

On Site

The following recommendations pertain to the 13-acre site and are presented in order to help shape future development on the site.



1

Promote desired uses on the site.

Allowing flexibility for the uses permitted on the 13-acre site will help to encourage development that responds to market conditions. At the same time, certain uses are preferred because they are most likely to contribute positively to the neighborhoods. Similarly, how new development looks (form) and feels (character) will help make it attractive, appealing and vibrant.

Set expectations for development that adhere to established desirable and/or acceptable uses.

Following is a table that summarizes the desirable, acceptable and undesirable uses for the site along with information about potential type, form and character. It is presented to guide a request for proposals process (process through which development may be sought) and the evolution of development on the site over time.

Desirable Uses

uses that are encouraged

Use	Type	Form and Character
Residential (Market Rate)	<ul style="list-style-type: none">TownhomesSingle family, single-storyDouble-loaded corridor apartment-style buildingsOther products not currently available in the neighborhoods and/or City	<ul style="list-style-type: none">Three to four stories
Employment	<ul style="list-style-type: none">OfficeCall centersIncubator / maker space for small-scale entrepreneursCo-op space (such as to enhance food access)Other types providing jobs at multiple skill levels for both those in the community and from outside	<ul style="list-style-type: none">Flexible design allowing for changes to tenant size and type over timeFive stories or fewer
Permitted medical and wellness ¹	<ul style="list-style-type: none">Medical officesClinicsMental health servicesHolistic health services (including those with a focus on stress relief)Services that connect residents to healthcare outside of the neighborhoodsOther preventative services that support improving health outcomes in the neighborhoods	<ul style="list-style-type: none">Design focused on promoting health (e.g. meet the WELL Community Standards²)Design feels welcoming and personal, not “sterile”Flexible spaces that can accommodate a range of uses over timeSustainable, “green” designOne to two stories or integrated into ground floor
Educational	<ul style="list-style-type: none">Classroom / program spaceOffice / support space associated with educational or job training programs	<ul style="list-style-type: none">Ground floor space facing outward from siteFlexible spaces that can accommodate a range of use over time
Civic / nonprofit	<ul style="list-style-type: none">Shared meeting space designed for multiple tenants / usersSpace specific to a particular organization or entityOffice / support space associated with community programs	<ul style="list-style-type: none">Ground floor space facing outward from siteFlexible spaces that can accommodate a range of use over time
Retail	<ul style="list-style-type: none">Neighborhood oriented (providing goods and services for those who live and work nearby)RestaurantLocally-owned	<ul style="list-style-type: none">Ground floor space facing outward from site
Exploratory Retail	<ul style="list-style-type: none">TemporaryPlanned and responsibly managed	<ul style="list-style-type: none">Small, free-standing structures (e.g. shipping containers, wooden “chalet” style)
Open space	<ul style="list-style-type: none">Active space (playing fields, multi-use paths, playgrounds)Passive space (seating areas, natural areas with plantings)Community gardensRain gardens, bioswales or other stormwater management featuresSmall-scale, outdoor entertainment venues (including temporary)	<ul style="list-style-type: none">Distinction between space that is and is not designed for use (e.g. fencing, signage)Connections to other open space resources in the neighborhoodsLighting and other features to promote safetyHigh-quality, durable materialsAmenities that help draw people to the space (e.g. public art, benches)

Acceptable Uses

uses that could be integrated into a limited area to complement desirable uses

Use	Type	Form and Character
Hotel	<ul style="list-style-type: none">Value or mid-priced	<ul style="list-style-type: none">Five stories or fewer
Entertainment	<ul style="list-style-type: none">Arts entertainment (performance venue, movie theater, gallery, museum)Recreational entertainment (bowling, virtual golf)	<ul style="list-style-type: none">Scaled to the neighborhood context
Indoor recreation	<ul style="list-style-type: none">Playing fields (volleyball, lacrosse, soccer, basketball)Other recreation (climbing wall, swimming pool, fitness center)	<ul style="list-style-type: none">“Bubble” coveredPermanent structure with outward orientation (windows, prominent entrance, etc.)Scaled to the neighborhood context
Heavy industry	<ul style="list-style-type: none">Manufacturing or other with significant noise, environmental or other negative impacts	<ul style="list-style-type: none">N/A
Residential	<ul style="list-style-type: none">Non-market rate	<ul style="list-style-type: none">N/A

Undesirable Uses

uses that are discouraged

Use	Type	Form and Character
Heavy industry	<ul style="list-style-type: none">Manufacturing or other with significant noise, environmental or other negative impacts	<ul style="list-style-type: none">N/A
Residential	<ul style="list-style-type: none">Non-market rate	<ul style="list-style-type: none">N/A
Retail	<ul style="list-style-type: none">Large-scale, comprehensive offeringsDiscount variety store	<ul style="list-style-type: none">Big or mid-sized “box”Strip center

¹ Uses must not conflict with deed restrictions.

