTHERN WOOD COUNTY CITIZENS

STEERING COMMITTEE

Chris Ewald, Chair
Nancy Kopp, Secretary
Jean Duston, Treasurer; League of Women Voters, Perrysburg Area
Candy Millon, Public Relations Chair; Junior League of Toledo, Inc.
Bart Wagenman, Legal Counsel
David Miesmer, Wood County
Andrew Kalmar, Wood County Park District
Tim McCarthy, City of Perrysburg
Vince Langevin, City of Rossford
Lyle Schulte, Lake Township
Dallas Paul, Perrysburg Township
John Schoen, Middleton Township
Robert Emans; Troy Township
Ken Fallows, Village of Haskins
Cal Lakin; TMACOG
Jerry Bryant, Owens Tech.
Mark Tafelski, Owens Tech Students (AIAS)
Dan Clinger; AIA Toledo
Ex officio:
Don Freeman; City of Toledo
Tom Blair; City of Bowling Green
Dr. Thomas Anderson; City of Bowling Green

MAJOR FINANCIAL CONTRIBUTORS

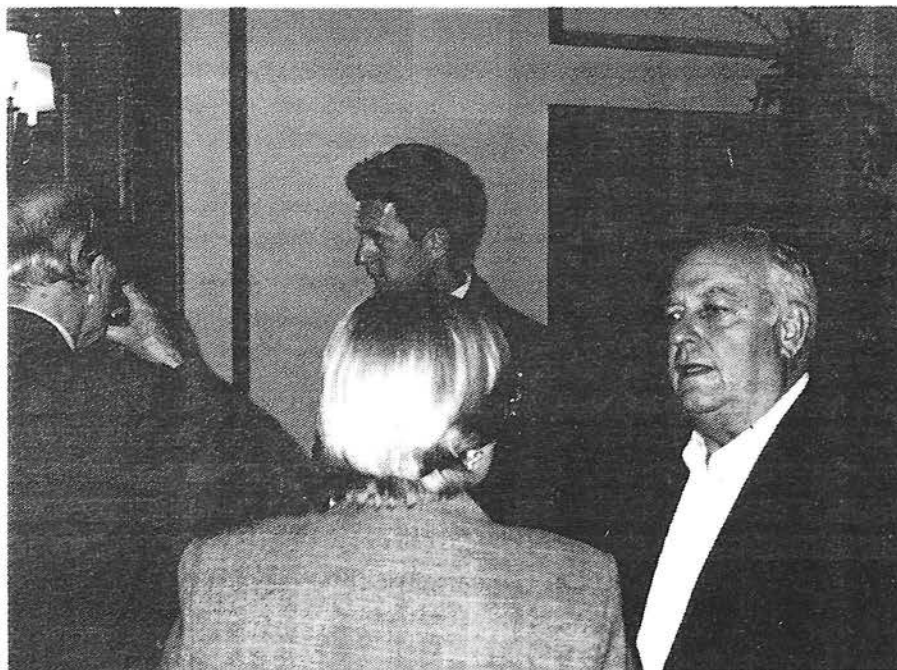
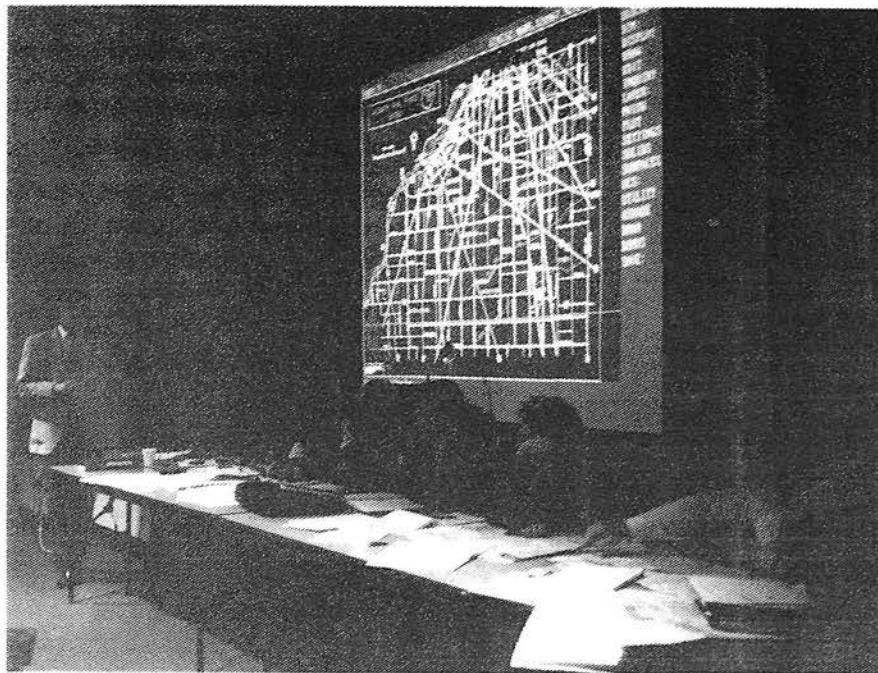
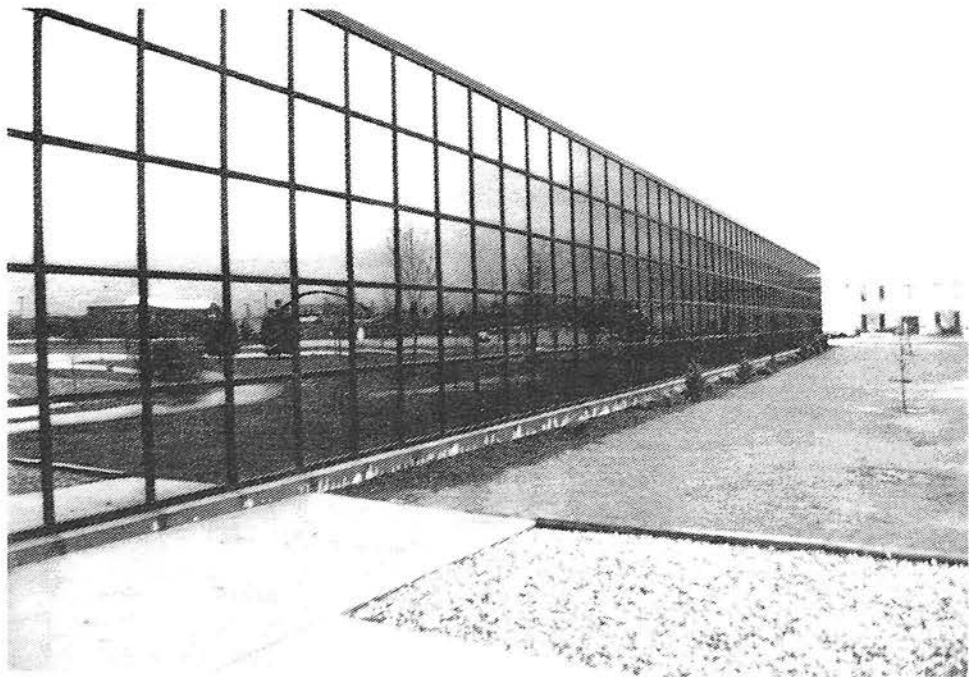
Wood County Park District
City of Perrysburg
City of Rossford
Lake Township
Middleton Township
Perrysburg Township
Troy Township
Wood County

MAJOR INKIND SUPPORT

Bennett Enterprises, Inc. (Holiday Inn French Quarter)
Owens Technical College
Shumaker Loop & Kendrick
Abbey Etna
City of Rossford
City of Perrysburg
Uniglobe Advantage Travel
SSOE, Inc.
League of Women Voters, Perrysburg Area
Junior League of Toledo
Taylor Photo Inc.
Sally Welch - Cover and Report Design
Toledo Blueprint
AIA Toledo
Nancy Kopp
John Welch, Welch Publishing Co
Wood County Planning

