

Re-use and Investment Vision

December 2019



Phoenix Next
shaping investment and reuse

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“America’s legacy cities were once the great economic engines of this country. The right mixture of new forms and directions, fueled by powerful assets and an historic can-do culture of achievement, can provide the springboard for a new era of prosperity for these cities.”

Regenerating America’s Legacy Cities, Greater Ohio Policy Center

Letter to the Community

For more than 15 years, Premier Health and the City of Dayton have worked together to invest in Northwest Dayton neighborhoods through the Phoenix Project, forging and enhancing partnerships that have resulted in significant community assets. These community assets include Fairview Elementary School, Dayton Metro Library - Northwest Branch, new housing, and more.

The very difficult decision by Premier Health to close Good Samaritan Hospital has been painful for all involved. Good Samaritan was a long-time Dayton institution, and its closing felt like yet another loss to a community that has already endured a great deal. Since that time, we have been working to identify the best ways for the community to move forward and to further build upon the gains that have been achieved thus far through the Phoenix Project.

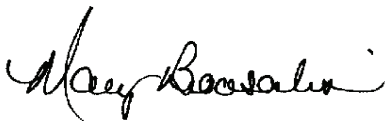
Given our history of engaging with the community, we launched a planning process that provided multiple opportunities for input from leaders in the community, neighbors and others who wanted to participate. Premier Health hired Planning NEXT, a nationally known community planning firm based in Columbus, Ohio, to facilitate the creation of a strategic investment plan for the Phoenix neighborhoods and re-use strategy for the 13-acre former hospital campus. They were assisted by CityWide and key City of Dayton stakeholders to guide the next wave of planning and investment in this historic area of our City.

A special community advisory committee was created to work through the community process and ensure a deep reach into the community. This goal was accomplished through individual conversations, small group meetings, and larger community sessions. More than 500 people actively participated in the planning effort to develop a new vision for the former Good Samaritan Hospital site and surrounding neighborhoods.

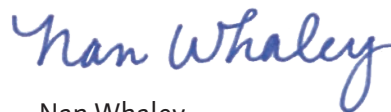
Through some difficult conversations, we found common ground around issues that matter a great deal to those who live and work in this community. The community made clear that new uses on the site should focus on building from our strengths, attracting new investment, promoting well-being, and creating new possibilities for the next generation.

Making the Vision a reality will not be easy, quick or certain. It will require ongoing, bold leadership from our organizations and from the community. The City and Premier Health are committed to sustaining a partnership that results in positive redevelopment in Northwest Dayton. Our first step is to create a nonprofit organization called Phoenix Next Dayton that will guide the redevelopment effort. Together, our two organizations have formally committed \$30 million to this effort over the next 10 years. These resources will be leveraged to attract even greater investment to Northwest Dayton going forward.

We are grateful for the involvement of all who have helped shape the Vision and look forward to our continued partnership on behalf of Northwest Dayton residents.



Mary Boosalis
President & CEO
Premier Health



Nan Whaley
Mayor
City of Dayton

Acknowledgments

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Fairview Neighborhood Association

Rev. Barbara Weichel

Fairview United Methodist Church

Diane Welborn

College Hill Neighborhood

Support

Fairview PreK-6th School

Fairview United Methodist Church

**Dayton Metro Library,
Northwest Branch**

Tech Town

Planning Team

City of Dayton

Citywide Development

Planning NEXT

Ninigret Partners

REALM Collaborative

Capital Partnerships LLC

Executive Summary

1

Purpose

Key Recommendations

Process

Purpose

For over 15 years, the City of Dayton, Premier Health, CityWide Development and others worked together in the neighborhoods surrounding the 13-acre former Good Samaritan Hospital site in Northwest Dayton. The work, known as the Phoenix Project, included investments of more than \$20 million that leveraged an additional \$45 million. A new initiative named Phoenix Next was launched in early 2018 to create Vision for re-use of the 13-acre former Good Samaritan Hospital site and investment in the Phoenix Area neighborhoods ("the neighborhoods"). The purpose was to inspire change that is contextually sensitive, achieves key desired outcomes, is supported by the community and is implemented incrementally over time.

A Snapshot of Past Success

One of the great strengths of Phoenix Next is that it builds upon the previous work of the Phoenix Project. The Phoenix Project helped to build pride in the area and gives confidence to both the community and outside investors that positive development is possible. Highlights of that work include the following:

- » Support for major community assets, including Five Rivers Health Center, the Dayton Metro Library Northwest Branch and the Salem Avenue Gateway Expansion;
- » Programs to strengthen housing options, including thirty-three new homes;
- » Construction of Fairview Commons, an urban education/recreation campus;
- » Support to over 45 homeowners with Phoenix Home Improvement Loans, down payment assistance for 17 new homeowners, and home repair for 15 low income seniors through an early partnership with Rebuilding Together Dayton; and
- » Services and programs important to residents including community policing, summer youth programs and an annual small grants program known as the Phoenix Project Fund. (Over 100 small resident led projects occurred during the last fifteen years.)

Desired Outcomes

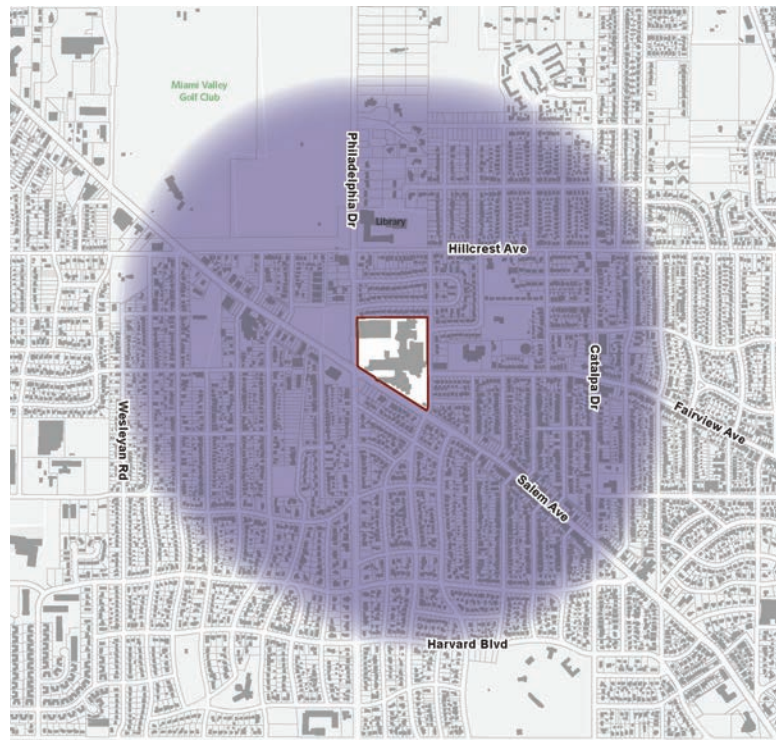
Proposed recommendations for Phoenix Next include specific policies, projects and programs that advance desired outcomes. Following are the seven outcomes that emerged as top priorities, as well as other desired outcomes that were identified. Each desired outcome has shaped the formation of recommendations and drives the implementation strategy, which is focused on sustaining momentum from the planning process, pursuing private development, being opportunistic as conditions evolve, leveraging resources for additional investment and maintaining a steady commitment to fostering step-by-step change over time.

Priority Outcomes

- » Drives economic vitality
- » Creates jobs
- » Enhances image of the area
- » Leverages investment
- » Promotes healthy living
- » Catalyzes other positive activity

Other

- » Improves livability
- » Provides amenities
- » Draws people from outside areas
- » Excites the community
- » Improves safety
- » Advances educational success
- » Supports the well-being of youth
- » Serves the diverse demographics of the neighborhoods
- » Provides an attractive environment
- » Attracts and sustains new/young people
- » Promotes environmental sustainability



The planning area for Phoenix Next is within an approximately 1/2-mile radius of the 13-acre site. Fundamental to the project however, is the idea that the area both influences and is influenced by the broader context.

Key Recommendations

Through the planning process, two over-arching themes and 30 recommendations have emerged. Some recommendations will be the focus of staff resources and funding allocation from Phoenix Next. They are supplemented by additional recommendations that are not recommended for Phoenix Next funding but will help site redevelopment and complement other investments in the surrounding neighborhoods. Phoenix Next funding will need to be leveraged to attract additional funding from grants and private investment.

Over-arching Themes

Two key themes have emerged that guide the recommendations.

Promoting Health and Wellness

Residents of the Phoenix Area neighborhoods expressed a desire to see new development that embraces concepts of health and wellness in design and intent. Community conversations reinforced uses and development that get up stream on health issues through deliberate connections to services and incorporating wellness uses on the site.

Advancing Next Generation Learning

Strong schools are an important ingredient to a healthy neighborhood. Phoenix Next emphasizes the importance of game changing partners to transform Fairview PreK-6 School into a school of choice. At the same time, new uses at the site should be encouraged to support education at all levels and to provide connections to the workforce.