² The WELL Community Standard includes a mix of design strategies, policies and performance criteria to support health and well-being (for more information see www.wellcertified.com).

Note: Parking (garage and/or surface lot) should be retained and/or constructed to the extent that it supports proposed uses for the site.

2

Encourage interim investments.

While major transformation takes time, small and impactful interim steps can be taken on a portion of the site to grow the market for future use on the 13-acre site. Temporary uses can activate the site and its surroundings and build excitement about the future. They can also provide an opportunity for local entrepreneurs to incubate business ideas and gain experience while limiting risk and to test unique concepts that have the potential to turn into long-term, successful businesses. This incremental approach includes low-cost design and construction and can be funded through grants, crowd-funding or other means.

Support interim uses on the site.

These uses may include but are not limited to:

- » **Exploratory “pop-up” retail.** Low cost structures, that are planned and responsibly managed, can provide an opportunity for local entrepreneurs.
- » **Temporary entertainment.** Stages for performances, places for games and/or children’s play areas provide opportunity for interpersonal connection and fun.
- » **Community gathering areas.** Places to gather for special celebrations or scheduled programs can bring vitality to the site and create a sense of safety while generating excitement about the future.



Food Containers, Toronto, ON



Chalets, Muskegon, MI

Dune Brothers, Providence, RI

On Site - Residential Focus

The following recommendations pertain to the 13-acre site are presented in order to help shape future development on the site.



Promote development on the site that keeps with one or both re-use concepts.

Two mixed-use concepts for the 13-acre site have been developed as models to inform potential future build-out: a residential focus and an employment focus. The concepts are not proposed developments, rather, potential ideas for the future. Each concept includes possible uses and site layouts that respond to community interests and have been determined to be economically feasible in light of local market conditions.

Illustrated for each concept is an initial phase and future build-out. The initial phase represents a “first move” on the site that could have an immediate positive impact and begin to build momentum toward future development. The future build-out represents a long-range vision for uses that could activate some or all of the site.

a Include Residential Focus concept as a potential guide for developers responding to a request for proposals. *

The residential focus concept emphasizes housing with a combination of residential building types that could be built incrementally (20-50 units at a time). It also:

- » Responds to community interest in quality and variety in housing options
- » Encourages housing types not currently in the market in the area (builds the market)
- » Provides opportunity for other complementary uses including office, retail and civic/educational uses
- » Integrates with the existing neighborhood



Initial Phase

The initial phase of development would be centered at the intersection of Salem Avenue and Philadelphia Drive, activating this key corner of the site. It would include the following:

- » A residential building with ground floor retail to provide a new and different housing product in the neighborhoods that may attract people to live in the area. It would have the following key qualities:
 - » Physical connections to Fairview PreK-6th School.
 - » Compatibility with the scale and character of existing housing in the area.
 - » Outward-facing, orientation toward Philadelphia Drive.
 - » Potential use of parking in the existing garage.
- » An office building with ground floor retail to bring employment to the neighborhoods that are compatible with adjacent residential uses.
- » Retail at the ground floor to provide the opportunity to bring goods and services to the community.
- » Some ground-floor civic and/or educational space to house programs that serve a range of needs in the community, such as a wellness center.
- » Exploratory retail to allow entrepreneurs to test out business concepts, while providing vibrancy and activity.
- » Open space to support new residents and the surrounding community.



Future Build-out

Future build-out would involve the following:

- » Additional residential buildings in the northeast and southeast portions of the site.
- » A significant open space to support new residents and the surrounding community.

Use Statistics

Initial phase conceptual land use allocation

- » **Residential** 65,000sf
- » **Office** 20,000sf
- » **Retail** 25,000sf
- » **Civic / Educational** 10,000sf

Future build-out conceptual land use allocation

- » **Residential** 284,000sf
- » **Office** 20,000sf
- » **Retail** 35,000sf
- » **Civic / Educational** 10,000sf

Character Examples

These photos are illustrative of the scale and character of development, which may include:

- » Residential buildings with a mix of sizes and types at a scale that is compatible with the surrounding neighborhoods.
- » An emphasis on walkability through the creation of small blocks, improvements to sidewalk conditions and the addition of amenities (street trees, lighting, etc.).



