

I dream of
a Neighborhood

to be neat

people make
the neighborhood
better

NO SHOOTING

Outside
dog

have healthy
candy.

Mixed - Income

Parks
loving people
good homes.

Mixed
Community

BASKETBALL
TEAMS &
LEAGUE

More Participation
From Parents for
Our Children
Programs

No Guns

TO HAVE
A SAFE place
TO LIVE

"CONVENIENT"
LAUNDROMAT

WERE WE WATCH
OUT FOR EACH OTHER
- Shape

us NO
Trash.

Have no
Violence

No
on the



RENEW MIAMI CHAPEL
DAYTON CHOICE NEIGHBORHOOD

Transforming the Greater Miami Chapel Neighborhood

Renew Miami Chapel

Has new construction
and better housing

I dream of
having a recycle
community.

Programs
for kids

Better
School

Without
Violence.

Neighbor Hood watch
through surveillance
you walk your
own neighbor homes
through camera's

RESPECTFUL
NEIGHBOR

A
Skateboard Park

More Art.



Message from

Greater Dayton Premier Management, CEO

On behalf of Greater Dayton Premier Management (GDPM) and the resident leadership, we are extremely grateful to the U.S. Department of Housing and Urban Development for the opportunity to present the Renew Miami Chapel: Transforming the Greater Miami Chapel Neighborhood Plan. The work in creating this robust plan over the last twenty-four months has enriched and renewed community partnerships. Many of these partners have been engaged with DeSoto Bass and its residents for decades. Our partners have laid the foundation and created the momentum necessary to create an aggressive, yet achievable, Transformation Plan.

This Plan supports GDPM's long-term redevelopment plan to reposition its portfolio and provide greater opportunity for our residents. The goals and strategies outlined in Renew Miami Chapel not only address housing needs at DeSoto Bass but, most importantly, the needs of our residents.

Residents, stakeholders, businesses, and community members were engaged and thoughtful in expressing their ideas and vision to Renew Greater Miami Chapel. We believe we have captured the essence of the collective input into one common vision and set of strategies that will create historical change and a legacy that we can all be proud of.

Jennifer N Heapy

GDPM, CEO



Message from **The Mayor of the City of Dayton**

The City echoes Ms. Heapy in its appreciation for the Choice Neighborhood Planning and Action grant, and the partners that supported the work. The Choice award helped advance the City's West Dayton Strategy, as the City, GDPM and CityWide embarked on a two-year community engagement and planning process with residents of five West Dayton neighborhoods.

Aligned with the City's asset-based approach to development, the planning team engaged over 500 residents and community stakeholders in the process to develop neighborhood plan priorities. These include: new affordable housing choices, a stronger neighborhood identity, better connectivity throughout West Dayton and robust services that support community life.

Many Dayton residents remember the vibrant neighborhoods and businesses that lined the Germantown Corridor, which has since faced decades of disinvestment. We believe that the implementation of the Renew Miami Chapel Transformation Plan is an important step to restoring investment and confidence to West Dayton.

Mayor Nan Whaley

June 2018



Executive Summary

“What you see and what you hear depends a great deal on where you are standing.”

- C.S. Lewis

Perception is not reality as we learned from the residents of DeSoto Bass Courts (Desoto Bass) and Hilltop Homes (Hilltop) over the course of a two-year community engagement and organizing process. A process during which residents spoke very loudly about the strengths of their community and the desire not to be defined by poverty, violence, and crime, which exist in many places. A process that gave voice to residents' concerns and produced an ultimate vision for their community.

The Choice Neighborhood Planning and Action Grant enabled the planning team (and more than 25 community partners) to provide an intense level of grassroots community organizing to maximize and build upon existing social capital. A highlight of this work is the reemergence of the DeSoto Bass and Hilltop Homes resident councils following a 12- to 15-year dormancy. The councils have engaged in leadership and capacity building that have further empowered them to inform the vision and strategies identified in Renew Miami Chapel: Transformation Plan.

As described in “Chapter 2 – Community Engagement,” Greater Miami Chapel is defined by a primary development area and supporting development area. The primary development area includes DeSoto Bass, built in 1942. Like many older and highly dense public housing developments, DeSoto has its challenges, but also has a very rich history that residents desire to preserve and capture through enhanced place-making efforts. Some of these efforts have been incorporated into the Action Activity work described in Chapter 5.

Through the Choice planning process, renewed energy and hope has been built, uniting residents and community stakeholders around a common vision to preserve the integrity of Greater Miami Chapel against further decline and provided an opportunity for continued investment. The residents and community have articulated their dreams for housing, neighborhood, and community into a shared vision:

Our home, our neighborhood, our community...

Our **home** is comfortable, with friendly and respectful neighbors.

Our **neighborhood** is a safe place to live with modern and affordable housing options.

Our **community** is thriving with access to opportunity, inspired businesses, and good jobs.

Six priorities, along with the goals for each priority were identified and formalized to achieve the desired vision. The priorities are identified in the following plan summary.

Plan Summary

The Greater Miami Chapel (GMC) planning area is a collection of five neighborhoods, Miami Chapel, Lakeview, Pineview, Madden Hills, and Edgemont. At their peak, these neighborhoods were a gathering place and a nexus of flourishing African-American small businesses. Today, these neighborhoods have been deeply impacted by the loss and decline of manufacturing in West Dayton; and a corresponding loss of population and retail amenities. A community with roots that can be traced back to before the Civil War, West Dayton experienced much of its initial population growth in the early 1900s as a result of the industrial boom during WWI and the Great Migration. While some single-family housing was built in what is now the Lakeview and Edgemont neighborhoods, many families who came north during or after the war found themselves initially settling into crowded communities with very little infrastructure. The houses that were built during this time were clustered around factories and employment centers.

A new phase of housing development began in 1942 with the construction of Desoto Bass Courts, one of the first multi-family rental housing development in Dayton available to African-American residents and WWII industrial workers. Beginning in the 1950s, West Dayton neighborhoods became a haven for African-American families unable to purchase housing in other parts of the city due to redlining practices.

Greater Miami Chapel Today

Greater Miami Chapel has 6,120 people; 95% of that population is African American. This lack of diversity, found throughout West Dayton, is a product of decades of segregated housing policies. Additionally, Greater Miami Chapel has a higher percentage of families living below the poverty line, higher unemployment, and a lower median income than the City at large. This is partially a result of widespread disinvestment on the west side, as well as an uneven distribution of subsidized housing. Despite these challenges, Greater Miami Chapel contains an abundance of assets and institutional stakeholders.

Community Engagement

The planning process has 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 shared their stories, discussed current needs, and highlighted their own hopes for their community. 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. Even more importantly, it is crucial that the residents engaged in Renew Miami Chapel be empowered to tell their story and share their vision of a revitalized community.

A Path Forward

Through thoughtful community engagement and dialogue with residents, community stakeholders, and the Renew Miami Chapel partners, six priorities were identified. Through new housing, improved infrastructure, and strengthened social supports, the principal goal is to rebuild the fabric of the GMC neighborhood.

Implementation Strategy

GDPM and the City of Dayton will leverage the expertise of Renew Miami Chapel partners to implement six priority areas. Where feasible, a detailed work plan has been developed for each priority, identifying roles and responsibilities, timing and financing requirements.

Housing

Improving housing quality and options for existing and future residents is the primary priority of the Renew Miami Chapel transformation plan. 57% of residents desire to stay in the area and want better housing options that fit their needs. The following goals are intended to be the path forward to new and upgraded housing that serves the needs of all residents and is attractive, functional, and environmentally sustainable.

Priority #1- Housing: The neighborhood is renewed with high-quality, sustainable, mixed income housing options.

Goal 1: Redevelop the DeSoto Bass site to better connect to the Miami Chapel neighborhood and become a place where people choose to live.

Goal 2: Reduce the density of subsidized housing in the area and provide residents with more housing options.

Goal 3: Develop a menu of housing programs to encourage investment and attract other homeowners to the community.

Goal 4: Increase environmental sustainability and create a place for healthy living.

Identity

Residents have expressed concern regarding the negative perception of West Dayton generally and of public housing residents specifically. Many people who live in West Dayton are proud of their community and its history. West Fifth Street was once the cultural center of West Dayton and Germantown St. was a thriving business district. Abundant employment opportunities also existed in West Dayton during the peak of manufacturing. These manufacturing jobs allowed residents to make good wages, own their own home, send their children to college, and retire with financial security.

Priority #2- Identity: The community is proud of the neighborhood, and others recognize it as a positive place.

Goal 1: Provide an opportunity for residents to tell their own story and rebrand their community.

Goal 2: Use public art and placemaking to preserve history, express community vision and to positively impact outside perceptions.

Education

Along with the majority of Dayton public schools, Louise Troy, Dunbar, and Wogaman all received an F on the 2016-2017 school report cards for achievement, based on student performance on state tests. Moreover, throughout the city, close to a third of students enrolled in school attend one of 46 charter schools. Students living within DeSoto Bass and Hilltop attend a range of schools across the city. Strategies for improving resident education outcomes must take this into account and focus on neighborhood-based, out-of-school time resources.

Priority #3- Education: The community is improving educational outcomes for children and is proud of its schools.

Goal 1: Improve access to high-quality learning programs for families with young children.

Goal 2: Increase number of students who reach grade-level proficiency in reading and math.

Goal 3: Develop post-secondary education and training opportunities that fit a range of student needs and interests.