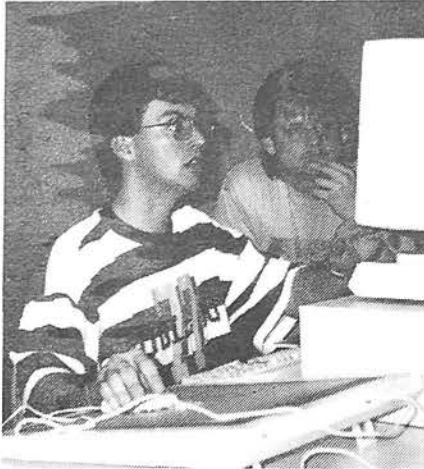
OTHER FINANCIAL AND INKIND CONTRIBUTIONS

Village of Haskins
Craig Transportation
Dick Britten
Kazmaier's Five Star Market
Churchill's Super Market
Brian McMahon
Rudolph Libbe, Inc.
Big Boy Restaurant
Cracker Barrel Restaurant
D-C Ranch and Catering



STUDENT VOLUNTEERS

82



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Kevin Moser, AIAS Vice President
Candace Hughes, AIAS Secretary and Treasurer

Josh Alexander, AIAS
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Bob Briggs
Pat Browning, AIAS
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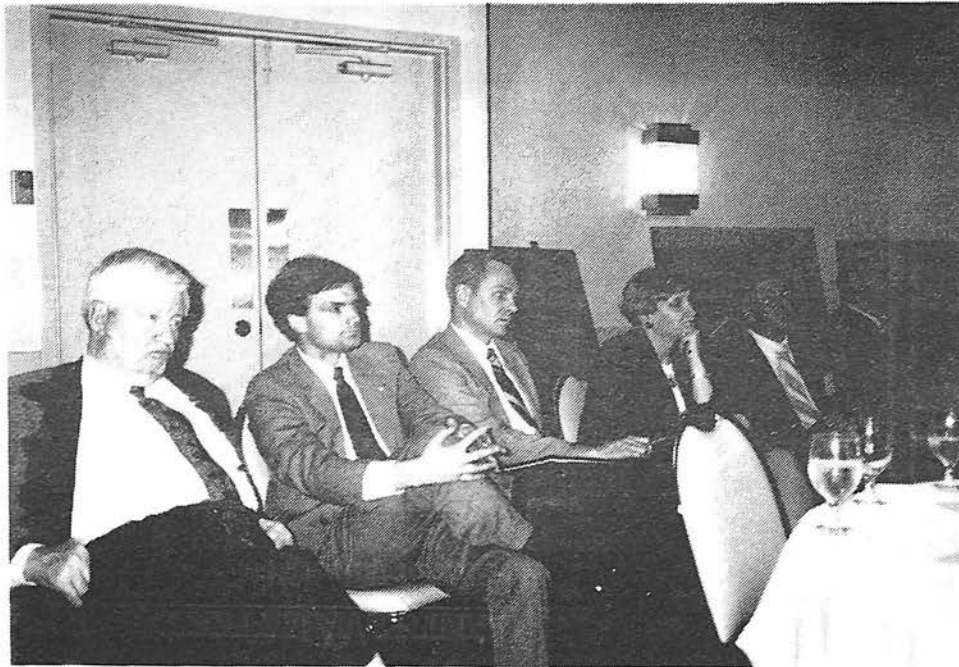
Ronald Fasca, Dean of Engineering Technology
Jarvis Hill, Technical Support
Reed N. Knowles, AIA, AIAS Advisor
William Mason, Assistant Professor of Civil Engineering
Dave Wagner, Chairman, Mechanical Engineering
Sally Welch, Computerized Technical Illustration Coordinator/Faculty

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Adam Kral
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Don Leary

Joe Pappa
Kevin Rooney
Ken Schumaker
Steve Shrake
Paul Sullivan
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NORTHERN WOOD COUNTY R/UDAT