On Site - Employment Focus

The following recommendations pertain to the 13-acre site and are presented in order to help shape future development on the site.

b Include Employment Focus concept as a potential guide for developers responding to a request for proposals. *

The employment focus concept emphasizes flexible commercial space to house a range of businesses and generate living-wage jobs. It also:

- » Supports both entrepreneurs and established companies
- » Provides spaces that are adaptable for a variety of tenants and can change over time;
- » Promotes opportunity for other complementary uses
- » Prioritizes connections to programs that assist with job training or small business support



Initial Phase

The initial phase of development would be centered at the intersection of Salem Avenue and Philadelphia Drive, activating this key corner of the site. It would include the following:

- » Flexible employment buildings to house a combination of businesses that may include engineering and manufacturing technology, offices, call centers, maker and creative spaces and other uses. Specific opportunities to explore linkages between employers and experiential learning for Fairview PreK-6th students should be explored.
- » A civic and/or educational space for job training or other activities to support local employment. Additionally, the space could have a health and wellness oriented use.
- » Exploratory retail on the site to allow entrepreneurs to test out business concepts, while providing goods and services and activating the site.
- » The remainder of the site would be open space in this phase, which may remain passive or be activated through activities such as community gardening or outdoor/environmental education programming.



Future Build-out

Future build-out would involve the following:

- » Expanded flexible employment uses.
- » Residential uses along Benson Drive and in the northern portions of the site.
- » Office space with ground floor retail.

Use Statistics

Initial phase's conceptual land use allocation

- » **Flexible Employment** 50,000-75,000sf
- » **Civic / Educational** 20,000sf

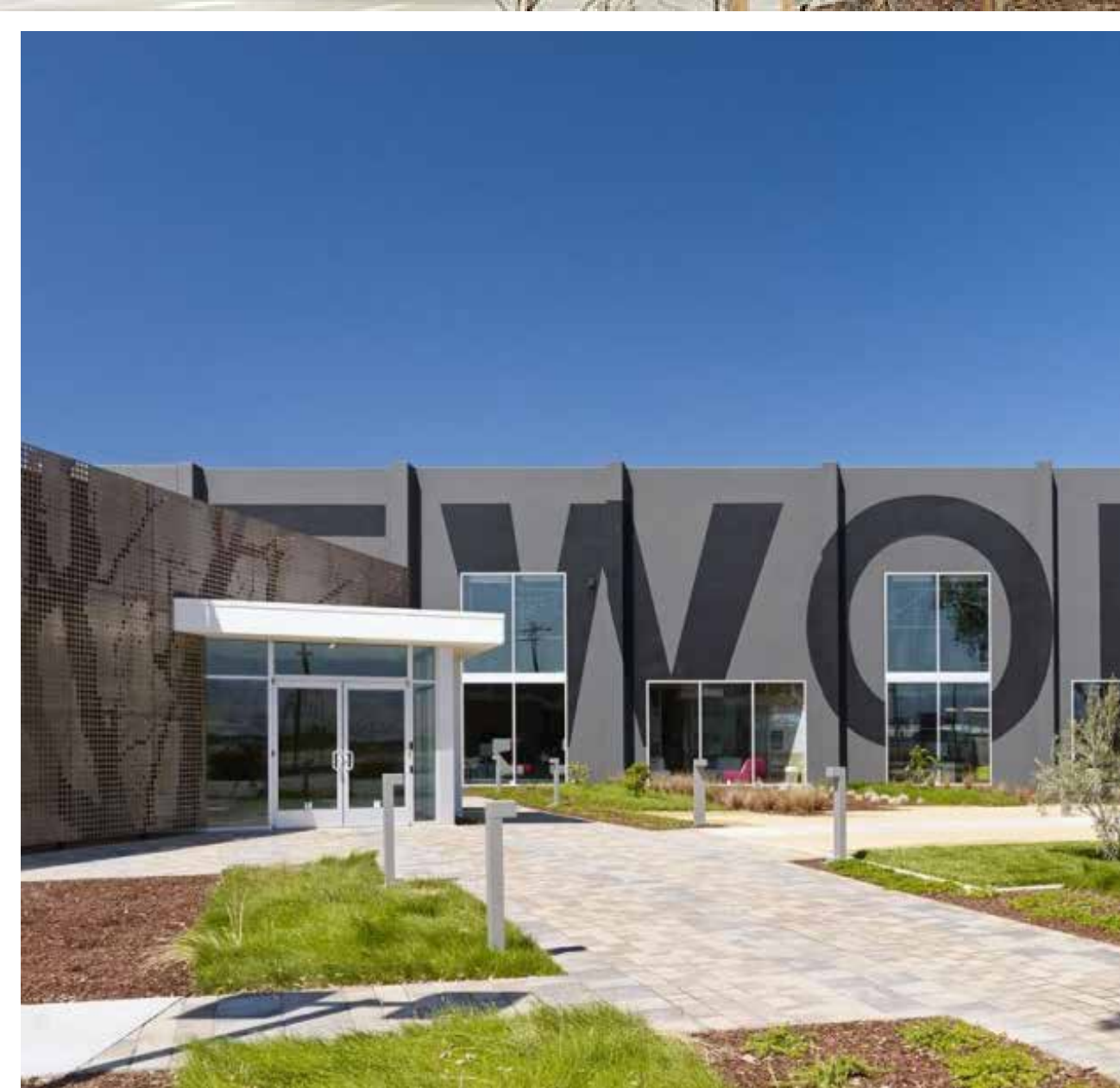
Future build-out's conceptual land use allocation