Four Sets of Recommendations

Four sets of recommendations have been created for Phoenix Next. They include:

A. On Site



B. Surrounding Neighborhoods



C. Beyond the Planning Area



D. Programs





A. On Site

Recommendations for the 13-acre site convey a vision for future development that will be realized over time. They encourage mixed-use development that specifically advances desired objectives and is compatible with the surrounding context. Recommendations include:

- » Promoting desirable uses such as market-rate housing, employment-generating uses, permitted medical and wellness, educational, civic / nonprofit and neighborhood-oriented retail (p. 29-31);
- » Encouraging interim investments in order to help build momentum for incremental redevelopment (p. 32); and
- » Advancing site development that is informed by two mixed-use re-use concepts (focused on housing and employment, respectively) to inform potential new development, which is anticipated to take place in phases over a period of at least ten years (p. 33-37).



B. Surrounding Neighborhoods

Recommendations for the surrounding neighborhoods focus on an approximately ½-mile radius around the 13-acre site. They are centered around finding ways to capitalize on work that is already underway and to tap into the best thinking about strengthening the neighborhoods. Recommendations include:

- » Supporting improvements to the physical condition of blocks around the 13-acre site and other key locations through homeownership and neighborhood stabilization support programming (p. 39-40), conducting walking audits (p. 40), encouraging first floor retail at targeted locations (p. 41), undertaking selected demolition (p. 41), bringing new amenities to the area (p. 41) and reducing vacancy (p. 42);
- » Leveraging other sites for their development potential (p. 41-43); and
- » Celebrating the area's unique history by researching National Register Districts (p. 43) and developing a branding strategy (p. 43).



C. Beyond the Planning Area

Recommendations for beyond the planning area recognize that the broader context of Northwest Dayton and the City as a whole will influence the future of the site and surrounding neighborhoods. Recommendations include:

- » Building off of the momentum of other areas in the City by creating stronger connections to downtown (p. 44), the Gem City Market (p. 44) and other positive development;
- » Supporting positive momentum along the Salem Avenue corridor by working with the Salem Avenue Peace Corridor and Salem Avenue Business Association (p. 45), capitalizing on roadway improvements (p. 45) and promoting strategic demolition (p. 46); and
- » Advocating for transportation and mobility improvements to address access to resources and services by coordinating with research and studies (p. 46) and coordinating information sharing about point-to-point service (p. 46).



D. Programs

Recommendations for programs aim to build off of, complement and share information about the work of existing organizations in the area to foster conditions for successful development while not duplicating efforts. Recommendations include:

- » Helping to create stability in a time of transition by maintaining commitments to property-related programs during an interim period (p. 47) and continuing community policing on an interim basis (p. 47);
- » Advancing next generation learning by providing life coaching at Fairview PreK-6th school (p. 48), creating a community impact center (p. 48), and exploring a next generation learning project that would identify and engage game-changing partners (p. 48-49); and
- » Promoting health and wellness by creating a wellness center (p. 49).

Process

The planning process for Phoenix Next was open and inviting to everyone who cares about the future of the site and surrounding neighborhoods. This began with supplementing the existing governance structure (Board, Investment Committee and Advisory Group) to include additional community representatives. In addition, there was a multifaceted effort to provide a range of meaningful opportunities for the public to contribute.

Public Process Highlights

Highlights of the public process include the following:

- » Meetings of the Board, Investment Committee and Advisory Committee: The Board was the decision making body for Phoenix Next, the Investment Committee synthesized process and substance, and the Advisory Group provided deeper community involvement. A total of 16 meetings were convened.
- » Targeted interviews: Over 200 people were interviewed, including over 100 community leaders and 100 low-income individuals who were specifically identified and engaged after the first round of public engagement.
- » Broad engagement through workshops and online surveys: In addition to the interviews and committee meetings, approximately 650 members of the public shared their ideas through highly interactive public workshops and online surveys.
- » Media outreach: There was significant, proactive outreach to the media throughout the process and many other efforts to make sure people knew about opportunities to participate.



Funding

The City of Dayton and Premier Health remain committed to the work of stabilizing and revitalizing the northwest area of Dayton, particularly the site where the former Good Samaritan Hospital was located. The partners will form a new non-profit corporation, Phoenix Next Dayton and governance board, to direct development and implement the Phoenix Next Vision plan.

Over a ten-year period, Premier Health will provide \$15.0 million as a contribution in support of future Phoenix Board approved activities which will be matched by \$15.0 million from the City of Dayton through traditional public fund sources. In addition to this \$30.0 million commitment, the partners will work to leverage their investments to bring State, Federal and private philanthropy dollars to redevelopment efforts.



Setting the Stage

2

About Phoenix Next

Context

About Phoenix Next

For over 15 years, the City of Dayton, Premier Health, CityWide Development, residents, business owners and other partners worked together to strengthen the Phoenix Area neighborhoods—not just through brick and mortar projects but through building the community’s social fabric. The challenges that the neighborhoods faced in the past several decades are significant. But so too is the spirit of reinvention that keeps community members working toward making incremental progress. Phoenix Next is a collaborative effort to create a Vision for the re-use of the 13-acre site of the former Good Samaritan Hospital and investment in the Phoenix Area neighborhoods ("the neighborhoods.")

Desired Outcomes

The following desired outcomes for Phoenix Next have been identified throughout the process, and accepted by the Board of Trustees. They were derived after the early work, tested and supplemented later in the process.

Priority

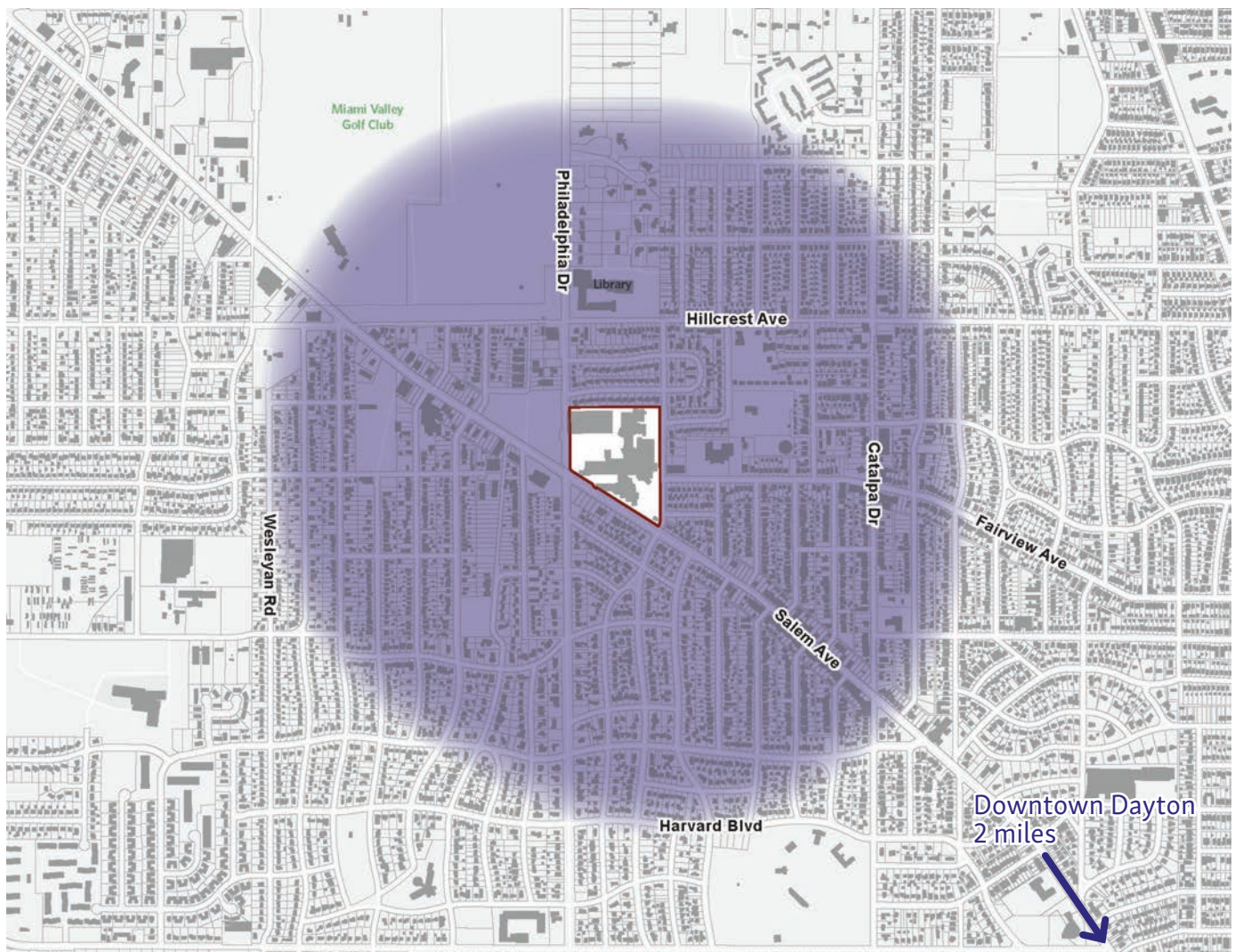
- » Drives economic vitality
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- » Supports the well-being of youth
- » Serves the diverse demographics of the neighborhoods
- » Provides an attractive environment
- » Attracts and sustains new/young people
- » Promotes environmental sustainability

Planning Area and Site

The Site is an approximately 13-acre area bounded by Sherwood Drive to the North, Benson Drive to the East, Salem Avenue to the South, and Philadelphia Drive to the West. The planning area that is the focus for reinvestment includes an approximately ½-mile radius around the site.



