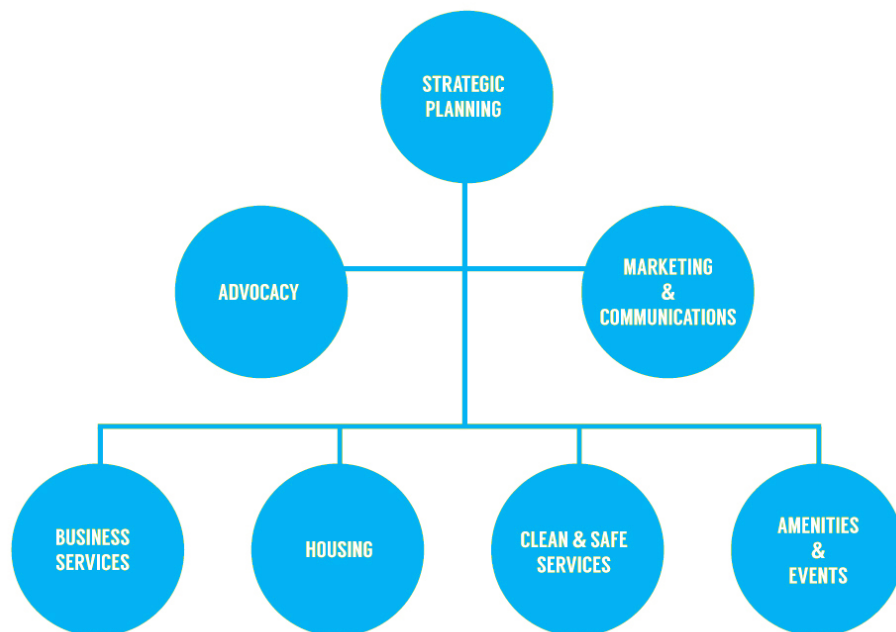


DOWNTOWN DAYTON PARTNERSHIP

2020 Work Plan

Executive Summary

The Downtown Dayton Partnership (DDP) is charged with executing the **Downtown Dayton Special Improvement District (SID) Services Plan**. The five-year SID Services Plan lays out goals and strategies to ensure momentum continues as we work to keep downtown Dayton a vibrant hub of regional activity and a great place to work, live, and visit. For the **2016-2020 SID Services Plan**, those goals and strategies are organized among these seven **focus areas**:



Each year, the Downtown Dayton Partnership prepares a detailed work plan with more specific details on how the organization will administer the SID Services Plan. Outlined in this **2020 Work Plan** are key strategies with some targeted performance measures that support the overall goals of the 2016-2020 SID Services Plan.

While the following pages detail key action items and evaluation measures for each focus area, the Downtown Dayton Partnership's 2020 Work Plan will be especially focused on these **top priorities**:

2020 PRIORITIES:

SID Renewal

The current Special Improvement District (SID) period will expire on December 31, 2020. Efforts already are underway to renew the SID for five more years (2021-2025). Those efforts will continue to play a large role in the DDP's work in 2020, as the SID represents 85% of the DDP's funding. The renewal process must be completed by September of 2020. The transition from the current SID period to the next five-year period will require additional strategic planning to align the organization's priorities with the new SID Services Plan.

Greater Downtown Dayton Plan Update

The original Greater Downtown Dayton Plan was a ten-year strategic blueprint for downtown's future that debuted in 2010. 2020 is the final year for that original plan and, as such, the DDP's 2020 work plan will include focused efforts on updating the Plan for the next set of years beyond 2020. That work will include such efforts as coordinating stakeholder and public input, drafting new Plan recommendations and priorities, developing the updated Plan, and launching and promoting it to the public.