Well-being

A holistic approach to improving well-being in the Greater Miami Chapel must address safety, food insecurity, access to health care, and healthy lifestyles. Currently, the prevalence of crime in Greater Miami Chapel not only impacts the daily lives of residents throughout the community, but also plays a role in feeding external negative perceptions. In 2018, the last traditional grocery store left West Dayton and residents are now seeking innovative ways to increase access to high-quality food. Also, while the majority of residents in DeSoto Bass and Hilltop have indicated they have access to health care, health problems still plague the community, many of which are going untreated.

Priority #4- Well-being: The community feels safe and is secure in their mental and physical well-being.

Goal 1: Reduce personal violence in homes and neighborhoods.

Goal 2: Ensure that neighborhood and housing design improve safety and encourage a unified neighborhood.

Goal 3: Reduce food insecurity.

Goal 4: Improve resident access to health and wellness programs and high-quality care.

Asset and Economy Building

Personal wealth building, job training and access, and enhanced retail amenities are among the three most commonly expressed priorities from residents. To that end, the GMC Partners have identified three overarching goals designed to address the priorities over the life of the plan implementation.

Priority #5- Economy Building: The neighborhood has better job access, stronger social connections, increased wealth, and celebrated amenities.

Goal 1: Develop a thriving business district along the Germantown Corridor with services and retail that meet community needs.

Goal 2: Maximize the potential of Jobs Plus to create a sustainable community asset that provides support to residents in obtaining and maintaining employment.

Goal 3: Create opportunities for residents to grow personal assets and strengthen the community economic base.

Transportation

Many of the streets highlighted in the plan play an important role in connecting GMC residents to the downtown core and to other amenities surrounding Greater Miami Chapel. Reshaping and improving these corridors will be a vital piece of the efforts to reposition the area.

Priority #6- Transportation: The neighborhood is vibrant and well-connected through multiple modes of transportation

Goal 1: Design infrastructure improvements to make the street grid more efficient, effective and better connected

The chapters that follow further discuss the process for developing the plan. Each plan priority has a dedicated chapter with specific goals and activities detailing how they will be implemented. The plan is finalized with an appendix containing maps and references.

Acknowledgements

This planning effort is funded by a Choice Neighborhoods Initiative Planning Grant awarded to the Greater Dayton Premier Management and the City of Dayton by the Department of Housing and Urban Development (HUD). CityWide Development Corporation is the planning coordinator.

Advocates for Basic Legal Equality, Inc.
African American Elder's Council
AFL-CIO
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AmeriCorp
Barry Staffing
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Buckeye Health
Cabella's in Centerville
CareSource
Catapult Creative
Central State University- Dayton
City of Dayton
CountyCorp
Community Action Partnership
Conscious Connect
Dayton Children's Hospital
Dayton Dreamers
Dayton Early College Academy
Dayton Entrepreneur Center
The Dayton Food Bank
Dayton Foundation
Dayton Inspires
Dayton Job Corps Center
Dayton Police Department
Dayton Public Schools
Dayton Metro Wide Council
Dayton Metro Library
Dayton Urban Minority Alcoholism & Drug Abuse Outreach Program
Dayton Veteran's Affairs
DeSoto Bass Residents Council

Federal Reserve Bank of Cleveland
Fifth Third Bank
Garden Club of Dayton
Germantown Business Association
Goodwill Easter Seals Miami Valley
Greater Dayton Realist Association
Greater Dayton Regional Transit Authority
Greater Dayton Young Democrats
Greater Edgemont Neighborhood Coalition
Greater Love Christian Church
Groundskeeper Landscape Group
Hartman Heimstytte Farm
Help Me Grow Brighter Futures
Hilltop Homes Residents Council
Homefull
Homeownership Center
House of Bread
Human Relations Council
Huntington Bank
Jehovah Jireh Ministries
Innerwest Priority Board
Key Bank
Learn to Earn
Little Rock Missionary Baptist Church
Madden Hills Neighborhood Association
Miami Valley Child Development Corporation
Miami Valley Career Technology Center
Miami Valley Organizing Collaborative
Miami Valley Regional Planning Commission
Miami Valley Urban League
Montgomery County
Montgomery County Land Bank

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Mount Olive Baptist Church, Inc.
Ohio State University Extension
Pineview Neighborhood Association
POD Architecture + Design PLLC
Potter's House
PNC Bank
Prayer Works
PreSchool Promise
Project Read
Public Health Dayton & Mont Co
Meijer
Sinclair Community College
Sisterline
Southwest Priority Board
Sunlight Village
Up Dayton
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University of Dayton
Univeristy of Dayton River Stewards
Trinity Outreach Ministries
Triune Development
WDAO
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West Dayton Strong
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Wright Patt Credit Union
Wright State University
Young Lady's Aspiring Greatness
Ziks Family Pharmacy

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Elected Officials

Mayor Nan Whaley
Commissioner Matt Joseph
Commissioner Jeffrey Mims
Commissioner Chris Shaw
Commissioner Darryl Fairchild



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Our home,
Our neighborhood,
Our community...

Vision Statement



Our Home

is comfortable, with friendly and respectful neighbors.



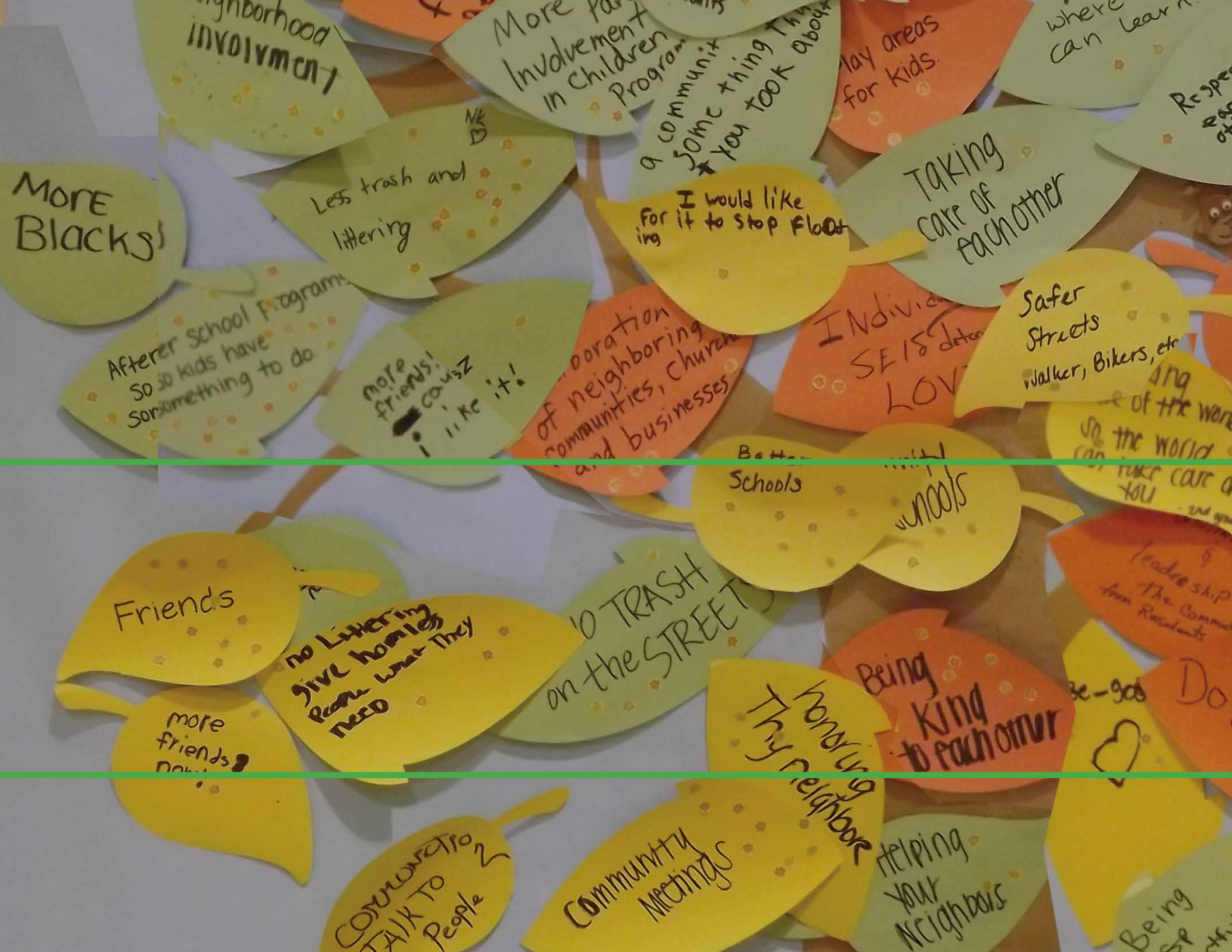
Our Neighborhood

is a safe place to live with modern and affordable housing options.



Our Community

is thriving with access to opportunity, inspired businesses, and good jobs.



Neighborhood
Involvement

More Parent
Involvement
in Children
Programs

Play areas
for kids.

where
can learn

Respect
each
other

a community
something
you took about

Taking
care of
each other

I would like
for it to stop flood

Less trash and
littering

More
Blacks!

