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DOWNTOWN DAYTON PARTNERSHIP

2021 Work Plan

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 2021-2025 SID Services Plan, those goals and strategies are organized among these five focus areas:



Each year, the DDP prepares a detailed annual work plan to address the SID Services Plan's goals. The work plan has detailed strategies and specific metrics for each focus area.

2021 Priorities:

- Develop and implement a Downtown COVID-19 Relief & Recovery Plan (1-2 years)
- Begin updating the longer-term Greater Downtown Dayton Plan (5-10 years)
- Support and grow the downtown entrepreneurial network and its businesses
- Emerging from COVID-19, implement promotions and events that drive business to first floor businesses and cultural/recreational amenities
- Monitor and develop strategies to address post-COVID-19 office trends
- Develop placemaking strategies that enliven downtown streets
- Continue to support large mixed-use development/housing projects
- Incorporate strategies across all focus areas that help address diversity, equity and inclusion issues in our downtown

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STRATEGIC PLANNING & ADVOCACY

GOAL: Provide leadership and plan for downtown’s future, be the primary advocate for property owners, and bring stakeholders together to champion opportunities and address challenges.

STRATEGIES

- Lead the development of and implementation for the Greater Downtown Dayton Plan recommendations that impact the SID
- Serve as the primary advocate and collective voice of SID property owners
- Serve as a lead advocate for downtown priorities to regional stakeholders
- Monitor and proactively address opportunities and challenges facing individual SID property owners
- Lead and advocate for strategies that continue to make downtown a neighborhood that everyone shares through intentional efforts that strive for equity, affordability, and inclusion

2021 STRATEGIC PLANNING & ADVOCACY PRIORITIES

- Continue to develop and implement proactive relief and recovery programs designed to support downtown businesses and cultural/recreational amenities through the COVID-19 pandemic
- Produce an updated framework for the Greater Downtown Dayton Plan, with an immediate focus on specific initiatives that address short- and long-term COVID-19 recovery efforts
- Prioritize diversity, equity, and inclusion in strategic planning efforts to identify strategies that engage underserved audiences
- Advocate for funding and resources for Greater Downtown Dayton Plan priority projects, with a focus on ways to advance the Signage and Wayfinding program and key placemaking projects
- Survey downtown businesses and property owners on an annual basis
- Meet with SID property owners on an ongoing basis to ensure the DDP is aware of their challenges and needs, to determine ways for the DDP to help them address issues surrounding COVID-19, and to ensure property owners are updated on our efforts
- Work with public and private partners to continue to add downtown transportation options and improve the parking experience for visitors, employees, and residents

2021 EVALUATION METRICS	STATUS
Develop and implement no fewer than one new COVID-19 relief effort per quarter to assist downtown businesses and cultural/recreational amenities	
Create a framework for short- and long-term COVID-19 recovery plan efforts by the end of Q2	

Produce an updated Greater Downtown Dayton Plan framework by the end of 2021, with special focus on ensuring future strategies to address equity and inclusion	
Meet with a minimum of 50 property owners in 2021, with a focus on the businesses and industries most impacted by COVID-19	
Participate in the regional PDAC program and advocate for downtown projects	
Survey downtown property owners and businesses and respond to any requests for DDP contact, track trends and challenges expressed	
Respond to requests for DDP assistance and proactively work to address issues that impact downtown property owners and businesses	
Participate in speaking engagements, panel discussions and other opportunities to share downtown's progress, with a goal of 5 engagements in 2021	
Host one annual meeting with property owners and other key stakeholders in November 2021	
Support downtown partners in initiatives that address parking and other transit needs, including the Dayton Bike.Walk.Ride committee, and supporting The Flyer and Link Dayton	

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ECONOMIC DEVELOPMENT

GOAL: Stimulate economic activity in downtown's core through the development of under-utilized properties and growing the downtown employer base

STRATEGIES

- Facilitate and serve as a resource for mixed-use developments that activate under-utilized properties
- Administer the Site Seeker program and other commercial real estate services for businesses looking for location or growth options downtown
- Assist entrepreneurs and provide programs/supportive services that strengthen downtown as the hub of region's startup ecosystem
- Administer an employer visitation program and act as an advocate to proactively address issues that impact the downtown business environment
- Serve as a key connector for property owners and downtown businesses to link them with economic development resources
- Serve as the clearinghouse for data and analyses that track the economic health of downtown

2021 ECONOMIC DEVELOPMENT PRIORITIES

- Continue to support small businesses and connect them to the resources they need to sustain through the COVID-19 pandemic
- Bring a more intentional focus on diversity, equity, and inclusion to the economic development work of the DDP
- Continue to facilitate new mixed-use development and the growth of downtown housing; assist pipeline projects as they get back on track coming out of the pandemic
- Engage employers through business visits and a series of virtual round tables to better understand their decisions about future office usage post-COVID-19
- Leverage the opening of the Dayton Arcade to grow momentum in the downtown startup ecosystem
- Expand efforts to market downtown commercial space and promote the value proposition of a downtown business address
- Continue to connect employers interested in downtown space to available properties through the Site Seeker program
- Benchmark trends in the downtown market to begin to understand the long-term impact of COVID-19, including changes to building occupancy, office usage, and downtown employment