Building on Momentum for Downtown's Office Towers

With nearby developments like the Fire Blocks and the Arcade, downtown's office towers have more momentum than they've had in decades. Many of these buildings have recently changed hands, and these new owners are planning millions in investments to their properties. The DDP's 2020 work plan includes a number of efforts to capitalize on this momentum, from strategic marketing campaigns that will highlight building improvements and promote the value proposition of doing business downtown, to collaborative work with our partners to connect building owners to the financing tools that will help them activate their properties.

Growing Downtown as the Regional Hub of Entrepreneurship

In 2020, the DDP will continue to work with our partners to add to the rapidly growing network of services, spaces, and programs have firmly established downtown as the hub of the entrepreneurial ecosystem. New this year will be the launch of the Downtown Retail Lab. This program builds on the successful Pop-up Shop program and will create an array of support services and resources to attract new retail to the core. Also notable this year will be the continued efforts on the Dayton Arcade, which will require increased support to that key project as it heads to an opening in late 2020 / early 2021.

Creative Placemaking & Street Vibrancy

The 2020 work plan also will focus on a variety of placemaking efforts, from making significant progress on a comprehensive signage and wayfinding system for downtown to new murals and public art, as well as planning, marketing, and executing a series of DDP signature events (Summer in the City events, Dayton Holiday Festival, Courthouse Square lunchtime programming, etc.). Additionally, the 2021-2025 SID Services Plan will place an increased focus on Street Vibrancy and Creative Placemaking, so the 2020 work plan will include efforts to define those initiatives going forward into the next SID period.

Oregon District / Small Business Support

2019 saw a series of unusual events that had a significant impact on downtown businesses, not only economically, but also emotionally, mentally, and in many other ways. Much of that impact still lingers and provides an extra struggle for downtown businesses, particularly those in the Oregon District still feeling the effects of the tragic mass shooting. While the DDP's work plan always includes support for downtown businesses, the 2020 work plan will have added focus on providing additional support and assistance to the Oregon District and other downtown small businesses as they recover.

Support of Transportation Efforts

The 2020 work plan includes continued focus on helping promote and encourage usership of Greater Dayton RTA's free circulator bus, The Flyer, as well as Link Bike Share, the recently-launched SPIN scooters, RTA's planned 2020 launch of a transit app, and other downtown transportation initiatives.

The following pages detail the **Downtown Dayton Partnership's 2020 Work Plan**, with key action items and evaluation measures for each focus area. For more information, call 937-224-1518, or email info@downtowndayton.org.

STRATEGIC PLANNING

Goal: Attract investment in the core by implementing a collaborative, comprehensive strategic plan that is beneficial to property owners, businesses, residents and visitors.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Lead the implementation for the Greater Downtown Dayton Plan recommendations that impact the SID, and work with partners to update the Plan beyond 2020</p>	<ul style="list-style-type: none"> • Produce an updated Greater Downtown Dayton Plan with recommendations on priorities for the future • Serve as the overall convener & facilitator for initiatives that impact the SID. 2020 priority projects include the Dayton Arcade, activation of under-utilized and/or vacant downtown properties (with specific focus on downtown office towers), fostering the growth of the downtown startup ecosystem, developing a long-term strategy to drive vibrancy on downtown's first floor and make the center city more walkable, advancing the funding and implementation of a signage and wayfinding master plan, the Riverfront Master Plan, and Urban Art Intersections • Work with partners to implement new projects & strategies that will help attract investment in the core and identify funding opportunities • Coordinate regular communications to report progress to the media, community, and other stakeholders
<p>Work with partners to plan for re-use or other alternatives for underutilized properties</p>	<ul style="list-style-type: none"> • Continue to collaborate with partners on building reuse strategies • Serve as a resource and information connector for prospective developers • Work with property owners to enhance usage in existing buildings • Coordinate with developers and partner organizations to maximize the use of urban redevelopment tools to reposition under-utilized properties
<p>Identify proactive solutions to challenges that impact SID property & other key audiences</p>	<ul style="list-style-type: none"> • Continue to gather information on challenges from downtown businesses owners and property managers through such tools as retention and expansion visits and the annual business survey • Coordinate with partners to improve perceptions & develop solutions to challenges for key users, including parking & perception of crime
<p>Initiate creative placemaking efforts that further establish downtown as a distinct gathering place</p>	<ul style="list-style-type: none"> • Facilitate partnerships between businesses and organizations to enhance public spaces • Explore initiatives that improve connections between destinations, including murals, lighting, signage, and wayfinding
<p>Finalize the 2021-2025 SID Renewal Process</p>	<ul style="list-style-type: none"> • Facilitate all strategies needed for the successful renewal of the SID

