

DOWNTOWN DAYTON PARTNERSHIP

2023 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.

2023 DDP PRIORITIES

- Support downtown's first floor and other small businesses as they continue to recover from the COVID-19 pandemic and its effects
- Develop placemaking strategies that enliven downtown streets, including a focus on the expansion of the Designated Outdoor Refreshment Area (DORA), the future of Courthouse Square, and the second phase of downtown's ArtWraps project
- Develop and implement strategies to address downtown safety, incivility, and other environmental issues
- Continue to plan for the future of downtown, including an update to the Greater Downtown Dayton Plan
- Support and grow downtown's office market, including monitoring and developing strategies to address post-COVID-19 office trends and the redevelopment of office space
- Continue to support large mixed-use development and housing projects
- Implement the new DDP membership policy for businesses outside the Special Improvement District, and incorporate those new members into the DDP's services
- 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

2023 PRIORITIES - STRATEGIC PLANNING & ADVOCACY

- Continue to implement priorities and projects identified in the Rediscover Downtown Dayton Action Plan, including proposed DORA expansion
- Work with partners on a long-term plan and updated framework for the Greater Downtown Dayton Plan
- 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
- Co-lead with the Dayton Area Chamber of Commerce to develop a long-term plan for Courthouse Square
- Prioritize diversity, equity, and inclusion in strategic planning efforts to identify strategies that engage underserved audiences

2023 EVALUATION METRICS

- Meet with a minimum of 50 property owners in 2023, 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 2023, 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 2023
- Host one annual meeting with property owners and other key stakeholders in November 2023
- Complete the community engagement phase and develop a conceptual plan for Courthouse Square by the end of 2023
- Support downtown partners in planning initiatives, including the Dayton Bike.Walk.Ride committee, the city's Active Transportation Plan, the Riverfront Master Plan, 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

2023 PRIORITIES - ECONOMIC DEVELOPMENT

- Support small businesses and connect them to the resources they need as they continue to recover from the COVID-19 pandemic
- Help business owners understand and navigate the commercial real estate market by developing online content and creating presentations for interactive programming. Offer this content to Launch Dayton partners and the startup ecosystem for use
- 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
- 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
- Work with key stakeholders to identify adaptive re-use strategies to address office vacancy
- 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

2023 EVALUATION METRICS

- Support at least four mixed-use development projects in downtown Dayton in 2023; 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 site searches for all Site Seeker applicants. Offer guidance through the startup ecosystem for

businesses that need additional support before they launch an official site search. Assist property managers, property owners, and commercial brokers with site selection and tenant properties

- 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; additionally, at least 40 of these visits will be with women-owned and/or minority-owned businesses
- Work with property managers and property owners to maintain accurate information for all existing tenants in their buildings. Update square footage occupied, current job numbers (for the downtown Dayton location), and lease expiration dates in the DDP database. Ensure public-facing information in DDP resources is accurate

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

2023 PRIORITIES - MARKETING & COMMUNICATION

- Create strategic marketing messages designed to communicate downtown's value proposition and showcase downtown's continued progress, growth, momentum, and strength
- Continue to develop and implement marketing strategies designed to support downtown's first-floor and other small businesses, cultural and recreational assets, and other amenities in their continued recovery from the COVID-19 pandemic and its effects, and encourage community patronage and support
- Support the launch of new businesses through grand opening events, public relations support, and marketing/promotions services
- Continue and expand efforts to market downtown commercial space and promote the value proposition of a downtown business address
- Continue aggressive public relations efforts to generate positive news coverage about downtown and increased public knowledge of its offerings and progress, with special focus on the office market and the perception of safety
- Support the expansion of downtown's Designated Outdoor Refreshment Area (DORA) through implementation and marketing and promotional efforts
- Promote downtown's residential amenities, housing options, and urban lifestyle through a variety of marketing strategies