- » **Flexible Employment** 93,000+sf
- » **Civic / Educational** 20,000sf
- » **Residential** 130,000sf
- » **Office** 20,000sf
- » **Retail** 20,000sf

Character Examples

These photos are illustrative of the scale and character of development, which should include:

- » Flexible work spaces for a combination of businesses that could include engineering and manufacturing technology, artisanal, maker and creative spaces, among other others.
- » Design that activates adjacent sidewalks and public spaces.
- » A building scale that is compatible with the existing context.



Surrounding Neighborhoods

The following recommendations pertain to an approximately ½ mile radius around the 13-acre site.



1

Improve the physical condition of blocks around the 13-acre site.

Targeted improvements in the blocks surrounding the 13-acre site can help build confidence in the real estate market, foster connections between the site and surrounding neighborhoods, and contribute positively to quality of life in the area.

a Support Homeownership and Neighborhood Stabilization through targeted housing support programming with a special focus on blocks around the site. *

Improving the physical condition of homes in the vicinity of the 13-acre site benefits homeowners and their neighbors, encouraging development on the site itself. CityWide has worked with a variety of partners to address housing stabilization. Through the Phoenix Project, programs offered over the last fifteen years include home improvement loans, down payment assistance, employer assisted housing, special mortgage financing with bank partners and other incentives. These programs were originally designed to “shore up” the residential base of the neighborhood while putting together larger redevelopment plans. Continuing these types of programs are extremely important.

It is recommended that a slate of housing programs be developed through Phoenix Next to support existing homeowners in the neighborhood, incentivize additional investment through new home purchases and support quality affordable rental housing. These programs could be modeled on past or existing Phoenix

programs or new initiatives developed through partners and CityWide’s work in other parts of the City.

Program development work is required to better understand the “on the ground” conditions of housing, meet with neighborhood associations and engage potential partners to develop a slate of housing programs. Depending on selected programs, potential partners to housing initiatives are the City, the Montgomery County Landbank, CountyCorp, Habitat, PWC, Rebuilding Together, private philanthropy and banks.

b Organize a walk audit focused on pedestrian routes to and from the 13-acre site.

Conducting a walk audit allows community members to survey area and identify dangerous roads and intersections for pedestrians. Various organizations such as AARP, Safe Routes to Schools, and the Miami Valley Regional Planning Commission offer guidance and supplies to organize a walk audit in any community. AARP offers step-by-step Walk Audit Tool Kits to walk community members through the process, as well as the AARP Walk Audit Tool Kit Leader Guide to host the walk audit. The process includes organizing community members, conducting the walk audit and processing the observations and ideas for needed improvements. The program

cost is negligible apart from staffing, as community volunteers take an hour to complete a targeted walk audit. It is recommended that walk audits be conducted in the Phoenix area for community members to identify key areas for improvement of pedestrian and bicycle connections near the 13-acre site. The results of the walk audit can help guide development decisions and other potential future investments in the neighborhoods. The audit should recognize limited public resources for infrastructure improvements and be summarized in a way that could be used by private developers, institutions and others beyond the public sector.

2

Build upon recent success in key locations.

Since the start of the Phoenix Project, the physical condition of certain parts of the surrounding area improved due to housing rehabilitation and the creation of quality public buildings and spaces (e.g. Dayton Public Library-Northwest Branch, Salem/Catalpa Avenue Gateway). Targeting investments in these portions of the neighborhoods to build off of positive momentum can help to demonstrate progress to potential investors in the 13-acre site and catalyze additional improvements in these nodes.

a Support Homeownership and Neighborhood Stabilization through targeted housing support programming with a special focus on key opportunity sites. *

Programs (see recommendation B1(a) for description) should be implemented with a focus on key opportunity sites in areas where there has been progress over the past 15 years.



b Incentivize desirable first floor retail adjacent to the 13-acre site.