EVALUATION	STATUS
<p>Work with Greater Downtown Dayton Plan partners to track and showcase the downtown progress being made through an annual Plan update</p>	
<p>Survey downtown businesses to collect input on downtown priorities and gauge general satisfaction with the progress being made through the efforts of the Greater Downtown Dayton Plan</p>	
<p>Track the amount of investment made in the core on an annual basis</p>	
<p>Track the number of housing units, first-floor occupancy, office building occupancy, and other progress made on each key Greater Downtown Dayton Plan initiative on an annual basis</p>	
<p>Update the Greater Downtown Dayton Plan</p>	
<p>Continue to work with partners to identify funding opportunities for the signage and wayfinding plan and begin implementation of the signage and wayfinding program by the end of 2020</p>	
<p>Seek funding for additional Urban Art Intersections murals, with the goal of completing a minimum of two murals/creative placemaking art pieces in 2020</p>	
<p>Successfully complete the SID renewal process by mid-September</p>	

HOUSING

Goal: Work with partners to sustain and grow residential development in the core.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Promote downtown as a unique urban neighborhood and highlight living options</p>	<ul style="list-style-type: none"> • Coordinate a 2020 Housing Tour to showcase downtown living options • Raise awareness of the urban lifestyle through proactive PR efforts targeted at key publications and media outlets • Engage with residential real estate professionals to raise awareness of existing housing options downtown
<p>Assist and serve as a resource for developers and promote residential development</p>	<ul style="list-style-type: none"> • Continue to benchmark information important to housing developers and maintain an inventory of downtown housing product • Update the downtown housing demand study (last one done in 2017) to provide current information to developers on trends and opportunities in the downtown housing market • Link housing opportunities to potential developers and facilitate other key partnerships to help projects succeed
<p>Work with partners to identify housing re-use strategies for buildings</p>	<ul style="list-style-type: none"> • Continue to collaborate with the City of Dayton, CityWide, and other partners on building reuse strategies • Connect property owners with development expertise, resources, and partners

EVALUATION	STATUS
<p>Plan and execute one downtown housing tour in 2020. In addition to the tours of housing options, enhance the attendee experience by implementing at least one element designed to showcase the downtown lifestyle</p>	
<p>Feature downtown housing and the urban lifestyle in media outlets, social media, and other promotional vehicles, with a minimum of 20 placements throughout the year</p>	
<p>Update annual benchmarks (e.g. inventory, occupancy, rental rates, sales prices, and other trends)</p>	
<p>In collaboration with partners, assist in the development of at least two new housing projects in 2020; example housing projects the DDP is currently supporting include the Fire Blocks, Dayton Arcade, and The 503.</p>	

CLEAN & SAFE

Goal: Maintain and enhance downtown Dayton as a clean, safe and welcoming environment.

