



2017

ANNUAL REPORT

“The Only Thing That Is Constant Is Change”



As I look back on 2017, I am pleased to report on another outstanding year for CityWide. While settling in to my new role as President of the organization, I have been humbled by the outpouring of support I have received from so many of you. This year was not without challenges, but CityWide, our partners, and our staff continue to make a positive impact on individuals, businesses and neighborhoods throughout Dayton.

This report features some of the year's greatest accomplishments as we start to implement a strategic plan that highlights our unique assets as an organization that will steer the advancement of CityWide over the next 5 years.

Our emphasis on creating partnerships, convening capital, and increasing the collaboration of our economic and community development efforts will continue in 2018 as we focus on forming transformative projects in our community.

I am deeply honored to serve as the President of CityWide and embrace the opportunity to guide our efforts into the future.

Sincerely,



Brian Heitkamp
President, CityWide

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CityWide Begins Next Chapter with Heitkamp as President

In August, CityWide's Board of Directors unanimously named Brian Heitkamp as the next President of CityWide. Brian has spent 15 years at CityWide serving as Economic Development Director before being promoted to Chief Operating Officer in 2014. He succeeds Steve Budd as the senior leader of the organization.

CityWide's management transition happened alongside a six-month planning process with the CityWide Board of Trustees outlining an updated vision and strategic plan for the organization.

Brian has been a key champion within the organization, advancing our vision as a lender, advisor, and developer to achieve local economic and community strategic goals. The Board's decision to advance Brian's role was a natural progression and aligns so closely with the organization's objective of retaining and growing internal talent who are entrenched in ongoing critical work in our community.

CityWide's Long-time President Retires

2017 was a year of transition for CityWide as long time President Steve Budd retired after forty years of service. Steve was honored for his lifetime commitment to community and economic development at the International Economic Development Council meeting held in Toronto in October. Through the course of his tenure at CityWide, Steve lead major economic development efforts in the City such as Tech Town, an urban business park built to support the growth of high technology business and promote technology commercialization. Steve was also a tireless advocate for City neighborhoods and the development of comprehensive community revitalization plans to grow homeownership and continued investment in the City. Steve's legacy of commitment to urban centers remains central to the work of CityWide staff, many who he hired and nurtured throughout his tenure. We are forever grateful for his commitment to CityWide and strive to continue the legacy of his good work.



CityWide Sells Major Real Estate Holding Paving the Way for More Jobs in West Dayton

In October, CityWide sold 313 Mound Street in the Five Points Neighborhood to Production Design Services, Inc (PDSI). The site was formally occupied by ATW to whom CityWide had leased space for many years.

CityWide not only divested its largest real estate holding but sold to a company that will relocate to the City and is committed to growing jobs in West Dayton. The relocation of PDSI is nearly a \$4.2M project and is expected to create 30 new jobs and protect 90 current jobs.

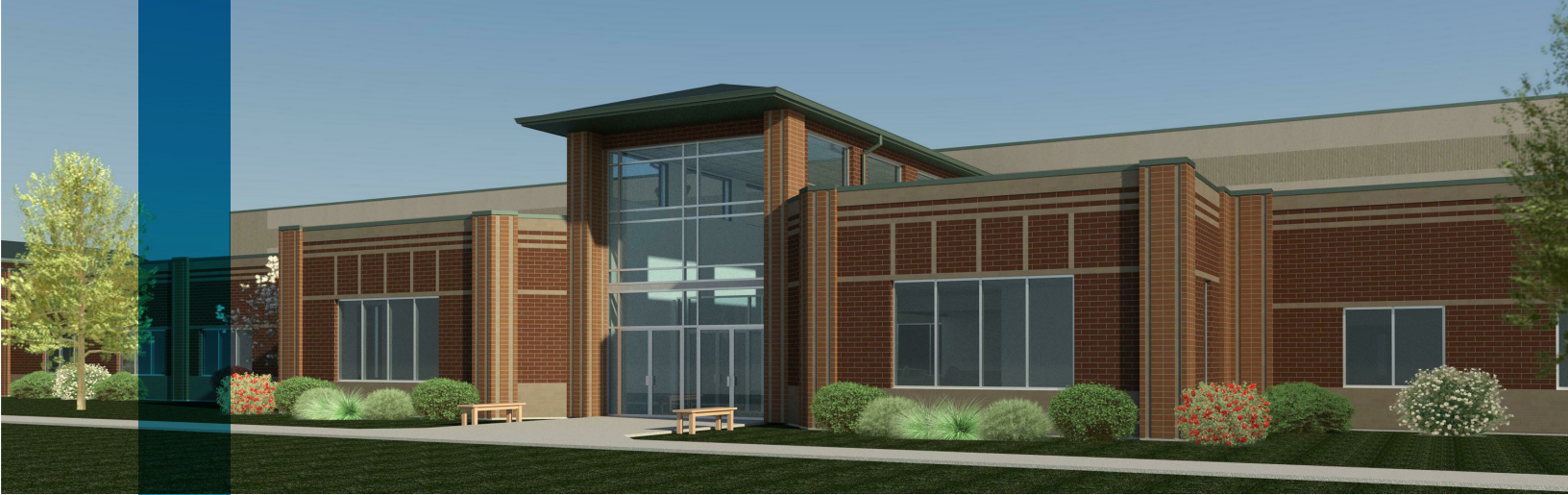
Through our Community and Economic Development efforts we see the value for businesses to locate in West Dayton. The area has unparalleled access and available sites. Paired with Dayton's workforce make it a compelling case. CityWide continues to advocate for more companies like PDSI to locate in the West Dayton community.