History of Success

Over \$20 million has been invested by the Phoenix Project, leveraging \$45 million in private investment. Projects include the Five Rivers Health Center, the Dayton Metro Library Northwest Branch, the Salem Avenue Gateway Expansion and thirty-three new homes and construction of Fairview Commons, an urban education/recreation campus. The Phoenix Project has also provided support to over 45 homeowners with Phoenix Home Improvement Loans, down payment assistance for 17 new homeowners, and home repair for 15 low income seniors through an early partnership with Rebuilding Together Dayton. The Phoenix Project also delivered services and programs important to residents including community policing, summer youth programs and an annual small grants program known as the Phoenix Project Fund. Over 100 small resident led projects occurred during the last fifteen years.



Ribbon cutting for the Rising at Phoenix, 2010.

Participants

Phoenix Next has been led by the Board of Trustees with key input from an Investment Committee, Advisory Group, stakeholder groups and the general public. At the start of the Phoenix Next planning process, a deliberate effort was made to supplement the governance structure with additional community representatives.

ROLE	ENTITY	MEMBERSHIP
Provide all final decisions for project	Board of Trustees	2 Community 2 City of Dayton 3 Premier Health / Good Samaritan Hospital 1 CityWide Development
Synthesize process and substance for decision makers	Investment Committee	2 Community 2 City of Dayton 3 Premier Health / Good Samaritan Hospital 1 CityWide Development
Provide deeper involvement for integral community partners	Advisory Group	14 Community 2 City of Dayton 3 Premier Health / Good Samaritan Hospital
Provide for targeted external participation from interested community groups	Stakeholder Groups	52 community organizations / representatives
Provide local, broad insight through open call events and other activities	General Public	Everyone who cares

Board and Committees

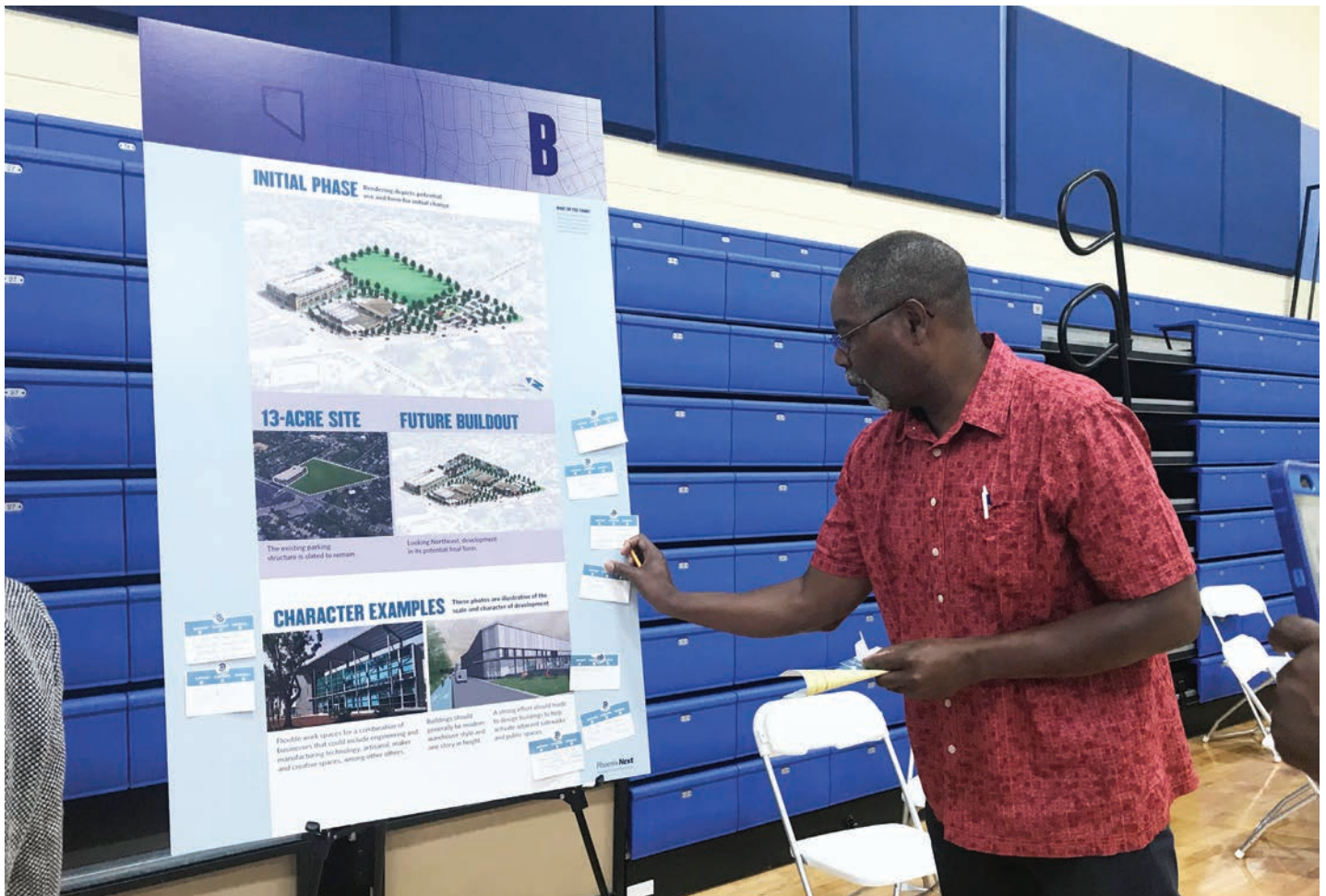
The process was led by the Phoenix Board of Trustees, which includes representatives from the City of Dayton, Premier Health, CityWide Development and the community. The Board was supported by the Investment Committee and Advisory Group and is the decision making body for Phoenix Next. The Investment Committee synthesized process and substance. The Advisory Group provided deeper involvement for community interests (e.g. education, public health, social service). A total of 16 meetings were convened to help guide the work.

Public Engagement

Insight from the broader community played a critical role in shaping the final recommendations. Over 200 people were interviewed through the process, including community leaders, elected officials and representatives from key demographic groups. In addition, approximately 650 people shared comments through interactive public workshops and online engagement opportunities. There has been significant, proactive outreach to the media throughout the process and many other efforts to make sure people knew about opportunities to participate.

Technical Analysis

Technical analysis has included research on existing conditions and trends (organized around topics of people place and potential), an evaluation of market opportunities relative to specific concepts for the site, an assessment of physical environment of the site and the neighborhoods, and an examination of existing services and amenities. Best practice models from throughout the country were explored to inform key areas of work.



Process Timeline



The public process has involved 16 meetings of the Board, Investment Committee and Advisory Group, three rounds of public engagement, and hundreds of stakeholder interviews. Technical analysis has included an assessment of existing conditions and trends, market opportunities, the physical environment, existing services and amenities and best practice models from throughout the country.

Process Principles

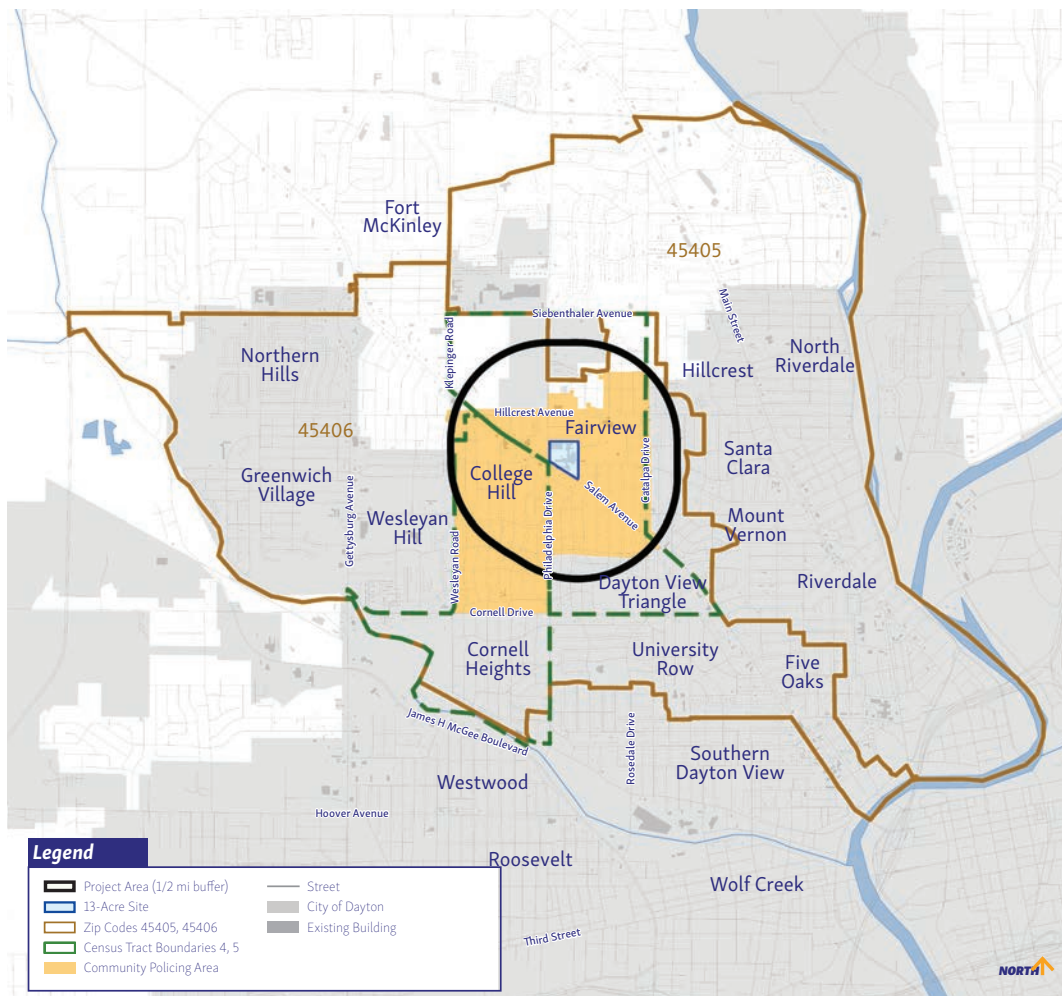
The following process principles have guided Phoenix Next:

- » Leverage the success of the Phoenix Project and existing community assets.
- » Include community members through meaningful opportunities to understand and contribute.
- » Identify a re-use strategy for the cleared, 13-acre site.
- » Identify strategic investment opportunities and additional funding needs for the neighborhoods.
- » Develop recommendations that are forward-thinking and impactful.

Context

To plan for the future, it is essential to understand the demographic, physical and economic factors that shaped the surrounding neighborhoods. While recent trends provide important information that can help to define areas of opportunity, it is also important to recognize the potential of community members to take action to change trends and set a new course.

The map below shows primary geographic areas used for analysis. The area shown within the green dotted outline represents the two census tracts that most closely align with the study area for which key demographic data is available. The area shown within the brown outline represents the zip codes that most closely aligns with the study area for which key economic data is available.



People

This section focuses on population and demographic trends in the Phoenix Area neighborhoods relative to the City and the region. The research was conducted to answer the following critical question: What do the demographics of the neighborhoods tell us about potential community needs? Understanding demographic data is important because recommendations about future re-use of the site and investments in the neighborhoods should be inclusive in serving the area.

The neighborhoods referenced in the "People" section refer to the two census tracts that most closely align with the planning area.

Population has declined in the neighborhoods since 2009, but less than in the City as a whole.

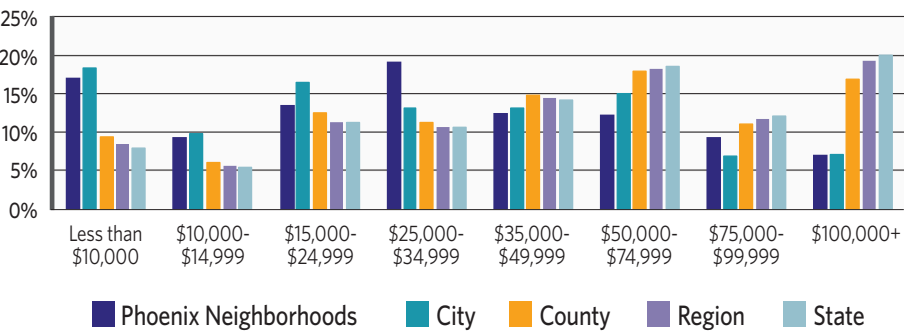
The population has declined in the neighborhoods since 2009, along with the City, County and region. However, the rate of decline in the neighborhoods (-5%) was proportionally less than that of the City (-9.4%).

Population Change

	Population	Change (2009-16)
Phoenix Neighborhoods	8,086	-5.0% ↓
City	141,143	-9.4 % ↓
County	532,761	-1.0 % ↓
Region	800,950	-4.6 % ↓
State	11,586,941	0.7 % ↑

Median household income and distribution in the neighborhoods are similar to that of the City.

The median income in the neighborhoods (\$28,605) is comparable to that of the City of Dayton (\$28,745). However, the area has a diversity of income levels. 40% in the neighborhoods make under \$25,000, 32% make between \$25,000 and \$49,999, and 25% make over \$50,000.



The neighborhoods are diverse.

Age: 15% are seniors (65 years or over), an increase of 3% since 2009. 36% of the population is under the age of 24, and 53% of the population is between the ages of 25 and 64.

Race: In 2016, the proportion of African-Americans in the Phoenix Area neighborhoods (85%) was significantly larger than the City as a whole (40%).

Household type: While the average household size in the neighborhoods (2.5) is similar to that of the City (2.3) and the Region (2.4), in 2010 the percentage of female headed households was greater (28% compared to 21% for the City and 14% for the Region).



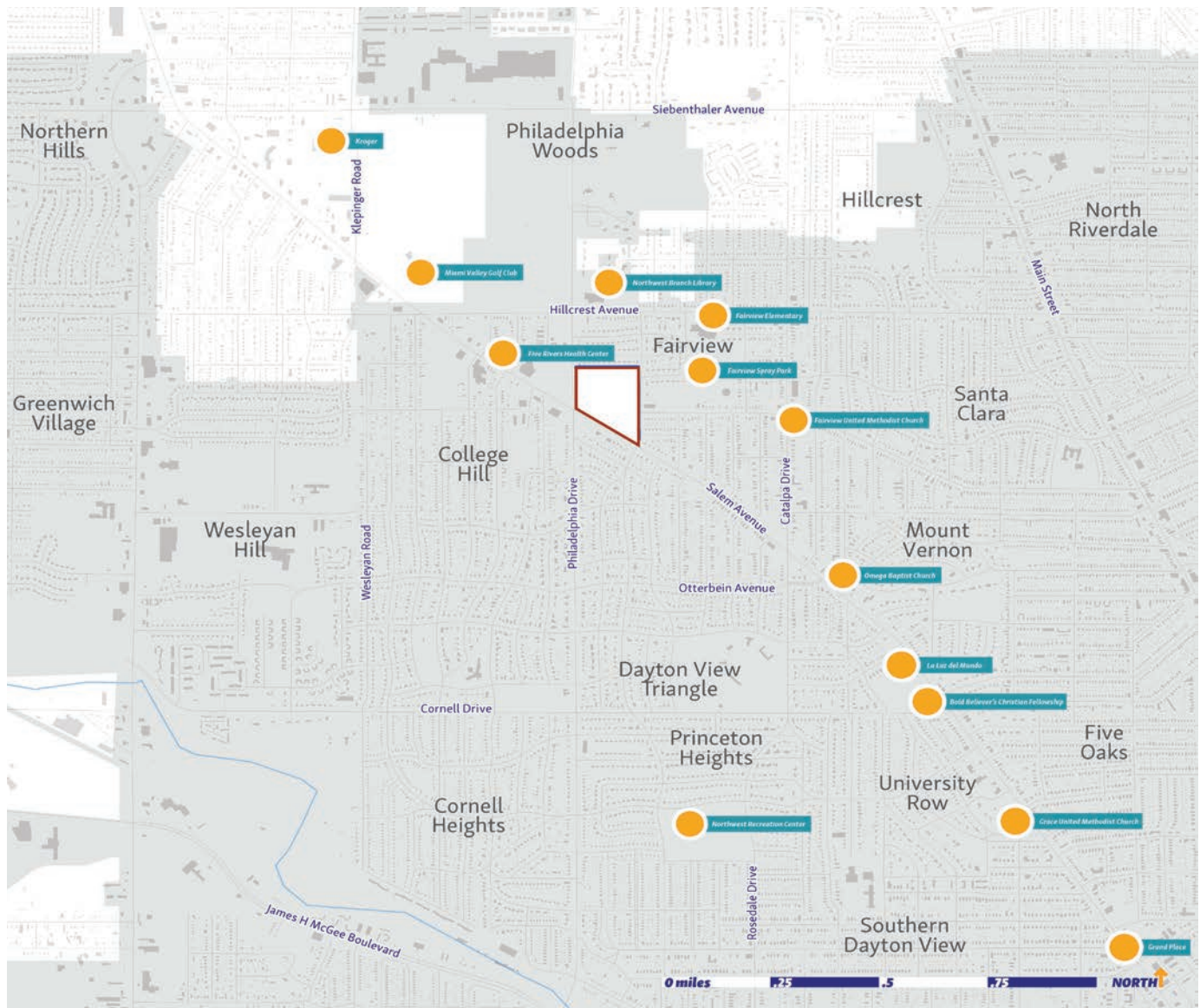
Salem and Catalpa Gateway dedication, 2008

Place

This section focuses on the physical conditions in the Phoenix Area neighborhoods. While there is notable vacancy, as well as buildings that are in poor condition and lack of certain types of amenities in the area, there are also assets and a track record working together toward improvement.

