



GREATER DOWNTOWN DAYTON PLAN

PROGRESS SUMMARY & UPDATED RECOMMENDATIONS 2015-2020

This is Greater Downtown Dayton. With more than 42,000 employees, 20,000 residents, 40,000 students, and 7 million visitors per year, it's the place where Dayton lives, learns, creates, and plays. It's a city on the move.

It's also a city with a plan. Galvanized by the belief that a thriving downtown is critical to the success of the Dayton region, partners from across the community have come together since the launch of the Greater Downtown Dayton Plan in 2010 to make downtown's future a priority. In recent years, downtown has added new amenities, housing, employers, restaurants, and retail. Public and private partners have invested more than \$400 million in the Greater Downtown since 2010. With another \$200 million of new projects in the pipeline, downtown's revitalization is just getting started.



WHY DOWNTOWN?

Downtown offers a lifestyle that is often mimicked in suburban development, but can't be duplicated. Downtown is for those who want to be connected – to their customers, to their neighbors, to their community. The density and diversity of people downtown feeds an energy that spurs creativity and innovation. In the center city, a chance encounter can become a new customer or collaborator.

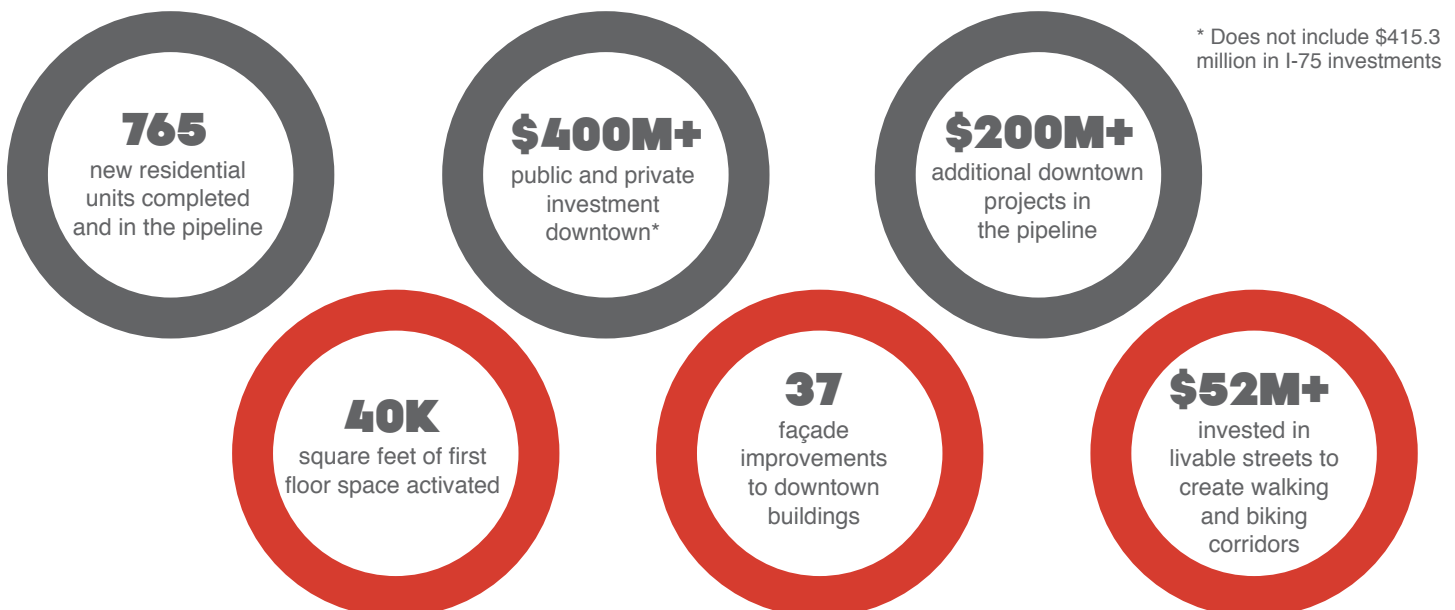
More and more people are moving downtown to be part of the action. The center city offers a variety of housing options to meet the growing demand – stylish condo living, efficient apartment dwelling, and historical urban neighborhoods with character. Residents are surrounded by the finest arts, culture, dining, and entertainment in the Dayton community. The locally owned restaurants in the core consistently are among the most popular in the region. With several new breweries and more in the works, downtown is the center of the regional brew-local movement. New boutique and independent retailers have opened in recent years, offering a unique shopping experience. In downtown Dayton, the best attractions are steps from your front door.

Downtown also is the place for active lifestyles. The riverfront and accompanying bike trail network is downtown's backyard. National organization WalkScore® rates downtown Dayton as the most walkable and bikeable community in the region. Biking to work has never been easier with new on-street bike lanes that have paved the way for a bike share system that will launch in 2015.

Downtown companies don't just do business - they do business together. Many employers that recently have chosen the center city have done so to be part of downtown's revitalization. They see an opportunity to be part of something big. In the downtown core, more than 800 businesses of varying sizes call the center city home. Big or small, all of these companies play a role in the interconnected downtown economy. The cluster of companies downtown is the most concentrated in the Dayton region and the information spillover stimulates innovation. Whether the focus is new technology, professional services, or retail, entrepreneurs in the center city don't have to go it alone – they get the support they need to bring their visions to life. The connectivity to downtown's colleges and universities amplifies this innovative spirit. The talent pipeline from these schools supports a vibrant knowledge economy in the core. Employers looking to better attract and retain this talent should know that a downtown business address is the best place to do so – numerous national studies have shown the desires of millennials for urban lifestyles with close proximity to work and entertainment.

Downtown is on the rise. As the revitalization continues, new strategies are required to build on downtown's existing assets and create additional ones. The stakes are high. More than ever, communities across the country are vying for talent, and the communities with vibrant center cities are the ones that will win this competition.

DOWNTOWN'S PROGRESS BY THE NUMBERS



THE GREATER DOWNTOWN DAYTON PLAN

The Greater Downtown Dayton Plan is a living document and a community-driven plan. Almost 200 volunteers came together in 2009 to craft priority recommendations in economic development, housing, rivers and active lifestyles, sustainability, arts and entertainment, and transportation. The work of this team led to new projects and strategies that have attracted significant interest and investment downtown since the launch of the Plan.

Now, four years after the creation of the Greater Downtown Dayton Plan, it's time to take a fresh look at priorities. Forces inside and outside of downtown have changed the landscape. Over the past year, the key partners have come back together to gauge progress, re-examine downtown's strategies, and reach out to the community for its ideas moving forward. This update of the Greater Downtown Dayton Plan is the product of those efforts. The recommendations contained within will provide the roadmap for downtown development through 2020.