A limited amount of certain retail may be supported within the neighborhoods based on market analysis. A targeted strategy for incentivizing retail near the corner of Philadelphia Drive and Salem Avenue should be pursued in association with site redevelopment. Retail at this intersection will create a strong corner that supports the design framework for the site and activates the area. Specifically, potential developers may be asked to support property improvements or provide other assistance to help attract local retailers to that location as part of their development package.



c Engage partners in projects to bring amenities to help foster a strong sense of place.

Work with partners to bring additional amenities (public art, pocket parks, street furniture) that will complement and enhance positive development activities. Arts organizations, groups focused on placemaking or nonprofits that work with communities to help make incremental, small-scale improvements should be engaged to discuss project ideas, funding options and implementation strategies. Projects may be short term (e.g. flexible seating, book kiosks, planters of flowers) or long-term (decorative crosswalks, play structures, interpretive signage) as long as they generate excitement, interest and/or pride in the location.



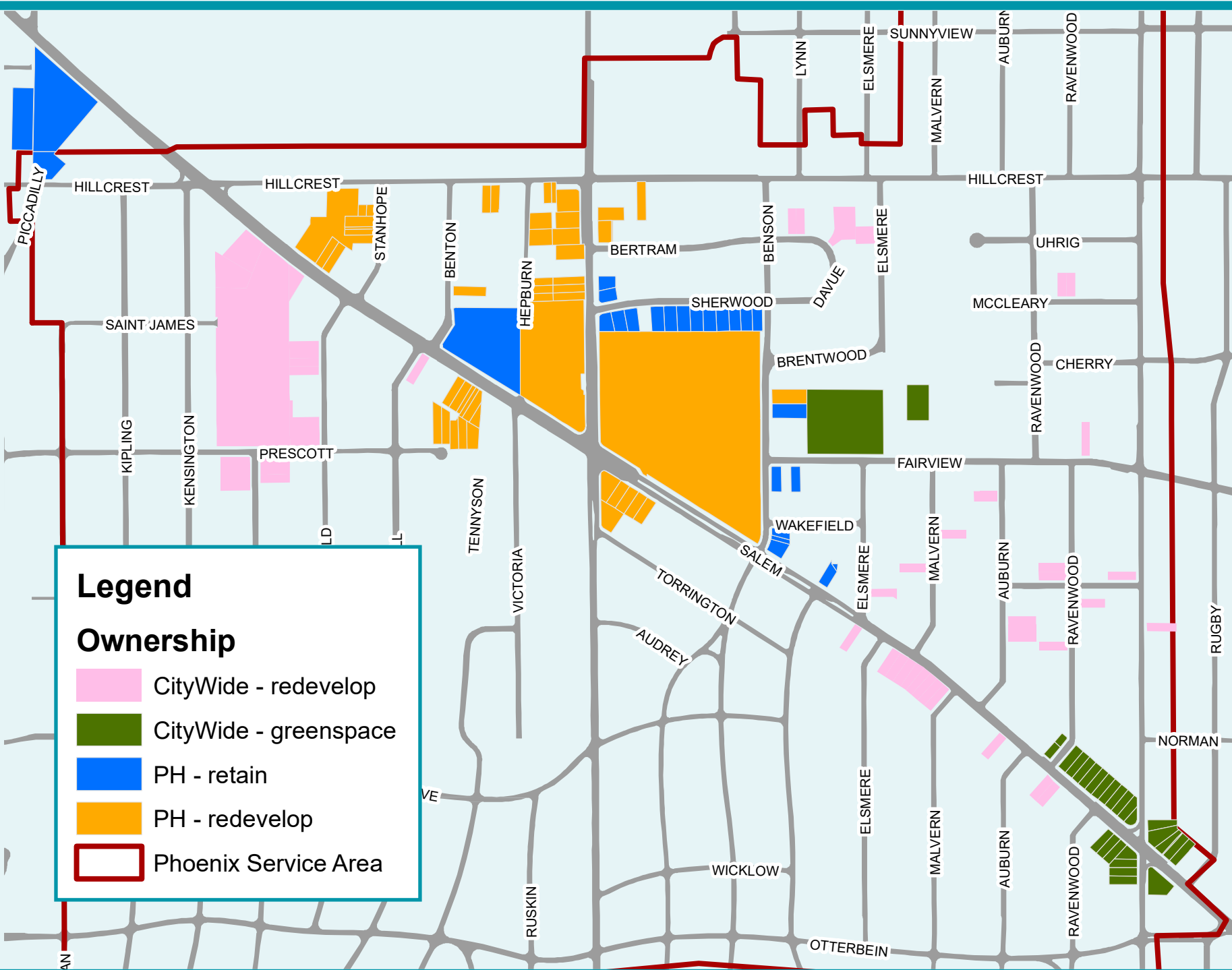
Surrounding Neighborhoods

The following recommendations pertain to an approximately ½ mile radius around the 13-acre site.