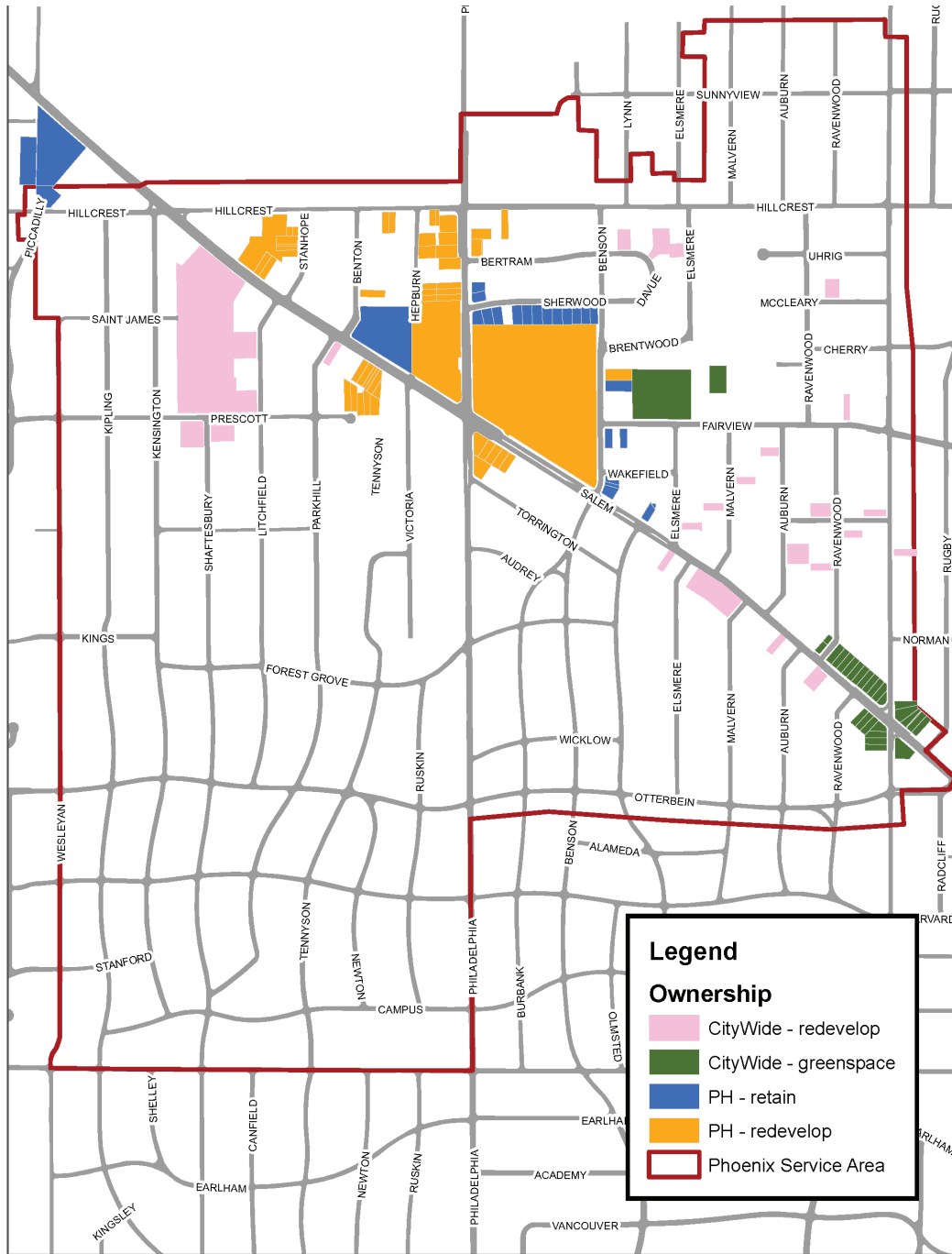
A number of key assets anchor the community.

The planning area includes a number of community assets, several of which have been constructed in the past few years. Recent investments include the Five Rivers Health Center (\$5.5 million), Dayton Metro Library – Northwest Branch (\$12 million) and Fairview PreK-6th School (\$12 million), among others. The presence of community assets provides an important starting point for considering future investments as models for other development and opportunities to leverage success.



Premier and CityWide have key landholdings in the area.

In addition to the 13-acre site, CityWide Development and Premier Health own a number of other sites. This includes property that is anticipated to be used for green space, property that is anticipated to be retained for current uses, and property that presents a redevelopment opportunity. These properties may have the potential to be leveraged in association with the development of the 13-acre site.



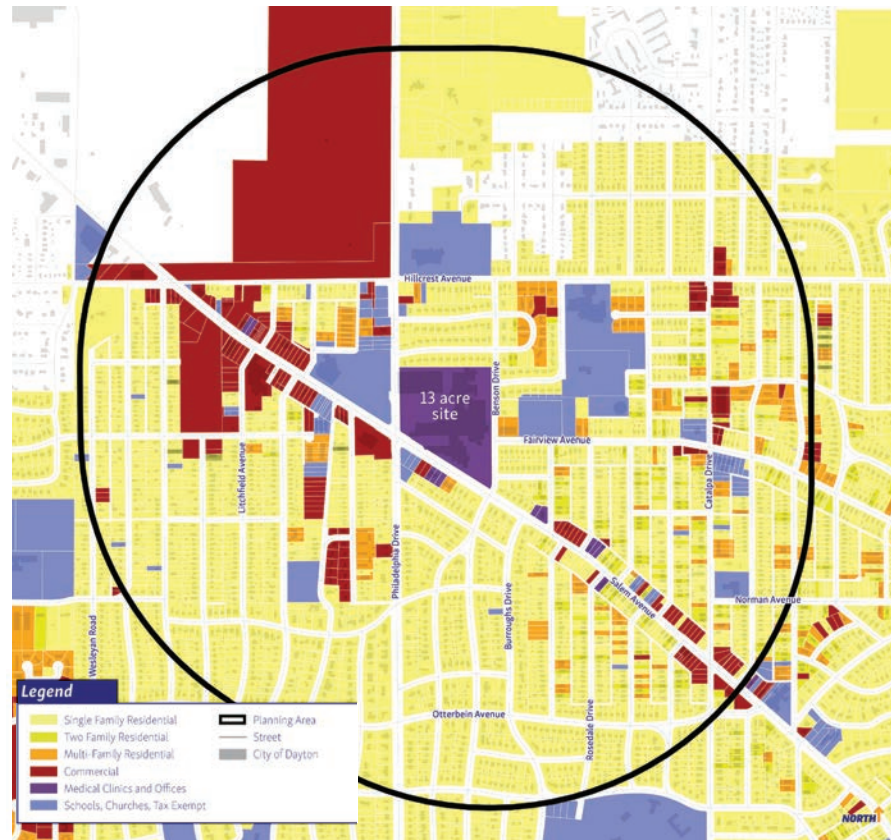
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This information is based on records from the Montgomery County Auditor. Author cannot guarantee accuracy.



The neighborhoods include a mix of complementary land uses.

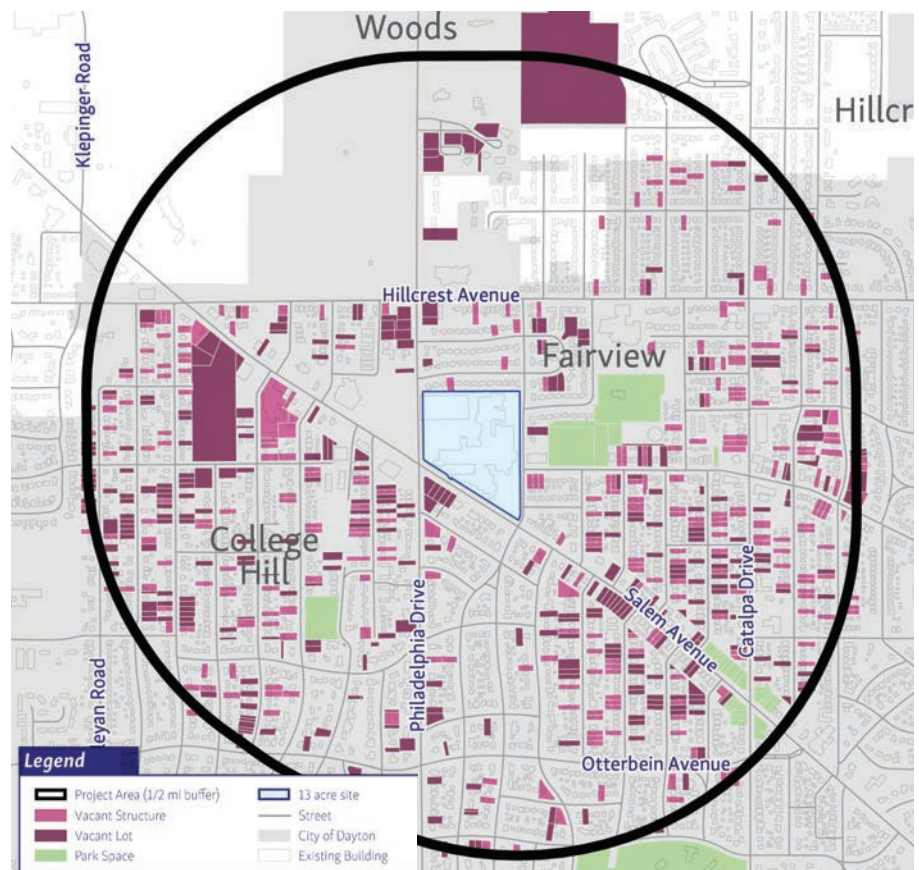
The 13-acre site is situated along Salem Avenue with commercial and residential properties along its perimeter and institutional uses nearby; this signals that a mix of uses on the site in the future could be compatible with the context. The majority of the area is two-story single-family residential buildings with some multifamily housing. Commercial properties are primarily concentrated along Salem Avenue. Other uses include institutional (e.g. churches, schools) and medical uses.