While the progress in recent years is significant, the work to revitalize downtown is by no means complete. Challenges certainly remain, but the Dayton region is rallied behind downtown's success like never before. With the community in its corner, downtown's future is bright.

**This is our city and our plan.
Let's continue the momentum.**



TABLE OF CONTENTS



CORE STRATEGIES FOR A GREATER DOWNTOWN	5
---	----------



ECONOMIC DEVELOPMENT	6
-----------------------------------	----------



HOUSING	8
----------------------	----------



ARTS, ENTERTAINMENT, & PUBLIC SPACE PROGRAMMING	10
--	-----------



TRANSPORTATION & INFRASTRUCTURE	12
--	-----------



ACTIVE LIFESTYLES	14
--------------------------------	-----------



GREEN & SUSTAINABLE	16
--------------------------------------	-----------



ADDITIONAL PRIORITIES: PARKING, SAFETY, & MARKETING	18
--	-----------



IMPLEMENTATION	20
-----------------------------	-----------

CORE STRATEGIES FOR A GREATER DOWNTOWN



Downtown's continued resurgence will require concerted effort across the many different areas that impact the center city – topics like housing, sustainability, and transportation, among others. Recommendations for each of these areas are covered in detail in the following pages of this plan. However, after hearing the feedback from the community and reviewing recommendations with Greater Downtown Dayton Plan partners, the following core strategies emerged. They are cross-cutting and potentially game-changing for downtown.

CAPITALIZE ON DOWNTOWN'S STRENGTH AS AN AUTHENTIC, UNIQUE, URBAN PLACE.

Strategies that build on downtown as a unique and memorable urban place, full of activity, excitement, and creative people, are central to the updated Plan. The urban core has terrific assets to leverage: the riverfront, rich architecture and history, walkability, density and diversity of people and businesses, quality educational institutions, locally-owned restaurants and retail, world-class arts and entertainment, and distinct neighborhoods with character. Each element of the Greater Downtown Dayton Plan should contribute to the unique sense of place inherent to downtown Dayton that gives it a competitive edge and makes it an asset in regional efforts to attract and retain talent.

REDEVELOP AND ADAPTIVELY REUSE THE UNDERUTILIZED AND VACANT BUILDINGS IN DOWNTOWN'S CORE.

Downtown Dayton has made progress in many areas in recent years, but the building vacancy in downtown's core is unacceptably high. The center city must be enlivened through the adaptive reuse of buildings in the core, including both conversion of downtown's historical buildings into housing and redevelopment of downtown's commercial office towers to create the more open and innovative office space that is in high demand.

CONTINUE TO AGGRESSIVELY ADD ELEMENTS THAT MAKE DOWNTOWN THE BEST PLACE FOR AN ACTIVE LIFESTYLE IN THE DAYTON REGION.

Dayton is the Outdoor Adventure Capital of the Midwest and downtown is at the heart of the region's recreational network. The downtown riverfront is still an underutilized asset – the creation and implementation of a Greater Downtown Dayton Waterfront Master

Plan will maximize this strength. Downtown also must continue to add the bicycle infrastructure, facilities, and programming that will help Dayton achieve Platinum Bicycle Friendly status by 2020.

INCREASE THE CONNECTIVITY BETWEEN DOWNTOWN'S NEIGHBORHOODS, EMPLOYMENT CENTERS, ASSETS, AND AMENITIES.

Dayton's core is compact – most places are accessible via a short walk. However, many downtown goers are still more likely to use their car for short trips than their own two feet. Priority projects that will enhance connectivity downtown include:

- Implementation and expansion of a bike share transportation system with more than 200 bicycles launching in 2015.
- Launch of a Downtown Circulator – a downtown-focused bus transportation system providing free service between destinations in the Greater Downtown.
- Improved streetscapes that feel safe and are welcoming and engaging for pedestrians; in particular, inviting pathways, storefronts spilling onto sidewalks, artwork in the public realm, and bustling public spaces.

ACTIVATE DOWNTOWN'S FIRST FLOOR.

New restaurants and retail have activated a significant amount of first floor space in the center city since the launch of the Greater Downtown Dayton Plan. Efforts moving forward must build on the recent success and implement new strategies to support the growth of street-level businesses in the core. Critical to these efforts will be expanding downtown's inventory of move-in ready space – much of the currently vacant space will require investment before a business could take occupancy.

ESTABLISH GREATER DOWNTOWN AS THE PREMIER LOCATION IN THE DAYTON REGION FOR SMALL BUSINESSES AND ENTREPRENEURS.

Downtown is rapidly becoming the hub for small business. Through a variety of programs, the center city has solidified itself as an excellent location to start something new. Plan partners should capitalize on this progress and do even more to provide a support network for entrepreneurs and small businesses of all types across downtown.

ECONOMIC DEVELOPMENT

In downtown Dayton, companies don't just do business - they do business together. Downtown is where Daytonians connect, collaborate, and create.

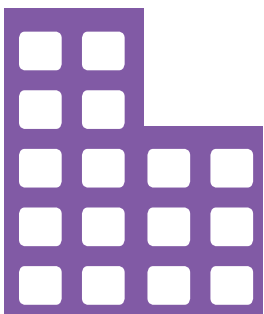
Greater Downtown is the business hub of the Dayton region. The global, innovation-driven economy and growing migration of talent to urban areas present many opportunities for downtown to strengthen its position as the center for commerce in the Miami Valley. In recent years, Greater Downtown's economy is growing and diversifying. Health care and education are big contributors poised for future growth. Also expanding downtown are knowledge economy sectors like information, professional, scientific and technical services, and smaller creative services firms. Downtown's educational assets continue to play an important role in its economic competitiveness. Recent employer investments like the GE EPISCenter, Midmark, and Emerson Climate Technologies were motivated by their proximity to the talent produced at Greater Downtown's colleges and universities. New world-class facilities and training programs put downtown educational institutions on the cutting edge for advancing areas in unmanned aerial systems and aerospace technologies.

First floor businesses have been popping up across downtown. The increase in street level occupancy has been substantial – since the launch of the Plan, more than 40,000 square feet of first floor space has been filled downtown. The Activated Spaces Pop-up Project has led the way by launching 16 new downtown businesses, providing support services and sweat equity to entrepreneurs and business owners to help them get their start. Downtown shopping has found its niche: locally owned businesses providing quality products, many of which are made here in the Dayton region.