Leverage key land holdings.

A number of properties within the planning area are owned by Premier Health or CityWide Development and their long-term future must be determined. A more attractive package may be created to provide an opportunity for certain development of parcels along with the 13-acre site or for coordination between sites.



a Integrate other Premier Health and CityWide land holdings into a request for proposals for the 13-acre site.

Property that is designated for redevelopment should be evaluated with respect to potential for redevelopment. Land holdings can be categorized by opportunity type (type of development that could be appropriate) and included as part of a request for proposals.

b Support exploratory “pop up” retail at strategic sites.

In addition to opportunities for exploratory retail on the site, other strategic locations identified could support such uses, including property owned or managed by Premier Health, City of Dayton or CityWide to provide opportunity for local entrepreneurs.

c Prepare coordinated development strategies with key community stakeholders.

In addition to property owned by Premier Health or CityWide, there is an opportunity to identify long-term opportunities that align with community stakeholders. For example, coordinated efforts with existing community assets, such as the Dayton Public Library-Northwest Branch and the Miami Valley Golf Club provide an opportunity to leverage those properties to support other development.

Celebrate and share information about the history and architectural heritage of the neighborhoods.

The Dayton region has numerous single-family housing choices. Neighborhoods can compete more successfully for home-buyers by figuring out how to differentiate themselves in the housing marketplace. One of the valued assets of the neighborhoods surrounding the 13-acre site is its historic architecture, which creates a strong sense of identity for the neighborhoods. The City has successful examples of neighborhoods that are now viewed as desirable places to live because of efforts to celebrate their history (e.g. Oregon District). Recognizing and promoting the quality and diversity of architectural styles provides an opportunity to build a sense of pride and belonging among residents and to potentially create value and brand to attract others to the community.

a Research National Register districts in College Hill and Dayton View Triangle.

For realtors, potential home-buyers and current residents, National Register District listing confirms that the neighborhood is architecturally significant. Unlike local historic district zoning, National Register District listing does not restrict property changes and can enable use of National and State Historic Tax Credits for rehabilitation of commercial property. It can provide confidence in the value of homes in the district, serve as a way to organize and give direction to a neighborhood association, provide an immediate sense of belonging (as in “We live in the Dayton View Triangle (or College Hill) Historic District,”), and more. In short, National Register District listing can help answer the questions, “Why live here?” and “Why buy here?” Neighborhood champions are needed for this effort.

b Develop a branding strategy for the surrounding neighborhoods.

The neighborhoods surrounding the 13-acre site each have distinct identities and vary in how they are perceived by others in the City and region. A cohesive brand that embraces their individuality while creating a district niche in the market could help to create a positive image for the area and market it to potential residents, businesses and investors.

Leverage the momentum of Downtown.

Downtown Dayton benefitted from positive momentum in the last decade. New housing development, commercial activity and a growing restaurant and entertainment scene have helped make downtown a more vibrant and dynamic place. But not everyone can afford to live downtown or desires the type of housing available there. This provides the opportunity for other Dayton neighborhoods to take advantage of downtown’s success. For example:

- › Apartment buildings across the Great Miami River from downtown (along Riverview Avenue in the Jane Reece and Grafton Hill neighborhoods) are positioning themselves for downtown living.
- › Historic districts such as St. Anne’s Hill, Oregon, Grafton Hill, McPherson Town, South Park, Huffman, and Wright Dunbar are seeing benefits from downtown’s vibrancy increasing their profiles and desirability and helping create greater vibrancy.
- › The Salem Avenue Peace Corridor (SAPC) and Salem Avenue Business Association (SABA) are working to extend the resurgence of downtown up Salem Avenue.

This progress is important but additional work needs to be done to establish more connections between the Phoenix Area neighborhoods and downtown.

a Build off of road reconstruction efforts. *

Approximately \$13 million in road reconstruction is planned for Salem Avenue, in three phases: North Avenue to Manhattan Avenue (2021), Riverview Avenue to North Avenue (2022) and Manhattan Avenue to Cornell Drive (2023). This effort will shape the physical appearance of Salem Avenue for the next 50-60 years. The planned reconstruction should be used as an opportunity for other projects (amenities, signage, strategic demolition, etc.) that create a more inviting and attractive Salem Avenue that meets and balances the needs of residents, bicyclists, pedestrians, businesses, motorists and transit riders.

b Support and build on the efforts of the SAPC and SABA.

