

original plan
A GREATER
DOWNTOWN
DAYTON
original plan

THE GREATER DOWNTOWN DAYTON PLAN

PRIORITY RECOMMENDATIONS





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INTRODUCTION

Why A Greater Downtown Dayton Plan?

The city of invention has an opportunity to reinvigorate its downtown as the primary economic engine for the City of Dayton and the region. Already, this area represents the Dayton region's largest employment center and a center of economic activity. Consider this:

- More than 42,000 people work in Greater Downtown
- More than 20,000 people live here
- More than 40,000 students attend its educational institutions
- More than 7 million people visit Greater Downtown's major attractions every year

All this and more give Dayton an opportunity to create a sustainable urban core while reawakening pride in our city. It's an opportunity to focus on what downtown Dayton will become. Nationwide, downtowns have a special niche to fill: To be places where people have authentic urban, creative and memorable experiences. Places where people have an active, green, convenient lifestyle. But this isn't about creating a cool city for aesthetics. It's about doing so to retain existing and create 21st century jobs.

Today, creating a distinct sense of place is integral to attracting investment. More businesses are locating and expanding where people want to be — and an increasing number of them want to be in vibrant, diverse cities where they can live, learn, work and play within walkable distances. Greater Downtown Dayton has the opportunity to become one of those desirable urban areas. It already has so many of the things today's employees desire: a variety of living spaces, outdoor recreation, a culture rich in arts and history, unique local restaurants. Greater Downtown also has many of the things employers and investors desire: business density, access to exceptional quality educational institutions, a strong workforce, high quality of life, low cost of living and doing business. Yet for Dayton to more aggressively and successfully compete, all these assets must be strengthened and new ones created.

Enter A Greater Downtown Dayton Plan.

The plan was inspired in part by a September 2008 Brookings Institute Report, "Restoring Prosperity: How Ohio Can Revitalize Core Communities," which concluded that for the state to be competitive in today's economy, it's critical Ohio rebuild its cities — now. These conclusions have been bolstered by more recent reports, all of which focus on the common denominator of successful regions: thriving center cities. The planning process began with the development of a value proposition to which the community can aspire, in conjunction with a set of 14 guiding principles based on national research regarding best practices in the revitalization of center cities. In January 2009, the City of Dayton and the Downtown Dayton Partnership convened a group of business and community leaders to spearhead this community-wide effort to create a strategic blueprint for the future of Dayton's urban core. Public meetings, as well as an online survey and discussion forums were held, which allowed more than a thousand people to help determine the community's vision for its downtown.



Greater Downtown includes the Central Business District and the neighborhoods and institutions surrounding it.

A Community-Driven Plan

Throughout 2009, nearly 200 volunteers served on resource groups and crafted detailed recommendations in seven core areas: (1) economic development; (2) housing; (3) rivers, cycling and active lifestyles; (4) green and sustainable; (5) arts, entertainment, history and culture; (6) transportation; and (7) placemaking. These recommendations are available online at www.downtowndayton.org, along with maps, renderings, additional background information and more.

The **priority recommendations** outlined in this document are the culmination of the resource groups' work. These strategies — when integrated, layered and aligned with one another — truly would be game-changers for the urban fabric that is Greater Downtown and transform Dayton's center city into a thriving place for generations to come. They've been organized under three keystones:

- economic development
- vibrancy
- public spaces/infrastructure

This is an economic development plan, supported by strategies to increase vibrancy and enhance public spaces/infrastructure. Together, these keystones work toward one goal: creating an active urban center that's distinctly Dayton — a one-of-a-kind place attractive to residents, visitors and employers.

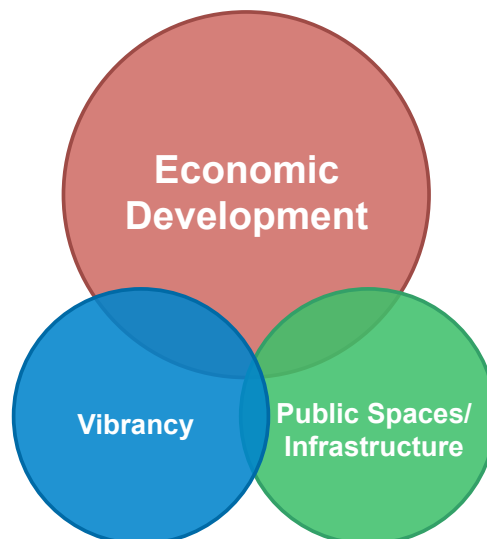
The Value Proposition:

Leverage competitive advantages to create a unique sense of place found only in Greater Downtown Dayton.

A Greater Downtown Dayton Plan

Implementing this Plan will build on Greater Downtown's existing assets and create new ones while strengthening the Value Proposition below.

Value Proposition: Greater Downtown Dayton has **big-city advantages** — business density, access to educational and community institutions, an extensive transportation network, comprehensive economic and workforce development efforts. It also has **small-town conveniences** — a central location, walkable city, easy access to resources. Together, they make Greater Downtown an ideal place to establish and grow a business, call home, be entertained, and enjoy an active, convenient lifestyle. Greater Downtown also offers a strong workforce, high quality of life, and low cost of living and doing business. It is the original downtown experience: one place to live, work and play.



A New Way of Thinking about Downtown: Greater Downtown

Also working in tandem with the three keystones is a new way of thinking about the geography of downtown Dayton. There are no traditional hard boundaries, and the focus instead is on geographies, anchor institutions and employment centers, and connections. The broad geographic area referred to as Greater Downtown includes the Central Business District and is complemented by the key institutions and neighborhoods surrounding it. That area includes three specific geographies:

- **River Corridor:** The unique geography that is Dayton is formed by the Great Miami River and its tributaries — a river corridor that's the nexus of the City's identity. It's surrounded by a bounty of community institutions and lined with a broad range of comeback and historic neighborhoods.
- **Downtown Core:** The heart of downtown Dayton is its beautiful Main Street and the blocks surrounding it that make up the Central Business District.
- **Aerospace Hub:** Immediately east and adjacent to the core, this geography is becoming a focus for growth in the aerospace industry. It's anchored to the north by Tech Town and to the south by the University of Dayton and UD Research Institute. The Aerospace Hub concept creates an economic link between Greater Downtown with Wright-Patterson Air Force Base, Wright State University and other key institutions, and is energized by nearby entertainment and housing.

The Greater Downtown Plan aligns the three keystones with these broad geographical areas to create doable — and fundable — action strategies.

Now, implementing these strategies is at the crux of Dayton's success. Already, much has been accomplished. Currently, hundreds of millions of dollars' worth of projects are underway, and even more in funding has been secured for projects that will begin in late 2010 and beyond. These investments include infrastructure improvements, housing and office projects, capital improvements and expansions, and others that correspond with the strategies outlined in the Greater Downtown Dayton Plan.

Building on successes such as these will ensure the momentum created by the Plan continues in Greater Downtown Dayton and beyond. Indeed, the future belongs to those regions that take urban revitalization seriously. It is these regions that have been and will continue to attract high-value jobs and creative, young professionals — and the businesses and institutions that want to employ them.

I - ECONOMIC DEVELOPMENT

GOAL:

Retain and Grow Greater Downtown's workforce to 50,000 by 2020.

Job creation and retention are critical to pumping new fuel into Greater Downtown and creating a sustainable city, where jobs are available to all citizens. Approximately 42,000 people now work in Greater Downtown. The strategies below aim to increase the Greater Downtown Dayton workforce by at least 8,000 during the next 10 years. Strategies outlined in the Plan to help meet that goal and create and sustain jobs for the 21st century focus on the Aerospace Hub, Tech Town, the University of Dayton Research Institute and revitalizing the downtown core.

