

DOWNTOWN DAYTON PARTNERSHIP

2022 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.

2022 DDP PRIORITIES

- Continue to implement the Rediscover Downtown Dayton Action Plan for COVID-19 recovery, and develop and implement other small business COVID-19 relief programs as needed
- Support and grow the downtown entrepreneurial network and its businesses, including the continued implementation of the Downtown Dayton Retail Lab
- Support and grow downtown's office market, including monitoring and developing strategies to address post-COVID-19 office trends
- Develop placemaking strategies that enliven downtown streets, including a focus on the future of Courthouse Square, the potential expansion of the Designated Outdoor Refreshment Area (DORA), and the implementation of the Downtown Dayton Place Lab
- Develop and implement strategies to address downtown safety and incivility issues
- Continue to support large mixed-use development and housing projects
- Incorporate strategies across all focus areas that help address diversity, equity and inclusion issues in our downtown

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

2022 PRIORITIES - STRATEGIC PLANNING & ADVOCACY

- Continue to implement priorities identified in the Rediscover Downtown Dayton Action Plan and provide proactive relief and recovery programs designed to support small businesses and cultural/recreational amenities
- Advocate for funding and resources for Rediscover Downtown Dayton Action Plan priority projects, with a focus on the potential expansion of DORA and funding for the Downtown Signage and Wayfinding program
- Prioritize diversity, equity, and inclusion in strategic planning efforts to identify strategies that engage underserved audiences
- 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, and to ensure property owners are updated on our efforts
- Support redevelopment efforts for the Dayton Convention Center/Radisson Hotel
- Work with partners on long-term plans for Courthouse Square
- Work with public and private partners to continue to add downtown transportation options and improve the parking experience for visitors, employees, and residents
- Work with partners on a long-term plan and updated framework for the Greater Downtown Dayton Plan

2022 EVALUATION METRICS

- Meet with a minimum of 50 property owners in 2022, with a focus on the businesses and industries most impacted by COVID-19
- Produce an updated Greater Downtown Dayton Plan framework by the end of 2022, with special focus on ensuring future strategies to address equity and inclusion
- 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 2022
- Host one annual meeting with property owners and other key stakeholders in November 2022
- 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

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

2022 PRIORITIES - ECONOMIC DEVELOPMENT

- Continue to support small businesses and connect them to the resources they need to sustain through the remainder of the COVID-19 pandemic
- Grow the Downtown Retail Lab and create new workshops and other small business support offerings, with an emphasis on assistance to Black-owned companies
- Continue to facilitate new mixed-use development and the growth of downtown housing; assist pipeline projects as they navigate increased development costs and market uncertainty as our community emerges from the pandemic
- Continue to engage employers through business visits and round table discussions to better understand their workplace decisions and office policies as they navigate the office market dynamics induced by COVID-19
- Expand efforts to attract new employers to the core by leveraging growing downtown industry sectors (e.g. technology/defense) and by promoting the value proposition of a downtown office address
- Launch new programs and partnerships to continue to build momentum in the downtown startup ecosystem and form connections that ensure our city's most promising startup companies make downtown Dayton their long-term home
- Continue to connect employers interested in downtown space to available properties through the Site Seeker program
- Continue to benchmark trends in the downtown market to understand downtown's recovery from COVID-19, including changes to building occupancy, office usage, downtown employment, and visitor trends

2022 EVALUATION METRICS

- Support at least five mixed-use development projects in downtown Dayton in 2022; track progress and investment generated
- Monitor trends in housing, commercial office, new business activity, downtown employment, daily employee population and visitor trends; disaggregate new business ownership stats 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
- Run at least four workshops for existing small businesses downtown. Topics may vary depending on current demand, but will include strategies aimed at helping them thrive in the downtown economy

- Conduct two Retail Lab cohorts in 2022. At least 40% of program participants should be woman-owned/minority-owned businesses. Each cohort will conclude with a pitch competition where property managers, brokers, and others who represent available space will be invited
- Connect 40 entrepreneurs/new business owners to the Launch Dayton network (The Hub, EC, 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

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

2022 PRIORITIES - MARKETING & COMMUNICATION

- Continue to implement the marketing strategies developed by the Rediscover Downtown Dayton Action Plan, and support the strategies from other areas of the Plan
- Continue to develop and implement 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
- Develop and implement initiatives designed to encourage the public to discover and patronize existing and emerging downtown retail and other first floor businesses
- Conduct a review of the DDP's website and ensure content is up to date, navigation and content structure is intuitive and user-friendly, and internal systems are put in place for keeping content fresh and updated
- Create strategic marketing messages designed to communicate downtown's value proposition and showcase downtown's continued progress, growth, and momentum despite the effects of COVID-19
- Continue and 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 during COVID-19 recovery and stabilization efforts
- Support diversity, inclusion, and equity efforts for downtown through marketing efforts and intentional outreach to underserved communities
- 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

2022 EVALUATION METRICS

- Continue to apply Rediscover Downtown Dayton branding and other Action Plan recommendations to marketing materials. Update the branding toolkit as necessary and share with partners for use. Evaluate the need for additional Rediscover marketing materials and promotions, and implement as applicable
- Encourage the public's discovery, patronage, and support of downtown retailers and other small businesses through no fewer than 10 strategic marketing efforts
- Support COVID-19 recovery and stabilization of downtown's cultural/recreational amenities, events, festivals, and other assets through at least six 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 downtown's continued progress, growth, and positive momentum despite COVID-19 in marketing and reporting messaging
- 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 marketing materials, videos, etc. for at least two business-focused marketing campaigns positioning downtown 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 positive downtown story per month, including those that support the COVID-19 recovery of downtown businesses
- Review the DDP website and update its content by the end of the second quarter. Make changes to navigation and content structure as warranted, and implement an internal system for site updates
- Increase traffic to DDP website and online platforms (videos, other media) by at least 8% over previous year
- Enroll at least 800 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. Explore new social media platforms and add any that make sense to the DDP's lineup
- Proactively market the urban lifestyle and downtown's housing options and residential amenities 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, businesses, and other locations

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

2022 PRIORITIES - STREET VIBRANCY & CREATIVE PLACEMAKING

- Plan and execute a lineup of events, as feasible given current pandemic trends, to support downtown businesses and cultural/recreational amenities
- In conjunction with partners, offer 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 2022
- Produce tactical placemaking projects through the Place Lab initiative 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 2022
- Work with the Signage & Wayfinding committee on a funding strategy for the system

2022 EVALUATION METRICS

- Plan and execute a lineup of 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
- Launch a Place Lab project in Q1 to kick off the program, with the goal of identifying a minimum of two Place Lab projects for 2022
- 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 Urban Art Intersections program

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

2022 PRIORITIES - CLEAN AND SAFE

- 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

2022 EVALUATION METRICS

- 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