After school programs
so so kids have
something to do

more
friends!
cause
I like it!

cooperation
of neighboring
communities, churches
and businesses

Individual
SEI's
LOVE

Safer
Streets
Walker, Bikers, etc

Better
Schools

schools

of the world
can take care of
you

Friends

no Littering
Give homeless
people what they
need

NO TRASH
on the STREETS

Being
Kind
to each other

Leadership
The Community
from Residents

more
friends

Honoring
neighbor

se-god

Do

COMMUNITY
TALK TO
People

Community
Meetings

Helping
your
Neighbors

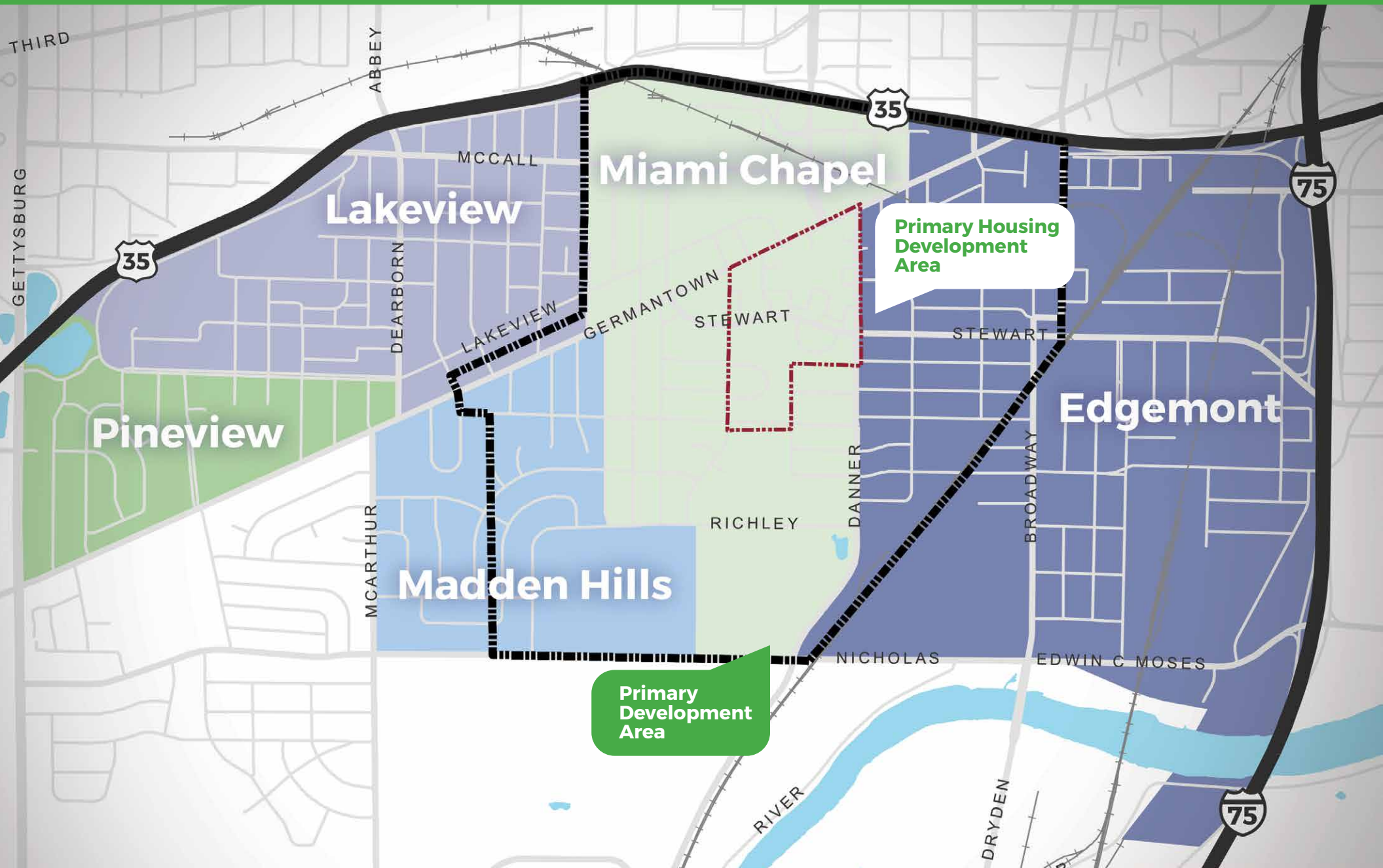
Being
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Chapter 1

Context



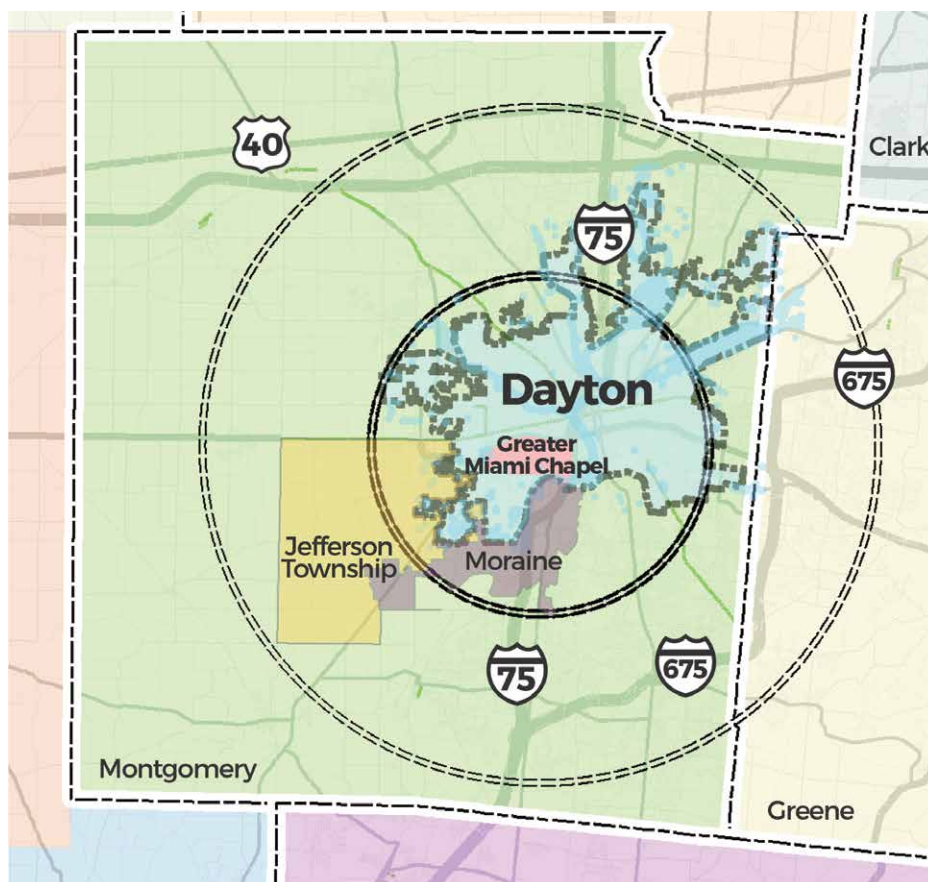
Greater Miami Chapel



Chapter 1

Context

Once a vibrant and thriving African-American working-class community, the Greater Miami Chapel Planning area, also known as Greater Miami Chapel (GMC), is made up of five neighborhoods: Miami Chapel, Lakeview, Pineview, Madden Hills, and Edgemont. The five neighborhoods included in Renew Miami Chapel Transformation Plan are part of 16 neighborhoods that comprise southwest Dayton. The area is located minutes from downtown Dayton and is bounded by Interstate 75 (I-75) and U.S. Route 35 (US 35).



With a rich residential and industrial history, long-time Daytonians of Greater Miami Chapel are committed to seeing their community reach its potential. Part of that history is the shared experience of a community coming together and overcoming adversity. Through segregation, redlining, and the historic divide of the Great Miami River, West Dayton over the last century has become a primarily African-American community. According to a Brookings Institute analysis of U.S. Census data, the Dayton metropolitan area is the 14th most-segregated large metropolitan area in the nation. Neighborhood amenities, such as grocery stores, barber shops, restaurants, churches, funeral homes, and business districts, were developed during the height of its time. While some of those sites are still in existence, loss of population, increased disinvestment, and deterioration have contributed to the area's decline.

History

West Dayton

A community with roots that can be traced back to before the Civil War, West Dayton experienced much of its initial population growth in the early 1900s as a result of the industrial boom during WWI and the Great Migration. While some single-family housing was built in what is now the Lakeview and Edgemont neighborhoods, many families who came north during or after the war found themselves initially settling into crowded communities with very little infrastructure. The houses that were built during this time were clustered around factories and employment centers.

A new phase of housing development began in 1945 with the construction of Desoto Bass Courts (DeSoto Bass), the first multi-family rental housing development in Dayton available to African-American residents and WWII industrial workers. Beginning in the 1950s, West Dayton neighborhoods became a haven for African-American families unable to purchase housing in other parts of the city due to redlining practices. Despite these practices, at its peak, these neighborhoods were a gathering place and a nexus of flourishing African-American small businesses, including a small grocery store, a pharmacy, and multiple



Typical housing style in Pineview Neighborhood



Typical housing style in Edgemont Neighborhood

restaurants that attracted customers from all over the city. Burkham Park once featured baseball diamonds with adult and youth baseball leagues representing teams from every corner of Dayton. In the summer, a thriving Mallory Park and a well-known soap box derby competition on Germantown St., created a festive and energetic environment for families.

