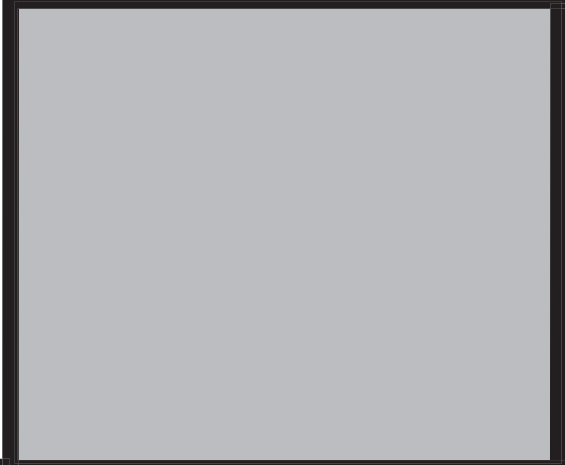


Downtown Dayton
Special Improvement District
2006-2010 Services Plan



JOB GROWTH

Downtown Dayton provides a coveted business address in a vibrant and healthy business center with a diverse blend of cultural, entertainment and recreational amenities.

GOALS:

1. Establish Downtown Dayton as the premier business center in the region.
2. Ensure downtown is well represented in the region's recruitment strategies, and lead recruitment efforts for targeted downtown prospects.
3. Retain existing downtown businesses and promote job growth.

MEASURES OF SUCCESS:

- Attain annual downtown office space absorption at a rate comparable to the region.
- Add an average of 1,000 new jobs each year while striving to achieve net positive job growth.
- Provide an average of 50 leads to downtown property owners each year.
- Retain 90% of targeted companies whose lease expiration dates are tracked.

IMPLEMENTATION STRATEGIES:

1. Establish Downtown Dayton as the premier business center in the region.
 - Reinvigorate downtown's brand as a vibrant business center with a diverse mix of restaurants, cultural attractions and amenities to serve downtown companies and workers.
 - Serve as the primary source of information about downtown properties, businesses and available space, maintaining a comprehensive database and other research information.
 - Market downtown's business advantages to targeted audiences and potential businesses through a mix of communications tools.
2. Ensure downtown is well represented in the region's recruitment strategies and lead recruitment efforts for targeted downtown prospects.
 - Work with the Dayton Development Coalition on its regional business recruitment program.
 - Develop a specific recruitment effort for smaller, targeted companies with less than 30 employees, showcasing downtown's competitive advantages.
 - Assist brokers, owners, lessors and building managers to recruit tenants by leading efforts like the Site Seeker program.
3. Retain existing downtown businesses and promote job growth.
 - Conduct a minimum of 100 business visitations each year to address issues that may impede downtown job growth and retention, focusing on companies whose leases expire in 12-18 months.
 - Conduct an annual survey of businesses to assess areas of concern and potential growth.
 - Work with downtown businesses experiencing growth to find downtown office space solutions.

AMENITIES

Downtown Dayton provides an entertainment experience unlike any other in the region.

GOALS:

1. Expand and grow our cultural, recreational and entertainment options, further solidifying downtown's position as the region's center for entertainment.
2. Reinvigorate downtown's first-floor retail and restaurant offerings.
3. Market the downtown entertainment experience, showcasing its strengths and regional advantages.

MEASURES OF SUCCESS:

- Expand the number of amenities available in Downtown Dayton by creating a new large scale amenity.
- Achieve a balanced mix of dining options to serve downtown employees, residents and visitors.

IMPLEMENTATION STRATEGIES:

1. Expand and grow our cultural, recreational and entertainment options, further solidifying downtown's position as the region's center for entertainment.
 - By 2010, create a year-round, large-scale amenity that attracts a substantial visitor base.
 - Continue to support revitalization of the Arcade block.
 - Link new amenities with other downtown attractions, housing developments and job centers.
 - Recognizing the river as one of downtown's greatest assets, continue development along the river, providing valuable linkages to bike paths and other connectors.
 - Support existing amenities by addressing those issues that could impede success, including parking, safety issues and marketing support.
 - Identify and research best practices that set trends for urban entertainment.
2. Reinvigorate downtown's first-floor retail and restaurant offerings.
 - Explore clustering of restaurants, nightclubs and retail.
 - Encourage cooperative and cross-promoting of existing amenities.
 - Assist property owners in marketing available first floor space by targeting restaurants, entertainment and retail that have a higher potential to thrive in an urban setting.
3. Market the downtown entertainment experience, showcasing its strengths and regional advantages.
 - Support collaborative marketing opportunities among entertainment/retail/restaurants to better market downtown as an entertainment center.
 - Advocate for downtown as the single, best location for regional arts, events and entertainment attractions.
 - Work with the media, regional partners and other key entities to heighten downtown's position as the center of entertainment for the region.

HOUSING

Downtown Dayton is an active 24-hour neighborhood offering a variety of housing options in an attractive and safe environment.

GOALS:

1. Identify and promote opportunities to redevelop existing, underutilized buildings into market-rate residential or mixed-use projects.
2. Provide case management project assistance to developers and investors.
3. Support the continued development of a “user-friendly” downtown neighborhood.

MEASURES OF SUCCESS:

- Add at least 500 new market-rate housing units to downtown between 2006 and 2010.
- Maintain a residential property appreciation rate that meets or exceeds those of Dayton’s most desirable neighborhoods.
- Maintain an occupancy rate for existing market-rate rental units that meets or exceeds the average rate in the greater Dayton region.
- Increase the ratio of market-rate to subsidized units.