STRATEGIES	2020 KEY ACTION ITEMS
Maintain a clean environment	<ul style="list-style-type: none"> • Administer the Downtown Dayton Ambassador Program’s cleaning services to ensure they meet the needs of the downtown community and its constituents • Assist with the beautification of public spaces • Seek grant opportunities that help fund beautification programs
Support and promote a safe downtown	<ul style="list-style-type: none"> • Manage the Downtown Dayton Ambassador Program’s safety services, which provide extra eyes and ears for the Dayton Police Department • Engage the Dayton Police and key property owners in ways to promote safety measures in the SID • Work with the Dayton Police to implement key security measures and support their targeted engagement programs
Develop strategies to improve perceptions	<ul style="list-style-type: none"> • Proactively work with media and through other communication strategies to break down barriers regarding the perception of safety downtown • Work with property owners & partners on issues that impact perception of safety
Proactively monitor & address social service issues that impact property owners	<ul style="list-style-type: none"> • Work with the Dayton Police, social service agencies & the City of Dayton to help address panhandling, vagrancy and other issues; continue to lead the Real Change Dayton panhandling education and awareness initiative

EVALUATION	STATUS
Track statistics on Ambassador services delivered, including hospitality assistance, the amount of trash collected, graffiti removal, and number of panhandling incidents addressed	
Manage the implementation of the First Bloom program, filling at least 80 downtown planters by the end of May	
Manage the Downtown Banner Program	
Gather information about downtown business owners’ perceptions of safety and cleanliness through the annual business survey	
Proactively work with the media regarding issues pertaining to the downtown environment	
Working with initiative partners, implement the downtown-related actions of the Real Change Dayton initiative, including meetings with businesses about the initiative, distribution of materials, and PR efforts	

BUSINESS SERVICES

Goal: Provide targeted services that positively impact the downtown business environment.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Provide direct support for current & potential businesses in the SID</p>	<ul style="list-style-type: none"> • Support the growth of current businesses in the SID by linking them with resources, providing troubleshooting assistance, and serving as a liaison and advocate for issues important to them • Administer the Site Seeker program for employers looking to locate in the SID • Launch a new Retail Lab program to build the pipeline and business competency of retail entrepreneurs launching new first floor businesses in downtown Dayton • Support the launch of new businesses through grand opening events, public relations support, and marketing/promotions services • Promote downtown businesses by highlighting good news stories — such as business expansions, major investments, etc. — in various formats, including e-newsletters, press releases, social media, and other communications • Continue to support the development and launch of the Innovation Hub at the Dayton Arcade; additionally, continue the implementation of startup support programs and initiatives (such as Launch Dayton) that grow the downtown entrepreneurial and small business community
<p>Direct a Retention & Expansion program for downtown businesses</p>	<ul style="list-style-type: none"> • Administer a comprehensive downtown business retention and expansion program, including the downtown Leadership Network • Proactively monitor leases set to expire in the next two years and others at risk, as well as work to resolve any issues or concerns that may impact lease renewals
<p>Identify strategies to increase the viability of building re-use</p>	<ul style="list-style-type: none"> • Continue to connect building owners and developers to financing tools and other resources that can help them re-develop their downtown properties and position them to be successful in the regional marketplace • Continue to collaborate with downtown partners on building reuse strategies
<p>Proactively market downtown as a unique office center</p>	<ul style="list-style-type: none"> • Continue marketing campaigns and other promotional strategies that communicate the value proposition for doing business downtown to such key audiences as regional brokers, downtown prospects, existing downtown businesses, and the business sectors most likely to locate downtown • Capitalize on recent investments in downtown commercial buildings to create promotional content that will help create demand for downtown office properties in the regional market • Proactively promote the Site Seeker Program and other Business Development services to potential downtown prospects and key influencers • Work with commercial and residential real estate partners to host a Downtown Development Tour to showcase downtown development projects
EVALUATION	STATUS
<p>Conduct a minimum of 125 R&E visits, including 20 Leadership Network visits</p>	
<p>Conduct a minimum of 50 site searches</p>	
<p>Proactively monitor 56 leases, 28 of which have 2020 expiration dates</p>	
<p>Organize at least six events and programs that support the growth of the downtown small business and startup community</p>	
<p>Launch the new Downtown Retail Lab program and recruit / select at least six business owners to participate in the first cohort</p>	
<p>Implement at least 15 searches in 2020 through the Site Seeker program for potential first floor tenants</p>	
<p>Grow the Elevate video series to eight total episodes featuring major downtown office buildings (four from 2019 and four new videos in 2020)</p>	
<p>Continue to support the development of the Innovation Hub at the Dayton Arcade and other efforts like Launch Dayton that grow the momentum in downtown's startup community</p>	

