



2012

ANNUAL REPORT

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Strengthening Dayton

This past year we were proud to celebrate our 40th Anniversary. We attribute so much of our success to all those who have supported and collaborated with us from our early years to present day. In 1972, CityWide's mission was to create jobs and provide neighborhoods with support. We have been committed to our mission and always felt it was important to be creative and innovative when it came to job creation and development. Although the way we do business today may be different than it was 40 year ago, our mission has remained the same.

Throughout the years, our underlying goal has been to strengthen the City of Dayton for all who live and work in our community. Recently, CityWide enlisted the expertise of Aileron to begin a corporate strategic planning process centering on updating our key priorities. By implementing the recommendations, our internal structure will be better aligned to focus on Community Development, Economic Development and Real Estate all which provide the citizens and businesses of Dayton the best possible service.

As we move ahead to the next 40 years, we enthusiastically look forward to building upon the successes of the first 40 years. On behalf of myself and the CityWide team, I would like to give a sincere thanks to all that have contributed along the way and as always, we appreciate your interest in CityWide.

Sincerely,

Steven J. Budd
President, CityWide



MOVING DAYTON FORWARD FOR 40 YEARS



Neighborhood Updates – Phoenix Project Continues Success in 2012

COMMUNITY POLICING AWARD

Since the inception of the Phoenix Project in 2004, community police officers have been assigned to neighborhoods within the project area. These hand-selected officers not only respond to complaints, but also provide a positive presence in the neighborhood and build productive relationships with residents. Since their appointment, major crime is down over 50%.

These efforts were recognized by the MetLife Foundation honoring CityWide, Good Samaritan Hospital and the Dayton Police Department with a national MetLife Foundation Community-Police Partnership Award.

The \$20K award, given to only 10 organizations out of 700 applicants, recognized the work of the Phoenix Project Partners to improve the quality of life and bring together government and community organizations to address crime. CityWide and the Dayton Police Department have spearheaded innovative community safety efforts through the Phoenix Project. These efforts have renewed the economic viability of the neighborhoods surrounding Good Samaritan Hospital.

PUBLIC ART BRINGS VITALITY TO PHOENIX GATEWAY

Following a two-year neighborhood and community fundraising effort to bring public art to the Phoenix Gateway, the project was finally realized with the installation of an impressive sound sculpture on Salem Avenue. The monument celebrates the commitment of neighborhood leaders to their community and the musical legacy of the late Roger Troutman whose sound lab was formally on the Gateway site.

The 26-foot-tall sculpture is topped by “tone rods” that, with wind movement, play a few bars of Troutman’s song, “I Can Make You Dance.” The sculpture, named after the song, was conceived and designed by local artist and musician Michael Bashaw. Made of large steel triangles, the sculpture recognized the Dayton View Triangle and the Fairview neighborhood, honors the Troutman legacy and acknowledges the revitalization of the community through the Phoenix Project.

Genesis Project Offers New Housing Option

Early investments by Genesis stakeholders in the Fairground neighborhood has spurred the interest of private developers. In 2012, on the heels of his successful Patterson Square development downtown, Charles Simms’ Development agreed to build townhouses at the corner of Rubicon and Frank Streets adjacent to Miami Valley Hospital. The seven-

unit craftsman-inspired townhouses offer 2 bedrooms and loft-style interiors along with many energy efficient features. Once again MVH is offering their Homestead Assistance down payment program for employees interested in purchasing in the Fairgrounds neighborhood. The model home opened in March and within two months, four homes were sold.

DaVinci Project Begins with Early Planning Efforts

In 2012 with the City of Dayton, philanthropic and institutional support, a team made up of CityWide and City of Dayton employees began work on the DaVinci Project. The focus began with research in the neighborhoods of Old North Dayton, McCook Field, and the surrounding business crescent to identify assets and opportunities for potential redevelopment. The initial findings showed a neighborhood rich in cultural heritage with more than 200 businesses employing 10,000 workers, and a growing immigrant

population who have made personal housing investment topping \$15M. Additionally, the City of Dayton has allocated over \$30M in infrastructure improvements over the next 10 years within the DaVinci geography. Following these findings as well as speaking to area stakeholders, businesses, and residents, the DaVinci team recommended that continued work be focused on gateways, recreation and tourism, housing, business development, and reimagining major corridors. The DaVinci Project has

been recapitalized and has an expanded role for 2013 where greater focus will be placed on these 5 areas.



