



Now,  
more than  
ever  
Downtown Dayton  
Special Improvement District

## SID Services Plan 2011-2015

The SID is proactively working to take the following steps to ensure downtown transportation and safety for our region. Downtown's health and safety is the owner and the SID safeguards your investment in our center city. please know that we have responded to your concerns and refocused areas of our work plan to reflect top priorities for our downtown property owners. Downtown is cleaner, safer and more pedestrian friendly thanks to the Downtown Dayton Ambassador Program. Despite the challenges, downtown's health is critical for our entire region and it is important that we continue working together. The 2011-2015 SID Service Plan will focus on new initiatives while remaining committed to the existing high-quality programs and services. At this time in our city and economy, downtown needs the support of the SID more than ever. The SID's part of a strategic planning effort undertaken through the Greater Downtown Dayton Plan, a very tactical, deliberate game plan for the future.

# Strategic Planning Frequently Asked Questions downtown needs the support of the SID more than ever

# Downtown Dayton Special Improvement District SID Services Plan 2011-2015

**The Downtown Dayton Special Improvement District (SID)** represents the property owners within a specific geographic area of downtown Dayton, each of whom pays a special assessment to collectively fund the SID. Its goal is to make downtown Dayton a better place to work, live and visit. The SID contracts with the Downtown Dayton Partnership to fund a series of programs and initiatives that enhance downtown as an exciting, livable and economically healthy place for businesses, residents and visitors.

The 2011-2015 SID Services Plan will focus on ensuring downtown Dayton is active and vibrant by implementing strategies that strengthen downtown as:

- The region's premier business center;
- An active and unique urban neighborhood; and
- The region's destination for arts, entertainment and recreation.

**The Services Plan** is a five-year framework for creating a clean, safe and economically healthy environment that will benefit downtown property owners, businesses and other constituents. The Services Plan will focus on five core areas:

- **Strategic Planning** to address long-term, sustainable growth
- **Advocacy for Downtown**, its property owners, businesses and residents
- **Marketing & Communications** that showcase downtown and everything it has to offer
- **Member Services** that directly impact downtown property owners
- **Public Space Management** that enhances the downtown environment as clean, safe, welcoming and attractive

# SID Services Plan: Strategic Planning

## Goal:

In a collaborative effort with community partners, property owners and other constituents, ensure that a comprehensive and coordinated strategic plan for downtown Dayton is implemented, providing for long-term, sustainable growth.

In 2009, the Downtown Dayton Partnership and the City of Dayton led a public/private effort to develop a strategic business plan for greater downtown. This plan lays the foundation for a comprehensive, coordinated strategy that will direct development and growth. It is based on key planning principles to create a vibrant and healthy urban core and it establishes priorities, potential funding, and an implementation timeline.

## Strategies:

- Direct implementation of recommendations from the Greater Downtown Dayton Plan that impact the SID Service Area.
- In a collaborative effort with its partners, implement a Strategic Building Re-Use Plan for targeted downtown buildings to help transition underutilized buildings into mixed-use office, retail and residential projects.
- Continue to work with community partners to develop a cost-efficient, convenient and coordinated parking system that addresses the needs of workers, residents, and visitors.
- Regularly convene diverse interests to develop solutions to challenges and leverage opportunities that impact downtown and its property owners, businesses, residents and visitors.
- Strengthen strategic partnerships with public and private organizations to ensure they are engaged in and committed to the vitality of downtown.

## Performance Measures:

*Each year, a detailed work plan will be presented and approved by the SID Board of Directors for implementation. This work plan will include strategic initiatives for the upcoming year with specific performance objectives outlined that are in alignment with the 2011-2015 Performance Measures outlined below.*

- Develop specific implementation benchmarks for the Greater Downtown Dayton Plan and establish annual goals for implementation of the plan.
- Target a minimum of two buildings per year and develop a proactive plan for redevelopment for mixed uses/housing.
- Track satisfaction levels with downtown's parking system through an annual survey of constituents with a goal of increasing satisfaction levels each year for the next five years.
- Through a yearly work plan, identify target strategic initiatives and establish committees that include both public and private sector representatives to address key issues.

# SID Services Plan: Advocacy

## Goal:

Serve as a collective voice for downtown, advocate for the interests of property owners and bring stakeholders together to address challenges and opportunities in downtown Dayton.