1.) Develop and implement a strategic plan for the Aerospace Hub that focuses on job creation and innovation.

Ohio has designated Dayton the state's Aerospace Hub. The Hub, currently in the development stage, will serve as an economic development driver for the City of Dayton, Montgomery County and the State of Ohio while strengthening and promoting the aerospace industry. Situated within the federally designated Hub Zone, the Aerospace Hub will help leverage Wright Patterson Air Force Base to attract and grow the aerospace-related industry within Greater Downtown and the City of Dayton.

GOALS:

- (1) Leverage Dayton's aerospace legacy and capacity for education, innovation (research and technology), and business development supporting the future of aeronautics and technology commercialization.
- (2) Become a leader in next-generation aeronautics systems for civil and defense use and the preeminent region for education, innovation (research and technology), development supporting the future of aeronautics, and technology commercialization.
- (3) Leverage the rich, diverse institutions, neighborhoods and amenities located in and around the Hub to create an 18-hour-a-day urban village.

IMPACT:

The Aerospace Hub will build an economic foundation that will benefit the City, region and state, as well as help Greater Downtown:

- attract existing and emerging technology businesses,
- provide commercialization know-how,
- provide funding resources and expertise to inventors and researchers, and
- enhance opportunities for recent graduates and young professionals.



Tech Town's first building, the Creative Technology Accelerator, opened in spring 2009 and is 100% leased.

STRATEGY:

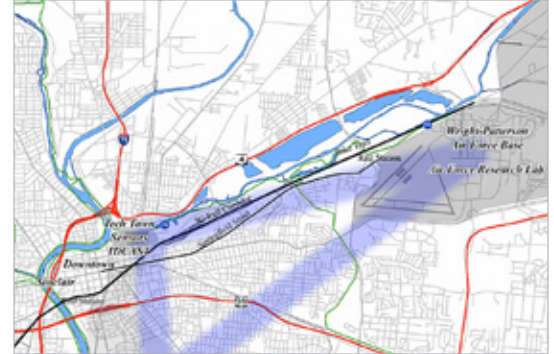
Establish the Aerospace Hub as a long-term job creation strategy to leverage assets necessary for ongoing economic success and sustainability. Those assets include:

- its compact geography with ease of access and connectivity;
- high-density urban environment;
- mixed uses;

- location in the U.S. Small Business Administration HubZone Empowerment Contracting Program, which provides a 10 percent price evaluation preference in federal contract competitions, as well as subcontracting opportunities;
- proximity to key education, healthcare and business institutions;
- a vibrant economic development network; and
- services and resources that nurture and assist businesses.

In the short term, the Hub strategy will put in place the infrastructure necessary for future growth, such as roadway enhancements.

- **To the south**, the Hub is anchored by the **University of Dayton** and the **University of Dayton Research Institute (UDRI)**, a leader in materials research and collaborator with the Air Force Research Laboratory. UDRI is expanding within Greater Downtown, as it plans to move into the former NCR world headquarters building.
- **To the north**, the Hub is anchored by **Tech Town**, which is focused on the development, application and commercialization of new technologies and technology businesses. This district is designed to help Greater Downtown gain recognition for its technological strengths. The Tech Town district's first building, the Creative Technology Accelerator, is fully leased by such tenants as the Institute for the Development and Commercialization of Advanced Sensor Technology (IDCAST). Plans call for three additional buildings to be constructed during the next five years. Across the street, the **Entrepreneur Center**, a technology incubator, provides assistance to and support for 22 small and growing technology businesses.



The Aerospace Hub connects such Greater Downtown assets as Tech Town with Wright Patterson Air Force Base.

The Tech Town district serves as a setting where **business, academia and government strategically work together to support the region's core competencies** in aerospace, sensors, radio-frequency identification (RFID) technology, advanced materials, IT and data management. In addition to its geographic benefit, Tech Town's density enables business nurturing and collaborative linkages among existing economic development service providers.

The Aerospace Hub also includes the dense mix of assets located in this geography, including the Central Business District and neighborhoods and institutions surrounding it. The Hub is an attractive location for businesses and employees seeking a live/work/play/learn lifestyle.

Implementation Partners: The Aerospace Hub Controlling Board, comprised of representatives from the City of Dayton, Montgomery County, University of Dayton, Dayton Development Coalition and CityWide Development.

Cost Estimates & Potential Funding Sources: \$850,000 has been secured for an executive director and three-year work plan, funded by the State of Ohio, City of Dayton, Montgomery County, CityWide Development, Dayton Development Coalition and the University of Dayton.

Note: Exact development costs for the Hub will be determined after the Aerospace Hub Controlling Board develops its strategic plan, which will be completed by the end of 2010.

2.) Reinvigorate the downtown core.

Downtown Dayton is fortunate to have a beautiful Main Street Corridor lined with architecturally rich facades and distinct buildings woven together with a variety of well-designed public spaces and a riverfront. This serves as the spine of the downtown core. A strong, diversified downtown economy creates a sustainable environment where retail, commercial, food and beverage, entertainment, and visitor and residential services form an urban engine for the region's overall vitality. In recent years, this central corridor has been badly shaken due to corporate relocations, a difficult economy and continued influx of newer office space in our surrounding region.

GOAL:

In the next 10 years, reduce the downtown office vacancy rate to one comparable to the Dayton suburban market (currently at approximately 16.2 percent) by creating jobs, increasing vibrancy, expanding amenities, and encouraging investment and redevelopment in the Central Business District.

IMPACT:

Main Street and the surrounding blocks that make up the downtown core are where the public takes the pulse of downtown and the Dayton region. Reinvigorating the downtown core will strengthen the Greater Downtown area's economic vitality and enhance its ability to attract businesses, residents, and investment into the core.

STRATEGY 1: OFFICE SPACE

Right-size the downtown office market. Dayton's current vacancy rate of more than 30 percent is far too high when compared to similar downtown markets. After extensive evaluation and analysis of downtown's office market, emerging business trends and other comparable peer cities, it has been concluded that a 16.2 percent office vacancy rate is a realistic benchmark, as that rate is equal to the Dayton suburban and national average suburban office market vacancy rates and is in line with comparable downtowns. After examining several scenarios for reaching that goal, it is recommended that Greater Downtown must address a total of 850,000 square feet of office space. That might include:

- transitioning a minimum of 425,000 square feet of office space to other, more productive uses or through redevelopment/demolition.
- using an aggressive recruitment strategy to lease another 425,000 square feet by focusing on recommended target sectors.

• **The combination of reuse and redevelopment** is an important part of achieving this right-sizing, as well as **reinvigorating the Central Business District**. This realignment of Downtown Dayton's office space also syncs with the housing strategy outlined in this Plan. The groundwork for the adaptive re-use of current office space was completed in 2009 through the **Strategic Reuse Project**, in which 10 local architectural firms developed plans for various downtown buildings with the goal of linking them to potential developers who could transform them to more productive uses. To achieve the correct mix of redevelopment, creating a catalyst for new growth, the private and public sectors must come together to develop targeted strategies about how best to transition this office space.



As part of the 2009 Strategic Reuse Project, local architects proposed new uses for 10 vintage buildings downtown and produced possible floor plans and renderings.

Implementation Partners: Private property owners, Downtown Dayton Partnership, City of Dayton and CityWide Development

Cost Estimates: Specific costs will be determined as individual projects develop and largely will depend on the amount of square footage renovated and/or demolished. An estimated redevelopment cost is \$125-\$175/square foot.