Year In Review Numbers

MORTGAGE CREDIT COUNSELING –

118 students,
51 homes purchased

NEIGHBORHOOD STABILIZATION PROGRAM –

Acquired - 5
Completed - 5
Sold - 4

TOTAL DOLLARS LEVERAGED THROUGH THE PHOENIX PROJECT THRU 2012 –

\$103.8M

JOBS CREATED AND RETAINED –

1,000

COMMERCIAL LOANS –

15 loans,
\$7.4M invested



Economic Development Update

CITYWIDE FINANCIAL PROGRAMS GIVE BUSINESSES LENDING OPTIONS

Lending activity in 2012 at CityWide was focused on boosting private sector investment and supporting business expansions with over \$7.4M lent on \$27M of total investment. Financing partners included Fifth Third Bank, Chase Bank, First Financial Bank, Dayton Firefighter's Credit Union and Cooperative Business Services, Keybank, and the City of Dayton. Business have been able to take advantage of CityWide's economic development financing programs as a credit enhancement tool for the past 40 years to both reduce the cost of borrowing and bolster available cash flow for businesses.

Through the support of our financing partners and CityWide's financing programs, the alignment of funds to a strategic vision such as the City of Dayton's Vision 20/20, CityWide can truly help business in Dayton thrive. Last year CityWide served six companies who we have previously worked with to help them with further business expansion.

Focused on the success of the next 40 years ahead, CityWide continues to reinvent our offering of financial services to help spur growth in area businesses.

CityWide's financing programs include:

- SBA 504 Loans
- Well Field Protection Area Programs
- New Markets Tax Credit
- Direct Loans
- Neighborhood Business Assistance Program

For more information visit www.citywidedev.com/business-loans

CITYWIDE PLANS FOR THE NEXT 40 YEARS – BEGINS STRATEGIC PLANNING PROCESS

In 2012, CityWide underwent an extensive strategic planning process that provided the organization with a more focused and strategic operational blueprint. The process was guided through the services of Aileron and included both an internal and external SWOT analysis, an examination of our markets and offerings, and identified key milestones and priority issues. The effort led to specific initiatives designed to address three key priorities including: a financially sustainable business model, a plan to address the City of Dayton's key development priorities for CityWide, and a strategy to align the company's internal structure to better meet those priorities.

A reorganized CityWide now has three main areas of focus centered on Community Development, Economic Development, and Real Estate. This new concentration allows CityWide to provide the citizens of Dayton and the business community the best possible service while realizing the vision of leading the revitalization of the City of Dayton.

MISSION: To Strengthen Dayton Through Strategic Economic And Community Development



CITYWIDE HELPS WEST DAYTON BUSINESS EXPAND

Through a partnership with CityWide, the City of Dayton and First Financial Bank, ATW – maker of custom assembly automation and test systems for automotive and medical industry customers, announced plans to double its workforce to approximately 240 workers. This expansion in West Dayton was a tremendous win for the City and offered an enhanced opportunity to job seekers.

The company formerly known as Assembly & Test Worldwide was acquired by ATS Automation of Cambridge, Ontario. Several locations were considered for an expanded operation, but ATW executives felt that Dayton's skilled labor force and proximity to technical resources met the company's business needs. CityWide helped convince ATW to expand their company's presence in Dayton rather than elsewhere.

The ATW building is an important asset in CityWide's real estate portfolio and the \$2.2M in renovations and energy upgrades will allow for this facility to serve ATW and the Dayton community for many years to come.



Steve Budd Receives Leadership Award

We are proud to announce that last fall our President, Steven Budd, received the Jeffrey A. Finkle Organizational Leadership Award from the International Economic Development Council (IEDC) for his extraordinary commitment in promoting economic development.

The Jeffrey A. Finkle Organizational Leadership Award recognizes an individual who has continuously led the same public or non-profit economic development organization with integrity, tenacity, and a philanthropic spirit for at least 15 years.