Neighborhoods

The Pineview neighborhood was developed during the 1950s by a group of African-American families who were unable to purchase housing in other middle-income neighborhoods. Today, Pineview contains more than 400 single-family homes, some of which are located on the highest ground in West Dayton and boast superior views of downtown. To the east of Pineview is the Lakeview neighborhood. Lakeview, which is mostly comprised of Hilltop Homes (Hilltop) and the Lakeview Cooperative Estates (non-GDPM subsidized housing), has a small number of singlefamily homes developed in the late 1950s.

Housing discrimination practices also contributed to the development of Madden Hills. Unable to purchase homes in other established, suburban areas, first-time buyers were looking to create a suburban experience within the City. Developed through an urban renewal process that began in the mid-1960s, more than 230 homes were built in Madden Hills, including a mixture of larger homes and smaller, more affordable housing. Unlike Pineview, whose development was driven by families, Miami Chapel was largely developed through the federal Model Cities Program in the 1970s. The Model Cities Planning Council was formed in Dayton in response to a series of riots in the 1960s that brought

national attention to the city; this initiative built more than 60 low- and moderate-income houses south of Germantown St. The neighborhood also contains a mix of housing from the early 1900s, located north of Germantown St. near the former site of McCall's printing facility, a large employer at the time. DeSoto Bass is located within Miami Chapel, which contains approximately 941 housing units; 350 of these units are located at DeSoto Bass.

To the east of Miami Chapel is the Edgemont Neighborhood, which contains a significant number of businesses and jobs. Largely industrial portions of Edgemont contain some of the oldest housing stock within Greater Miami Chapel, with many houses that were built before 1930. While there is a strong sense of community and pride in the Edgemont neighborhood, it physically has the least cohesiveness. There are small pockets of housing blocks juxtaposed against large industrial tracts, many of which have been left vacant.

DeSoto Bass Development

Built in 1945 as the first multi-family rental housing development in Dayton, DeSoto Bass, originally intended for low-income families during World War II, was expanded to provide housing for industrial war workers and later, military housing for returning veterans. As it returned to traditional public housing, for many years it was the only housing complex that would rent to African-American families. DeSoto Bass provided a much-needed resource for residents and young families struggling to find housing. DeSoto Bass was named after Reverend DeSoto Bass, who was the pastor of First Wesleyan Methodist Church

Table 1.0
Desoto Bass Unit Profile

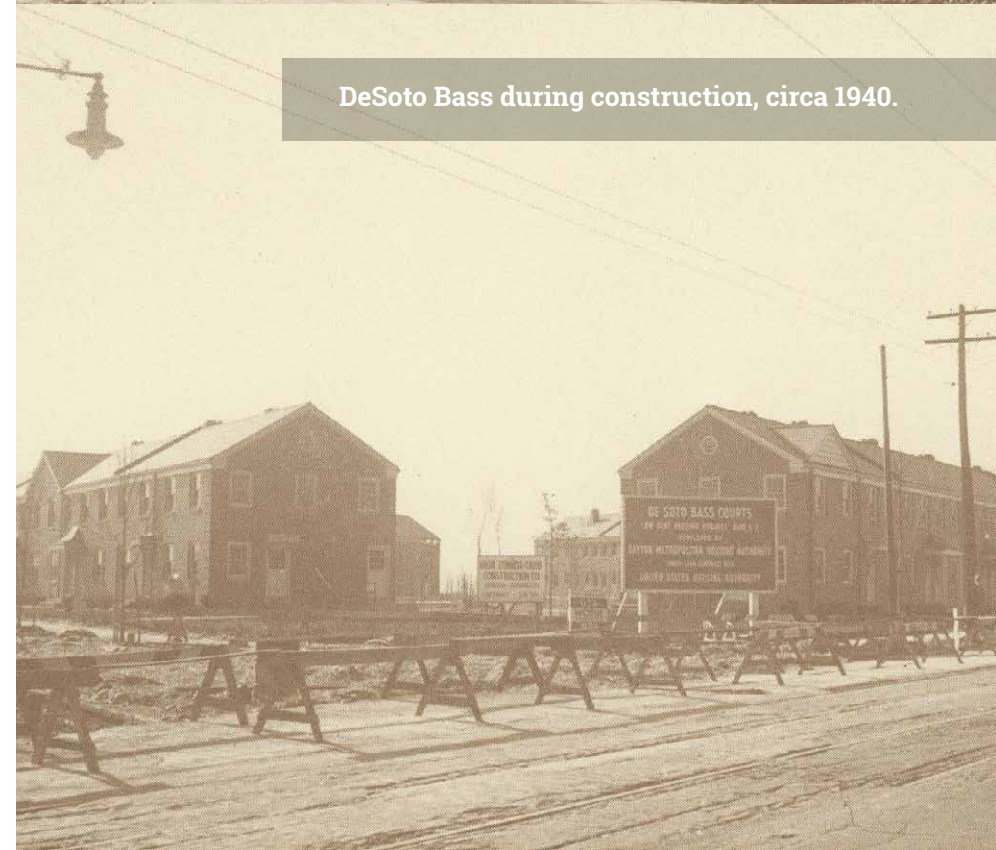
Unit Size	# Of Units	Appx Sq Ft
1 Bedroom	90	598
2 Bedroom	185	832
3 Bedroom	67	1,040
4 Bedroom	12	1,448
TOTAL	354	

from 1895-1928. He was inducted (posthumously) into the Dayton Walk of Fame in 2009. All of the streets within the development were named after prominent figures in African-American history such as Attucks (Crispus Attucks-revolutionary patriot) and Wilberforce (William Wilberforce-abolitionist). Senior residents of DeSoto Bass have fond memories of the sense of community once shared in their neighborhood.

Over the years, density reduction efforts have removed approximately one-third of the buildings. At its peak, DeSoto Bass, which is a 45-acre property, contained more than 524 units; today it has 350 units, with an occupancy rate of 87%. DeSoto Bass and nearby Hilltop are the only GDPM sites with current openings. While there are over 1,382 families on the GDPM waitlist for available housing, families are turning down potential units at these sites. According to the physical needs assessment of the complex, DeSoto Bass is in a “severely distressed physical condition,” with an outdated layout and units that no longer meet the needs of its residents.



DeSoto Bass during construction, circa 1940.

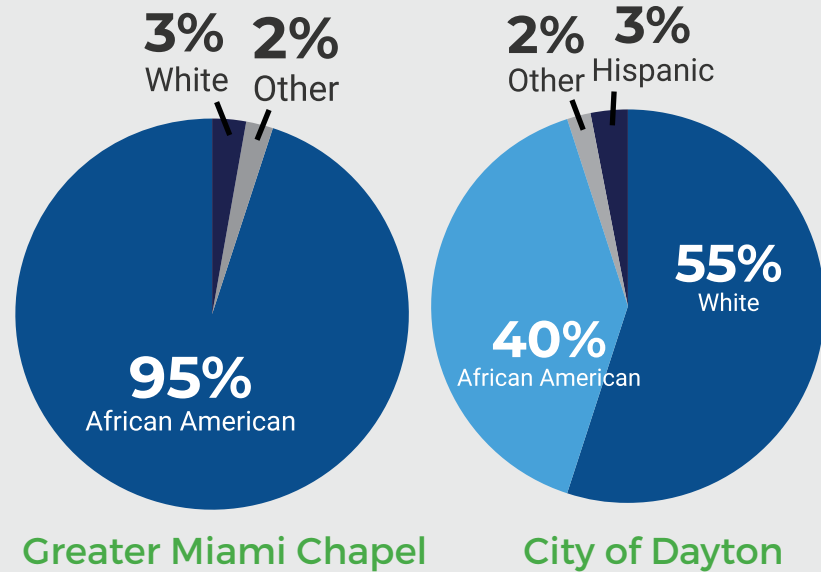




Hilltop Homes, typical units

Profile By Race

Per the 2016 American Community Survey



Greater Miami Chapel

City of Dayton

Table 1.1
Hilltop Homes Unit Profile

Unit Size	# Of Units	Appx Sq Ft
1 Bedroom	46	648
2 Bedroom	46	768
3 Bedroom	66	924
4 Bedroom	34	1,150
5 Bedroom	8	1,620
6 Bedroom	2	1,789
TOTAL	202	

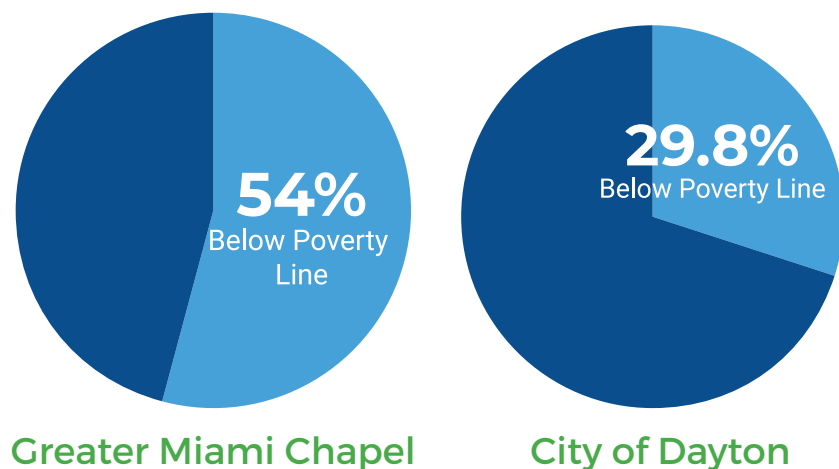
Hilltop Homes

Hilltop was built in 1965 and is an approximately 16-acre site located in the Lakeview neighborhood of Greater Miami Chapel. The housing was built to accommodate low-income families and is the second of two housing developments that make up the DeSoto Bass Asset Management Project (AMP). Geographically, the site is more than a mile away from DeSoto Bass. Currently, it has an occupancy rate of 90%.