## Strategies:

- Advocate for downtown property owners, businesses, residents and other constituents to ensure their voices are heard and needs met.
- Serve as the collective voice for downtown to ensure downtown Dayton's important role as the region's core is widely recognized, clearly understood and broadly supported.
- Serve as the central clearinghouse for information about downtown, maintaining a comprehensive database, monitoring specific trends and gathering other pertinent research information.
- Provide consultative support to property owners and developers, as well as connect and engage local governments, public sector agencies and other potential resources as projects arise.
- Monitor and address key issues that impact the health and vitality of downtown's property owners and businesses by serving in a troubleshooting capacity to solve problems.
- Advocate for downtown improvement projects and programs with community leaders, policymakers and elected officials, and work with community partners to help secure funds for these downtown initiatives.

## Performance Measures:

*Each year, a detailed work plan will be presented and approved by the SID Board of Directors for implementation. This work plan will include strategic initiatives for the upcoming year with specific performance objectives outlined that are in alignment with the 2011-2015 Performance Measures outlined below.*

- Track direct assistance to property owners and businesses and guarantee a response from the appropriate resource partner.
- Visit with a minimum of 50 property owners per year to assess needs, concerns, and satisfaction levels.
- Conduct an annual survey of property owners to assess needs and track satisfaction levels with a goal to increase satisfaction levels each year for the next five years.
- Identify key economic indicators and track progress each year, monitoring the general health of our downtown.

# SID Services Plan: Member Services

## Goal:

Provide targeted business, housing and amenity development services that directly benefit SID members, businesses, institutions and other stakeholders.

## Strategies:

### **BUSINESS DEVELOPMENT**

- Through a collaborative effort with economic development partners, develop and implement an effective strategy to increase occupancy of commercial properties with the objective of meeting regional occupancy levels.
- Ensure downtown is a vital part of the region's overall economic development strategy.
- Provide direct assistance to owners, brokers, leasing agents and building managers to help improve occupancy levels in downtown's office buildings through such initiatives as the Site Seeker Program and other troubleshooting capacities.
- Coordinate with economic development partners and serve as the lead on a synchronized business retention and expansion program for downtown. Through the Downtown Leadership Network program and staff assignments, visit a minimum of 150 downtown businesses/institutions per year.
- Partner with other community resources to address issues that may impede job growth and retention in downtown Dayton.
- Serve as the liaison and troubleshooter in obtaining permits and accomplishing other tasks involving public sector agencies.
- Link downtown businesses and property owners to city resources and other economic development organizations/agencies that can provide resources and technical assistance.
- Support and help staff the City of Dayton's Business Retention Center.

### **HOUSING DEVELOPMENT**

- Work with developers and public officials to promote residential development and establish the critical mass of residents necessary to support key amenities and retailers.
- Monitor downtown residential market trends and be a resource for property owners, prospective developers and investors.
- Host such events as Urban Nights to showcase and promote downtown's unique urban lifestyle among prospective residents and area realtors.
- Work with city and other community partners to help attract amenities and retail options that are highly desired and needed for a thriving downtown neighborhood.
- Raise awareness about downtown's diverse living options and urban lifestyle among targeted populations through a mix of grassroots marketing strategies.
- Working with other community partners, develop strategies to transition underutilized buildings into viable housing developments.

*(continued on following page)*

# SID Services Plan: Member Services

## Goal:

Provide targeted business, housing and amenity development services that directly benefit SID members, businesses, institutions and other stakeholders.

## AMENITIES DEVELOPMENT

- Create a framework that elevates downtown Dayton as the regional destination for existing and new arts, entertainment and recreation amenities.
- Work with existing arts/entertainment/recreational venues to encourage growth, collaboration, cross-promotions and other activities that support downtown's role as a regional destination.
- Working with other community partners, expand and grow downtown's cultural, recreation and entertainment options as market demands dictate.
- Develop strategies to reinvigorate downtown's first-floor retail and restaurant offerings.
- Manage a comprehensive calendar program and support collaborative marketing opportunities among entertainment venues, retailers and restaurants to better market downtown as an entertainment center to audiences in our entire region, including college students.
- Promote the creative side of downtown, specifically the visual arts, performing arts and residential communities, by presenting two annual Urban Nights events and other ongoing marketing events, such as First Fridays.
- Strengthen downtown Dayton as a regional holiday destination by coordinating the annual Dayton Holiday Festival.