As a longstanding and active member of the IEDC, Steve Budd served on the merger team that oversaw the transition of the IEDC's two predecessor organizations, was a founding member of the Economic Development Research Partners and has held several leadership roles within IEDC before being elected as chairman in 2004.

For more than three decades, Steve's creative solutions to urban issues and commitment to public service including initiatives such as Rehabarama, the Genesis Project, the Phoenix Project, Tech Town and the Neon Movies has helped guide the transformation of the City of Dayton into a vibrant community.

To learn more about the IEDC, the world's largest membership organization serving the economic development profession, visit www.iedconline.org.



CityWide Celebrates 40th Anniversary – Milestones From The Last 40 Years

Last year we were extremely proud to announce our 40th Anniversary of being a major contributor to the economic development of Dayton and impacting the growth of our city. Whether it was for business expansion and job creation or transforming neighborhoods into safer and livable environments, throughout the years CityWide's commitment has been evident.

With such renowned projects as Genesis, Phoenix, the Oregon District, Tech Town, The Landing, Rehabarama and the GE EPISCENTER, CityWide has collaborated with many partners over the years to make these projects possible resulting in a more viable community. Here is a look back at a few of our highlights.

NEIGHBORHOOD REVITALIZATION – The core of CityWide's mission has been to support the community by building stronger neighborhoods that are attractive, affordable and safe. Through our experience, we know it takes more than bricks and mortar. The CityWide community development model also considers the civic and social aspects of a community and employs strategies which strengthen civic life. By bringing the public and private sectors together, CityWide has been able to achieve successful outcomes in targeted neighborhood revitalization projects.

In the mid 1990's, CityWide was involved with Rehabarama which was an effort to go into a neighborhood that was in a condition of disrepair and work with residents on housing repairs to show what was possible. These efforts encouraged neighborhood pride as others painted, repaired and cleaned up their houses. Eventually Rehabarama became a national model for attracting capital to neighborhoods and restoring historical properties. This early work helped form the foundation of our current development strategy that led to the Genesis and Phoenix Projects.

DOWNTOWN HOUSING – At a time when market rate housing in the city was unheard of, CityWide embarked on the non traditional belief of making market rate housing a success in the late 80's, well before the big boom in downtowns started in the late 90's. The Landing, an old YMCA building converted to luxury apartments, was ahead of its time and the very first market rate adaptive re-use

housing project in the city, proving that downtown housing could make a comeback.

TECH TOWN – One of the most ambitious and creative developments in the City of Dayton for years is Tech Town. Located in Ohio's Aerospace Hub, CityWide, along with the City of Dayton worked to establish new business incubators and attract advanced, high-tech companies to the area.

By taking an old industrial site that had environmental challenges and turning it into a modern day, productive technology-oriented campus is an example of CityWide's innovative approach to develop the downtown area and build upon the regions core strengths. This technology-oriented campus is designed to support the application, commercialization and convergence of cutting-edge technologies while benefiting from a great economic opportunity with Wright-Patterson Air Force Base and the University of Dayton's Research Institute.

ECONOMIC DEVELOPMENT – As an economic development resource, CityWide's very first commercial loan was Jay's restaurant in the Oregon District. Since 1972, we have been providing businesses with access to financial assistance from direct loans for renovations and growth to small business loans with long-term financing, low down payments and below market interest rates.

Throughout the years, CityWide has loaned money where traditional lenders might not loan money so that we can make certain projects happen that can impact the community. Our commitment has been, and still is, to assist Dayton businesses and neighborhoods with economic development support through our wide range of financing options.

As we start our journey toward the next 40 years, we are looking forward to remaining consistent with our primary mission of accelerating Dayton's economic development and providing support to local neighborhoods.



CityWide Launches New Corporate Video

A new video highlighting four decades of accomplishments can be viewed at www.citywidedev.com and features Ohio Congressman, Mike Turner; UD President, Daniel Curran; Dayton City Manager, Tim Riordan and many other partners who have collaborated with CityWide to revitalize neighborhoods and assist Dayton's businesses.