ADVOCACY

Goal: Serve as a collective voice and primary advocate for downtown and its property owners, and bring stakeholders together to address challenges and opportunities for our center city.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Serve as the primary advocate & collective voice for SID property owners</p>	<ul style="list-style-type: none"> • Support/advocate for the best interests of SID property owners • Identify ways to leverage resources & create beneficial partnerships • Meet with the City, County and other key leaders on a regular basis to keep them informed and advocate for downtown interests • Continue to participate in local and regional organizations (NAIOP, BOMA, DABR, IEDC, International Downtown Association, etc.) to ensure downtown Dayton's priorities are part of the comprehensive regional agenda
<p>Monitor and proactively address opportunities & challenges facing SID property owners</p>	<ul style="list-style-type: none"> • Through business owner visits and the annual survey of business owners, identify key issues and work to address them • Work directly with property owners & provide assistance or connect them with appropriate resources • Help facilitate meetings or discussions with additional resources that can provide value for SID property owners
<p>Communicate with SID property owners & key constituents</p>	<ul style="list-style-type: none"> • Provide regular communications & updates on projects, developments and any other issues that may impact property owners

EVALUATION	STATUS
<p>Conduct a minimum of 125 R&E visits to identify challenges facing businesses</p>	
<p>Proactively work to address issues that affect downtown business and property owners</p>	
<p>Meet with a minimum of 40 downtown property owners</p>	
<p>Produce and distribute four quarterly SID reports</p>	
<p>Survey downtown businesses, respond to any requests for DDP contact and track trends and challenges expressed</p>	
<p>Participate in the regional PDAC program and advocate for downtown projects</p>	
<p>Maintain a speaker's bureau, telling downtown's progress with a minimum of 12 speaking engagements per year</p>	
<p>Host one annual meeting with property owners and other key stakeholders</p>	

MARKETING & COMMUNICATIONS

Goal: Maintain and enhance downtown Dayton's image as our region's premier center for business, urban living, arts, entertainment and recreation.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Market downtown through an effective integrated marketing strategy</p>	<ul style="list-style-type: none"> • Help drive patronage of downtown's small businesses, with particular focus on those in the Oregon District and others recovering from 2019 incidents that impacted their businesses • Continue the implementation of a creative framework and consistent messaging to showcase downtown's value propositions and promote its amenities, events, progress and other news through an effective combination of electronic and print media • Further develop and implement marketing strategies specifically designed to promote downtown as a business address • Maintain the DDP's websites with fresh content and news • Develop relationships with local media personnel and continue aggressive public relations efforts to place positive news stories about downtown
<p>Serve as a resource & provide consultation for businesses and organizations</p>	<ul style="list-style-type: none"> • Support the launch of new businesses through grand opening events, public relations support, and marketing/promotions services • Engage downtown's small businesses and entrepreneurs through special events, workshops, other vehicles designed to help them succeed
<p>Develop strategies to engage & retain targeted populations, including young talent</p>	<ul style="list-style-type: none"> • Further develop and expand the use of social media tools to actively promote downtown's events, amenities, businesses, and value proposition to a wide variety of audiences across multiple social media platforms