STRATEGY 2: RECRUITMENT

Develop a proactive recruitment strategy aimed at targeted business sectors that are best suited to an urban business environment with the goal of leasing 425,000 square feet of office space in the next 10 years.

- Convene a team of property owners, real estate professionals and marketing experts to develop a proactive marketing strategy that focuses on tangible downtown competitive advantages. Such strategies as collaborative recruitment must be undertaken to attract, retain and grow jobs in Greater Downtown in these targeted industries, which can thrive in its central, mixed-use location. These **target sectors** include: (1) aerospace, (2) healthcare, (3) RFID, (4) non-profit organizations, (5) arts and other creative activities, (6) education, and (7) professional services.
- Actively promote those competitive advantages/designations that can attract businesses. For example, downtown is located in an area that qualifies for the **U.S. Small Business Administration's HUBZone Empowerment Contracting Program**, designed to stimulate economic development and create jobs in urban communities by providing federal contracting preferences to small businesses.
- Encourage business owners to market one price including rent and parking through collaboration with parking venues.
- Ensure Greater Downtown is well represented and aligned with **regional recruitment** strategies.

Implementation Partners: City of Dayton, Downtown Dayton Partnership, Dayton Area Chamber of Commerce, Montgomery County and the Dayton Development Coalition

Cost Estimates: Cost estimates will be prepared after strategies are developed.

STRATEGY 3: RETENTION & EXPANSION

Engage private sector leaders in strengthening and expanding retention and expansion (R&E) efforts currently underway.

- In 2008, the Downtown Dayton Partnership launched the Downtown Dayton Leadership Network, an initiative that engages private sector leaders in peer-to-peer visits and builds long-term relationships. In partnership with the Dayton Area Chamber of Commerce, this program will be expanded throughout the City and operated in conjunction with ongoing retention and expansion programs coordinated at the Dayton Business Research Center.
- Retaining and growing the major institutions that anchor the geography of the Greater Downtown Plan will support the network of private sector investments.
- Work with building owners to provide attractive space and competitive rents.

Implementation Partners: City of Dayton, Downtown Dayton Partnership, Dayton Area Chamber of Commerce, Montgomery County, CityWide Development and the Dayton Development Coalition, coordinated through the Dayton Business Retention Center

Cost Estimates: Will be accomplished with existing resources and staff.

Potential funding sources for strategies to address the downtown office market: Dayton Development Fund, Main Street Corridor Program, federal transportation funding and other state and federal funding, venture capital funds and other private funding sources. These strategies also could be supported through numerous state and local incentive programs, such as DEAP (City of Dayton Economic Attraction Program), EDGE and the Ohio Job Creation Tax Credit.

3.) Develop and implement a comprehensive broadband plan.

The City of Dayton owns and operates a limited fiber-optic network. This is a valuable asset that, if leveraged appropriately, could be utilized to attract and retain technology-oriented companies, research and development activities, and knowledge- and data-intensive industries. Therefore, developing and implementing a broadband plan should be explored.

GOAL:

Improve broadband access locally to create a key competitive advantage to living and working in Greater Downtown.

IMPACT:

The proposed network will make available increased local connectivity and bandwidth, which will facilitate and sustain future economic growth. This network will allow the City to fully leverage its communications investments in broadband and telecommunications to develop and sustain an environment that creates new economic opportunities and acts as a catalyst for growth.

STRATEGY:

Develop an innovative broadband plan that will result in open access to an economically reasonable and technologically robust advanced broadband network.

The utilization of high-speed broadband networks for economic development is a relatively recent but effective strategy for municipalities. High-speed broadband networks are utilized by virtually every kind of business, but are especially utilized by data-intense businesses — the kind of businesses that the modern economy is creating. A **robust broadband network** could drive the implementation of real-time mobile communications for healthcare and advanced public safety communications, as well as provide added connectivity for utilities and businesses, promote regional efficiencies, foster job growth, and increase and encourage broadband adoption in Greater Downtown. Action steps include:

- Develop a comprehensive fiber-optic network plan that includes a **business model**.
- Develop and implement one or two **pilot projects**.
- Leverage the existing fiber-optic network to **significantly differentiate Greater Downtown and the City** so they can more effectively compete for jobs and residents.
- Address the availability of broadband services at **affordable rates** for Greater Downtown residents and businesses.



If fully developed, the city's existing high-speed, fiber optic cable could be a competitive advantage that brings businesses to Greater Downtown.

Implementation Partner: City of Dayton (Note: Due the nature of the project, existing infrastructure and readiness of the project, securing a private sector partner would significantly advance this recommendation.)

Cost Estimates & Potential Funding Sources:

COST: more than \$2 million

FUNDING SOURCE: Without some outside funding, it will be a challenge to fund this strategy.

4.) Evaluate Dayton’s “greenness” and create a Sustainability Action Plan.

To attract business, investment and residents, it’s critical Greater Downtown’s appeal as a sustainable community and green place to live, work and play be enhanced. While doing so has environmental and health benefits, it also has several economic ones. Implementing green projects will lower operating costs for businesses and homeowners, reduce pollution costs — and give Greater Downtown a competitive advantage when it comes to attracting and retaining jobs. It also will help Greater Downtown become sustainable — a necessary ingredient for all communities seeking prosperity.

GOAL:

Attract businesses, residents and employees to Greater Downtown by implementing green projects that improve environmental stewardship, public health and quality of life while creating a sustainable city. In turn, leverage this more sustainable environment to attract businesses, which today face an economic imperative to go green.

IMPACT:

Many cities have undertaken Sustainability Action Plans, and Dayton must do the same to remain economically competitive. This is the first step toward enhancing Greater Downtown’s ability to attract businesses and create jobs in this growing industry sector.

STRATEGY:

Determine— then improve — Greater Downtown’s national ranking with a system modeled on SustainLane criteria, which include numerous initiatives for creating a sustainable community.

- These criteria include expanding the use of alternative transportation and energy sources, improving air and water quality, supporting recycling and composting initiatives, and providing incentives for high-density and green development. In addition, such resources as the **U.S. EPA Green Communities Toolkit** could be used to access resources and information to help Greater Downtown become more sustainable.
- Once Greater Downtown’s “greenness” has been assessed, this information will be used to develop targeted strategies to **improve those rankings**. Examples include developing and nurturing green job growth and economic development, supporting sustainable transportation initiatives, and revising public policy to encourage green and sustainable development.
- The **Dayton Area Chamber of Commerce’s Green Business Certification Program** will be supported to recognize green initiatives by local businesses and institutions. Significant participation by Dayton-area businesses in this program will show firms seeking to relocate that this region is committed to green development, energy, sustainability and environmental responsibility.

Implementation Partners: City of Dayton, Dayton Area Chamber of Commerce, and private sector property owners and businesses

Cost Estimates & Potential Funding Sources:

COSTS (year one):

- To gather data needed to craft the sustainability plan: \$5,000
- To create the Sustainability Action Plan for Greater Downtown: \$5,000
- Green job development: \$10,000
- Financial assistance to find and pursue grant opportunities: \$5,000

FUNDING SOURCES INCLUDE: City of Dayton, U.S. and Ohio EPA, Ohio Department of Development, Ohio Air Quality Development



The new CareSource headquarters building, opened in 2009, has such green features as geothermal energy use.

Authority state stimulus funding grants, loan guarantees in Clean Coal and Alternative Energy projects, ARRA Department of Energy stimulus funds, Green Energy Ohio, Entrepreneurial Signature Program at Dayton Development Coalition

5.) Ensure parking solutions are included in all economic development initiatives.

In an urban environment, uses are denser and with more people and cars, parking becomes a more complex issue. Parking strategies and solutions must be part of the downtown redevelopment equation.