2021 EVALUATION METRICS	STATUS
Support at least five mixed-use development projects in downtown Dayton in 2021; track progress and investment generated	
Monitor trends in housing, commercial office, new business activity, and downtown employment; disaggregate business ownership data for women-owned and minority-owned businesses	
Conduct a minimum of 50 site searches, with at least 30% of those searches supporting women-owned and/or minority-owned businesses	
Establish a baseline count of startup & innovation economy companies and jobs	
Connect 40 entrepreneurs/new business owners to the Launch Dayton network (The Hub, TEC, SBDC, Parallax, Ascend, Chamber, etc.) through referrals, events, and programming	
Conduct a minimum of 125 business visits, with a focus on the businesses and industries most impacted by COVID-19; additionally, at least 40 of these visits will be with women-owned and/or minority-owned businesses	

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MARKETING & COMMUNICATION

GOAL: Enhance downtown Dayton's image as our region's premier center for businesses, arts, entertainment and recreation, and a thriving residential neighborhood

STRATEGIES

- Lead marketing efforts for downtown through a multi-faceted strategy and provide proactive PR efforts to encourage media coverage
- Showcase downtown's diverse amenity, entertainment, and event offerings to potential consumers and investors
- Distinguish the downtown office market through marketing strategies that promote the value proposition for doing business downtown
- Market downtown as a vibrant neighborhood, showcase housing options, and promote the unique urban lifestyle residents enjoy
- Support businesses through grand opening events, PR support, and promotion services
- Provide communications to property owners, the business community, and stakeholders on key topics that affect them, including updates on projects and other matters impacting downtown

2021 MARKETING & COMMUNICATION PRIORITIES

- Develop and implement proactive marketing campaigns designed to assist COVID-19 relief and recovery for downtown's businesses, cultural and recreational assets, and other amenities and encourage community patronage and support
- Create strategic marketing messages designed to communicate downtown's value proposition and showcase downtown's continued progress, growth, and momentum, especially in light of the pandemic
- Promote the Downtown Dollars e-gift card program and encourage the purchase and redemption of cards through mixed media campaigns and promotions
- Support diversity, inclusion, and equity efforts for downtown through marketing efforts and intentional outreach to underserved communities
- Expand efforts to market downtown commercial space and promote the value proposition of a downtown business address
- Promote downtown's residential amenities, housing options, and urban lifestyle through a variety of marketing strategies
- Support and promote downtown events, cultural and recreational assets, and other amenities to encourage public patronage and support of them through their pandemic recovery and stabilization efforts
- Maintain an online calendar of downtown events
- Continue aggressive public relations efforts to generate positive news coverage about downtown and increased public knowledge of its offerings and progress

- Support the launch of new businesses through grand opening events, public relations support, and marketing/promotions services

2021 EVALUATION METRICS	STATUS
Encourage patronage and support of downtown businesses (i.e, “shopping small,” and “supporting local”), cultural/recreational amenities, downtown events, and other assets during and after COVID-19, through no fewer than 10 strategic marketing efforts	
Plan a post-pandemic campaign/strategy for “reopening downtown” and welcoming the public back downtown when safe and appropriate	
Support the post-COVID-19 recovery and stabilization efforts of downtown’s cultural/recreational assets, key events and festivals, and other amenities through efforts that encourage community support and patronage	
Develop and implement at least four marketing campaigns or promotions designed to encourage the purchase and redemption of Downtown Dollars e-gift cards. Track statistics on spending totals and redemption rates	
Promote Greater Downtown Dayton Plan milestones and continued progress, including the current Plan’s progress report and a new Plan update	
Produce and distribute four quarterly SID reports to showcase progress being made downtown	
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	
Create promotional materials, videos, etc. for at least two business-focused marketing campaigns positioning downtown Dayton properties as desirable business addresses and targeting entrepreneurship to support filling the first-floor business pipeline	
Respond to media inquiries/requests, and pitch at least one story supporting COVID-19 recovery of downtown businesses and amenities per month	
Post or share at least 30 articles per quarter via DDP social media outlets to support COVID-19 relief and recovery of downtown businesses, cultural/recreational amenities, and other assets	
Increase traffic to DDP website by at least 7% over previous year and drive at least 2000 pageviews of COVID-19 relief resources on website per quarter	
Enroll at least 750 new subscribers annually to one or more of the DDP’s email publications	
Engage with social media audiences through Facebook, Instagram and Twitter platforms, with a minimum 6% annual increase in Facebook followers, an average 1.4% engagement rate on Twitter, and an annual 2% growth in Instagram followers	
Proactively market downtown’s residential amenities, housing options, and urban lifestyle through such efforts as social media posts, email blasts, advertising, and events	
Produce and distribute approximately 30,000 consumer guides to all downtown workers, hotels, news boxes and other locations	