Entrepreneurs don't have to go it alone in the Greater Downtown. Tech Town continues to incubate and grow technology start-ups in the Miami Valley. More than 45 small businesses receive support across the Tech Town campus. Capitalizing on the success of the Entrepreneurs Center and the Creative Technology Accelerator, the campus recently expanded with a new 50,000 SF office building built in 2011.



1000+
**BUSINESSES IN
THE GREATER
DOWNTOWN**



**EXISTING EMPLOYERS
ARE GROWING AND
NEW BUSINESSES ARE
CHOOSING DOWNTOWN**



**FILLING MORE THAN
13,000 SF OF VACANT
FIRST-FLOOR SPACE,
CREATING 29 JOBS**

STRENGTHENING THE CORE: ECONOMIC DEVELOPMENT RECOMMENDATIONS

GOALS:

- Catalyze another \$500 million of public and private investment in the Greater Downtown by 2020.
- Retain and grow Greater Downtown's workforce by 4,500 jobs by 2020.
- Increase the appraised property value in downtown's core by 25% by 2020.
- Increase the occupied first floor space in downtown's core by 20% by 2020.

The Greater Downtown has made several positive strides since the launch of the Plan to expand as a center for innovation and economic opportunity. Despite the proliferation of suburban office parks and commuter neighborhoods, the Greater Downtown has grown as a vibrant, multi-use, and unique destination for businesses large and small. In a climate of increasing worker productivity and mobility, reducing demands for office space, and increasing regional and national competition for businesses, Greater Downtown Dayton Plan partners have come together to implement the following recommendations that will build economic prosperity in the urban core:

Attract, retain, and support the growth of businesses located in the Greater Downtown. The most effective way to generate new jobs and investment is by retaining and growing the businesses already in a community. Economic development partners will continue to team with private sector leaders through programs like the Downtown Dayton Partnership's Leadership Network to support businesses and help them grow. Recruitment of new employers also must be a focus. There are many advantages of doing business downtown. These benefits will be crystallized in a proactive marketing strategy targeted at the business sectors most likely to locate in the core. Messaging also must be aligned across the partners who play a role in attracting and retaining downtown businesses, including property owners, real estate professionals, and economic development agents.

Develop and implement strategies to right-size the available commercial office space in downtown's core by redeveloping underused commercial office buildings. Commercial office vacancy in the downtown core is far too high. Public and private partners must come together to tackle this challenge by first understanding the strengths and weaknesses of downtown's office market, then developing strategies and funding mechanisms for how downtown office buildings can be improved to help them be more competitive in the regional and national market. A task force led by private partners already has formed to begin this effort. The work of this team will include the many public and private stakeholders with an interest in downtown's commercial office market.

Establish Greater Downtown as the premier location in the Dayton region for an entrepreneur to launch a business. Through the incubation services available at Tech Town and efforts like the Pop-up Project, downtown has established itself as an excellent location for entrepreneurship. Plan partners will continue the momentum and do even more to support new businesses by making these services available



to start-ups of all sizes and business fields across downtown. Spaces and special events that facilitate collaboration and co-working between downtown businesses will continue to foster a growing climate of innovation and entrepreneurship in the center city.

Catalyze the growth of first floor businesses in the urban core.

The recent gains in street-level activity in downtown Dayton are tangible. Moving forward, stakeholders will build on the success of recent years and implement new strategies to support the growth of first floor businesses in the core. Critical to these efforts will be expanding downtown's move-in ready space – much of the currently vacant first floor space will require investment before a business could take occupancy.

Leverage Dayton's Ohio Aerospace Hub of Innovation and Opportunity. The aerospace industry continues to be a major strength in the Dayton region and, in particular, the Greater Downtown. The linkages between companies at Tech Town, educational assets at our downtown colleges and universities, major aerospace employers in the Greater Downtown, and of course Wright Patterson Air Force Base need to continue to be leveraged for future opportunities and growth.

Implementation Partners:

City of Dayton (Co-Lead), Downtown Dayton Partnership (Co-Lead), downtown property owners and leasing agents, CityWide Development Corporation, Montgomery County, the Entrepreneurs Center, Dayton Business Committee, Dayton Development Coalition/Accelerant, Dayton Area Chamber of Commerce, and the Aerospace Hub

HOUSING

More and more people are moving downtown. Residents attracted to downtown's historical neighborhoods and stylish lofts are investing in a growing urban neighborhood in the center city.

Nationwide, compact, walkable cities rich with culture and entertainment options are the new places to be. Therefore, strategies to make Greater Downtown an urban neighborhood with 18-hour-a-day vibrancy are integral to it becoming a more active, busy, and fun environment - attractive to people and businesses.

Downtown's neighborhood is growing. Condo and apartment options across the Greater Downtown have increased by 320 units since 2010 and the population in downtown's core has been increasing since 2000. The number of downtown condos alone has increased by 75% since the launch of the Greater Downtown Dayton Plan, with many of these new units selling before construction even finished. Consistently increasing sales prices show demand remains strong.

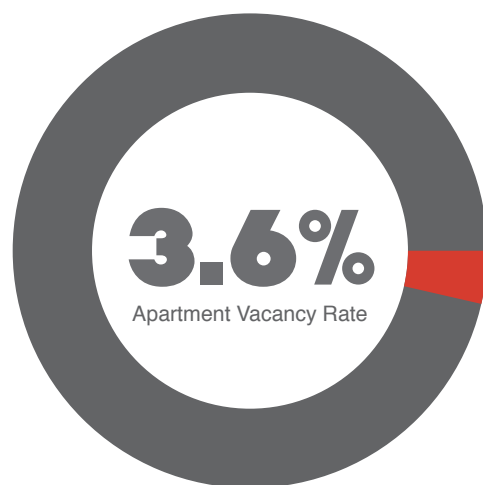
The historical neighborhoods surrounding downtown also provide excellent opportunities for urban living. Many of these homes have been carefully restored, and on weekends owners are often hard at work renovating the homes yet to be refurbished. This work is paying off – in a period from 2011 to 2014 when most of the residential property in the region dramatically declined in value, the 1,875 residential properties in the ten historical districts increased in value by 14.4%. (Source: Dayton Daily News)

Apartment seekers contend with a competitive market downtown. 240 units have come online since 2010, but demand is still outpacing supply. For four straight years, downtown Dayton has had the tightest apartment market in the region; typically at an occupancy rate of 96 to 98%. Seeing an investment opportunity, developers have plans in the works to add another 445 units.