Vacancy is scattered throughout the neighborhoods.

Approximately 24% of all lots and/or structures are vacant. At the same time, many houses are not in good condition. This may make renovation challenging due to the cost of investment needed to bring housing up to desired standards. However, many recognize that the variety of architectural styles and housing types in the area are a key asset upon which to build.

Map is based on the 2015 survey conducted by Western Reserve Land Conservancy with updates in May 2018 from the City of Dayton and CityWide Development. Due to complexity of determining vacancy and change over time, map should not be used as a parcel-specific resource but rather a "snapshot" showing overall pattern.



Potential

This section includes key baseline economic conditions for the City of Dayton and more locally in and around the study area. This information helps to present a picture of market conditions that should be taken into consideration when making recommendations for re-use of the 13-acre site or investments in the neighborhoods. At the same time, it is important to recognize that a focus in implementing the Phoenix Next Vision will be to incrementally influence market conditions through a strategic and deliberate approach to making change. Market trends are not the sole determinant of what is possible. A vision, perseverance and strategy can help communities change course.

The market analysis conducted in this section is for the zip codes that most closely align with the study area (45405 and 45406) as this is the smallest relevant area for which key economic data is available.

Most who live in the area work elsewhere.

As has been the case for many years, local residents find employment across the region. The area exports a substantial portion of its local workforce across the Dayton region with only one-third finding employment inside the City. 60% of the inbound workforce lives within ten miles—with many coming from the northwest and southeast of the area. Mobility and access to transportation are therefore closely connected to the question of job opportunities for residents in the neighborhoods.

Employment change mirrors post-recession trends in similar communities.

Since the 2007-2009 recession, many communities have not fully recovered. Employment of residents in 45406 fell from approximately 5,400 to 2,300 employees during the time period of 2008-2016. This continued job loss is characteristic of similar communities throughout the country. Lessons from communities that have been more successful in recovery can be applied to the Phoenix Area neighborhoods. Other communities have demonstrated that access to investment, support for new businesses, and improved educational and housing options can have a positive impact on employment.

A loss of business establishments due to a combination of local and national forces.

Between 2008 and 2016, 45406 lost 24% of its establishments. (Loss was not as dramatic in the 45405 zipcode, with 17% of establishments lost.) A number of factors may be at play, not all of which are local. The national recession impacted many communities through a loss of business, and the dramatically changing nature of retail due to online shopping trends, have also impacted businesses. For the neighborhoods, this means that future strategy must focus on local factors while taking national trends into consideration, and looking to other communities for guidance.

Loan size is small, but has increased.

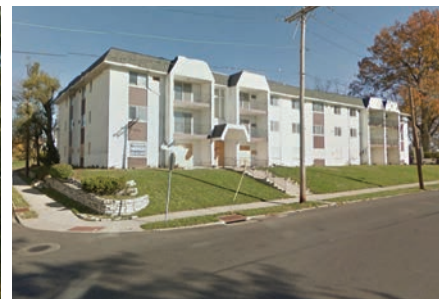
A smaller number of business loans are being generated within the area than in 2008. However, while loan sizes are relatively small, with most loans falling under \$35,000, they have increased. There were no SBA-backed loans in 2016. This raises the question of whether the issue is demand for business credit (people are not asking for loans) or the ability to get credit (people can not get loans). Both limit local business growth and may potentially be addressed through business assistance programs.

There is retail potential, but it is limited.

There is an estimated \$180 million of consumer spending within five minutes of the site, indicating potential unmet demand. In total there is approximately \$65 million in opportunity for additional retail in the neighborhoods. However, caution needs to be used in considering future retail in the area. There is a lack of market depth in any category except general merchandise stores. In addition, in some retail areas, online shopping is becoming more prevalent, which could reduce retail demand; and. Finally, the capturing 100% of the unmet need is unlikely.

Housing prices are comparable to the City's.

The total median sales price in the 45406 zip code for January-August 2018 was \$55,200. The median sales price in Dayton was around \$55,400, slightly higher than in the neighborhoods but considerably lower than in the region. While some Dayton neighborhoods are indeed thriving, and some are still struggling with foreclosure, blight and abandonment. This area is generally "average" for the City. Building housing value should be a long term goal. Higher values will make investments in rehabilitation more feasible. Similarly, a more diverse housing stock relative to price will help to draw residents across income categories.



While there is diversity in housing types in the area, condition is mixed.

Re-use and Investment Vision, Phoenix Next



The Dayton Public Library-Northwest Branch sets a high design standard that can be a model and inspiration for development of the 13-acre site.

Developing a Strategy

3

Overarching Themes

Recommendations

A. On Site

B. Surrounding Neighborhoods

C. Beyond Planning Area

D. Programs

Overarching Themes

The Vision is built upon two organizing themes: Promoting Health and Wellness and Advancing Next Generation Learning. These themes have emerged as important drivers for the design and development of the 13-acre site, as well as improvements in the surrounding neighborhoods.

Promoting Health and Wellness

Residents of the Phoenix Area neighborhoods expressed a desire to see new development that embraces concepts of health and wellness in design and intent. Community conversations reinforced uses and development that get “upstream” on health issues through deliberate connections to services and incorporating wellness “uses” on the 13 acre site.

The Phoenix Area neighborhoods have an established reputation for, and a growing focus on, improving health outcomes for residents. This concern reflects the fact that in Northwest Dayton large health disparities exists especially for the African-American population. The disparities include high rates of diabetes, COPD, high blood pressure, obesity, asthma, and infant mortality. Recent research, including the 2018 Five Rivers Health Centers Needs Assessment, identified shortages for specific health care needs and the direct connection between the built environment and health. Widely described as social determinants of health, national research and policy is reinforcing the concept of addressing wellness in the design and development phases of community revitalization projects.

Recommendations incorporate the following:

- » Connect people who live and work in the area to existing programs and services.
- » Incorporate wellness opportunities in the design and development on the 13-acre site.

Advancing Next Generation Learning

Strong schools are an important ingredient to a healthy neighborhood. Often families leave the City for communities with other education options. Opportunities should be provided to help change this dynamic, specifically to enhance and/or complement what is taking place at Fairview PreK-6th School, which is already one of the City’s six neighborhood schools centers.

The theme of Next Generation Learning is about more than enhancing education within the walls of Fairview PreK-6th School. It is about a community-wide commitment to investing in the success of the school, building deliberate connections to middle school and high school, opening opportunities for advanced education, and connecting people to workforce opportunities.

Recommendations incorporate the following:

- » Support investments in evidenced-based approaches to improving school quality and strengthening families.
- » Create opportunities to connect site development to Fairview PreK-6th School and advanced learning institutions.

A. On Site



Recommendations for the 13-acre site present a vision for future development. They take both site conditions (below) and the character of the surrounding neighborhoods context (p. 36) into consideration. The recommendations convey desirable uses, encourage interim investments in order to help build momentum for redevelopment, and include two mixed-use re-use concepts to inform potential new development.

Site Conditions

Understanding key site conditions is critical to understanding opportunities for future development. Conditions include:

- » Approximately 13-acre, cleared (except for garage), "development ready" site
- » 1,300-space parking garage in northwest corner of site
- » No known significant environmental hazards
- » Existing utilities in place to support development
- » Immediately adjacent property that is also owned by Premier Health, including the property directly to the east on the other side of Philadelphia Drive (Five Rivers Health Center parking lot).



Graphic provides an image of how a future cleared site might look in context (not current condition).

Design Framework

A design framework for the site should guide future development to be sure that it maximizes potential of the site, given its specific conditions, orientation and surroundings.

Create walkable streets and blocks

Enhance neighborhood connectivity from east to west along W. Fairview and introduce a new intersection along Salem Avenue.

Leverage the garage

Make use of the garage, which as it is slated to remain on the site, can serve an important role in catalyzing redevelopment.

Bring buildings to the street edge

Strengthen the Salem Avenue corridor by developing along its edges to increase walkability and connectivity.

Create central green

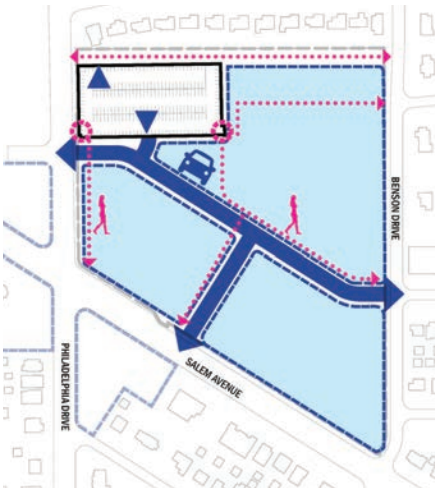
Connect to Fairview PreK-6th School's open space to maximize impact of open space on the site. Create visual and physical connections to link open spaces on and off the site.