GOAL:

Working with core stakeholders, proactively address parking by creating a coordinated parking system that provides the right balance of availability, convenience and affordable pricing, while offering a parking experience that is clean, safe and customer-focused.

IMPACT:

A coordinated parking system will not only improve the overall downtown experience for all users, it will improve real and perceived safety issues while making Greater Downtown a more attractive business address.

STRATEGY:

Convene the Downtown Dayton Parking Alliance — a consortium of parking operators, customers, parking enforcement, the Dayton Police Department and other stakeholders — to develop a coordinated parking system to improve the Greater Downtown parking experience.

- Regularly evaluate parking inventory to ensure it is **adequate to meet the current and future needs of all downtown constituents**. Also, focus on residents' parking needs, and evaluate the parking needs of potential new housing sites. Strategically **analyze the placement** of any new parking lots/garages, and develop **aesthetic design guidelines** for garages and lots so parking is integrated into the downtown fabric and contribute to a sense of place.
- Develop a **comprehensive parking signage program**, standard design criteria and uniform rating system for parking lots and garages to ensure quality physical conditions and customer service.
- Explore with legislative leaders and other urban policy makers the potential of providing **state tax credits** for businesses and individuals to offset parking costs in downtown areas.
- Work with property owners to **package parking costs into the overall lease rate** as done in the suburban markets.

Implementation Partners: Parking operators, property owners, Downtown Dayton Partnership, City of Dayton



The Downtown Dayton Parking Alliance would work to develop a coordinated parking system to improve the parking experience in Greater Downtown.

II - VIBRANCY

GOAL:

Create an urban neighborhood with 18-hour-a-day street activity by developing 2,500 new housing units in 10 years.

Nationwide, compact, walkable cities rich with culture and entertainment options are the new places to be. Therefore, strategies to make Greater Downtown an 18-hour-a-day urban village are integral to it becoming a more active, busy and fun environment — attractive to people and businesses. The strategies outlined below are key to bringing more people to Greater Downtown, encouraging them to stay downtown longer, and giving them additional things to do, see and visit that are unique to Downtown Dayton.

1.) Increase housing options in product style and price point to encourage more people to live in the downtown core, thereby boosting vibrancy in Greater Downtown.

The street traffic necessary to create a vibrant urban core can only happen if more people live in and around it. Residents keep a city humming around the clock, making people feel safe. The downtown core already has a strong urban neighborhood — but it needs to grow both in the numbers of people living downtown and in the housing available, including in type and price. An aggressive housing strategy is paramount to attracting more young professionals, students, empty-nesters and others to live in Dayton's urban core.

GOAL:

Develop 2,500 new housing units in 10 years to dramatically increase the number of people living downtown.

IMPACT:

Housing has immense potential to serve as a catalyst for additional development and a transformation of Greater Downtown. Expanding Greater Downtown neighborhoods is the key to creating a thriving, 18-hour-a-day, economically stable downtown.

STRATEGY 1: HOUSING

Create new financial tools to assist with overall development costs and gap financing to jump-start the creation of additional housing downtown by encouraging private sector investment.

- Establish a \$250,000 **pre-development fund**, typically used for such tasks as building code analysis and renderings. In the past, such funding helped bring to fruition numerous projects, including The Landing, Cooper Place and St. Clair Lofts developments.
- Establish CityWide Development as a **Community Development Financial Institution (CDFI)**, allowing it to pursue new market tax credits to help address these issues.
- Examine the possibility of establishing **tax increment districts** downtown as another way to generate revenue long-term.
- Establish a **multi-million dollar equity fund** for qualified developers. This financing option, 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. Raising money for this fund is a long-term project.



Downtown housing maintains high occupancy rates and presents many opportunities for growth.

These financial tools are imperative to successfully bring more housing online and lay the groundwork for the incremental development of 2,500 units throughout the next 10 years. While an ambitious goal, it is attainable when considering the opportunities for growth. Although the Dayton region’s population is slightly declining, **smaller household sizes means the actual number of households is increasing**. Most of that growth is in households without children, a demographic already attracted to Greater Downtown.

- Leverage opportunities created by **growth at area institutions**, such as the University of Dayton, Sinclair Community College and the major hospitals of Greater Downtown. This particularly creates opportunities for **student housing**. For example, with its recent acquisition of former NCR properties, UD has tripled its growth capacity. Sinclair’s enrollment continues to grow, and if only 4 percent of its more than 25,000 students wanted housing near the main campus, that would create demand for nearly 1,000 units. More than 100,000 students attend Dayton-area colleges and universities, and Dayton has many of the attributes of a successful college town identified in research by Next Generation Consulting. These include an abundance of arts, sports and recreation offerings; diverse employment opportunities; and such conveniences as short commute times and an affordable cost of living. Diverse housing options in the urban center would be a strong attraction for college students and young professionals.

STRATEGY 2: NEIGHBORHOODS

Leverage the strength of the existing surrounding Greater Downtown neighborhoods as additional opportunities for growth.

- Housing **occupancy rates in the downtown core are well maintained and higher than average** at more than 92 percent. This core is the bull’s eye in a ring of stable, improving comeback and historic neighborhoods where **continued investment has been the trend for nearly a generation**. Such investment makes nearby areas attractive for development, particularly in areas where such neighborhood anchors as schools are or will be located.
- Increasing housing is all about **building neighborhoods**, and particular projects are stepping stones toward that goal. Neighborhoods are attractive places for a variety of new development. They create the **critical mass of people** necessary to improve real and perceived safety, as well as to sustain commerce and amenities.
- This **residential purchasing power**, much stronger than a weekday workforce purchasing power, will create and sustain such amenities as a grocery store and other street-level businesses to serve Greater Downtown residents.

Implementation Partners: CityWide Development, Dayton Business Committee, local financial institutions, Home Ownership Center, Community Development Corporations

2.) Develop livable streets, parks and other public spaces that convey a distinct and unique sense of place and generate activity.

A city’s energy rises from its streets. People generate much more than outdoor foot traffic. They animate a city and provide its character. They create an urban pulse. Public spaces are the canvas upon which a city’s cultural life plays out. City streets teeming with people feel alive — and safe. The streets, corridors and public spaces represent the living rooms of the city.

There are numerous components to creating vivacious streets and public spaces. One has to do with the physical environment, including streets, signage and lighting (see the public spaces recommendation on page 16). Yet another component has to do with the more intangible environment, with the attitude and mood of a place.

GOAL:

Create a Greater Downtown with attractive public spaces where people want to be.

IMPACT:

Attractive, user-friendly spaces likewise are attractive to people and improve their quality of life. And where people want to be, investment will follow. Indeed, creating a lively, walkable Greater Downtown is the crux of this Plan, and nearly all the priority recommendations play a role toward energizing Greater Downtown’s streets and public spaces.



The popular Summer Music Festivals held at Dave Hall Plaza bring many music lovers downtown.

STRATEGY 1: ARTS & ENTERTAINMENT

Establish a consortium of arts, entertainment and culture organizations to leverage and strengthen Greater Downtown's robust assets in these areas by developing a network that allows them to function as a comprehensive district.