Draw from the work of the SAPC and SABA and the community energy around the soon-to-be constructed Gem City Market to improve the appearance and image of Salem Avenue. Its image and appearance affects the image of the neighborhoods around the 13-acre site.

c Use strategic demolition and code enforcement to improve the appearance of the Salem Avenue corridor.

Code enforcement and demolition of blight will improve the image of the surrounding neighborhoods. Targeted improvements can complement and enhance road improvements and other positive development activities.

d Develop a plan to maintain Salem and Catalpa Gateway in perpetuity.

Millions of dollars and many years of effort were spent to improve this intersection and turn it into an attractive gateway. The effort included acquiring property, demolishing eyesores, cleaning up environmental contamination from past uses, adding left turn lanes, installing landscaping, creating and placing the Music Lives On sculpture and maintaining the gateway to a high standard. The project made a significant impact on the intersection and it needs to be well-maintained now and in the future so the benefits of this investment continue.

Beyond the Planning Area

The following recommendations pertain to the broader context of Northwest Dayton and the City.



1

Improve the physical environment along the Salem Avenue Corridor.

The Salem Avenue Corridor includes buildings in various conditions, as well as wide disparity in the condition of the public realm (sidewalks, street trees, etc.). A number of improvements to the physical state of the roadway are planned and funded. The Salem Avenue Peace Corridor (SAPC) and Salem Avenue Business Association (SABA) have conducted valuable planning and other work in an effort to revitalize the corridor and support property owners and businesses. Continued improvements to the corridor will enhance the viability of the neighborhoods and 13-acre development site.

a Work with the SAPC to support the proposed sustainable beautification plan. *

The SAPC beautification plan (part of their strategic plan) is focused on improving the corridor to inspire investment, creating a gateway to the community, and making Salem Avenue a place where people want to spend time. Strategies for beautification include engaging stakeholders to develop the plan, capitalizing on Dayton's art scene, partnering with communities for regional beautification and enhancing overall green space. The work will also complement and reinforce City of Dayton street improvement projects.

b Use the Gem City Market as a way to bring new life and positive energy to Salem Avenue.

The Gem City Market will be built to a high design standard and incorporate features and amenities the community lacks. This is an opportunity to embrace the market as an amenity for the all neighborhoods along Salem Avenue.



2

Advocate for transportation and mobility improvements to address access to resources and services that support community health and wellness.

Some measures (e.g. number of bus lines) indicate the neighborhoods are well served by public transit; however, anecdotally many community members express that travel times, reliability of service and other factors impede their ability to access health care, food and employment. Improvements to transportation and mobility to address access should be a focus of advocacy efforts.

a Coordinate Phoenix Next in accordance with research and studies of mobility challenges specific to health care, food and employment access and best practice models for addressing them.

Numerous studies examined mobility challenges for those who live in Northwest Dayton. This information informs programs, policies and projects conducted as part of Phoenix Next. Similarly, such information should be shared between entities as part of a proposed Wellness Center. See Recommendation D3(a) for information about the Wellness Center.

b Coordinate information sharing regarding point-to-point transportation to health-related services and programs.

Five Rivers Health Center engaged Uber Health as a partner to assist in transporting patients to and from health care. Also in discussion are plans to provide service for residents of the surrounding neighborhoods with mobility challenges to other locations. A directed effort should be undertaken to share information regarding transportation (e.g. development of promotional materials, outreach to residents through Fairview PreK-6th, etc.). Information sharing could be coordinated through a proposed Wellness Center. See Recommendation D3(a) for information about the Wellness Center.

c Launch initiative to proactively connect surrounding neighborhoods to the activities and services of the Gem City Market.

Food access was identified as a significant community concern throughout Northwest Dayton. The Gem City Market is focused on addressing food insecurity in Dayton by providing a range of quality produce and other food products at affordable prices. Healthy food and nutrition programming will also be provided. A deliberate effort to share information and connect local residents to the Gem City Market should be initiated. This initiative may specifically focus on transportation to and from the market. This program could be coordinated through a proposed Wellness Center. See Recommendation D3(a) for information about the Wellness Center.

Programs

The following recommendations pertain to proposed work that helps the community and creates successful conditions for investment.



1

Provide stability in the neighborhoods during a time of transition.