Create the strong corner

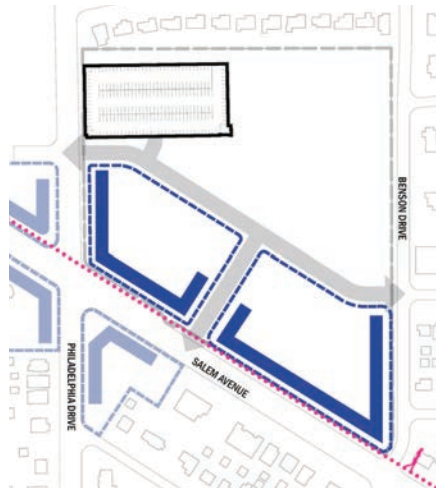
Focus initial development along Salem Avenue to strengthen the corridor and create a destination. Reinforce the corner of Salem Avenue and Philadelphia Drive as a gateway with public space.

Support compatible intensity

Take cues from the context to determine height, scale and massing of development on the site.



Create walkable streets



Bring buildings to street edge



Create a strong corner

Objective 1: Promote desired uses on the site.

Allowing considerable flexibility for the uses permitted on the 13-acre site will help to encourage development that allows the entity or entities that ultimately take the lead on development to respond to market conditions and draw from their own experience, knowledge and vision. Certain uses have emerged as preferred because they are most likely to contribute positively to the neighborhoods. A more limited set of uses has been identified as acceptable (not strongly preferred but not inherently contrary to desired outcomes) and a few uses have been identified as undesirable (incompatible with desired outcomes). Also very important to achieving desired outcomes are the type (more specific use category) and the form and character (elements of design that contribute to its physical appearance and distinguishes it from other places) of the uses. There are some uses (such as retail) that might be desired if they are of a particular type and/or form and character (such as neighborhood-oriented and small scale) that would be undesirable if they were a different type and form/character (such as big box retail).

A1 a* **Set expectations for development that adhere to established desirable and/or acceptable uses.** The table on pages 28-29 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 through which development may be sought. The table is intended to identify uses that will directly advance the desired outcomes for the project. It includes uses that will have been targeted because they will help to diversify housing products in the area to create a greater variety of housing options, create jobs, contribute to a greater sense of place and promote vibrancy and activity.

* Priority programs that are recommended for a funding allocation from Phoenix Next.

DESIRABLE USES *(uses that are encouraged)*

Use	Type	Form and Character
Residential (Market Rate)	<ul style="list-style-type: none"> » Townhomes » Single family, single-story » Double-loaded corridor apartment-style buildings » Other 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"> » Office » Call centers » Incubator / maker space for small-scale entrepreneurs » Co-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 time » Five stories or fewer
Permitted medical and wellness	<ul style="list-style-type: none"> » Medical offices » Clinics » Mental health services » Holistic health services (including those with a focus on stress relief) » Services that connect residents to healthcare outside of the neighborhoods » Other 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 Standards) » Design feels welcoming and personal, not “sterile” » Flexible spaces that can accommodate a range of uses over time » Sustainable, “green” design » One to two stories or integrated into ground floor
Educational	<ul style="list-style-type: none"> » Classroom / program space » Office / support space associated with educational or job training programs 	<ul style="list-style-type: none"> » Ground floor space facing outward from site » Flexible 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 / users » Space specific to a particular organization or entity » Office / support space associated with community programs 	<ul style="list-style-type: none"> » Ground floor space facing outward from site » Flexible 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) » Restaurant » Locally-owned 	<ul style="list-style-type: none"> » Ground floor space facing outward from site

DESIRABLE USES CONTINUED *(uses that are encouraged)*

Use	Type	Form and Character
Exploratory Retail	<ul style="list-style-type: none"> » Temporary » Planned 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 gardens » Rain gardens, bioswales or other storm-water management features » Small-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 neighborhoods » Lighting and other features to promote safety » High-quality, durable materials » Amenities 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

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
Retail	<ul style="list-style-type: none"> » Large-scale, comprehensive offerings » Discount variety store 	<ul style="list-style-type: none"> » Big or mid-sized “box” » Strip center

Objective 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.

A2 a* **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 can bring vitality to the site and create a sense of safety while generating excitement about the future. They should reinforce, and not supplement, existing spaces.

* Priority programs that are recommended for a funding allocation from Phoenix Next.



Food Containers, Toronto, ON



Dune Brothers, Providence, RI

Chalets, Muskegon, MI

Objective 3: 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 on the following pages 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.

A3 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.

* Priority programs that are recommended for a funding allocation from Phoenix Next.

A3 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.

Residential Focus Concept



Initial Phase

The initial phase represents a “first move” that would have an immediate positive impact on the area and build momentum toward future development. It 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.
- » 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.



■ Flexible Employment	■ Office
■ Civic / Educational	■ Retail
■ Residential	■ Future Development

Use Statistics

Initial phase conceptual land use allocation

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



Future Build-out

The future buildout represents a long-range vision for uses that would activate some or all of the rest of the site. 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.

Character Examples

The photos below 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.).



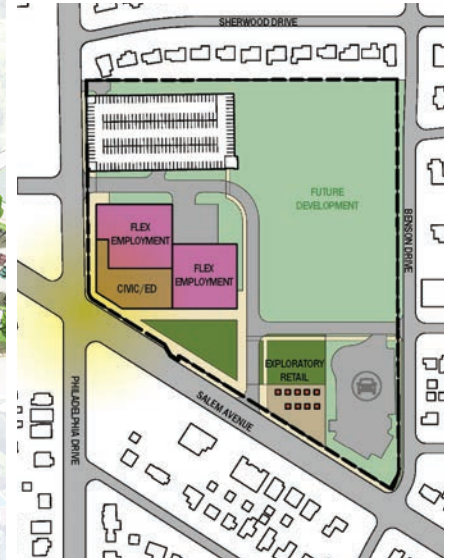
- Flexible Employment
- Civic / Educational
- Residential
- Office
- Retail
- Future Development

Use Statistics

Future build-out conceptual land use allocation

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

Employment Focus Concept



 Flexible Employment	 Office
 Civic / Educational	 Retail
 Residential	 Future Development

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 School 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.

Use Statistics

Initial phase conceptual land use allocation

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



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.

Character Examples

The photos below are illustrative of the scale and character of development, which may 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.



- Flexible Employment
- Office
- Civic / Educational
- Retail
- Residential

Use Statistics

Future build-out conceptual land use allocation

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



B. Surrounding Neighborhoods



Recommendations for the neighborhoods focus on the 1/2-mile radius around the 13-acre site. They include building off of the values of existing institutions that have been working over time for positive change and tapping onto the best thinking about making the neighborhoods an enduring, prosperous and memorable place.

Character of the Neighborhoods

The form and character of the surrounding neighborhoods should help to guide future development on the 13-acre site so that any new development is contextual. Other property owned by Premier Health CityWide Development should also be taken into consideration in association with the site's development. Important elements of the existing form and character in the neighborhoods include:

- » One to two story structures
- » Medium intensity development
- » Walkable street pattern
- » Small (residential) and medium to large (commercial) lot size
- » Neighborhood-scale green spaces
- » Sidewalks, street trees and lighting (mixed condition)
- » Diversity in architectural styles
- » Proximity to downtown (3 miles) and highway interchanges

Objective 1: Improve the physical condition of blocks around the 13-acre site.

Targeted improvements in the blocks surrounding the 13-acre site will 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.

B1 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 at this critical juncture.

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 for Humanity, People Working Collaboratively (PWC), Rebuilding Together, private philanthropy and banks.

* Priority programs that are recommended for a funding allocation from Phoenix Next.



The variety of housing styles in the surrounding neighborhoods is a significant strength of the area. Programs focused on rehabilitation of existing housing help to build off of that strength.

B1 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 a walk audit is conducted in the neighborhoods 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.

Objective 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.

B2 a* **Support Homeownership and Neighborhood Stabilization through targeted housing support programming with a special focus on key opportunity locations.** 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.

The Phoenix Project has a proven track record for housing rehabilitation that can serve as a starting point for future housing stabilization programs.



* Priority programs that are recommended for a funding allocation from Phoenix Next.

B2 b Encourage desirable first floor retail adjacent to the 13-acre site. A limited amount of certain types of 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 or other mixed-use development. 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.

B2 c Engage partners in projects to bring amenities to help foster a strong sense of place. Work with partners to bring amenities (public art, pocket parks, street furniture) that will complement and enhance positive development activities. Arts organizations, groups focused on place-making or nonprofits that work with communities to help make incremental, small-scale improvements should be engaged to discuss project ideas, funding options and implementation and long-term maintenance strategies. Projects may be temporary (e.g. flexible seating, book kiosks, planters of flowers) or permanent (decorative crosswalks, play structures, interpretive signage) as long as they generate excitement, interest and/or pride in the location.