CityWide Hires New Senior VP

CityWide is pleased to announce the hiring of Dan Kane as Senior Vice President of Development. Kane has extensive lending experience in the Dayton market and will be an asset to CityWide's real estate development and consultative efforts. Kane brings a valued knowledge base that will benefit both developers and development projects seeking multiple forms of capital.





Xenia Community Facility receives New Market Tax Credits

This spring construction began on the REACH Center, a 75,000 square foot education, health care and senior service facility in downtown Xenia. The \$17M project received \$8.5M in New Market Tax Credits from Dayton Region New Market Fund, a subsidiary of CityWide.

REACH, which stands for Recreation, Education, Activity, Community and Health Center is a collaboration between Central State University, Clark State Community College, the YMCA, Xenia Adult Recreation and Services, the City of Xenia and the Kettering Health Network. The unique collaborative will provide a new campus for health, recreation, workforce training and education for all ages. Through co-location, the organizations are maximizing services and resources to better serve the community.

The new facility is also focused on greater access to higher education and job training. Through Clark State, Greene county high school students will have access to college credit plus classes and certificate programs. The new space also brings Central State University closer to Greene County residents and co-location creates a direct link for Clark State students wishing to earn a four-year degree. In addition, the investment by the Kettering Health Network creates both jobs and services to better meet the health needs of low and moderate-income families. The groundbreaking concludes a five-year fund development effort by Xenia officials, residents and community partners to further community and economic investment in the City through the Reach Project.



Two Funding Sources Help Drive Downtown Development

Businesses looking to locate or expand in Dayton now have new options to help offset buildout costs. The Downtown Dayton Investment Fund (DDIF) and Property Assessed Clean Energy (PACE) are two tools making an impact in our community.

The DDIF is broadening lending for commercial real estate and mixed-use development projects downtown. The new fund was jointly created by The Dayton Business Committee, CityWide Development Corporation and the Downtown Dayton Partnership and expands CityWide's tenant improvement and subordinate debt loan products available through its affiliate Dayton Region New Market Fund, a Community Development Financial Institution (CDFI).

Building on the success of the Greater Downtown Dayton Plan and the impetus from investments currently underway downtown, the fund fuels new and expanded financial tools that enliven commercial office buildings in downtown Dayton. The mission of the fund is to improve office space to meet the needs of prospective businesses and entrepreneurs, and grow jobs in downtown by stimulating the urban office market.

From CityWide's perspective, this fund helps fulfill our commitment to Dayton's urban core. There is rising momentum for financing that will invigorate urban projects, and the DDIF is leading civic and social investments that benefit businesses and developers. Many cities have seen growth with access to non-traditional capital and we are confident Dayton can have the same outcome.

Several local companies have invested in the DDIF, including: CareSource, The Dayton Foundation in partnership with Vectren Foundation, First Financial Bank, Miller-Valentine Group, Premier Health, and the University of Dayton. Investors have made significant

progress in meeting the \$10M fund goal. CityWide will contribute over \$200K in capital as a loan loss reserve from a CDFI grant. Additional investors continue to be recruited by the DDIF operating committee to grow the fund.

PACE, Property Assessed Clean Energy. PACE is a simple and effective financing tool that promotes energy efficiency and renewable energy building improvements. PACE pays for 100% of hard and soft costs of qualifying improvements which is repaid for up to 25 years with a voluntary special assessment added to the property's tax bill. The energy and maintenance savings realized by the owner helps pay for the assessment over an extended period, and in some cases the owner has actually realized a positive cash flow from the savings.

Locally, PACE is run through the Montgomery County Port Authority. CityWide is helping facilitate by marketing to clients and property owners that could benefit from the program.





Citywide Financing Tools Help Grow the Dayton Restaurant Scene

CityWide's Microloan and SBA 504 loan programs provided financing to bring two new popular restaurants to downtown Dayton in 2017.