IMPLEMENTATION STRATEGIES:

1. Identify and promote opportunities to redevelop existing, underutilized buildings into market-rate residential or mixed-use projects.
 - Update the downtown housing market study as needed, and provide results to property owners, developers and investors.
 - Prepare at least one site-specific re-use study annually, and use to market to potential developers and investors.
 - Serve as the central clearinghouse for downtown housing information.
 - Identify and assist developers and investors with respect to new housing projects, paying special attention to local relationships.
 - Advocate for a variety of market-rate price points for downtown housing options.
 - Continually monitor and identify “best practices” in downtown residential development.
2. Provide case management project assistance to developers and investors.
 - Assist developers in identifying and securing funding sources and advocate for creating unique equity/loan funding assistance.
 - Provide support to developers on tasks involving public sector agencies and private lenders
 - Advocate for streamlining the permitting and financing process.
3. Support the continued development of a “user-friendly” downtown neighborhood.
 - Provide advocacy and support to ensure downtown is safe, clean and attractive.
 - Conduct a survey of downtown residents every two years to gauge the perception of downtown’s quality of life issues, and provide advocacy and support needed to address stated concerns.
 - Attract amenities, retail and support services that residents desire.

ENVIRONMENT

Downtown Dayton is a safe, clean and inviting place to work, live and visit.

GOALS:

1. Improve public safety and cleanliness in Downtown Dayton, creating an environment that is inviting, attractive and safe.
2. Strengthen the downtown experience by improving the appearance and attractiveness of downtown's public spaces.
3. Improve parking options to address downtown's long-term needs.

MEASURES OF SUCCESS:

- Track amount of additional trash collected each year by Ambassadors.
- Monitor progress of graffiti removal annually.
- Improve public perceptions gauged through public perception surveys.
- Track new downtown parking spaces.

IMPLEMENTATION STRATEGIES:

1. Improve public safety and cleanliness in Downtown Dayton, creating an environment that is inviting, attractive and safe.
 - Create a Downtown Dayton Ambassador Program to improve the overall downtown environment.
 - Safety Ambassadors will serve as "extra eyes and ears," working directly with the Dayton Police, serve as hospitality ambassadors to help visitors, and will be strategically positioned to maintain high visibility during peak periods.
 - Cleaning Ambassadors will pick up litter and remove unsightly graffiti in public spaces, provide supplemental cleaning services, serve as hospitality ambassadors to assist visitors, and will be strategically deployed along the Main Street Corridor and other heavy pedestrian areas.
 - Working with community partners, continue to develop cooperative initiatives that address those social issues, such as homelessness and panhandling, that impact downtown.
 - Advocate for clean and safe priorities to policymakers and elected officials.
 - Create an oversight committee, consisting of downtown property owners and other constituencies, that monitors effectiveness and priorities of the Ambassadors Program.
 - Monitor best practices used by other cities to ensure a clean and safe environment.
2. Strengthen the downtown experience by improving the appearance and attractiveness of downtown's public spaces.
 - Educate property owners and businesses as to the importance of maintaining their properties and the areas surrounding their properties.
 - Initiate and encourage beautification programs, such as flower planters, tree planting programs and public art, to enhance downtown's streetscape.
 - Participate in planning and transportation initiatives that improve access to and through downtown.
3. Improve parking options to address downtown's long-term needs.
 - Work one-on-one with large employers and property owners to assist in addressing their parking needs.
 - Develop long-term parking strategies to meet the changing needs of our downtown community.

ADVOCACY AND IMAGE MARKETING

Downtown Dayton is a vibrant urban center that is recognized and valued as a regional asset.

GOALS:

1. Expand and strengthen the SID's advocacy role on behalf of downtown property owners.
2. Ensure that Downtown Dayton's strategic role in the region is widely recognized, clearly understood and broadly supported.
3. Enhance downtown's image by broadly marketing Downtown Dayton within the region.

MEASURES OF SUCCESS:

- Track public perceptions about Downtown Dayton through perception studies.
- Gauge the increase in property values of downtown commercial/residential properties over five years.

IMPLEMENTATION STRATEGIES:

1. Expand and strengthen the SID's advocacy role on behalf of downtown property owners.
 - Serve as the collective voice of downtown businesses/property owners.
 - Monitor and address key issues that impact stakeholders' success.
 - Work with regional economic development organizations to ensure that Downtown Dayton is well represented in regional economic development plans.
 - Advocate for financial incentives for new and existing downtown companies.
 - Facilitate permitting and other tasks involving public sector agencies.
2. Ensure that Downtown Dayton's strategic role in the region is widely recognized, clearly understood and broadly supported.
 - Provide leadership and guidance in elevating downtown's role and needs to the forefront of regional discussions.
 - Advocate for the collective interests of downtown property owners, businesses and other stakeholders to ensure that their voices are heard and needs are met.
 - Lead strategic planning initiatives that involve downtown projects and programs.
 - Advocate for downtown projects, initiatives and programs with community leaders, policy makers and elected officials.
 - Work with community partners to secure funds for downtown initiatives through the State of Ohio and federal sources.
3. Enhance downtown's image by broadly marketing Downtown Dayton within the region.
 - Develop and implement a multi-faceted marketing and public relations program to market downtown to the region.
 - Work with other downtown organizations to cooperatively brand key downtown events, activities and attractions.