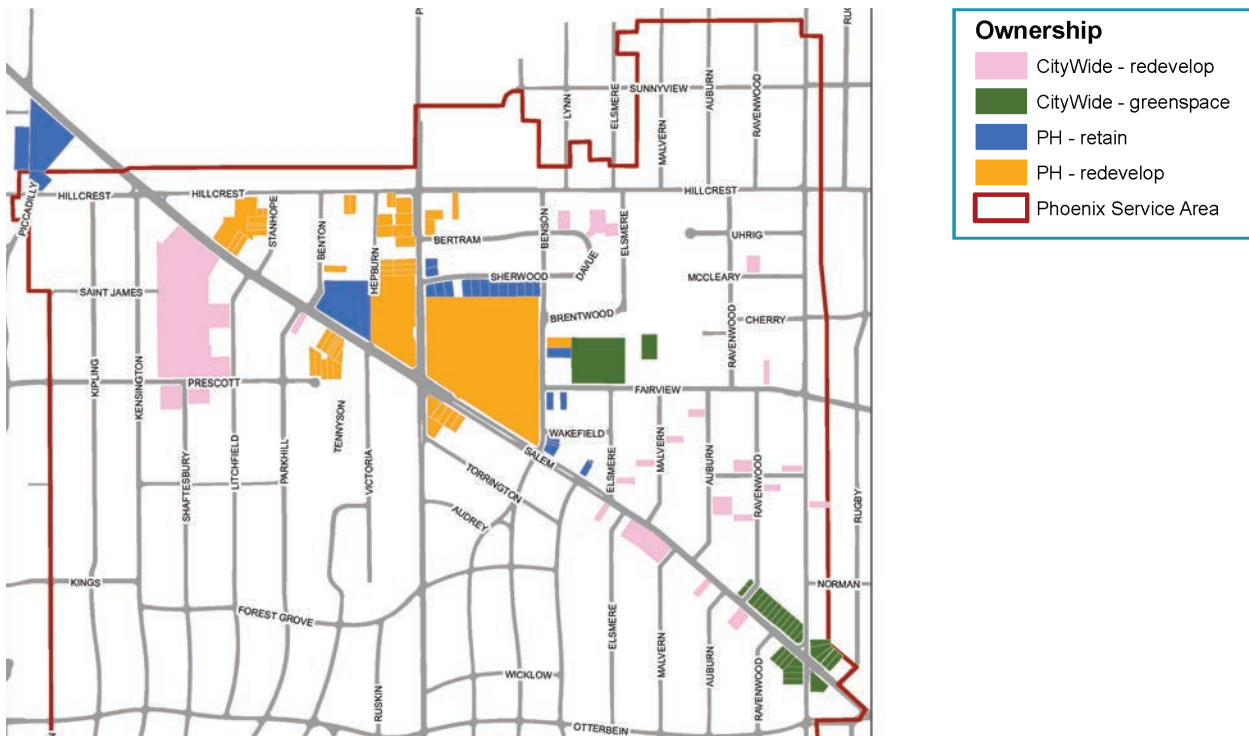
Targeted opportunities to activate ground floor uses and bring amenities to strategic locations should be pursued.

Objective 3: Leverage key land holdings.

A number of properties in the planning area are owned by Premier Health or CityWide Development on behalf of Premier Health and their long-term future must be determined.

- B3 a Consider integrating 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. Land holdings can be categorized by opportunity type of development that could be appropriate and included as part of a request for proposal process.
- B3 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.
- B3 c Use strategic demolition and code enforcement to improve the appearance of the neighborhoods.** Targeted improvements can complement and enhance road improvements and other positive development activities within the planning area.

Land Ownership



B3 d Launch initiative to reduce vacancy by half. The fact that approximately 25% of sites or structures in the planning area are vacant may mean that without a deliberate intervention the neighborhood could experience a cascade of even more vacancy. As one recent study by the Lincoln Land Institute concluded, "When vacancies rise above approximately 20% of an area's total properties, the number of vacant buildings and lots may continue to grow indefinitely." (Source: The Empty House Next Door: Understanding and Reducing Vacancy and Hypervacancy in the United States, Lincoln Land Institute.) Targeting a desired reduction in vacancy, and setting a goal, is a critical first step to stemming the tide and reversing the trend.

B3 e 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 and ensure their viability.

B3 f 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 project 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.

Objective 4: 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 differentiating 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 history and architecture presents an opportunity to build a sense of pride and create value.

B4 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 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) National Register 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.

B4 b Develop a branding strategy for the surrounding neighborhoods. The neighborhoods 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.

C. Beyond the Planning Area



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

Objective 1: Leverage the momentum of downtown development and other nearby development.

Downtown Dayton benefited 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. There are ways in which the neighborhoods surrounding the 13-acre site can position themselves to benefit from development activities downtown and in other parts of the City.

- C1 a Establish more connections between the Phoenix Area neighborhoods and downtown.** The Salem Avenue Peace Corridor (SAPC) and Salem Avenue Business Association (SABA) are working to extend the resurgence of downtown up Salem Avenue. (See recommendation C2 a.) However, there is more potential to develop connections that tap into downtown activity. There is opportunity for the Phoenix Area neighborhoods to model other neighborhoods that have successfully positioned themselves for downtown living (e.g. the apartment buildings across the Great Miami River from downtown along Riverview Avenue in the Jane Reece and Grafton Hill neighborhoods). Similarly, the Phoenix Area neighborhoods could look to emulate historic districts such as St. Anne's Hill, Oregon, Grafton Hill, McPherson Town, South Park, Huffman, and Wright Dunbar that have capitalized on downtown's vibrancy to increase their profiles and desirability.
- C1 b Promote 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. Specifically, efforts to promote investment on the 13-acre site and surrounding neighborhoods should recognize and promote the Gem City Market.



Under development, the Gem City Market is a Grocery Store Co-op that is just two miles from the Site.

Objective 2: 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.

- C2 a*** **Support and build on the efforts of the SAPC and SABA.** Draw from the visioning 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 all of Northwest Dayton. Work should include support for SAPC for 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.
- C2 b** **Build off of Salem Avenue reconstruction efforts.** Approximately \$13 million in road reconstruction will occur on 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.
- C2 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. Demolitions should be pursued in coordination with other strategic demolitions in the area. (See recommendation B3 c.)

* Priority programs that are recommended for a funding allocation from Phoenix Next.

Objective 3: 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.

- C3 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 have examined mobility challenges for those who live in Northwest Dayton. This information should inform programs, policies and projects conducted as part of Phoenix Next. Similarly, such information should be shared between entities as part of a Wellness Center, if it were to be developed as part of a mixed use development. (See Recommendation D3 a for information about the Wellness Center.)
- C3 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. A directed effort should be undertaken to share information (e.g. development of promotional materials, outreach to residents through Fairview PreK-6th School, etc.) regarding this and similar existing and potential transportation options. Information sharing could be coordinated through a proposed Wellness Center, if it were to be developed as part of a mixed use development. (See Recommendation D3 a for information about the Wellness Center.)

D. Programs



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

Objective 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.

D1 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. They must be continued due to existing legal agreements and are included as a recommendation to reinforce their critical importance for creating neighborhood stability.

* Priority programs that are recommended for a funding allocation from Phoenix Next.

D1 b* **Continue community policing.** The community policing program will continue through 2019. Some level of policing will continue in the subsequent three years (2020-2022) to ensure neighborhood stability throughout the development process. Future funding beyond these dates must be assessed. 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.

Objective 2: Advance Next Generation Learning.

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

D2 a Provide social workers at Fairview PreK-6th School. Community feedback suggests the need for social/emotional support to students and their families. This type of 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.

D2 b Create a Community Impact Center. There are several spaces inside Fairview PreK-6th School than can be repurposed to 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.

D2 c* Explore Next Generation Learning Project. Any “game changing” effort to transform Fairview PreK-6th School is going to require major operational changes and likely the engagement of a significant partner to support the work. Fairview PreK-6th School 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. At Fairview, key issues identified by leadership include increasing teacher quality and diversity, mastering technology as a teaching tool in the classroom and developing deeper parental engagement through an Advisory Committee currently being formed.

Many successful models around the country could instruct the reimaging of Fairview PreK-6th School’s potential. Key ingredients of these models could 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

* Priority programs that are recommended for a funding allocation from Phoenix Next.

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 PreK-6th School partners and other community leaders to determine the interest and commitment to transform Fairview PreK-6th School. This work would be organized around two inter-related purposes:

1. To define what a collaborative partner approach means for Fairview PreK-6th School (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.

Objective 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.

D3 a Create a Wellness Center as part of physical redevelopment.

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. They 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.

Preparing for Implementation

4

The Way Forward

The Way Forward

The work of Phoenix Next does not end with a Vision. Specific actions must be taken to ensure that the Vision becomes a reality. Following are some of the key actions that should be taken to ensure that the recommendations are implemented.

Sustain Momentum

An important next step will be to establish a leadership (governance) structure for implementation. Organizing for implementation should begin immediately so that a structure is in place to move it forward.

Pursue Private Investment

It is strongly recommended that private sector investment is sought to assist with real estate development, likely through a request for proposals. Real estate development will likely take several years to materialize.

Be Opportunistic

The implementation strategy that is developed must support the Vision but also be responsive to market opportunities and conditions. The Vision is not a "blueprint" for future development, but a guide that must remain flexible.

Leverage Resources

Outside resources will be sought to leverage Premier Health's investment commitment. Specific public, private and grant funding sources should be pursued.

Maintain Commitment

Implementation will require sustained commitment from community members over the long term to ensure that the Vision is fully realized. It is anticipated that it will take at least ten years for the vision to come to fruition. A collaborative approach and willingness to stay involved will be essential for success.

Phoenix **Next**

shaping investment and reuse