Mudlick Tap House, located at 135 East Second Street, utilized the Microloan program for tenant improvements, equipment and working capital. Mudlick Tap House was established in Germantown, Ohio in 2014 by owners Forrest Williams and Jennifer Dean. The company started with a humble concept: craft beer, scratch foods, and a unique atmosphere. After outgrowing their Germantown location, the owners decided to move to a larger market and venue. Mudlick Tap House considers itself to be a craft beer gastropub serving locally sourced farm fresh foods.

Lock 27 Brewing, LLC opened its second location at 329 East First Street in downtown Dayton. In partnership with Fifth Third Bank, CityWide's SBA 504 loan program provided long term, fixed rate financing for the acquisition of brewing equipment. This gastropub and brew house is the sole retail tenant in Delco Lofts, home to 133 newly renovated residential apartments. The location is also next to Fifth Third Plaza, home of the Dayton Dragons.

Tech Town Plans for the Future

This year, significant efforts were undertaken to fulfill Tech Town's grander promise to "anchor and drive an innovation network that will extend throughout the greater downtown area". Integral to those efforts is a revised Master Plan that incorporates "place making" design approaches that are intended to attract smart talent and to connect campus with an evolving and eclectic neighborhood.



A key component to the updated Master Plan is Webster Station Landing at Tech Town. The project will marry river, bike-way and other recreational assets, with community and economic development initiatives to improve the quality of life for tenants on campus while also connecting the neighborhood to the river. The project creates three prime development sites, all with river views and adjacent public open space along the Mad River and is designed to attract adjacent office development with first floor recreation retail and restaurant venues. Working with partners from the Miami Conservancy District, Fiver Rivers MetroParks, the City of Dayton, and the State of Ohio, the project has secured sufficient funding to begin the first phase of development in 2018.

On the leasing front, the campus-wide occupancy rate reached 97% with 5 new or renewed leases culminating in 32,000 SF.



Choice Neighborhood Project – Renewing Miami Chapel

In the fall of 2016, Greater Dayton Premier Management (GDPM) and the City of Dayton, were awarded a \$1.5M Choice Planning and Action grant. One of only eight cities selected in the nation, Dayton received one of the largest grants. GDPM engaged CityWide Community Development team as the Planning Coordinator for Dayton's Choice Neighborhood initiative which is focused on five neighborhoods along the Germantown Corridor and redevelopment of DeSoto Bass, Dayton's oldest public housing.

Over the last year, CityWide engaged residents in a variety of ways to build trust and learn about their aspirations. Through formal surveys and meetings, as well as informal conversations, residents told their stories, discussed current needs, and highlighted their own hopes for their community. Through an interactive Community Visioning session, residents participated in hands on activities to identify the neighborhood challenges and opportunities. While residents consistently shared a desire to see improvements in their neighborhoods, they also shared a sense of pride and connection to the long history of the community. It became clear that any development must be accompanied by an effort to tell a new story about West Dayton that celebrates the shared history of so many residents.

Looking to the Future: CityWide Adopts New Strategic Plan

Since 2012, CityWide has made strategic commitments to investing in growing the organization and the staff team but realized the importance of updating CityWide's Strategic Plan. In July, CityWide's Board of Directors adopted a new three-year plan focusing on the vision to be the leader in the revitalization of Dayton while maintaining our mission of strengthening and growing Dayton through strategic economic and community development.

Through the years CityWide has gained the trust and respect of our peers, business and institutional leadership, and community members. We continue to strive to exceed expectations, exploring new and creative opportunities for growth. Our asset-based redevelopment model and expansion into new finance arenas continue to set us apart as we work to grow businesses and development projects that will impact the vibrancy of our region.



Working with residents, the following six priorities were identified as part of the neighborhood transformation plan:

1. **Housing** - The neighborhood is renewed with high-quality, sustainable, mixed-income housing options.
2. **Identity** - The community is proud of the neighborhood, and others recognize it as a positive place.
3. **Education** - The community is improving educational outcomes for children and is proud of its schools
4. **Well being** - The community feels safe and is secure in their mental and physical well-being.
5. **Asset & Economy Building** - The neighborhood has better job access, stronger social connections, increased wealth, and celebrated amenities.
6. **Transportation** - The neighborhood is vibrant and well-connected through multiple modes of transportation.

In December, the department of Housing and Urban Development approved the draft plan. Staff will work with residents throughout 2018 to complete the plan and work on early action activities to improve the Germantown Corridor.



Wright Dunbar District Sees New Vibrancy

Wright-Dunbar, Inc. and the Historic Wright-Dunbar Business District logged another banner year. In addition to the creation of a beautiful new mural and another successful Walk the Walk event, the District focused on storefront improvements and welcomed new businesses.