DOWNTOWN HAS THE REGION'S LOWEST APARTMENT VACANCY RATE AT 3.6%

(Source: Miller-Valentine GEM 2014 Regional Apartment Market Study)



320 housing units completed

445 under development

ACCELERATING THE GROWTH: HOUSING RECOMMENDATIONS

GOALS:

- Create an urban neighborhood with 18-hour-a-day street activity by developing 2,500 new housing units between 2010 and 2020.
- Increase the residential population in downtown's core by 50% by 2020.
- Create a multimillion-dollar fund to assist in the development and financing of housing projects in the Greater Downtown.

While the housing growth in recent years has been substantial, the pace at which downtown is adding new housing will have to accelerate to achieve the original goal of the Greater Downtown Dayton Plan to develop 2,500 new housing units by 2020. Continuing to increase the population in downtown's core will be critical to attracting further interest, investment, and amenities. The community is ready to meet these ambitious goals through implementation of the following recommendations:

Create more housing by adaptively reusing vacant or underutilized buildings in the core of downtown. Many of downtown's historical buildings could have a second life in meeting the growing demand for unique urban living. The equity available in these buildings through state and federal tax credits is substantial and will help bridge the market gap between the required development costs and the projected revenue from the building

once completed. Other Ohio cities provide a roadmap for what is possible. For example, more than \$400 million in historic tax credits has been leveraged for renovation in downtown Cleveland. Dayton has not even scratched the surface of what is possible through these state and federal funding streams.

Develop a site assembly and land banking strategy to obtain properties determined prime for successful redevelopment. As has been demonstrated by the successful housing developments downtown, pulling together the pieces to complete a project is extremely complex. Most require several partners, multiple banks, and a variety of funding streams to finish a deal. A targeted strategy to obtain properties critical to high potential projects will help eliminate one of the most unpredictable variables that has stymied more downtown development – site control.

Create and finance a multimillion-dollar pre-development, construction, acquisition, and first-floor fund to assist in the development and financing of housing projects in Greater Downtown. This type of fund, new to Dayton, has been successful in other cities. For example, both Cleveland and Cincinnati successfully have used equity funds for housing developments and mixed use projects in urban neighborhoods.

Engage in downtown Dayton the leading local, regional, and national developers with experience in urban housing projects. Downtown housing, and especially adaptive reuse, requires developers experienced in overcoming the challenges unique to the urban environment. The progress downtown is tangible and its revitalization is just getting started. Information about opportunities for investment in the Greater Downtown needs to reach a wider audience of these potential partners.

Implementation Partners:

CityWide Development Corporation (Lead), City of Dayton, Downtown Dayton Partnership, downtown property owners, and the Montgomery County Land Bank



ARTS, ENTERTAINMENT, & PUBLIC SPACE PROGRAMMING

Downtown is the region's premier destination for fine performing and visual arts, independent restaurants and breweries, and a place where the entertainment and event options are overflowing with fun.

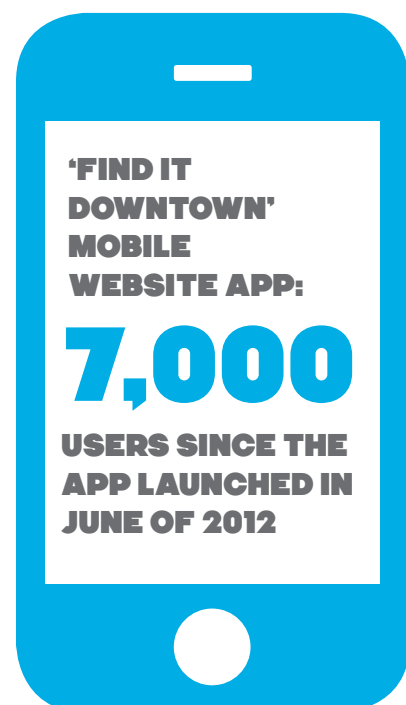
A vibrant, diverse and thriving downtown requires a strong arts community and a variety of entertainment options. The arts, along with other unique entertainment amenities and public events, draw crowds to our center city and have a multimillion-dollar economic impact on downtown every year. Studies show the arts are the third most important factor, behind the economy and schools, considered by businesses and employees in relocation discussions.

Arts and entertainment also positively impact downtown because people demand a variety of these types of amenities. They want to grab coffee on the way to work; enjoy free entertainment, shop or run errands during their lunch hour; and stop for a drink or bite to eat after work. These are the expected pluses of working in a center city.

Growing and strengthening these signature downtown amenities is important as we strive to increase that impact. A critical component to this mix is public spaces programming and an effort needs to be made to address the attraction and retention of key events in the Greater Downtown. Key objectives of the Plan moving forward include continuing to position the Greater Downtown as the premier destination for the region and increasing the depth and breadth of programming options in public spaces.



7.25 M ANNUAL VISITORS



A PLACE FOR EVERYONE: ARTS, ENTERTAINMENT, AND PUBLIC SPACE PROGRAMMING RECOMMENDATIONS

GOALS:

- Develop a broad-based event and public space programming strategy by 2016 that provides solutions to current challenges and identifies long-term funding sustainability.
- Increase participation in Courthouse Square programming events by 10%.
- Develop an action-orientated, collaborative cross-promotion and PR plan on an annual basis.

Develop a comprehensive event strategy to ensure traditional and non-traditional events continue to locate in the Greater Downtown. Events are a critical element to a vibrant and exciting downtown and add an important component to the overall sense of place in our city. Downtown presents an array of opportunities as an event venue, but there are challenges that need to be addressed. Moving forward, Plan leaders will convene a group of key stakeholders to address key issues that prohibit new events from locating downtown. Plan leaders also will ensure the downtown arts and cultural strategy, including both programming and facilities, is aligned with the regional strategy Culture Works is leading.

Develop a strategy that connects existing and emerging arts, entertainment, and cultural assets. Key public spaces, including Dave Hall Plaza and Courthouse Square, are spaces that should be programmed and active on a regular basis. A stakeholder group will evaluate infrastructure needs and enhancements that are needed in these key public spaces, and other priority pathways will be identified with the intention of focusing on connecting key destinations.

Coordinate more effective cross-promotions and collaborative public relations efforts for the Greater Downtown's arts, entertainment and cultural life. Partners agree that our marketing efforts are stronger when we work together. Moving forward, there will be increased efforts to utilize a broader range of partner communication and PR efforts. A comprehensive event calendar that promotes all downtown events will continue to be monitored by the DDP, and key partners will identify new ways to communicate with target audiences with an emphasis on new ways to engage patrons.