- Charge a **coalition of individuals and organizations representing arts, entertainment, culture and history** with creating a network that allows them to work smarter, more collaboratively and more strategically. This coalition will develop a **coordinated marketing strategy** for downtown's public spaces, entertainment venues, events and more.
- Greater Downtown is home to many wonderful assets, and **connections between these hotspots** must be established not just with physical improvements but with visual connections as well. Easy, low-cost beautification efforts, such as dressing up vacant storefronts with art, also should be implemented. Dayton long has been a do-it-yourself city with an artistic, independent psyche — along with an extremely **affordable quality of life and available development opportunities**. Capitalizing on this will do much to create a walkable, community-minded urban center with a unique character, as well as a city rich with locally owned restaurants, taverns and retail establishments.
- Position and promote downtown as **the premier destination for arts, entertainment, recreation, culture and history** in the region through an aggressive public relations campaign and better use of such technology as social media. Establish ways to communicate with people while they're downtown about other entertainment opportunities, such as by establishing kiosks/bulletin boards at strategic locations that include directions; information about events, venues and parking; and places to eat, drink, shop, hear live music and be entertained. Examine the feasibility of creating additional collaborative programming throughout Greater Downtown that supports arts, entertainment and culture, with a focus on mid-size events and those that attract target audiences, such as young professionals. Work with Greater Downtown businesses and other partners to collaboratively plan events.



The Plan focuses on better connecting Greater Downtown's arts, entertainment and cultural amenities.

Implementation Partners: Downtown Dayton Partnership; City of Dayton; arts, entertainment, culture and history organizations

Cost Estimates & Potential Funding Sources:

COST: \$50,000 to \$70,000/year (As a point of reference, recent examples include the Wayne Avenue Beautification project, in which a \$2,500 City of Dayton mini-grant was used to create 10 murals by local artists in a once-bleak underpass.)

FUNDING SOURCES: grants, private donations, sponsorships

STRATEGY 2: PUBLIC SPACES

Enhance public spaces through capital improvements and coordinated programming.

- Greater Downtown's public spaces, **which are important to all Greater Downtown users**, including students, visitors, residents and employees, will be improved. Courthouse Square can be an amenity for workers in the Central Business District; RiverScape and Dave Hall Plaza serve the thousands of visitors who attend festivals there every year; and Cooper Park is an important part of a downtown neighborhood. **These spaces will be spruced up**. For example, Cooper Park is in need of tree trimming, new signage and lighting. Courthouse Square is in need of an upgrade to transform it from an antiquated and underutilized downtown plaza into a premiere gathering space. It's envisioned to include such amenities as updated lighting, signage and hardscaping, along with a water feature and stage — much the same as Cincinnati's Fountain Square or Indianapolis' Monument Circle.
- These physical upgrades will be accompanied by a **coordinated programming plan**. Programming at these public spaces will be enhanced using a coordinated schedule to ensure such programming is complementary, not competitive. For example, Courthouse Square would feature weekday events that appeal to the downtown workforce while RiverScape would continue to focus on evening and weekend programming. This programming also will **tie into events taking place at key destinations**, such as the Oregon Arts District, through such tactics as public art, street performances, outdoor patios and other street activity.

Implementation Partners: Arts and Entertainment Consortium, Downtown Dayton Partnership, City of Dayton

Cost Estimates & Potential Funding Sources:

COST: Capital costs are dependent on the level of improvements and would be developed on a project-by-project basis. To make a significant impact, an estimated \$80,000 to \$100,000/year would be needed for operating and programming costs.

FUNDING SOURCES: grants, private donations, sponsorships

STRATEGY 3: COURTHOUSE SQUARE

Transform Courthouse Square into a modern, vibrant gathering place that serves downtown employees.

- Revitalize Courthouse Square to help **strengthen surrounding and nearby buildings** by serving as a prime amenity for the employees who work in those buildings. A revitalized Courthouse Square also would be a key feature helping to **create a campus-like business environment** downtown. Physical upgrades must be coordinated with an accompanying strategy for programming the Square, as well as a larger, comprehensive plan for programming downtown’s public spaces.

Implementation Partners: Montgomery County, Downtown Dayton Partnership and City of Dayton, adjacent property owners

Cost Estimates & Potential Funding sources:

COST: Cost estimates vary widely depending on the level of capital improvements made. This would need to be established on a project-by-project basis.

FUNDING SOURCES: public grants and funding sources, private contributions, and sponsorships



Courthouse Square can serve as an amenity while helping reinvigorate surrounding buildings.

STRATEGY 4: CYCLING

Create a bicycling culture on the streets of Greater Downtown.

- The City of Dayton recently attained **Bronze Bicycle Friendly Community status** from the League of American Bicyclists. Now, it begins the process of progressing to **Platinum Bike Friendly Certification** by 2020, the top standard of bike-friendliness in the nation. Greater Downtown’s streets will be transformed to be **as friendly and safe for cyclists as they are for motorists** by creating a seamless network of bike lanes and safety amenities on the streets, as well as off-street paths, that connect surrounding neighborhoods to the regional trail system. For example, Sinclair Community College will connect its campus to the River Corridor bike path entrance, including a bike hub that would allow access for Sinclair Community College’s students and employees.
- Cycling education, enforcement and evaluation programs, including coordination with schools, will be developed.
- A cycling culture will be further bolstered by the **bike hub** currently being constructed at RiverScape Metro Park and a bike co-op in the downtown area. A broad range of community partners must engage in public-private partnerships to develop innovative bicycle facilities, educational programs and funding mechanisms that actively support bicycling as a transportation choice.

Implementation Partners: Five Rivers MetroParks, Miami Conservancy District, City of Dayton’s Bike Walk Committee, MVRPC

Cost Estimates & Potential Funding Sources: Bicycle Friendly Community status:

COST: (bronze) no cost, (silver) \$5.6 million, (gold) \$5.6 million, (platinum) \$7.5 million

FUNDING SOURCES: MVRPC; federal Transportation Enhancement funds; federal Congestion Mitigation and Air Quality funds; local, state and federal funding; naming rights; Recreation Trail Program; private foundations and corporations devoted to children, arts and culture, and health initiatives; Community Development Block Grant (CDBG) funds; Clean Ohio funds for brownfield reclamation, land preservation and trail development; funds that target urban land reclamation



Such features as a new bike hub, bike lanes and sharrows will enhance the downtown cycling experience.

3.) Animate Greater Downtown's river recreation corridor.

Greater Downtown Dayton's Great Miami River corridor is growing as a recreation and entertainment destination, and a vision of a 98-mile recreation and entertainment district along the Great Miami and Mad rivers is now shared by 11 cities. Greater Downtown has become the hub of this district, dubbed Ohio's GREAT Corridor. By building on existing strengths, new, exciting and inviting activities that offer a variety of unsurpassed river experiences can be created.

Much work to enhance the river corridor has been funded and completed, and more is in the works. For example, the Mad River Bikeway, which currently runs from downtown 3.5 miles up the Mad River to Eastwood MetroPark, will be extended an additional 2.5 miles to Huffman MetroPark, where it will link to the existing T-connector and the Kauffman Avenue Bikeway. With this \$2.1 million extension, the trail will connect downtown to the Air Force Museum and the entrance to WPAFB Area B, as well as the Wright Brothers Interpretive Center and Huffman Prairie Flying Field, both key sites in the Dayton Aviation Heritage National Historical Park.



People will be encouraged to use the rivers for recreation and relaxation.

Animating the River Corridor will serve to functionally and symbolically reunite the entire city, ending generations of real and perceived separation among people and neighborhoods. A vibrant and active River Corridor can become a new and different kind of main avenue through the city by creating an active destination for thousands of Daytonians.

GOAL:

Make Greater Downtown's rivers more accessible and enjoyable for a variety of users, including pedestrians, cyclists, hikers, paddlers and other outdoor enthusiasts.