## Performance Measures:

*Each year, a detailed work plan will be presented and approved by the SID Board of Directors for implementation. This work plan will include strategic initiatives for the upcoming year with specific performance objectives outlined that are in alignment with the 2011-2015 Performance Measures outlined below.*

- Conduct a minimum of 150 business retention visits per year.
- Through comprehensive outreach efforts, touch more than 1/3 of all downtown businesses and organizations per year.
- Conduct a minimum of 20 Site Seekers each year.
- Based on economic conditions, establish yearly goals for absorption of office space in the downtown market and track progress.
- Track direct assistance to property owners and businesses and guarantee a response within 48 hours of request for direct assistance.
- Seek to increase annual attendance by 2% each year to DDP sponsored events.
- Increase participation by downtown organizations in events, calendar program and other activities by 3% each year.
- Using 2010 as a base year, track satisfaction levels of member services among constituency with the goal of achieving and maintaining satisfied to highly satisfied ratings.

# SID Services Plan: Marketing & Communications

## Goal:

Promote downtown Dayton as the premier regional center for business, urban living, arts, entertainment and recreation.

## Strategies:

- Implement an integrated marketing program - including public relations, cross promotions, media relations, marketing and other tools - that positions downtown as a premier business address, the region's cultural/entertainment/recreational destination and a thriving urban neighborhood.
- Develop programs that attract targeted populations to downtown, including young professionals, college students, creative class workers and other core groups.
- Be a resource for new businesses and assist with promotional opportunities that help them gain exposure with the community and local media, including grand openings and other events.
- Ensure ongoing communication with all SID members to hear and assess their needs and concerns and update them on progress and projects underway.
- Manage a comprehensive Web site that brands downtown Dayton as an ideal location for businesses, a unique residential neighborhood, and the place to be for arts, entertainment and recreation. This Web site will serve as the main information source on everything happening in our center city, including parking, calendars, progress updates and other valuable information.
- Produce a mix of marketing publications that promote downtown Dayton as an exciting place for businesses, residents and visitors, as well as potential businesses and investors.

## Performance Measures:

*Each year, a detailed work plan will be presented and approved by the SID Board of Directors for implementation. This work plan will include strategic initiatives for the upcoming year with specific performance objectives outlined that are in alignment with the 2011-2015 Performance Measures outlined below.*

- Place a minimum of one positive news story per month in local media.
- Increase Web traffic by 5% each year.
- Produce a minimum of 6 newsletters per year.
- Using 2010 as a base year, track satisfaction levels of marketing with constituency with the goal of achieving and maintaining satisfied to highly satisfied ratings.
- Distribute SID member communications quarterly.

# SID Services Plan: Public Space Management

## Goal:

With the City of Dayton, develop and implement a coordinated public spaces management program that includes the Downtown Dayton Ambassador Program, beautification programs, and infrastructure improvements.

## Strategies:

- Administer the **Downtown Dayton Ambassador Program**, which includes:
  - **Safety Ambassadors**, who will serve as “extra eyes and ears,” working directly with the Dayton Police, and serve as hospitality ambassadors to help visitors.
  - **Cleaning Ambassadors**, who will pick up litter and remove unsightly graffiti in public spaces, provide supplemental cleaning services and serve as hospitality ambassadors to help visitors.
- Working with community partners, continue to develop cooperative initiatives that address social issues, such as homelessness and panhandling, impacting downtown.
- Develop strategies to address safety and the perception of safety, including poor lighting, vacant buildings and related issues.
- Ensure coordination of all improvements of the public infrastructure through the creation of a Downtown Public Spaces Committee which includes streetscape, pedestrian ways and public spaces in order for downtown to compete with suburban commercial centers and office parks.
- Coordinate streetscape enhancements including trees, public art, ornamental lights, street furniture, flower planters and other enhancements in accordance with the five-year strategic plan.

## Performance Measures:

*Each year, a detailed work plan will be presented and approved by the SID Board of Directors for implementation. This work plan will include strategic initiatives for the upcoming year with specific performance objectives outlined that are in alignment with the 2011-2015 Performance Measures outlined below.*

- Using 2010 as the base year, improve the Downtown Ambassador Program’s statistics by 3% each year.
- Through an annual survey, track satisfaction levels of overall environmental issues with constituents and maintain a satisfied to highly satisfied rating each year.
- Through an annual work plan, set specific goals for beautification and infrastructure improvements and monitor progress and constituent feedback with a goal of achieving satisfied to highly satisfied ratings.

## For More Information:



Downtown Dayton  
Special Improvement District  
40 N. Main St., Suite 1360  
Dayton, Ohio 45423  
tel (937) 224-1518  
fax (937) 224-3602