Encourage more activity on streets, in street level storefronts and in other public spaces. Filling underutilized street-level spaces with arts and cultural activities that activate vacant spaces and activating key public spaces with programming will help enliven our downtown streetscape and further encourage walkability. Other elements that will be reviewed include more consistent street performances during signature events and sustainability plans for programming.



Implementation Partners:

Downtown Dayton Partnership (Lead), Victoria Theatre Association, Culture Works, Dayton Art Institute, Dayton Visual Arts Center, Oregon District Business Association, Five Rivers MetroParks, City of Dayton, Convention and Visitors Bureau, Dayton Performing Arts Alliance, Miami Valley Restaurant Association, and Dayton History

TRANSPORTATION & INFRASTRUCTURE

In downtown Dayton, streets are complete streets – built for pedestrians, cyclists, public transit users, and motorists.

Downtown streets are more than just streets – they are the canvas upon which the center city’s cultural life plays out. Since the launch of the Greater Downtown Dayton Plan, more than \$52 million has been invested in transportation and infrastructure projects in the urban core. These projects have led to more welcoming gateways and pathways, better lighting, new murals, and an overall more vibrant environment for downtown visitors, residents, and employees. These investments are built on the City of Dayton Livable Streets policy passed in 2010. Where applicable, new construction projects now include features such as wider sidewalks, bike lanes and sharrows, street trees, street furniture, green space or landscaping, and accommodations for public transit users. The recently completed \$2 million streetscape enhancement along the canal on Patterson Boulevard is great example of this policy in action. Another \$73 million in transportation projects are funded for the Greater Downtown through 2019.

Additional investments have made downtown significantly more bicycle friendly than it was just a few years ago. More than 10 miles of new bicycle infrastructure has been added and 93 new bike racks provide cyclists ample locations to park their bikes while they patronize downtown businesses. These efforts have been important to establishing the feasibility of bike sharing in the Greater Downtown. The capital cost for a downtown bike share system is fully funded and will launch in 2015. Another \$6.6 million of cycling projects are in the pipeline through 2018, which will continue to add bike infrastructure and help bike share users safely navigate downtown roadways.



\$52M+

INVESTED TO MAKE DOWNTOWN STREETS MORE LIVABLE AND CREATE WALKING AND BIKING CORRIDORS THAT CONNECT DOWNTOWN HOTSPOTS

6.7

**MILES
OF NEW
BIKE LANES**

4.3

**MILES
OF NEW
SHARROWS**

93

**NEW
BIKE
RACKS**

CONNECTING THE DOTS: TRANSPORTATION AND INFRASTRUCTURE RECOMMENDATIONS

GOALS:

- Continue to create a transportation network for the Greater Downtown that serves the needs of pedestrians, bicyclists, public transit users, and motorists, and stimulates future development.
- Develop and implement a comprehensive signage and wayfinding system for the Greater Downtown.
- Implement a Downtown Circulator by 2016.

Enhanced mobility through the array of transportation options in the Greater Downtown is one of the center city's biggest assets. The national organization WalkScore® rates downtown as the most walkable and bikeable community in the Dayton region. However, even with bike share on the way, cycling on downtown streets is still somewhat intimidating for all but the most experienced street cyclists. Additionally, while much of downtown's core is accessible via a 10-15 minute walk, many employees are more likely to jump in their car for a meeting on the other side of downtown than they are to use their own two feet. Improved walking connections are critical to downtown's competitive edge as a unique, vibrant, urban place. Moving forward, Greater Downtown Dayton Plan partners propose the following recommendations to build on the recent progress to make downtown streets more connected and livable:

Implement a Downtown Circulator. Other downtowns have successfully implemented focused downtown bus routes that circulate destinations in the urban core. A downtown circulator has potential to complement other forms of transit and provide enhanced connectivity in the Greater Downtown. This free service could initially circulate between such anchors as the University of Dayton, Oregon District, Central Business District, Sinclair Community College and Wright Dunbar.

Develop a place-based transportation plan for the Greater Downtown. There are several corridors and pathways in the Greater Downtown that are important in connecting the various distinct and memorable places in the urban core. Examples include Fifth Street as an entertainment corridor and link to Sinclair Community College and the Oregon District, and Brown Street as a complete street and connector between UD and downtown. Additionally, transportation enhancement projects such as those recently completed in Wright-Dunbar and Old North Dayton are important to the image of the city and can play a critical role to stimulating future investment and development. Future projects should continue the City of Dayton's Livable Streets policy and build upon these efforts to transform streets and public pathways to increase the value, connectivity, and desirability of Greater Downtown's places.



Add lighting and artwork in the public realm. Streetscapes that feel safe, welcoming, and engaging for pedestrians play an important role in downtown connectivity. Continued investment in better downtown lighting, artwork in the public realm, more street trees, and engaging public spaces will build on the recent progress to make the center city more walkable.

Develop and implement a signage and wayfinding system. Greater Downtown's streets and public spaces would be made more accessible by added and improved signage and wayfinding. A signage system that integrates existing sub-systems of wayfinding will minimize sign clutter and maximize clarity of place-finding across the Greater Downtown. Development of this plan should identify major destinations, signage locations, and sign design. Implementation should move forward as soon as resources allow.

Implement and expand a bike share program across the Greater Downtown. In the spring of 2015, Dayton will join the 30+ cities of various sizes that have bike share transportation systems. Stations will be strategically located to serve the residents, employees, students, and businesses across the Greater Downtown. This program will bolster the current transportation network by enhancing connectivity and providing a last mile solution for public transit users riding to and from downtown. The program must first focus on sustainability, but over time should be expanded to further serve the neighborhoods and other areas surrounding the Greater Downtown.

Implementation Partners:

Greater Dayton Regional Transit Authority (Co-Lead), City of Dayton (Co-Lead), Montgomery County, Miami Valley Regional Planning Commission, Miami Conservancy District, Downtown Dayton Partnership, and the Ohio Department of Transportation

ACTIVE LIFESTYLES

Greater Downtown has numerous urban outdoor recreation opportunities that are unique to anything else in the region.

If you're seeking an active lifestyle, downtown is the place for you. Greater Downtown Dayton's Great Miami River corridor has made substantial progress as an outdoor recreation destination since the launch of the Greater Downtown Dayton Plan. In addition, Dayton has grown into a cycling community and continues to make advances that will make our city more bike-friendly. In 2010, the League of American Bicyclists awarded Dayton a bronze level Bicycle Friendly Community designation, making us the second city in Ohio to receive this recognition. Important to earning this distinction was the addition of a 5,000-square-foot bike hub at RiverScape MetroPark with secure bike parking, lockers, and showers for bike commuters.

