



Phoenix Project

Dayton, Ohio

History

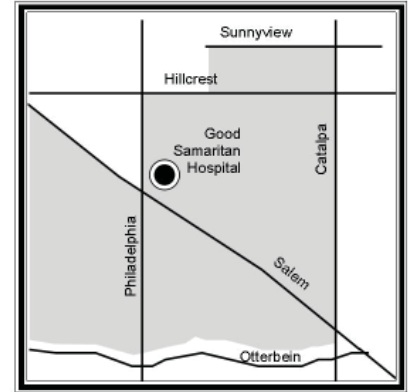
The Phoenix Project is a public-private partnership that is investing millions of dollars for redevelopment activities in the greater Fairview neighborhood



of Dayton, Ohio. This neighborhood is home to Good Samaritan Hospital, one of the largest employers in the area. Founded by the Sisters of Charity, the hospital has firm roots in the neighborhood and many sisters still reside in the neighborhood. The hospital recently celebrated its 75th anniversary of service to families in Dayton, Ohio. Like many urban areas, parts of the neighborhood surrounding the hospital had begun to decline and the ravages of predatory lending practices greatly impacted the stability of the housing market. The hospital was very concerned about the impact the neighborhoods had on its ability to recruit and retain staff, to obtain patients, and to protect the safety of visitors to their facility. The City of Dayton shared a mutual concern about the neighborhood. The economy of Dayton is sluggish and the health care sector is one of the few market segments that are growing. Health care-related employment is the second largest sector of employment in the region. The residents of the three neighborhood associations surrounding the hospital also had a concern. Many had lived in the neighborhood for years in beautiful turn of the century homes. They saw the decline of the neighborhood on a daily basis and were concerned about their future and whether they should continue living in the community.

CityWide believed that these organizations could work together for mutual gain to improve the neighborhood.

In 2004 the Phoenix Stakeholders organized into a group called the Phoenix Investors and a comprehensive vision for neighborhood revitalization was developed. To date, the partners have contributed \$7M each to the project. These dollars have been leveraged with other resources that have resulted in a \$78.2M investment in the Phoenix Project area.



The Phoenix Strategic Plan

The Phoenix Project area covers four neighborhoods and a significant portion of the Salem Avenue corridor. The neighborhoods are: Fairview, Sunnyview-Catalpa Park, part of the Dayton View Triangle Federation and part of College Hill. Comprehensive community development requires multiple strategies addressing the civic, social, physical and economic health of a neighborhood. In 2008, the Phoenix Strategic Plan was adopted with full support of the neighborhoods and the FROC and Northwest Priority Boards. The plan organizes our work into four basic categories:

- Neighborhood Stability and Capacity building
- Acquisition/Demolition/Land Assembly for Development
- Housing
- Community Image

Leveraged Contributions to Date

City of Dayton (initial investment)	\$ 7.0M
Good Samaritan (initial investment)	\$ 7.0M
Good Sam. (campus improvements)	\$43.0M
Private	\$ 6.8M
Dayton Public Schools	\$13.3M
Other	\$ 1.1M
Total	\$78.2M

Mission

To retain and support job growth at Good Samaritan Hospital (GSH)

To improve the quality of life in the neighborhoods surrounding GSH

To improve the appearance and viability of the Salem Avenue corridor.

To add amenities that support vibrant community life, i.e. quality affordable housing, recreation, retail.

Neighborhood Stability and Capacity Building

Phoenix employs a community organizer to actively engage residents. The Fairview neighborhood association has become much stronger over the last four years and four community members now serve on the FROC Priority Board. A community policing initiative which began in 2005 has substantially reduced major crime by nearly 50%. Trusting relationships between the police and residents has created a safer community.



The Organizing Team meets monthly with police, housing, residents, our community organizer and a representative from GSH to address problems at the field level and work on solutions. Several notable projects have evolved from their work together. One is a court watch



program to track repeat criminal offenders. This program began in the Fairview neighborhood, but has been embraced by the entire FROC Priority Board and is widely used by residents. Another example

of joint problem solving is a successful ballot issue to vote parts of Salem Avenue dry in 2008, causing one troublesome carryout to close and the other to shape up. Because there are over 1000 children under the age of 18 in this area, Phoenix has actively engaged youth services providers to conduct programs for children and youth in the Phoenix Project area. For the last four summers we have actively supported youth employment and summer day camp programs. The Phoenix project mini grant fund is another tool to provide small grants to residents groups for small projects. Examples are: neighborhood clean ups, an Easter egg hunt, picnics, and spring beautification efforts. Established in 2004, over \$70K has been awarded in mini grants and over 100 projects completed.



Acquisition/Demolition: Land Assembly for Development

Phoenix has actively worked to replace sub-standard housing and provide new housing opportunities in the area. Over 75 properties (approximately 100 units) have been demolished to make way for a new elementary school and new lease purchase housing.



Staff employs many tools to acquire property including REAP, Sheriff Sales and monitoring foreclosures. This patient process has made good uses of resources and assured that property values were not over-inflated. Key acquisitions along the Salem Avenue corridor continue to be a priority as this is GSH front door and a key commercial corridor through the City.