Walk the Walk and the Dayton Region Walk of Fame are some of the most recognized assets in Wright Dunbar, but to someone driving through or visiting, they might not realize their importance. In June, all that changed. Wright-Dunbar, Inc. with a matching grant from the City of Dayton, was able to commission James Pate, an artist who lives in Wright Dunbar, to design and paint the Dayton Region's Walk of Fame Mural. This massive mural not only made great use of a blank storefront wall, but highlights the location of the Walk of Fame. Wright-Dunbar, Inc. was able to match the grant with sponsorships from District businesses including: Wright-Patt Credit Union, Texas Beef & Cattle Company, Wright Brothers USA LLC, PriMed Physicians, Ziks Family Pharmacy, Pelican Technologies and the National Aviation Heritage Alliance as well as volunteer hours from community members and the HAALO Project from Montgomery County.

The Third St. corridor gained additional vibrancy thanks to the completion of the Wright-Dunbar Complex. All storefronts were painted and new or replacement awnings were installed from 1101 West Third Street to 1121 West Third Street.

Wright Brothers USA relocated to the updated storefront and D & A Photography Studios moved into 13 North Williams Street, while PayCo started renovations to 8 North Williams Street.



CityWide Champion's the Restoration of Lakeside Lake



Lakeside Lake borders the Pineview neighborhood and is directly across the street from the Dayton VA Medical Center, one of Dayton's largest employers. The spring-fed, approximately 10-acre lake was once part of Lakeside Amusement Park which opened in 1890 and was an attraction for visitors to the Dayton Soldiers Home (today's VA Medical Center). Lakeside Amusement Park closed in the mid-1960s. Many Dayton residents have fond memories of visits to the lake, which offered fishing, boating and a beautiful vista. However, over the years honeysuckle and other invasive plants marred the beauty of the site and blocked the view of the lake from homes in Pineview, which sit at one of the highest elevations in the city.

After six months of community organizing and relationship building work in the community, staff realized the former beauty of this lake, and what it meant to the community needed to be central to any efforts CityWide might make to work with the neighborhood on a larger community development plan. A concerted effort to educate community stakeholders about this natural asset began to engage partners and interest in a restoration project.

The more the project was discussed the more partners got involved. Through five large community clean ups organized by residents, CityWide staff, the City and other community volunteers, invasive honeysuckle and

trash were cleared from the site and along the water's edge. These initial efforts received a significant boost when the Lake Restoration effort was selected by the Union Sportsmen's Alliance and the Ohio AFL-CIO for their annual conservation project, bringing funding and labor from union members throughout the State to help with the project. In September, volunteers from Ironworkers local 290 constructed two custom park benches, which were painted by IUPAT Local 249 members. Volunteers from OPCMIA local 132 and LIUNA Local 1410 poured concrete pads for the two benches and a pier abutment for the new fishing pier. Union volunteers then assembled and installed a floating fishing pier on Oct. 11 before a dedication and ribbon cutting ceremony to celebrate the completion of this phase of the lake's restoration. The Pineview Neighborhood Association also raised funds for a new neighborhood identify sign and the Garden Club of Dayton worked with them to establish a new perennial bed at the Lake's entrance. Through private fundraising and labor support, a parking lot and pathway are scheduled to be built in 2018.

CityWide continues to work with residents, labor unions and other community stakeholders to raise funds for additional improvements. Tax deductible contributions for the project can be made to CityWide Neighborhood Development Corporation, 8 North Main Street, Dayton, Ohio 45402.

The DaVinci Project Continues Work in Greater Old North Dayton

2017 closed the fifth year of the DaVinci Project, but efforts are not slowing down. Through the leadership of the DaVinci Partners and management from CityWide, significant progress continues to be made, especially along the neighborhood corridors.

2017 was also an important year in the evolution and the future of Valley Street as Dayton Children's Hospital solidified its commitment to the neighborhood with \$178M invested in a new patient tower and the announcement committing to build The Center for Community Health and Advocacy. The Hospital has helped create a welcoming atmosphere for visitors and a gateway corridor that is helping create an improved sense of place for the surrounding neighborhood.

Additionally, efforts were made to create a greener, more pedestrian and bike-friendly street that signifies a community that cares about its neighbors and the thousands of visitors that travel this route daily. The City of Dayton added lime green bike lanes to Valley Street connecting it to Rita Street and Stanley Avenue. New trees and decorative fencing were also installed along the Route 4 ramps and overpass. The Stanley Avenue and Valley Street intersection also received a facelift with the creation of a landscaped gateway that included signage for Greater Old North Dayton, Dayton Children's, and the Ronald McDonald House.



CITYWIDE 
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