IMPACT:

Rivers always have been the lifeblood of great cities. Connecting and strengthening Greater Downtown's network of greenways and blueways with destination gathering places will make it a point of convergence for everyone who enjoys a healthy, active lifestyle. Indeed, bringing more activity to the River Corridor can establish Greater Downtown as the outdoor recreation capital of the Midwest while strengthening surrounding neighborhoods. In the new vision for this corridor, the river unites — and no longer divides — the community.

STRATEGY 1: PADDLING

Implement projects and programs that improve the paddling experience in Greater Downtown.

- Allow **safe, exciting river travel for all paddlers**, including novices: Modify or remove the Dayton low dam, open and enhance the river to paddling from WPAFB near WSU through downtown to UD and Carillon Park, as well as provide access to the river, including parking and amenities for paddlers. Develop a funding strategy to construct the Eastwood MetroPark Whitewater Park in the Mad River.

Implementation Partners: Five Rivers MetroParks, Miami Conservancy District

Cost Estimates & Potential Funding Sources:

- Make the river navigable, attractive, accessible and safe:

COST: \$3 million

FUNDING SOURCES: MVRPC; federal Transportation Enhancement funds; federal Congestion Mitigation and Air Quality funds; local, state and federal funding; naming rights; Ohio Department of Natural Resources; Cooperative Boating Facility Grant Program; Navigational Aids Grant Program; Water Trails Program; Recreation Trail Program; Clean Ohio Trail Fund; private foundations and corporations devoted to children, arts and culture, and health initiatives; Community Development Block Grant (CDBG) funds; Clean Ohio funds for brownfield reclamation, land preservation and trail development; funds that target urban land reclamation

- Improve the paddling experience:

COST: \$1.25 million

FUNDING SOURCES: (see *Strategy 1: Paddling* list.)

STRATEGY 2: OUTDOOR RECREATION

Examine the feasibility of developing an outdoor urban recreation destination and corridor along Greater Downtown waterways connected by recreation and cultural destinations.

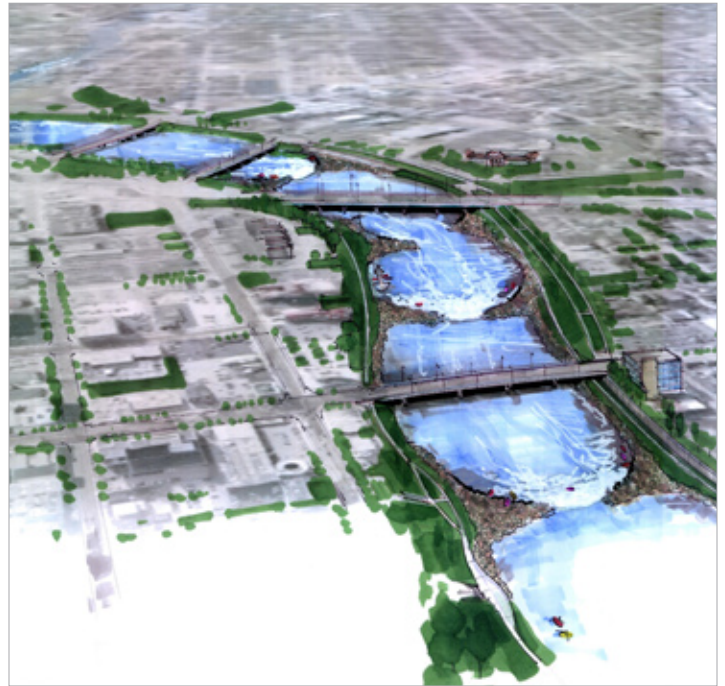
- If developed, an **outdoor recreation destination** could serve as a prime attraction for visitors from throughout the region and beyond. Currently, there are no outdoor recreation sites in Dayton's core, although a **strong outdoor recreation culture** is being established through such opportunities as Five Rivers MetroParks' mountain bike trail, whitewater paddling on the Mad River, climbing at Urban Krag and more. This proposed outdoor urban recreation destination would complement these attractions and be very appealing to the many and growing number of people who enjoy an active lifestyle.
- Such a site would be **fully independent**, meaning it would not be staffed. The specific location will be identified and established, with the Kettering Fields/Parkside Homes site being a top contender.
- A set of **core attractions**, along with such visitor amenities as parking and restrooms, will be developed and constructed in phase I of the urban recreation destination. Core attractions might include a mountain bike skills course and pump track, skate park, BMX track, bouldering, whitewater play spots, and a low ropes course.

Implementation Partners: Five Rivers MetroParks, Miami Conservancy District, City of Dayton

Cost Estimates & Potential Funding Sources:

COST: \$2.6 million (for phase I)

FUNDING SOURCES: (see *Strategy 1: Paddling* list.)



Developing an urban recreation destination along the river corridor could create a prime attraction for residents and tourists alike.

III - PUBLIC SPACES/INFRASTRUCTURE

GOAL:

Position Greater Downtown as a center that builds upon the unique qualities of the urban place.

Enhancing streets, sidewalks, parks, transit and other public spaces and services is key to creating a Greater Downtown where it's easy for all citizens to not only have an active lifestyle, but access to jobs and amenities. Greater Downtown is very compact and has the bones to be an attractive, walkable place. Building on those bones will create an attractive, accessible urban core. Quality, Dayton place-based urban design will result in the unique urban setting that will distinguish Greater Downtown from its neighbors.

1.) Create a Greater Downtown with well-designed, vibrant public spaces that are an amenity for and serve the needs of pedestrians, bicyclists, public transit users and motorists.

GOAL:

Develop and grow livable streets, parks and other public spaces to create an attractive, unique, memorable and walkable downtown.

IMPACT:

Transforming Greater Downtown's public spaces will enrich the downtown experience, encourage pedestrian activity, increase the visibility of existing assets, improve safety, and create a more inviting, vibrant and visually interesting downtown. Designing an urban environment that provides opportunities for rich, memorable and engaging human experiences will ensure Greater Downtown remains desirable for the long term. Greater Downtown is being designed as a connected, integrated system of corridors, districts and gateways.



Infrastructure changes are underway to help make Greater Downtown a more bike-friendly community.

STRATEGY 1: LIGHTING & WAYFINDING

Improve lighting and institute a wayfinding signage system throughout Greater Downtown.

- Greater Downtown's streets and public spaces will be made more people- and experience-friendly by **adding and improving signage and lighting**. This also will make people feel safe, encourage more people to walk and build street-level vibrancy. The Dayton Police Department's Central Business District team has developed **Project Gateway**, which aims to use these environmental upgrades to improve actual and perceived safety, as well as connect such key assets as the Schuster Performing Arts Center, RiverScape Metro Park, Fifth Third Field and the Oregon Arts District. Lighting can create visual energy and excitement while transforming everything from the great architecture, vibrant corridors and monumental gateways of the Dayton skyline to the small interesting details of the city. Integral to this effort is the development of a **two-tiered wayfinding system** that includes a directional element designed for vehicles and bicycles, as well as a detailed pedestrian-oriented element. Lighting and wayfinding work in tandem with the coordinated programming strategy to ensure Greater Downtown's public spaces are integrated on programming, policy and physical levels.

Implementation Partner: City of Dayton

Cost Estimates & Potential Funding Sources:

COST: (wayfinding) \$500,000 (lighting) \$1.5 million

FUNDING SOURCES: Fund as part of a larger infrastructure project, transportation enhancement projects, Downtown Gateway Project (American Reinvestment and Recovery Act funds), downtown streetscape matching grant program, income generated through graphics overlay district, individual property owners

STRATEGY 2: LIVABLE STREETS

Design the Greater Downtown environment to reflect the City’s newly adopted policy of Livable Streets.

- **Gateways and corridors that welcome and invite people downtown** will continue to be developed in the Greater Downtown Plan.