Significant acquisitions were made to accommodate construction of a new school and to connect its development by intention to the existing City amenities at Fairview Park and Pool. The centerpiece

of the Phoenix Project is the creation of a neighborhood commons that will incorporate the land currently occupied by Fairview Elementary School, the new K-8 Dayton Public School and the public pool and park operated by the City of Dayton. Working with the City we have added a spray park adjacent to the outdoor pool and this spring will add a state of the art assessable playground. This new civic space, known as Fairview Commons creates greater opportunities for social, civic, educational and recreational opportunities in Northwest Dayton.



Housing

One of our housing strategies is to retain the current homeowners in the area by offering a home improvement loan that would encourage improvements to existing property. The Phoenix Home Improvement Loan program offers a matching component where by every two dollars contributed by the homeowner is matched by one. Since this programs inception over 25 loans have been made.



We also offer a down payment assistance program to encourage people to buy homes in the Phoenix Project area. Down payment assistance of up to 10% is available to any family who purchases a home in the Phoenix Project area. The project has sold twelve homes using this program. Additionally, Good Samaritan Hospital will provide up to \$5,000 incentives for employees of Good Samaritan Hospital to purchase and/or repair homes in the project area. Lastly, elderly, disabled and low income families in the neighborhood have been helped through a strategic alliance with the local chapter of Rebuilding



Together. With their assistance and community volunteers, fifteen homes have been painted in the neighborhood. These programs have generated over \$1M in private investment.

One of our housing goals is to create homeownership choices. Through our partnership with Miller Valentine and an award of affordable housing tax credits, 33 new homes have been built in the neighborhood for people who might not be ready to buy a home but want to live in the neighborhood. Construction of these homes was completed last summer and they are now fully occupied.



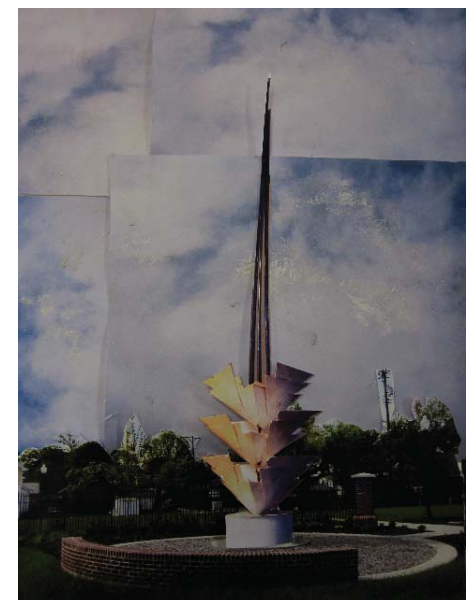
Community Image

The gateway to the Phoenix project area is the intersection of Salem and Catalpa. All the Phoenix stakeholders agreed that transforming these corners would be integral to the project's success in that it would signal the changes underway in the interior neighborhood. These corners had been derelict for many years with

vacant, deteriorating buildings and overgrown, weedy lots filled with trash. A rundown restaurant building occupied the southeast corner; a huge expanse of asphalt and concrete, remnants of a long-closed BP service station, filled the northeast corner. The northwest corner was the site of the former Troutman music recording studio long abandoned.

Phoenix staff working with area residents completed a design/construction project that totally transformed the three corners of the intersection at Salem Avenue and Catalpa Drive. Each corner of the gateway has lush landscaping, winding pathways, benches and period lighting.

On the northwest corner, a round brick pad was installed to showcase a piece of public art. Residents are working with local artist Michael Bashaw to create a public sculpture at this corner to commemorate the musical talents of Roger Troutman. Fundraising is currently underway to complete this project.



Next Steps/Future

The Phoenix Project will continue to implement its strategic plan. We will continue community policing, resident engagement and youth development activities to maintain the gains in community stability the neighborhood has realized over the last five years. We will maintain housing programs which support homeownership including down payment assistance, home improvement loans and lease purchase housing. We will seek new funding sources to leverage the contributions of our primary stakeholders, Good Samaritan Hospital and the City of Dayton.

Over the next several years we will focus resources specifically to address:

- Completion of Fairview Commons
- Strategic acquisitions along the Salem Avenue
- Developing market rate housing
- Creating new commercial opportunities along the Salem avenue corridor

Working in partnership with our stakeholders and area residents, progress around our shared objectives we will be achieved.

More Information

To learn more about the Phoenix Project, please contact George Snyder, Vice-President for Neighborhood Development (937) 853-2535 or visit our website at: www.phoenixprojectdayton.org.



Phoenix Board of Trustees

Good Samaritan, President (chair)	Mark Shaker
City of Dayton, Commissioner (vice-chair)	Joey Williams
Good Samaritan Hospital	Carol Bauer
City of Dayton	Stanley Earley
Premier Health Partners Board member	Dick Ferguson
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Phoenix Staff Support

George Snyder
Nicole Steele
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Phoenix Project Stakeholders

City of Dayton
Good Samaritan Hospital
Fairview Neighborhood Association
Sunnyview-Catalpa Park Neighborhood Association
Dayton View Triangle Federation
College Hill Neighborhood Association
FROC Priority Board
Northwest Priority Board

Partners

Dayton Public Schools
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