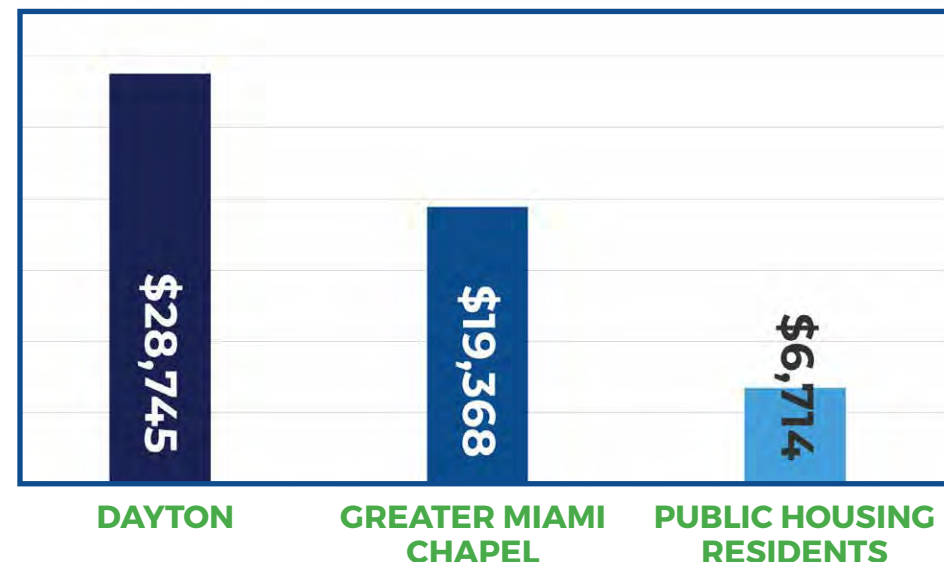
Similar to DeSoto Bass, density reduction efforts have reduced units at Hilltop, which once contained more than 210 units; today there are 150. Construction methods used in the 1960s were much different than those used when DeSoto Bass was constructed, and the Hilltop buildings are aging at a much more rapid rate. The physical needs assessment concludes that Hilltop apartments are outdated, with inefficient layouts and floor plans that do not meet the needs of today's residents. Despite this, many residents at Hilltop continue to maintain a strong pride in their community.

% Families Below Poverty Line

Per the 2016 American Community Survey



Median Incomes



Greater Miami Chapel Today

Greater Miami Chapel has 2,567 individual households containing a total of 6,120 people; 95% of that population is African American. By comparison, 40% of Dayton is African American. This lack of diversity, found throughout West Dayton, is a product of decades of segregated housing policies. Additionally, Greater Miami Chapel has a higher percentage of families living below the poverty line, higher unemployment, and a lower median income than the City at large. This is partially a result of widespread disinvestment on the west side of Dayton, as well as an uneven distribution of subsidized housing. Despite population loss and high poverty rates, Greater Miami Chapel contains an abundance of assets and institutional stakeholders.

Housing

As described above, Greater Miami Chapel has a mix of housing styles, built at varying points throughout the 1900s (see Appendix, Map 3). The majority of houses within the area are vernacular wood frame houses that are primarily one of two styles: bungalow or American four square.

On average, the assessed value of housing units in the Greater Miami Chapel area is approximately \$33,000, and about 38% of all properties within the neighborhood are currently tax delinquent (see Appendix, Map 5).

According to a market study commissioned by GDPM in 2017, much of the housing stock available, both market rate and affordable, is outdated and may not provide the quality or amenities that today's residents are seeking. Moreover, affordable housing units within Greater Miami Chapel have higher than usual occupancy rates (many are currently at 100% occupancy), which suggests that the demand is exceeding the supply; this especially applies to new, higher-quality units that are in short supply.

As a result, the study found that the target area has enough demand to be able to support the development of new housing, especially multi-family units, available to a variety of income levels by 2020 (see Table 1.3). This includes up to 100 market-rate units and more than 240 high-quality new subsidized units, as well as units specifically aimed at the growing senior citizen population.

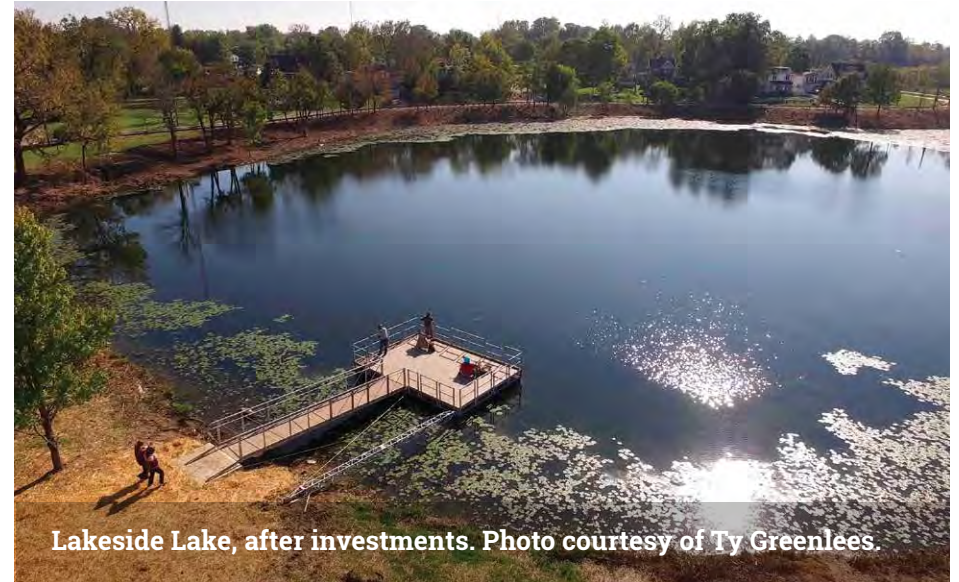
Table 1.2

Potentially Supportable New Multi-Family Housing Units

Type of Housing	Supportable Units
Market-Rate (Family / Senior) Apartments	70-100 units
Affordable (Tax Credit) Apartments	140-190 units
Affordable (Tax Credit) Senior-restricted (55+) Apartments	50-70 units
Low-income (Subsidized) Apartments	240-320 units
Low-income (Subsidized) Senior-restricted (55+) Apartments	180-260 units



GDPM owned Germantown Meadows



Lakeside Lake, after investments. Photo courtesy of Ty Greenlees.

GDPM has already started to invest in new, higher-quality affordable housing units through two successful recent developments within a mile of the Greater Miami Chapel area: the newest development is Germantown Village Apartments. Opened in late 2013, the affordable housing community offers 1-, 2-, and 3-bedroom apartments with individual balconies and decks, stainless steel appliances, and open floor plans. Germantown Village contains five buildings with a total of 60 units. The \$12.8 million development was co-developed by GDPM and included multiple financing sources, including low income housing tax credits allocated by the Ohio Housing Finance Agency.

Recreational Assets

The area is rich in natural recreational opportunities, with 0.1 acres of park land available per resident, compared to 0.009 acres per resident in the City of Dayton as a whole. There are three major parks in the area: McCabe, Burkham, and Mallory Park (see Appendix, Map 2). In 2017, Mallory Park received a \$240,000 renovation to its basketball court, playground equipment, and spray park. Both McCabe and Burkham Parks have similar upgrades planned for coming years, with planned investments of at least \$68,000 per park.

Burkham Park has a rich history and is the most frequently used by DeSoto Bass residents. Burkham also serves as a gathering space for



New spray park amenities at Mallory Park.

the greater Dayton community. The park features a basketball court, picnic tables, playground area, restrooms, soccer field, and tennis courts. Through the community engagement process, residents made it clear that the park needs further investment and updates, similar to improvements at Mallory Park. Further, the majority of the recreation amenities are on the eastern edge of the site, adjacent to a trucking yard. Strategies to reposition Burkham Park assets in order to improve safety are addressed in later sections of the Plan.

Lakeside Lake, located in the Pineview neighborhood, is a 10-acre site that was once part of the historical Lakeside Amusement Park. Lakeside Lake received a facelift in 2017: through a \$150,000 investment and a large volunteer effort, the park now has new iron benches, improved pathways, and a fishing pier available for resident use. The project was a collaboration between CityWide Development Corporation, the Dayton Regional Labor Council, the Ohio AFL-CIO and the Union Sportsmen's Alliance as part of their annual conservation project.

Additional untapped opportunities include the proximity and expansion of the riverfront parks near Edgemont and Greater Miami Chapel's proximity to the river. Current plans are to expand the existing bike infrastructure near and around the GMC area to connect the existing parks to each other and surrounding bikeways.




Burkham Park, picnic shelter next to playground.

Post-Secondary Institutions

Sinclair Community College and Central State University-Dayton are two post-secondary options located in close proximity to the GMC area. Sinclair Community College is nationally recognized. Sinclair is one of the largest community colleges in the United States, with over 220 programs, including specialized and technical areas of study. Sinclair is particularly important as a workforce development resource to unemployed or underemployed individuals in obtaining certifications or licensing for jobs that are in high demand in the Dayton region.