The Downtown Gateway Project, which will soon be underway using federal American Recovery and Reinvestment Act funds, will create gateway features in four locations:

- (1) on First Street, two traffic lanes will be replaced with new tree lawns on a portion of the street;
- (2) East Third Street between Wayne Avenue and Webster Streets in Webster Station;
- (3) east of the freeway at West Third Street and I-75, a landscaped center island will be created;
- (4) Lighting on the underside of the Transportation Center garage overpass will enhance and strengthen the connection between the Dayton Convention Center and the Oregon Arts District.

Other upcoming gateway projects will be completed on North Main Street, I-75 and Great Miami Boulevard; at Edwin C. Moses and West Third Street; at The Point in North Dayton; and on Keowee Street between the Mad River and Second Street.

- Greater Downtown’s public spaces will be enhanced through such strategies as **reducing traffic lanes, adding tree lawns between buildings and curbs, and installing outdoor furniture**. Livable streets also connect major destinations and assets, creating a more accessible urban core where convenience is a major asset for businesses and residents located in Greater Downtown.
- This policy already has **allowed for the completion of such projects** as the two-way street conversion; addition of more bicycle lanes; streetscape improvements along East Fifth Street in the Oregon Arts District and West Third Street in Wright-Dunbar; renovation of the Moses, Stewart and Monument Avenue bridges to include wider sidewalks and colorful night lighting; and the Litehouse Living housing project at First Street and Patterson Boulevard.

Implementation Partner: City of Dayton

Cost Estimates & Potential Funding Sources - Complete Streets policy:

COST: Existing resources

FUNDING SOURCES: Developing the policy will be done with existing resources, and funding will be sought for implementation from such sources as transportation enhancement funds. Funding needs will be further assessed after the Complete/Livable Streets policy has been finalized.



New public spaces, such as this proposed one near the Webster Street Market, can enliven Greater Downtown’s streets.

2.) Pursue transportation-related ventures that support and encourage development.

Transit-oriented development focuses on creating vibrant, livable communities featuring compact, walkable communities. This allows people to live a higher quality life without complete dependence on a motor vehicle for mobility and survival. Such development also combats traffic congestion and protects the environment.

GOAL:

Take a transit-oriented development approach to transportation and related strategies to create vibrant, walkable communities.

IMPACT:

Greater Downtown already is a compact area, and the strategies below will encourage development within this area, bolstering commercial and residential density and enhance Greater Downtown as a live/work/play community.

STRATEGY 1: 3CD RAIL

Support the development of Ohio's 3CD rail corridor.

- Dayton is included as a stop on this corridor, which will be a component of the **Chicago Hub Network**, a collection of high-speed rail lines in the Midwest. This station would be located at Sixth and Ludlow streets, and preliminary site plans have been developed. If the statewide rail system moves forward, **this station must be connected with Greater Downtown assets** to serve riders on the new statewide rail system. The station would serve as a regional transportation alternative and enhance land uses in Greater Downtown, especially in the Terra Cotta District and the Main Street core. Amtrak estimates an initial annual ridership count of 478,000 statewide.

Implementation Partners: Greater Dayton RTA, City of Dayton

Cost Estimates & Potential Funding Sources:

COST: (capital) \$5.7 million; (operating) \$150,000/year (Note: This project is contingent on Ohio State Controlling Board approval.)

FUNDING SOURCES: The City of Dayton has submitted a request for 100% funding through federal American Recovery and Reinvestment Act stimulus funds.



The proposed Dayton Union Station would be constructed at the corner of Sixth and Ludlow.

STRATEGY 2: STREETCAR

Examine the financial, developmental and operational viability of an urban streetcar service.

- An urban streetcar will provide connectivity to and throughout Greater Downtown — while serving as an **economic development driver**. A streetcar route in Greater Downtown would create an easy-to-use transportation alternative for those living, working and playing in the area. Streetcars effectively **connect key assets and institutions**, and preliminary plans for the first phase of an urban streetcar route call for it to connect arts and cultural facilities, the University of Dayton, Miami Valley Hospital, Tech Town, the Oregon Arts District, the Central Business District and new 3CD rail station.

In other cities where streetcar systems have been created, **the return on the initial public investment has been tremendous.**

For example, Portland, Oregon's \$55 million investment in its first streetcar line in 2001 significantly contributed to a return of 100 projects valued at \$2.3 billion in new investment by 2005. If the Dayton experience parallels most cities that have made streetcars a key component of infrastructure, the City will begin working on extensions to area aviation sites and elsewhere soon after implementation.

Implementation Partners: Greater Dayton RTA, City of Dayton

Cost Estimates & Potential Funding Sources:

COST: (capital) \$60 million to \$80 million. Note: Because of the significant capital costs and long-term operating costs involved in this project, changes must be made to the way state and federal funds are allocated.

FUNDING SOURCES: federal stimulus funds

Note: The first step in pursuing an urban streetcar is lobbying for significant changes to federal and state transportation funding formulas so some dollars are transitioned from highways and roads to sustainable transportation modes, such as rail. It's in the best interest of Greater Downtown and the Dayton region to have a multi-modal, more sustainable transportation network. However, funding formulas must change for that to be possible.

STRATEGY 3: AEROSPACE HUB INFRASTRUCTURE PROJECT

Implement the Dayton Tech Connect Corridor project.

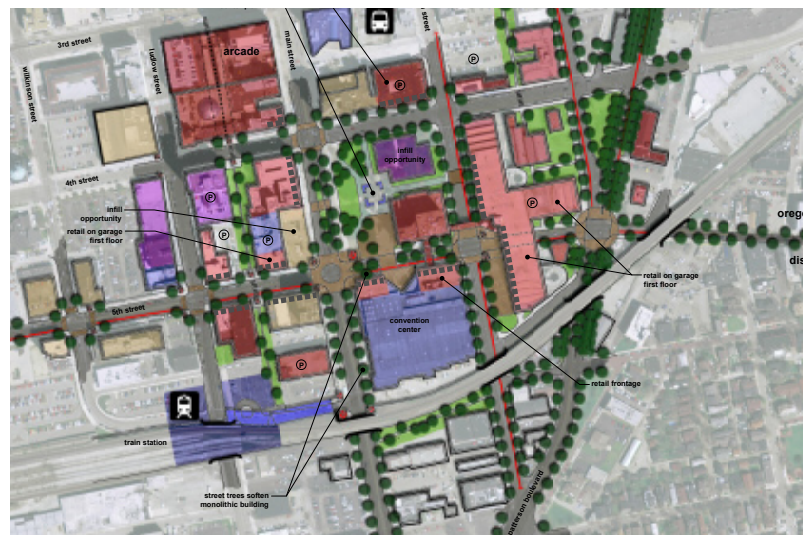
- This project began with the \$20 million Stewart Street bridge reconstruction, and the Tech Connect Corridor is another **transportation initiative closely linked to economic development** — specifically, the Aerospace Hub. This project involves improvements in the Brown Street corridor, as well as the reconstruction and widening of Main Street between Stewart and Sixth streets and improvements in the Central Business District. From a safety perspective, this redesigned traffic pattern will improve pedestrian flow in prime development areas while shifting faster-moving through traffic to other corridors. From an economic development perspective, these reconstructed roads will better facilitate traffic among the numerous anchors in the southern corridor — creating prime development opportunities. From a mobility perspective, this project will protect those who choose transportation options other than cars. And from an environmental perspective, it will allow Brown Street to become a more attractive route.