Creating new active lifestyle options is a critical strategy in the Plan since more people are looking for new ways to enjoy the outdoors, remain fit and get around using alternative modes of transportation. Downtown is the hub of the largest regional bikeway system in the country and, since the launch of the Plan, there now are an additional 42.5 miles of regional trails connected to downtown's bikeways. Funding is secured for a bike share program, which will launch in 2015 and feature 20+ stations and more than 200 bikes in Greater Downtown.

Rivers always have been the lifeblood of great cities. Animating Greater Downtown's river recreation corridor is a major focus area in the Plan. A vision of a 98-mile recreation and entertainment district along the Great Miami and Mad rivers is shared by 11 cities. Greater Downtown has become the hub of this district and, by building on existing strengths, new and exciting activities that offer a variety of river experiences can be created. The fully funded \$4 million RiverScape River Run project will open the downtown river to a cascade of additional opportunities, with the ultimate goal of making the rivers easy to enjoy and a vibrant downtown destination.

CAPITALIZING ON DOWNTOWN'S RIVER CORRIDOR

ALMOST \$1 MILLION

in River Corridor investments since 2010

ANOTHER \$5.47 MILLION

committed to near-term River Corridor projects



**BIKE
SHARE
COMING**

\$1M

IN CAPITAL
FUNDING SECURED
TO LAUNCH A BIKE
SHARE IN 2015.



**DOWNTOWN IS THE HUB
OF THE REGIONAL
TRAIL NETWORK: AN
ADDITIONAL 42.5 MILES
OF REGIONAL TRAILS
ARE NOW CONNECTED TO
DOWNTOWN'S BIKEWAYS**

THE OUTDOOR ADVENTURE CAPITAL OF THE MIDWEST: ACTIVE LIFESTYLES RECOMMENDATIONS

GOALS:

- Identify capital and operating funding plans for three priority projects identified in the Greater Downtown Dayton Riverfront Master Plan.
- Double cycling mode share compared to 2014 levels in the Greater Downtown.
- Increase the number of people renting canoes and kayaks for the downtown river by five times over 2012 levels.

Develop and implement a Greater Downtown Dayton Waterfront Master Plan that proposes an inviting, attractive, active riverfront that's accessible to the public. Greater Downtown Dayton's riverfront is packed with amenities and opportunities. RiverScape, the Dayton Art Institute, University of Dayton, and Carillon Park anchor the potential of the upcoming Water Street Development, open space created by the reconstruction of Interstate 75, and the evolving fairgrounds property. The time is right for Dayton to focus a planning effort on the river corridor throughout the downtown to ensure a coordinated, dynamic waterfront area that takes highest advantage of this great natural resource.

Continue to develop a comprehensive cycling culture that supports bicycles as an integral part of the multi-modal transportation system, as well as an excellent recreation and exercise choice for an active lifestyle. The momentum gained by the recognition of Dayton as a Bronze Level Bicycle Friendly Community by the League of American Bicyclists continues to propel the community onward. The City of Dayton aims to attain Silver status by 2015, and bike sharing will be implemented in the Greater Downtown in 2015. In addition to those key steps forward, an ambitious but attainable list of objectives has been established for the next five years of the Greater Downtown Dayton Plan, including the continued implementation of connections between the street network and bikeway network, expanding wayfinding signage, and initiating more cycling advocacy efforts.

Make the rivers from Wegerzyn and Eastwood MetroParks to UD Arena navigable, accessible, and enjoyable for novice to experienced paddlers. RiverScape River Run, a \$4 million dollar recommendation of the original Greater Downtown Dayton Plan funded entirely with local dollars, garnered a great deal of excitement in the community. Recommendations for the next five years focus on expanding access and increasing programming.

Create outdoor urban recreation destinations that will draw participants and spectators from nearby neighborhoods, as well as the region. Creating destinations in the greater downtown—as well as taking advantage of our existing ones—and marketing



them for families as well as active adults and teens will create a greater sense of place and an additional dimension to downtown's amenities. The next phase of the Greater Downtown Dayton Plan is ripe with opportunity to create such outdoor recreation destinations, including an increased effort to package and market an arts, recreation and culture corridor and determining the feasibility of an urban outdoor recreation destination.

Implementation Partners:

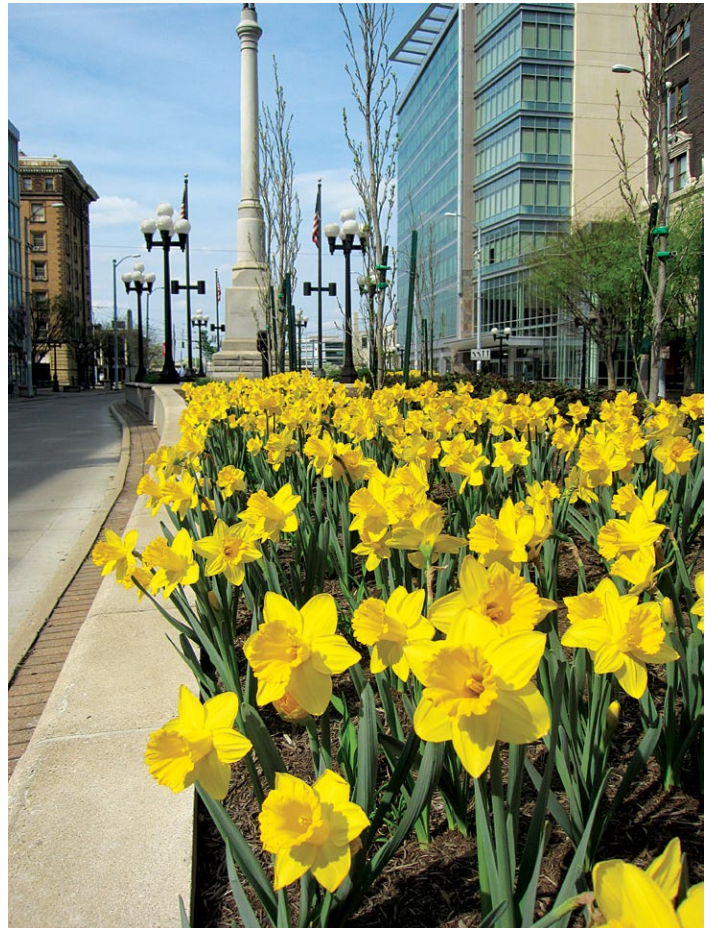
Five Rivers MetroParks (Lead), City of Dayton, Miami Conservancy District, Montgomery County, University of Dayton Rivers Institute, Sinclair Community College, and the Downtown Dayton Partnership

GREEN & SUSTAINABLE

A choice to live or work downtown is a choice for more sustainable living.