Located in West Dayton, Central State University-Dayton is a satellite campus for the historically black college located in Xenia, OH. The university's nearby location allows students to live in the community and complete four-year degree courses. The University desires to be a change agent, helping to establish new programs that expand their reach into the surrounding community. Specific programming includes GED completion, commercial driver's license training, and workforce development programs.



“We want the same things
for our kids as you do.”
-Resident



“Great people live in these neighborhoods.
People who made significant contributions
to civil rights and community development
grew up here.”
-Resident

Chapter 2

Community Engagement



A photograph of a man and two young girls looking at a display of neighborhood photos. The man is in the foreground, looking at the photos. The girls are standing next to him, also looking at the photos. The photos are numbered 1 through 18 and show various buildings and streets. A green semi-transparent circle is overlaid on the right side of the image, containing the text "We are more than 'The Bass.'" and "-Resident".

“We are more than
‘The Bass.’”
-Resident

“I dream of a neighborhood
that has more black-owned
businesses”
-Resident

Chapter 2

Community Engagement

The planning process has engaged residents in a variety of ways to build trust and learn about their hopes and aspirations. Through formal surveys and meetings, as well as informal kitchen table conversations, social events, and youth dialogues, residents told stories of their history, discussed current needs, and highlighted their own hopes for the future of their community. While residents consistently shared a desire to see marked improvements in their neighborhoods, they also shared a sense of pride and connection to the long history of the community in which they live, history that has not always been successfully shared outside of the community. It became clear that any physical or social improvements to the neighborhoods and corridors must be accompanied by an effort to tell a new story about West Dayton that celebrates the shared history of so many residents. Even more importantly, it is crucial that the residents engaged in Renew Miami Chapel be empowered to tell their story and share their vision of a revitalized community.

Methods

- Residents Meetings and Town Halls
- Neighborhood Association Meetings
- Community Visioning Exercise
- Community events
- Newsletter, Facebook
- Youth conversations
- One-on-one conversations
- Household survey
- Household assessment

Training and Capacity Building

- Resident Councils at DeSoto Bass and Hilltop
- CityWide Resident Organizers
- Madden Hills Neighborhood Association

Engagement and Capacity Building

The Renew Miami Chapel planning process sought to provide a variety of engagement opportunities that might appeal to a wide spectrum of people. Residents in DeSoto Bass and Hilltop, as well as all five neighborhoods in Greater Miami Chapel, had the opportunity to respond to a formal survey about their current conditions and needs. A series of town hall and resident meetings were held, open to the public, that focused on sharing information and garnering general feedback at each phase of the project. In addition to these traditional methods, outreach included one-on-one conversations with residents and small group discussions around specific topics of interest (safety, food insecurity, community gardens, etc.). Frequently, conversations were held at other community events, like cookouts or holiday gatherings, that attracted a different set of residents than those who participated in formal community meetings. To deepen the engagement and reach into historically isolated public housing communities, CityWide also hired a total of four residents on a contract basis to help with the community organizing.



Mapping exercise with Resident at Visioning Event



Resident Council Member Luncheon



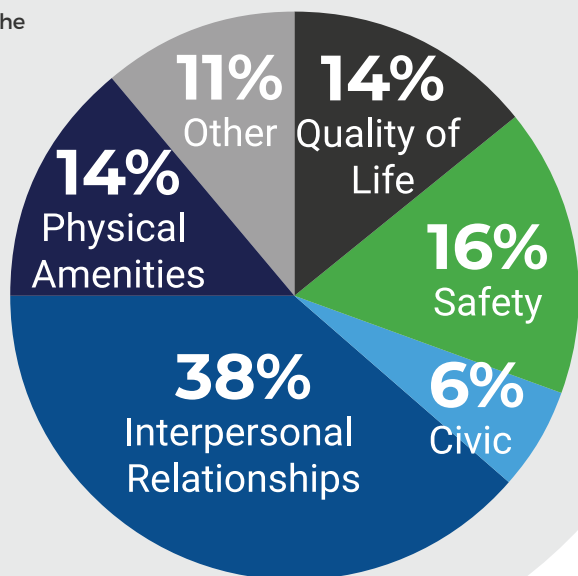
Residents working on a clean up strategy at Lakeview Lake



Welcome table at Community Visioning Party

What Makes A Great Neighborhood?

Per the results from the visioning party



The planning process was guided by the principle that all priorities and goals must develop organically from resident engagement and the needs of the community. As a result, rather than forming a top-down steering committee, Renew Miami Chapel focused its initial efforts on meeting with residents, both individually and in groups, building relationships, and listening. Much of the early work involved going door-to-door and participating in small group resident conversations. Through these conversations, the GMC planning team started to learn how residents viewed their own community - what they loved and what they wanted to change - and to understand their priorities and needs.

The next step was to help build and support resident capacity, both in DeSoto Bass and in the neighborhoods. For example, residents in both DeSoto and Hilltop expressed an interest in reinstating the Resident Councils. As a result, a formal education and election process was conducted that led to the reinstatement of both the Hilltop and DeSoto Resident Councils after more than a decade of dormancy. These councils work with residents to address concerns and have represented them in organizing efforts within the Renew Miami Chapel planning process and other initiatives.

The planning team also worked to support and strengthen existing neighborhood associations in Madden Hills, Pineview, and Edgemont. Additionally, through community events, such as a recent clean up near DeSoto Bass, residents in Miami Chapel have expressed interest in organizing and developing their own neighborhood group, a process is now in the very beginning stages.

In working with the various resident groups, several smaller projects were developed, including community gardens in both DeSoto Bass and Hilltop, social events for residents, and onsite summer and afterschool programs.



Crockpot Cooking Class

Household Needs Survey

In 2016, the Renew Miami Chapel planning team collaborated with the University of Dayton's Business Research Group to conduct a Household Survey. Approximately half of all households in DeSoto Bass and Hilltop completed the survey and answered questions about safety, access to food, employment, and education, among other topics. The information found in the survey has driven much of the planning and early action work in the neighborhood since then.

Visioning Events

On September 21, 2017 and May 17, 2018, Renew Miami Chapel held two community visioning events at the Boys and Girls Club. The more than 100 residents who participated in each event asked questions and gave feedback on what they envisioned for their community. Both events were intended to build on previous feedback received and provide an opportunity for residents to coalesce around specific priorities. Participants visited stations and answered questions that included: what was their vision of a good community; where they would like to see community art; what does a great neighborhood school look like; what streets and locations in their neighborhood are commonly used; what they want outsiders to know about their neighborhood; and what new housing should look like. The results of these events were used to create the framework for the Renew Miami Chapel transformation plan.