- Support and promote downtown events to encourage public patronage and support
- Incorporate new DDP voluntary members into marketing, communications, and promotional efforts
- Market, promote, and otherwise support strategic downtown initiatives, including placemaking efforts and an update to the Greater Downtown Dayton Plan
- Support diversity, inclusion, and equity efforts for downtown through marketing efforts and intentional outreach to underserved communities
- 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

2023 EVALUATION METRICS

- Promote downtown's continued progress, growth, positive momentum, and strength in marketing and reporting messaging
- Produce and distribute four quarterly SID reports to showcase progress being made downtown
- Encourage the public's discovery, patronage, and support of downtown retailers and other small businesses through no fewer than 10 strategic marketing efforts
- Engage with downtown's first-floor and other small businesses through at least two initiatives designed to gather input and feedback on how to best support these businesses through the DDP's marketing efforts
- 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
- Develop and implement 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, with special focus on stories highlighting the downtown office market and/or business news/trends
- 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
- Support downtown's cultural/recreational amenities, events, festivals, and other assets through at least six efforts that encourage community support and patronage
- Review the DDP website and update its content by the end of the third 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 7% 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, Twitter, and other platforms, with a minimum 6% annual increase in Facebook followers and 15% increase in Facebook reach, 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. Increase the number of business-focused posts across all platforms by at least 50%
- 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

STREET VIBRANCY & CREATIVE PLACEMAKING

- Produce and distribute approximately 30,000 consumer guides to all downtown workers, hotels, businesses, and other locations. Plan for the future of this resource, with possible focus on transitioning to digital-only. Create a plan for the next edition by the end of Q3.

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

2023 PRIORITIES - STREET VIBRANCY & CREATIVE PLACEMAKING

- Implement and manage the expanded Designated Outdoor Refreshment Area (DORA) for downtown
- Plan and execute a lineup of special events to support downtown businesses and cultural/recreational amenities
- Organize and implement the annual Dayton Holiday Festival
- In conjunction with partners, offer free lunchtime entertainment on Courthouse Square during the summer months (May-September) through The Square Is Where
- 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 during their continued recovery from the COVID-19 pandemic
- 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 2023
- Produce tactical placemaking projects, such as ArtWraps, 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 2023
- Support efforts surrounding the planned 8/4 memorial in the Oregon District

2023 EVALUATION METRICS

- Implement the expanded downtown DORA in the spring of 2023
- Plan and execute a lineup of downtown special events as part of Summer in the City programming
- Program Courthouse Square on a minimum of three weekdays per week 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 \$140,000 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
- Support Citywide Development and the City of Dayton to connect small business owners to the First Floor Fund. Assist applicants in obtaining all necessary elements to complete their applications. Keep property owners and brokers informed of progress on this fund, and publicize businesses that utilize this fund to open first-floor spaces downtown
- Support the City of Dayton with its Active Transportation Plan and other strategies to adapt public infrastructure to

support pedestrian and bicycling traffic

- Identify a minimum of two Place Lab projects for 2023, including the second phase of downtown's ArtWraps project
- 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
- Work with and support the team working to complete the 8/4 memorial to be installed in the Oregon District

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

2023 PRIORITIES - CLEAN AND SAFE

- Administer the Downtown Dayton Ambassador Program's cleaning and safety services
- Work with partners and stakeholders to identify safety and incivility issues and work to address those issues
- 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

2023 EVALUATION METRICS

- Track statistics on Ambassador services delivered, including hospitality assistance, the amount of trash collected, graffiti removal, and number of panhandling incidents addressed
- Convene meetings with City of Dayton, Dayton Police Department, Greater Dayton RTA, Dayton Public Schools, local charter schools, business owners, social service agencies, and other key stakeholders to generate ideas to address incivility and safety issues
- Work with the Homelessness Task Force to address issues and help connect those in need to social services and other resources
- Proactively work with the media regarding issues pertaining to the downtown environment and convey a sense of safety through marketing images and public programming