EVALUATION	STATUS
Encourage patronage of downtown and Oregon District businesses through promotional tools, including social media, e-blasts, and other marketing efforts	
Assist the 2021-2025 SID renewal efforts by creating and distributing e-blasts, website content, videos, and/or other marketing materials encouraging support of the renewal	
Continue applying the "Be Downtown" messaging and creative framework to DDP marketing materials, campaigns, and other communication tools to maintain consistency, strategic messaging, and audience recognition while promoting downtown's value propositions	
Market and promote DDP signature events, including Summer in the City series, The Square Is Where, First Fridays, and Dayton Holiday Festival	
Post or share at least 30 articles per quarter on downtown business and development progress via DDP social media outlets	
Produce and distribute approximately 30,000 consumer guides to all downtown workers, hotels, news boxes and other locations	
Produce periodic e-mail communications to highlight downtown news (minimum 15 per year) and events (minimum 50 per year), as well as other targeted e-blasts	
Enroll at least 750 subscribers annually to one or more of the DDP's email publications	
Proactively market RTA's Flyer, Link bike share program, Spin scooters, transit app, and other transportation amenities to downtown businesses and property owners, residents, and visitors	
Produce and distribute four quarterly SID reports to showcase progress being made	
Promote Greater Downtown Dayton Plan milestones, including current Plan's progress report and the 2020 Plan update/future recommendations	
Increase traffic to DDP website by at least 5% over previous year	
Engage with social media audiences by posting (on average) at least once per day on Facebook, three times per day on Twitter, and three times per week on Instagram. Increase the total number of followers across DDP social media platforms by 5%.	
Respond to media inquiries/requests, and pitch at least one business-related story per month, including items supporting business development initiatives	

AMENITIES & EVENTS

Goal: Create a framework that further elevates downtown's amenity and event options for diverse audiences.

STRATEGIES	2020 KEY ACTION ITEMS
<p>Coordinate activities & events that support economic growth, showcase existing businesses and organizations, & enhance the downtown experience</p>	<ul style="list-style-type: none"> Plan and execute a lineup of Summer in the City signature events which reflect the current downtown landscape and highlight amenities In conjunction with partners, continue to offer free lunchtime entertainment on Courthouse Square each weekday during the summer months (May-September) through The Square Is Where Organize and implement the annual Dayton Holiday Festival Generate funding to support DDP-planned events through sponsorships, contributions, and in-kind support Continue to support and promote First Fridays
<p>Develop strategies to reinvigorate first-floor retail & restaurant offerings</p>	<ul style="list-style-type: none"> Create marketing materials and other promotional content that emphasizes the advantages of a downtown business location for potential retail and restaurant users Continue to recruit first floor tenants through the Site Seeker and Downtown Retail Lab programs
<p>Help ensure downtown remains the premier regional destination for existing & new arts, entertainment & recreation amenities</p>	<ul style="list-style-type: none"> Support and promote key downtown events and amenities Maintain and market an online calendar of downtown events Promote downtown events and amenities through social media, print and electronic communications

EVALUATION	STATUS
<p>Plan and execute three Summer in the City signature events, including the Downtown Housing Tour, The Great Dayton Adventure Race, and Art in the City</p>	
<p>Program Courthouse Square on weekdays from May through September, with a minimum of six special events during the 2020 The Square Is Where season</p>	
<p>Execute the Dayton Holiday Festival and market and promote its events through the creation and distribution of at least 75,000 printed holiday calendars, along with other marketing efforts</p>	
<p>Raise a minimum of \$25,000 for Summer in the City events, \$12,000 for The Square Is Where events, and \$75,000 for the Dayton Holiday Festival</p>	
<p>Engage a minimum of 50 different downtown businesses as partners/participants in programs and events (Summer in the City, The Square Is Where, Dayton Holiday Festival, etc.)</p>	
<p>Provide support to other key downtown festivals and events, and partner with key downtown constituents to promote such amenities as Levitt Pavilion, River Run, visual and performing arts, etc.</p>	
<p>Include downtown events from the online calendar in at least 50 weekly e-mail communications</p>	
<p>Drive users to the events calendar and other features of the DDP website through at least 75 mentions in social media, email communication, advertising in DDP publications and other methods</p>	
<p>Plan and support activities surrounding First Fridays, including providing roving entertainment and promoting participating businesses' special activities</p>	