With the 13-acre site vacated, many community members expressed concern about the impact the change will have on their day-to-day lives. The continuation of certain Phoenix Project programs during an interim period helps provide stability and continuity in key areas.

a Maintain commitments to property-related programs during an interim period. *

Through 2019 (and potentially beyond), property maintenance activities, Low-Income Housing Tax Credits (LIHTC) support and CityWide's project management will continue for the Phoenix Project. These programs include funding commitments and are central to the Phoenix Project's work in the neighborhoods.

b Continue community policing. *

The community policing program will continue through 2019. Some level of policing should continue in the subsequent three years (2020-2023) to ensure neighborhood stability throughout the development process. Funds were allocated to this program with the intent to work with the Dayton Police Department to explore ways to maintain safety gains achieved through the Phoenix Project and to explore alternative means of support. The program, which launched in 2004 to build relationships with residents, increases crime reporting and decreases incivilities and major crime. The current program model funds two full-time police officers and includes a number of tools: bicycle patrol, a Phoenix Hotline, "Trusted Advisor Reporting," Court Watch, a partnership with a housing inspector, regular communication with neighbors and tracking of statistics/progress. Continuing the program for an interim period provides stability for the community and responds to strong community sentiments that the program is important to them.

2

Advance Next Generation Learning.

Improving the Fairview PreK-6th School can have a major impact on public perception and desirability of the Phoenix Area neighborhoods while investing in the success of young people in a series of interconnected ways. A partnership approach is recommended.

a Provide life coaching at Fairview PreK-6th.

Community feedback suggests the value of a life coaching program. The program would connect people to information and resources needed to help them balance competing demands on their life and remove barriers to employment and access to basic needs like housing and food. The program could be integrated into Fairview PreK-6th School to provide support for families in a range of areas. Embedding the services in the school is a logical access point for families.

b Create a Community Impact Center.

The existing community room at Fairview PreK-6th School can become the focal point for key services to support students, such as a health clinic, enhanced mental health services for youth and/or a range of other support. This would bring community services into the school at a low cost. Partners from the library, homework helpers, etc. can provide academic support. This would centralize services and make connections when multiple services are needed.

c Initiate Next Generation Learning Project. *

Any "game changing" effort to transform Fairview PK-6th is going to require major operational changes and likely the engagement of a significant partner to support the work.

Fairview is currently a Neighborhood School Center, a concept pioneered the University of Dayton Fitz Center for Leadership in Community and Dayton Public Schools. Over a decade ago these two organizations came together to implement strategies and programs to increase educational achievement and to reposition the schools as community anchors. This work continues and new strategic partnership with like-minded organizations such as Preschool Promise and Learn to Earn Dayton continue to advance ideas around school improvement.

Many successful models around the country could instruct the reimagining of Fairview

School's potential. Key ingredients of these models include: site based school management, parent-child-teacher "learning contracts" which focus on educational outcomes and parental involvement; new teaching strategies, including expanded opportunities for experiential learning; and a deeper integration of physical and mental health services at the school site. Most of the successful models have a deep level of civic and corporate commitment from both the public and private sector.

The Next Generation Learning project would be a research and development effort to bring together current Fairview partners and other community leaders to determine the interest and commitment to transform Fairview School. This work would be organized around two inter-related purposes:

1. To define what a collaborative partner approach means for Fairview (relationships, services that can be provided, etc.). The goal is to clarify the vision through a combination of gaining an understanding of current needs and looking to external examples. Part of this effort should be direct engagement with schools that have been successful in dramatically improving learning outcomes (e.g. bringing experts to the community to meet with project leadership).

2. To identify specific public, nonprofit and/or private sector partners who can fully commit to helping implement impactful programs and services.

Following the work, a recommendation of appropriate next steps and costs to advance the created vision will be presented to the Phoenix Board. This work is expected to take one year.

3

Promote wellness for residents of the surrounding neighborhoods.

Key programs to support health and wellness can complement physical recommendations that address social determinants of health with a goal of improving health outcomes. Programs should coordinate and/or enhance what is already available, not duplicate existing services.

a Create a Wellness Center.

Wellness Centers can address health issues in a holistic manner (integrating wellness, preventative and acute care) and can especially benefit parts of the community that suffer disproportionately from certain health challenges. Centers may not have a physical location, but normally do not require large amounts of space. The space should be designed to be welcoming and warm (as opposed to a "sterile" medical facility). A Wellness Center would be focused on connecting people to the services they need through face-to-face interaction, information sharing, technology and other means. There are many service organizations in Northwest Dayton that already provide health-related services; one of the goals of the Wellness Center is to make them more widely-known and to help people get the help they most need.