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STREET VIBRANCY & CREATIVE PLACEMAKING

GOAL: Activate downtown's public realm through targeted programs, beautification projects, and special activities / events that drive street-level vibrancy, improve walkability, and reinforce the center city's unique sense of place

STRATEGIES

- Coordinate activities & events that support economic growth, showcase existing businesses and organizations, and enhance the downtown experience
- Implement strategies that activate first floor storefronts through new retail, restaurants, and other amenities
- Lead and advocate for projects and policies that improve the quality of urban design across downtown, including efforts that improve walkability, add mobility options, and connect key downtown corridors
- Beautify and energize streetscapes with public art, flowers, murals, and other elements of creative placemaking
- Lead a signage and wayfinding program that will make it easier for patrons to understand and experience the center city

2021 STREET VIBRANCY & CREATIVE PLACEMAKING PRIORITIES

- Monitoring pandemic impacts and safety concerns, plan and execute a lineup of events, as feasible, to support downtown businesses and cultural/recreational amenities as they emerge from the pandemic
- In conjunction with partners, restart free lunchtime entertainment on Courthouse Square each weekday during the summer months (May-September) through The Square Is Where, as responsibly feasible given pandemic restrictions
- Organize and implement the annual Dayton Holiday Festival
- Generate additional funding to support DDP-planned events through sponsorships, contributions, and in-kind support
- Include businesses, entertainers, and other vendors that reflect the diversity of our community when planning events
- Continue to support first floor businesses and cultural amenities, and connect them to the resources they need to sustain through the COVID-19 pandemic
- Create a pipeline of strong first floor business prospects through the Downtown Retail Lab
- Continue to connect businesses interested in first floor space to available properties through the Site Seeker program
- Advocate for the design principles and standards of the Downtown Streetscape Guidelines & Corridor Plan as development projects and infrastructure investments advance in 2021

- Launch a new Tactical Placemaking program that leverages existing assets, engages key audiences, and aims to grow street vibrancy
- Continue to work with partners on the Urban Art Intersections mural program, with a focus on diversifying projects in 2021
- Work with the Signage & Wayfinding committee on a funding strategy for the system

2021 EVALUATION METRICS	STATUS
Plan and execute a lineup of no fewer than five downtown events adapted as necessary to address pandemic safety concerns	
Program Courthouse Square, as feasible, on a minimum of 75 weekdays from May through September	
Execute the Dayton Holiday Festival and market and promote its events through the creation and distribution of several marketing efforts	
Raise a minimum of \$125,000 to support DDP-planned downtown events	
Engage a minimum of 50 different downtown businesses as partners/participants in programs and events	
Hire, feature, or otherwise include businesses, organizations, entertainers, and other vendors from diverse communities and backgrounds in downtown event planning, with a minimum of 50% representing female or minority populations	
Execute two cohorts of the Downtown Dayton Retail Lab; assure at least 60% of participating businesses are women-owned and/or minority-owned	
Implement at least 15 searches for potential first floor commercial tenants, with at least 30% of those searches supporting women-owned and/or minority-owned businesses	
Support the City of Dayton in the planning and/or implementation of at least two public infrastructure and streetscape projects	
Create a new Tactical Placemaking program framework in Q1 that will be used to develop and implement tactical placemaking projects moving forward, with the goal of identifying a minimum of one new project for 2021	
Meet with the Signage & Wayfinding committee to discuss funding/grant opportunities for the program, with the goal of having a strategy and timeline in place by the end of the year	
Manage the implementation of the First Bloom program, filling at least 80 downtown planters by the end of May	
Identify and complete a minimum of two new mural/public art opportunities through the Urban Art Intersections program	

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CLEAN & SAFE SERVICES

GOAL: Maintain a downtown environment that is clean, safe, and welcoming.

STRATEGIES

- Manage the Downtown Dayton Ambassador program, which provides supplemental clean and safe services, and extra eyes and ears for the Dayton Police
- Monitor and address social/urban environment issues that impact property owners and visitors
- Develop strategies for key issues that impact perceptions of downtown

2021 CLEAN AND SAFE PRIORITIES

- Administer the Downtown Dayton Ambassador Program's cleaning and safety services
- Engage the Dayton Police and property owners to promote safety measures in the SID
- Proactively work with media and through other communication strategies to break down barriers regarding the perception of safety downtown
- Work with property owners and partners on issues that impact perception of safety, including advocating for programs addressing loitering, homelessness, and other incivility problems
- Support new placemaking initiatives, and assist with any potential upkeep of any placemaking installations via the Downtown Dayton Ambassador Program
- Partner with local workforce development organizations to create inroads with Block by Block for employment opportunities for their clients, giving special consideration to minorities, immigrants, and returning citizens

2021 EVALUATION METRICS	STATUS
Track statistics on Ambassador services delivered, including hospitality assistance, the amount of trash collected, graffiti removal, and number of panhandling incidents addressed	
Proactively work with the media regarding issues pertaining to the downtown environment	
Track crime reports and other recorded incidents collected from Dayton Police	

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