Implementation Partner: City of Dayton

Cost Estimates & Potential Funding Sources:

COST: \$32 million (not including the Stewart Street bridge)

FUNDING SOURCE: The City has secured \$3.9 million in federal Surface Transportation Program (STP) funds for the South Main Street widening component of the project, and it has applied for an earmark for the next Federal Transportation Reauthorization. The City also will be applying for State Issue 1 funds, additional STP funds, federal Transportation Enhancement funds, American Recovery and Reinvestment Act funds, and state funding for various components of the project. The project also will include City of Dayton general capital funds.



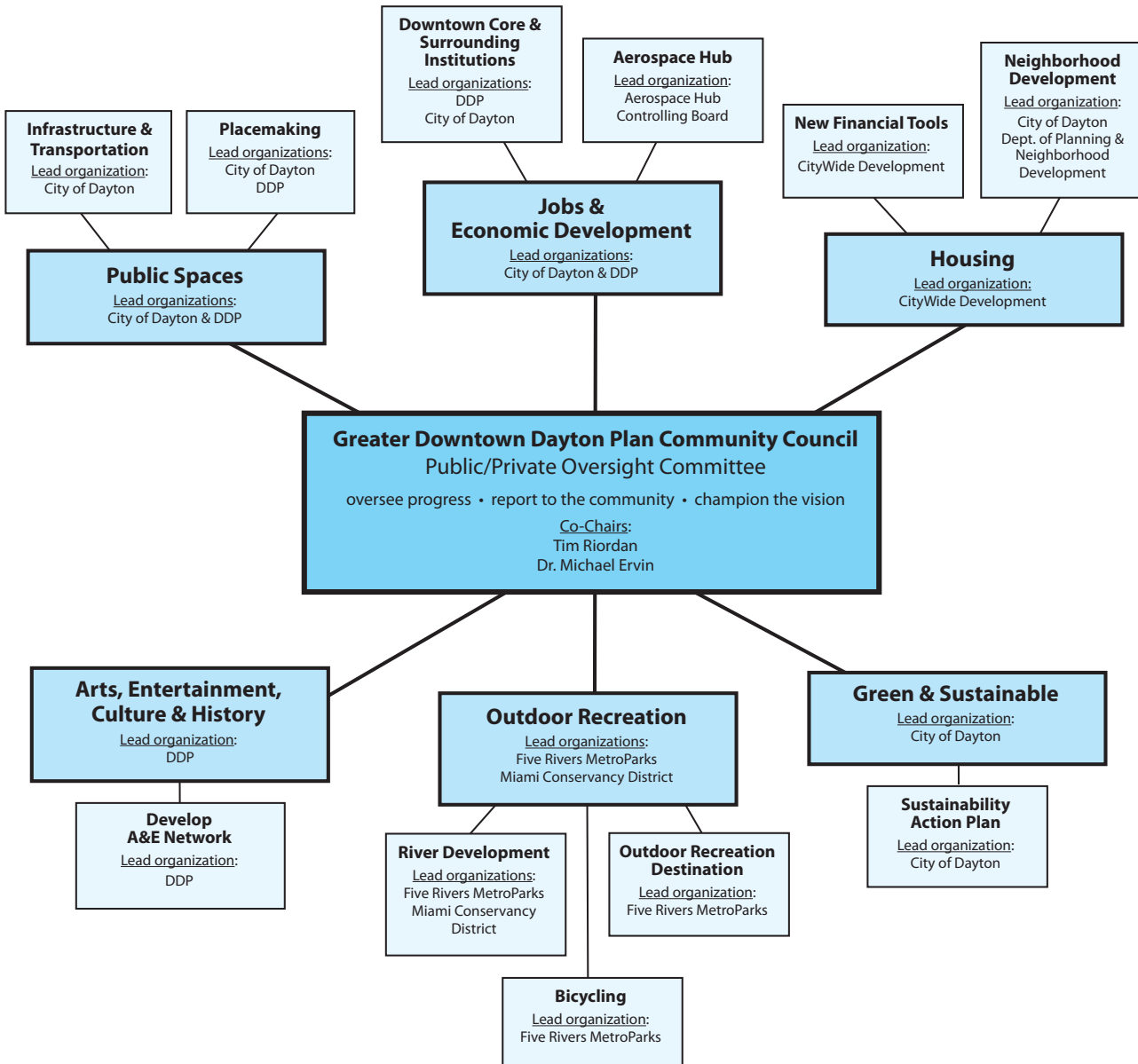
The plan calls for infrastructure improvements, such as creating tree-lined streets that are more user friendly, within the Aerospace Hub.



IMPLEMENTATION

The successful implementation of the Greater Downtown Dayton Plan will hinge on strong leadership, collaboration and teamwork. Just as the development of the Plan was a strong public/private partnership, this same partnership must move forward to share the responsibilities of implementation. This Plan can neither just be put on a shelf nor can it be given to the City or any other single entity to implement. To that end, measures are being put in place to ensure implementation, including:

- Public/private leadership will guide the implementation process.
- Implementation teams will be led by private sector champions, passionate and committed leaders in their fields, joined by public sector partner organizations to spearhead implementation of strategies in the six key areas of the plan. Each team will develop timelines, detailed funding strategies and benchmarks to gauge progress.
- The Greater Downtown Dayton Plan Community Council, consisting of community leaders representing key downtown constituencies, will serve as an oversight committee to help monitor, guide and support the implementation teams. Most importantly, the Community Council will be accountable for updating the community on the Plan's implementation by making progress reports on a regular basis.



FUNDING

Especially in these difficult economic times, funding the Plan's core strategies will be a tremendous undertaking. In fact, some have suggested the Plan wait until the market picks up, while others have asked why a Plan has been developed now, when funding is so limited and may not be available.

The answer is that we can not wait. Greater Downtown simply is too important to the City and region. Greater Downtown must be well positioned for recovery and have a roadmap to the future. This is the only way we can ensure our community's future will be a bright one.

The good news is that some plan components already are fully or partially funded, and in some cases, already completed or underway. Hundreds of millions of dollars in public and private funding already have been secured to date. Others are on the cusp of being implemented. Still, others have no funding secured at all.

The funding strategy for implementation of the priority recommendations is as follows:

- Analyze potential funding sources project by project and aggressively go after the necessary funds. Momentum also will build project by project.
- Funding will come from both public and private sources. No one entity can be expected to carry the burden of funding projects.
- The implementation teams will work with experts in both public and private funding mechanisms, developing creative funding strategies to leverage dollars.
- Along with the public funding sources used to strengthen public right-of-ways, parks and other spaces, private investment will need to be infused into targeted projects.
- Niche funding will be sought through foundations and other targeted funding streams.
- A Greater Downtown Dayton Plan Fund will be established at The Dayton Foundation, allowing individuals, families, private companies and others to contribute to strengthening our Greater Downtown.

NOTE: The above strategies are overviews of more detailed recommendations, available online at downtowndayton.org/plan, along with maps, renderings, additional background information on the Greater Downtown Dayton Plan and more. Readers are encouraged to visit this site for more information about all the recommendations that are part of the Plan.

The Greater Downtown Dayton Plan would not be possible without the time, energy and creativity of those Dayton Originals who believe in Greater Downtown's future: the hundreds of volunteers who served on committees, the hundreds of community members who contributed their input, and the public and private sector leaders who guided the Plan's development. We also thank the following organizations and businesses for their financial support:

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Partnership
DP&L

Miller Valentine Group
PNC
Premier Health Partners
Vectren
Virginia W. Kettering
Foundation



For more information, complete recommendations, renderings, maps and more visit downtowndayton.org/plan or call the **Downtown Dayton Partnership** at 937-224-1518 or **City of Dayton** at 937-333-3634.