46 One-on-One meetings

12 Small group discussions

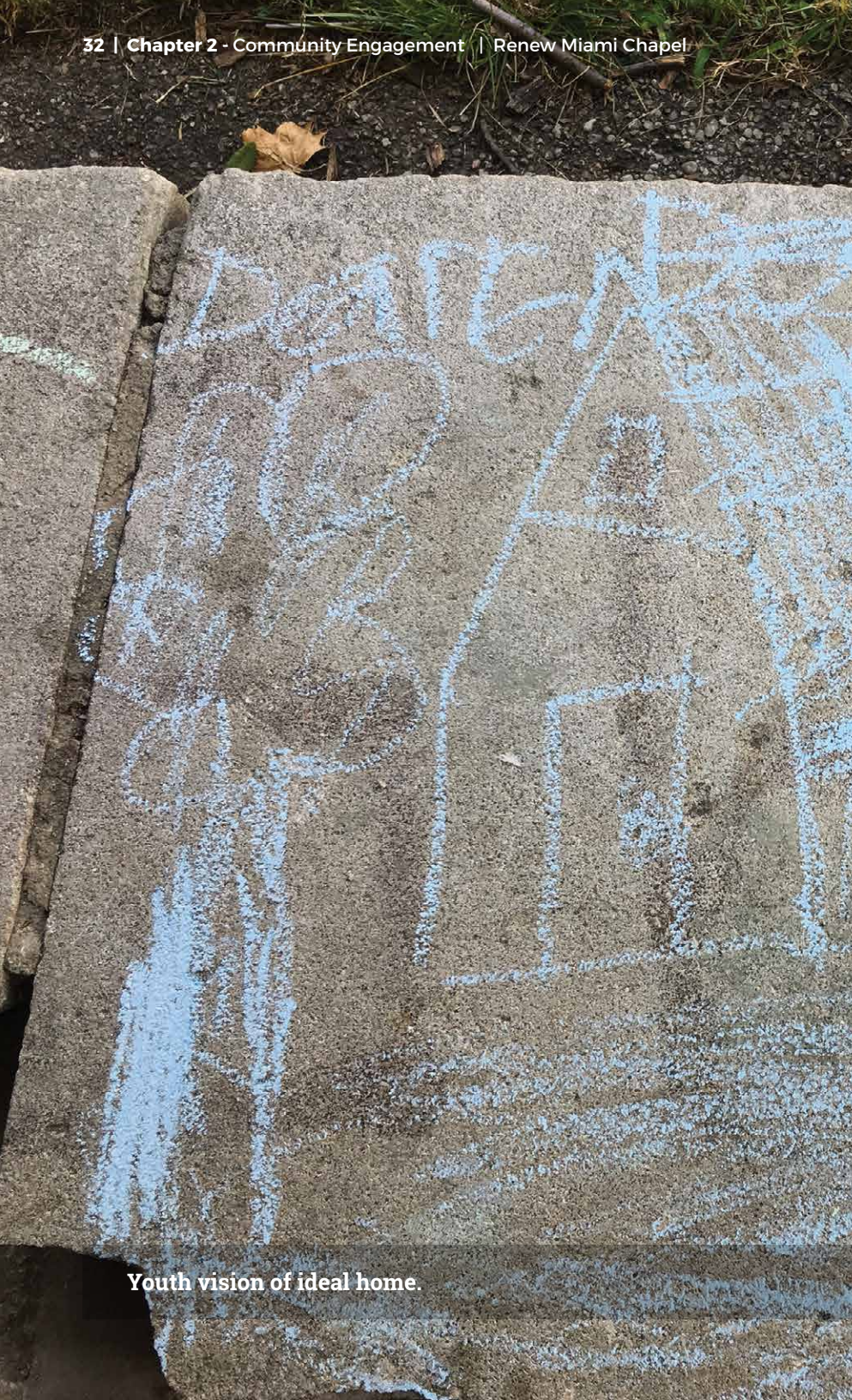
37 Neighborhood / Council meetings

9 Community Meetings / Events

10 Mother's Day Brunch / Harvest Fest, Etc.

5 Neighborhood clean ups / Civic Engagement

500+ Relationships built



Youth vision of ideal home.



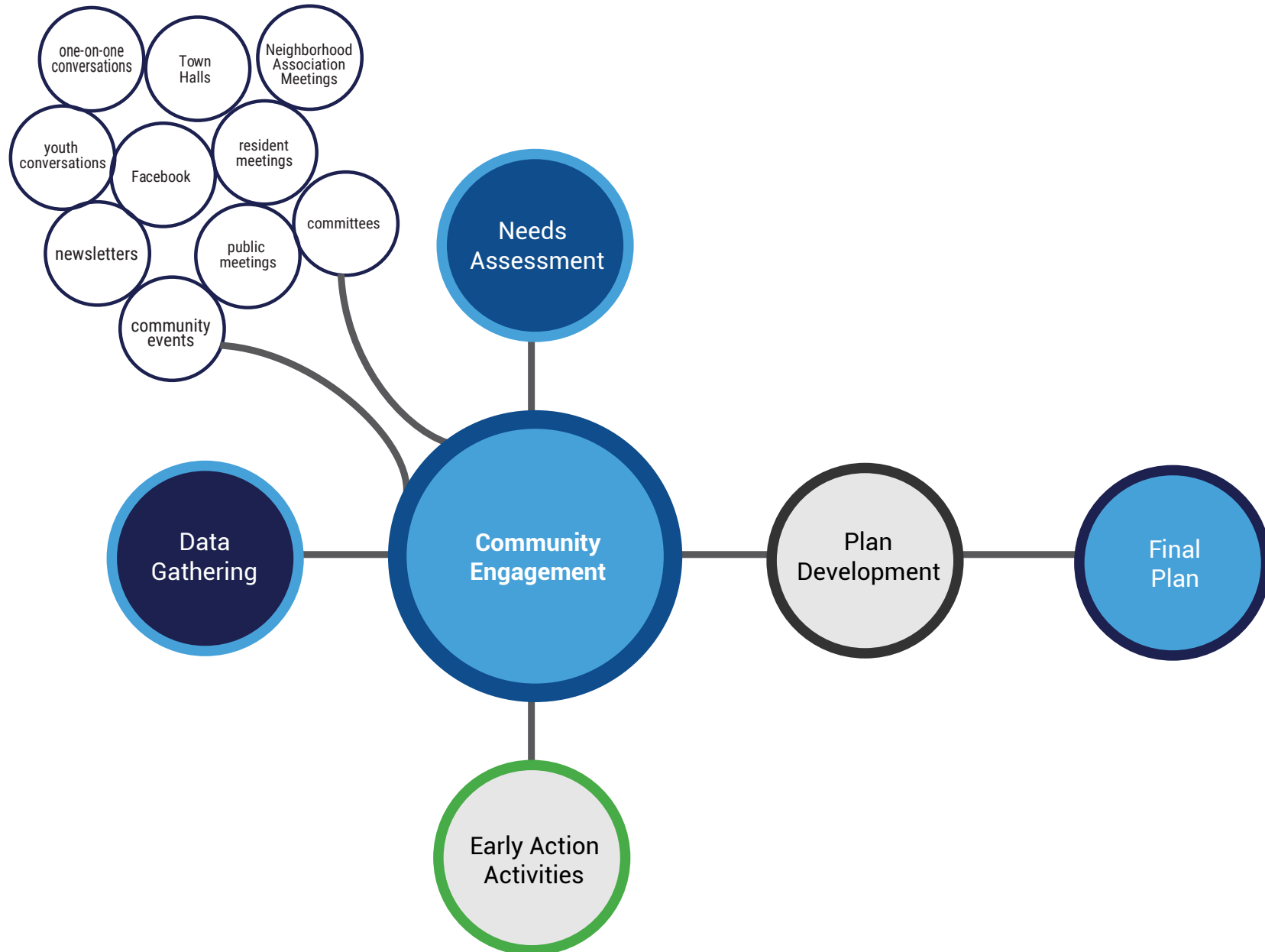
Youth art reflecting the importance of friends and family.

Youth Dialogues

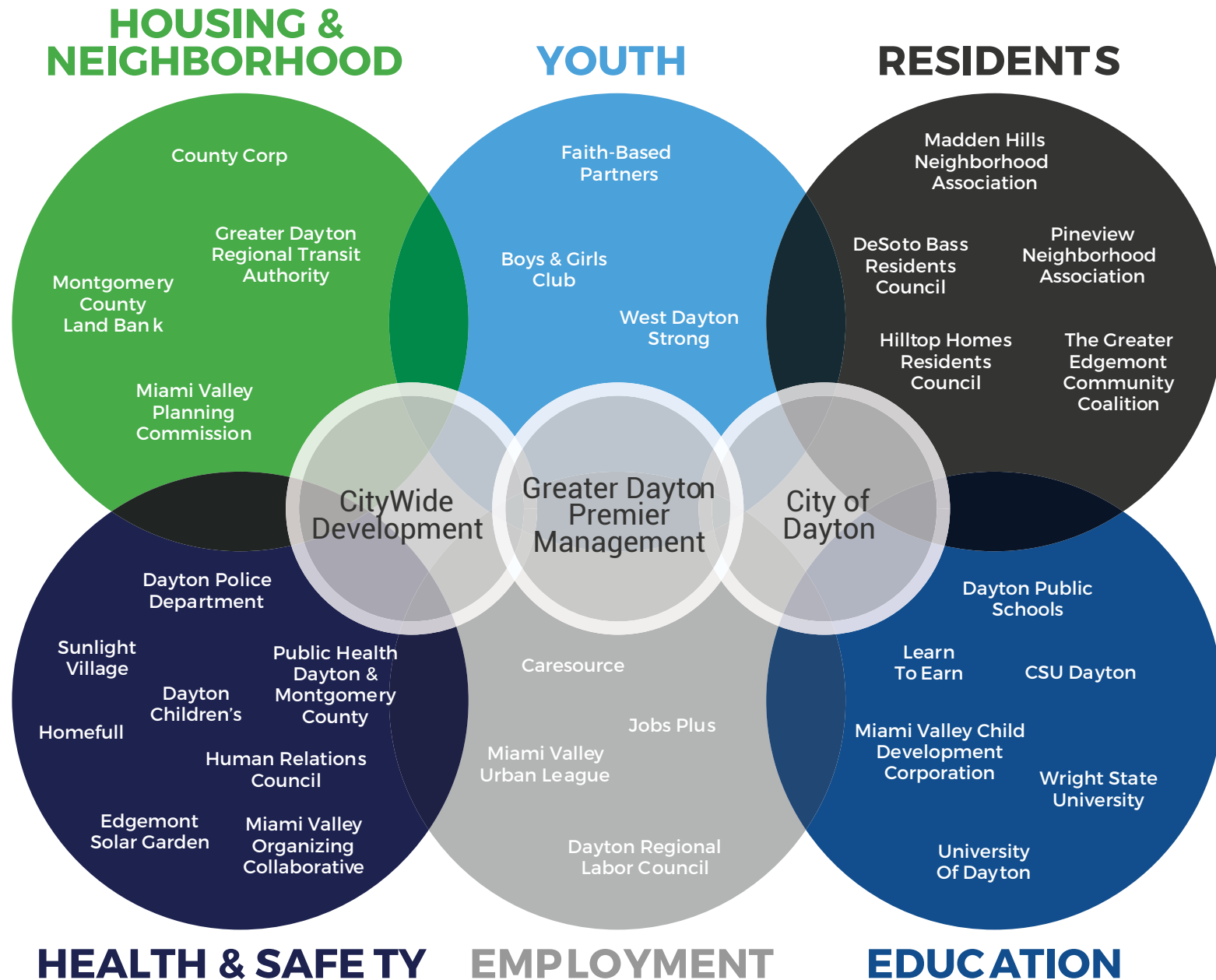
During the summer of 2017, youth programs were developed separately at both DeSoto Bass and Hilltop. These programs developed out of an overwhelming need to provide onsite activities for youth, many of whom did not have access to other out-of-school programs during the summer months. These programs evolved into ongoing after school programs during the school year.