Because of downtown's density and built environment, the urban core is inherently more sustainable than the sprawl in the suburbs. The concentration of buildings, businesses, and people enables residents and workers to reduce their energy consumption and live a more green-friendly lifestyle. Additionally, the ability to adapt the built environment speaks to one of the core principles of sustainability – reuse.

Efforts to make downtown more sustainable in recent years have focused on recruiting downtown businesses and property owners to join the Dayton Regional Green Task Force Green Business Certification Program. Since 2010, 67 businesses and building owners in the Greater Downtown have improved their environmental stewardship by joining the program. Additionally, the downtown streetscape has gotten much greener. Since the launch of the Plan, 244 trees have been planted in the core of downtown, along with such enhancements as more flowers and green space – all making downtown more aesthetically appealing and inviting for visitors, residents, and employees. These improvements contribute to improved perceptions of safety, enhanced walkability, better connectivity, and increased overall vibrancy.



67 NEW GREEN
CERTIFIED
BUSINESSES

**NEW TREES HAVE
BEEN PLANTED IN THE CENTRAL
BUSINESS DISTRICT SINCE 2010**

BUILDING A SUSTAINABLE CITY: GREEN AND SUSTAINABLE RECOMMENDATIONS

GOALS:

- Implement a downtown recycling program by 2016.
- Recruit 250 new green certified businesses in the Greater Downtown by 2020.
- Recruit 25 downtown buildings to join the Property Assessed Clean Energy program by 2020.
- Plant 250 additional trees in the Greater Downtown by 2020.

Making downtown more green and sustainable has many environmental and health benefits, but it also has several economic ones. Implementing green projects will lower operating costs for businesses and property owners and give the Greater Downtown a competitive advantage when it comes to attracting and retaining jobs. Enhancing the Greater Downtown's appeal as a sustainable community and green place to live, learn, work, and play is a strength that will attract investment downtown. The following recommendations will help the center city become more sustainable – a necessary ingredient for all communities seeking future prosperity.

Continue to grow the Dayton Regional Green Task Force Green Business Certification Program. This program already has been successful in encouraging downtown businesses and property owners to assess and improve their environmental stewardship. Advocates for green-friendly policies in the Greater Downtown should continue to recruit more businesses to join the cause.

Implement energy efficient improvements for downtown buildings through PACE. The Dayton Port Authority and CityWide Development are funding the creation of a Property Assessed Clean Energy (PACE) program for the City of Dayton. PACE will enable building owners to fund energy upgrades to their buildings through the use of bonds provided by the Port Authority and repaid through an assessment process funded by the energy savings. This program promises not only to help make downtown more green-friendly – the improvements can offer significant annual savings to property owners in the operation of their buildings.

Implement a downtown recycling program. The City of Dayton's recycling program for residents has been a tremendous success, reducing landfill costs and saving taxpayers hundreds of thousands of dollars each year. A downtown-specific program that enables businesses and property owners in the core to more easily recycle should be implemented as soon as possible.

Promote the use of GEOthermal in the Greater Downtown. The City of Dayton sits on one of the largest aquifers in the United States. This untapped energy source provides for a sustainable solution to many of the aging mechanical systems in downtown buildings. Promotion of this resource for building improvements and upgrades could be a key element in making downtown Dayton a more sustainable city.

Implementation Partners:

CityWide Development Corporation (Co-Lead), Montgomery County (Co-Lead), Dayton Port Authority, Downtown Dayton Partnership, and the City of Dayton



ADDITIONAL PRIORITIES: PARKING, SAFETY, AND MARKETING

Based on community feedback, the topics of parking, safety, and increased marketing rose to the top as important additional priorities for the Greater Downtown Dayton Plan.

Over the past year, Greater Downtown Dayton Plan partners provided a variety of outlets for downtown residents, employees, and visitors to provide feedback on the center city's priorities. The focus areas and strategies covered so far in this plan ranked high with the public, but the topics of parking, safety, and increased marketing also received significant attention in the community meetings. These topics came up in every forum, regardless of whether the meeting was with residents, employees, visitors, or young professionals. The following section provides recommendations for these three areas that build on the feedback from the community.

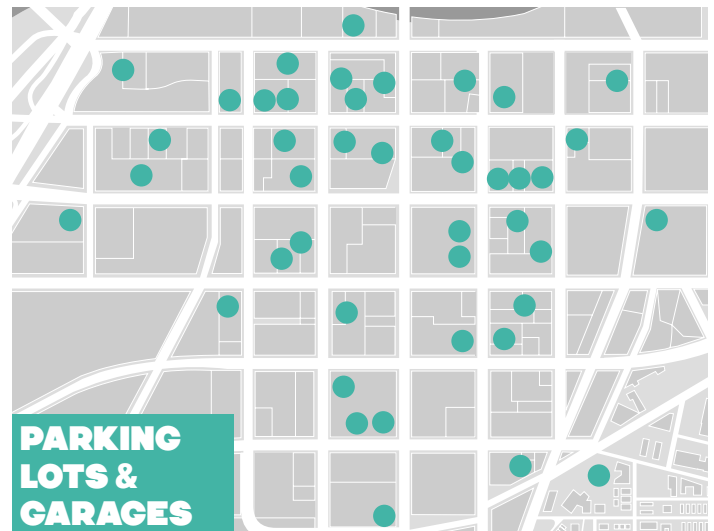
PARKING

Because of the density of the downtown environment, parking in the core is never going to be the same experience as the suburbs. However, that doesn't mean downtown parking can't be convenient and accessible – for many center city workers and residents, it already is. Also, while the cost of downtown parking is frustrating for some, even in the suburbs parking isn't free. Surface lots don't pay for themselves and their annual costs are passed along to building tenants in the form of higher lease rates.

The parking environment is the first thing and last thing that downtown visitors experience. The parking process must be a positive one, or at least not an encounter that discourages coming downtown in the first place. After hearing the feedback from the community, the following parking strategies are recommended to improve the parking environment downtown:

Manage parking as part of economic development. Parking is an important aspect of economic development and urban planning in the Greater Downtown and should be managed as such. A total system approach that integrates planning, signage, marketing, regulation and inspection of garages, and enforcement all under one umbrella will result in the most effective downtown parking environment.