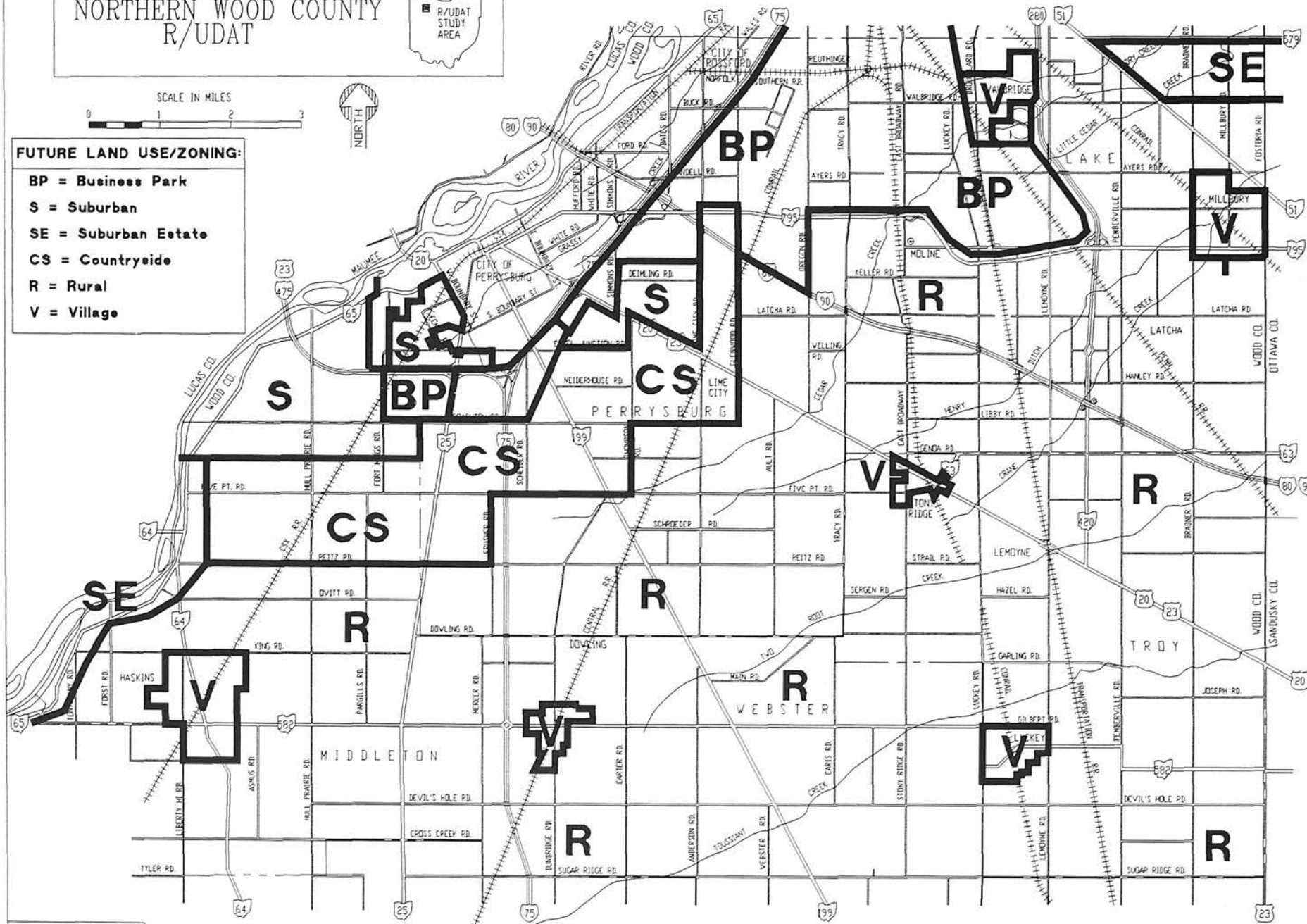


SCALE IN MILES
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FUTURE LAND USE/ZONING:

- BP** = Business Park
- S** = Suburban
- SE** = Suburban Estate
- CS** = Countryside
- R** = Rural
- V** = Village



NORTHERN WOOD COUNTY R/UDAT



SCALE IN MILES
0 1 2 3