Convene a parking advisory committee. A committee comprised of several stakeholders – parking operators, residents, businesses, property owners, garage/lot owners, etc. – should be convened to help improve the downtown parking system. This group would provide important consultation to ensure the parking system is providing a positive experience for users.



Parking enforcement should be customer-oriented. A parking ticket won't be a pleasant experience no matter what, but enforcement officials essentially are ambassadors of downtown. Perks and customer-friendly promotions, such as free parking during the lunch hour, could help improve the image of downtown parking overall.

Continue to implement new parking technology. The City of Dayton already has begun to implement new technology at parking meters across downtown. Other downtowns have been progressive with parking technology to make spaces easier to find and the overall parking experience more accessible. Downtown parking enforcement revenue should be directed toward continuing these technology upgrades.

SAFETY

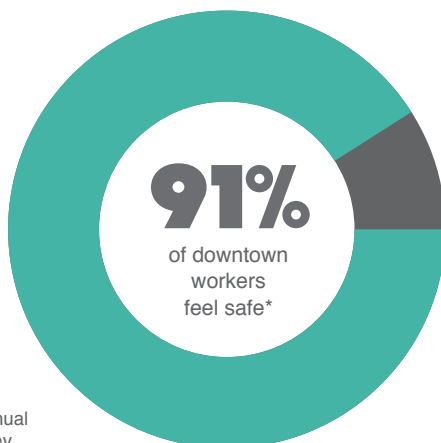
Lingering misperceptions of safety in the center city continue to be a barrier to more people coming downtown. Despite consistent annual improvements in downtown crime statistics, this barrier is difficult to overcome. The implementation of the Downtown Safety Zone in 2013 continues the recent progress to make the center city a safe place to live, learn, work, and play. New policies include:

Increased policing in the core of downtown. Police have increased their concentration by adding officers and shrinking the downtown policing footprint. This change has resulted in greater visibility of officers and an overall safer downtown.

New collaborations with private security. Collaborations with building private security and the Downtown Dayton Partnership Ambassadors add eyes and ears to make downtown policing more effective. Increased communication between these team members will make it easier to catch criminals and respond efficiently to emergency situations.

Increased intelligence with new cameras. 27 new cameras installed on downtown streets in 2014 will provide additional insight and intelligence for officers in the urban core.

Year after year, downtown employees overwhelmingly have said in the Downtown Dayton Partnership annual business survey that they personally feel safe – typically 90% or more of respondents. However, until downtown is more vibrant overall, the misperceptions of safety in the center city across the Dayton region will persist. Thus, the most effective way to dispel inaccurate beliefs about safety downtown is by implementing the elements of this plan – increasing downtown vibrancy through activation of downtown’s first floor, and by adding more residents and employees in the core.



*2014 DDP Annual
Business Survey

MARKETING

Marketing plays an important role in building awareness around the Greater Downtown Dayton Plan and is a critical area to address in order to effectively promote downtown to target audiences. Individual organizations have marketing programs in place that promote pieces of the Plan, but there is a need for a broad-based approach in order to generate investment interest and ensure urban revitalization continues to have momentum. Public input generated strong interest in more robust marketing and communications efforts, and Plan partners see value in putting more emphasis on a more aggressive plan.

Led by the Downtown Dayton Partnership, a comprehensive, collaborative marketing strategy will be developed by key marketing and communications professionals from Plan partner organizations and other key stakeholders. Specific areas that this team will develop an actionable plan for include:

Target Audiences & Messaging: There are several priorities and initiatives in the Greater Downtown Dayton Plan to market and promote to a variety of audiences. A more targeted approach with clear audience segmentation and messaging will create more effective strategies that better align downtown with the right target markets. In addition, strategies will be developed to ensure Plan partners are sharing consistent messaging through existing marketing and promotional efforts.

Collaborative Marketing of a Downtown Brand: Partner organizations have executed successful brands that have the potential to be effective for a broader branding of Greater Downtown Dayton. The marketing team will explore what branding efforts could be effectively applied to Greater Downtown and develop easy ways for partner organizations to utilize the brand in key promotional efforts.

Elevated Social/Electronic Media Strategies: The new Greater Downtown Dayton Plan website offers a more effective layout and will be used to report progress, but creating an elevated social media strategy will help drive additional traffic to the website and generate stronger awareness for target audiences. There are opportunities to leverage existing partner social media channels and develop strategies that will be mutually beneficial for all stakeholders.

Proactive Public Relations Efforts: Proactive media relations are needed at the local, regional and national level, and leveraging partner relationships will help ensure there are more positive stories across a broader spectrum of mediums. Public relations efforts also will be used to address negative perceptions related to safety and parking.

Cross-Promotion Strategies: Partner organizations are plugged into a variety of existing promotions, and the team will explore the most effective ways to utilize existing and new marketing opportunities. Strategies will be developed to leverage advertising resources, encourage creative partner promotions, create stronger connections with professional networking organizations, and develop other activities that help to build Greater Downtown Dayton’s image.

IMPLEMENTATION



Since the launch of the Greater Downtown Dayton Plan, implementation has relied on strong leadership, collaboration, and teamwork. Success moving forward will hinge on the same formula. Several organizations across the community have contributed to the progress in the center city since the launch of the Plan. Many of these same partners and new ones will be required to implement the recommendations contained in this document. Just as the development of the original Plan was a strong public/private partnership, this same partnership must continue to share the responsibilities of implementation.

While the local economy has improved in recent years, funding is by no means abundant. While all of the recommendations contained within this document are important, Plan partners will need to set priorities, both with their time and dollars, for downtown to continue to get traction. The good news is that some Plan components already are fully or partially funded, and in some cases, already underway. Hundreds of millions of dollars in funding already has been secured to date.

Resources will continue to come from both public and private sources. No one entity can be expected to carry the burden of funding projects. The implementation partners also will continue to take advantage of creative funding strategies to leverage dollars. Niche funding will be sought through foundations and other targeted funding streams. Potential funding sources will be analyzed project by project so Plan partners are in position to aggressively go after the necessary funds. Downtown's momentum will continue one project at a time.

While the progress in recent years is significant, the work to revitalize downtown is by no means complete. Challenges certainly remain, but the Dayton region is rallied behind downtown's success like never before. With the community in its corner, downtown's future is bright.

**THIS IS OUR CITY AND OUR PLAN.
LET'S CONTINUE THE MOMENTUM.**

Plan Partners:



For more information about the
Greater Downtown Dayton Plan, visit:
DOWNTOWNDAYTON.ORG/PLAN