The youth who participated in these programs were incredibly frank about their own goals and dreams for the communities they live in: they wanted safer and more attractive communities, with more activities aimed at their age groups and more diverse housing options. Through a series of youth dialogues that focused on community—what it means and how they want to see it change—participants provided feedback and ideas about the future of their neighborhoods through conversation and art. These dialogues are just the beginning of an effort to ensure that youth voices play an important role in the future revitalization work of Renew Miami Chapel.

Planning Process



Key Stakeholders



A Path Forward

Through thoughtful community engagement and dialogue with residents, community stakeholders, and the Renew Miami Chapel partners, six priorities were identified:

- 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.

The following chapters outline goals, objectives, and activities for each of the six priorities identified through community engagement. Through new housing, improved infrastructure, and strengthened social supports, the principal goal is to rebuild the fabric of the GMC neighborhood. The outcomes and activities are further delineated between the primary development area and supporting development area.

The primary development area of 634 acres includes the entire Miami Chapel neighborhood and the DeSoto Bass site, as well as portions of Edgemont and Madden Hills, which are directly adjacent to Miami Chapel. These portions of Edgemont and Madden Hills are important to the primary development area because they include critical sections of the Germantown Corridor. The Germantown Corridor is the central corridor of Greater Miami Chapel and serves as the “front door” to the neighborhood. Moreover, neither of these neighborhoods have well-defined boundaries that separate them from Miami Chapel, and their relative strength will have an impact on the success of new housing developments on the DeSoto Bass site. While they are not the focus of the new construction, these areas will be targeted for other neighborhood stabilization opportunities, like home improvement loans.

The supporting development area is comprised of the neighborhoods adjacent to and outside of the primary development area. Goals for the supporting development area are largely focused on redevelopment activities aimed at strengthening the existing housing stock and neighborhood assets. The overarching goal is to provide better connections between the residents of the primary development area and the rest of the community, not only physically through infrastructure improvements, but also through social programming and a broader support network.

The Renew Miami Chapel planning partners are committed to the transformation and success of the the GMC community and each partner’s area of responsibility and commitment is clearly outlined. The implementation of the transformation plan is segmented into three categories: short-, medium-, and long-term timelines.



Chapter 3

Implementation Strategy



HUD Strong Families Initiative Festival

Chapter 3

Implementation Strategy

The transformation of the Greater Miami Chapel area is underway with a significant boost from activities outlined in the Choice Action Funding Plan. Renew Miami Chapel partners are engaged in the development and implementation of robust strategies to transform the community. The specific priorities outlined in the following chapters will be implemented over a 10-year period. Working with Renew Miami Chapel housing partner, WODA Cooper Companies, the phasing of the housing development will be dependent upon financing and market conditions. The chapters that follow are a blueprint for implementation and transformation based on current assumptions.

Implementation Structure

GDPM and the City of Dayton will leverage the expertise of Renew Miami Chapel partners to implement the six priority areas identified in this transformation plan. Where feasible, a detailed work plan (set of activities) has been developed for each priority, identifying roles and responsibilities along with timing and financing requirements. In other cases, more research and collaboration is necessary before a detailed work plan can be developed for a particular priority or objective.

Evolution & Role of the Steering Committee

Over the last year, robust community organizing and neighborhood planning has generated unprecedented involvement in key neighborhoods. Most notable has been the development of Resident Councils in both public housing communities and the rebirth of the Greater Edgemont

Community Coalition, just east of DeSoto Bass. More residents are actively participating in programs than ever before, and understanding the ground game has been important to the formal seating of a Steering Committee. The Renew Miami Chapel planning team sought genuine engagement and not “paper leadership” throughout the process. As a result, the planning processes, especially the implementation of neighborhood activities, revealed each stakeholders level of commitment.

Community organizing is complicated. Often the most vocal people are not representative of the true community concerns; others are apprehensive to participate in group discussion. By design, our community visioning activities were playful and interactive, creating greater access and dialogue. Long-term engagement of residents requires they have real roles in the ongoing transformation of their community and the trust of their partners. Many of our partners are actively working with residents on projects that matter to residents. This foundation bodes well for future implementation. The Steering Committee structure can be found on page 40.

DeSoto Bass Developer

GDPM procured the Woda Cooper Companies as the master developer to oversee the creation of the housing redevelopment plan for Renew Miami Chapel. The developer worked closely with GDPM, the City of Dayton, and the Steering Committee to refine the overall housing plan and develop a funding and implementation schedule.

Neighborhood Investments

The City of Dayton will coordinate the implementation of major elements of the transformation plan, particularly those related to transportation and infrastructure improvements. The City Commission adopted the West Dayton Corridor Plan in July of 2017 to clearly identify the transportation needs in the community and increase the likelihood that projects will get funded. The City will prioritize the GMC area projects in their internal and external ranking systems to increase the likelihood of securing state and federal funding. The City will also work with CityWide, a non-profit community development corporation, to identify other funding sources for neighborhood improvement activities through private philanthropy or their status as a Community Development Financial Institution (CDFI).

Support Service Network

Through GDPM's Community Initiatives (formerly Family Self-Sufficiency) department, an extensive partner network has been established. GDPM formalizes these partnership through memorandum of understandings (MOUs). Over 30 partners have current MOUs on file. Community Initiatives will play a lead role in coordinating social services for neighborhood families.

Given that DeSoto Bass is also a Jobs Plus site, a healthy network of services has evolved over the last year. CareSource Life Services was procured to provide one-on-one coaching to Jobs Plus members that is designed to connect them with education and training programs, such as the Miami Valley Urban League's S.O.A.R. program. Most importantly, Jobs Plus coaches "meet residents where they are" and provide consistent, long-term support for Jobs Plus families.

The Support Service Network is further explained in Chapter 7 to highlight the specific strategies planned and underway to address: employment, education, safety, and well-being.

Preliminary Financing Plan

Renew Miami Chapel outlines several phases of housing development and neighborhood improvements planned over the next decade. An endeavor of this scope requires a variety of funding sources and multiple partners. Below is a list of development finance tools that will be leveraged for this development.

Tax Credit Equity. Low Income Housing Tax Credits (LIHTC) are expected to be a primary source of funding for all residential development phases. The housing plan assumes a combination of 9% and 4% LIHTC awards from the Ohio Housing Finance Agency.

GDPM/Public Housing Funding. GDPM will utilize approximately \$6 million of its Capital Fund Program (CFP) funds as a housing development gap source and \$2 million for demolition. GDPM recently received a RAD portfolio award that may also be used as a development tool.

Choice Neighborhood Implementation (CNI) Grant. A successful CNI award would provide nearly \$30 million in leverage funding for the implementation of the transformation plan. The partners will apply for CNI funding in 2018 or 2019.

Conventional Debt. Some of the residential and commercial projects proposed in the GMC plan will support debt. The plan assumes that any mixed-income rental housing may derive a cash flow to service a certain percentage of project debt.

New Market Tax Credit (NMTC). Locally, the Dayton Region New Market Fund (DRNMF), a subsidiary of CityWide Development Corporation, has been successful in receiving over \$70 million in NMTC since its inception in 2010. As a local community development entity, the fund has leveraged additional credits to Dayton projects of over \$100 million.

CDFI Resources. Through the Treasury, a variety of funding sources exist to support the development of affordable housing and commercial development in low-income communities. These include the Financial Assistance Program and the Capital Magnet Fund. GMC's planning coordinator CityWide, is a CDFI and actively engaged in development finance activities to advance community and economic development in West Dayton.

Ohio Finance Fund/Enterprise. The Ohio Finance Fund has formed a partnership with Enterprise to develop an affordable housing fund for the state of Ohio and are interested in partnering with DRNMF. The team is currently working with them to create a local pipeline of affordable housing projects.

Federal Home Loan Bank (FHLB). CountyCorp, a housing partner, has expertise in FHLB programs. The development team will work with CountyCorp to seek FHLB gap funding to support project development phases.

Community Development Block Grant (CDBG) and HOME Funding. GDPM will leverage a minimum of \$2.5 million of the City's allocation of CDBG and HOME funds to support the transformation implementation period. CDBG funds are for activities that benefit low and moderate-income families and that prevent slum and blight. HOME dollars can be used to help purchase or rehabilitate a home. GDPM will work closely with the City to reserve and allocate funds for Choice projects. The City of Dayton has applied for a Neighborhood Revitalization Strategy Area (NRSA) designation for Greater Miami Chapel, which allows the City to dedicate CDBG and other funds specifically to support the transformation plan.

Foundation Funding/Private Philanthropy. GDPM, Dayton, Citywide and all of the GMC housing partners have been actively involved in the Dayton Community Reinvestment Coalition (DCRC). DCRC provides advocacy and engagement with banking institutions to promote accountability of local Community Reinvestment Act (CRA) requirements. Through the work of DCRC, many banking partners have expressed interest in supporting the *Renew Miami Chapel* transformation Plan. A roundtable is scheduled to share the draft transformation plan with bank and private philanthropy partners and gain financial commitments toward advancement of the plan.

Opportunity Zone. Opportunity Zones are designed to spur economic development and job creation in distressed communities. They incentivize investment in designated communities in exchange for preferential tax treatment. The 2017 Tax Cuts and Jobs Act permits states to identify up to 25% of their census tracts as Opportunity Zones, and Ohio included Greater Miami Chapel in the list of designated tracts.

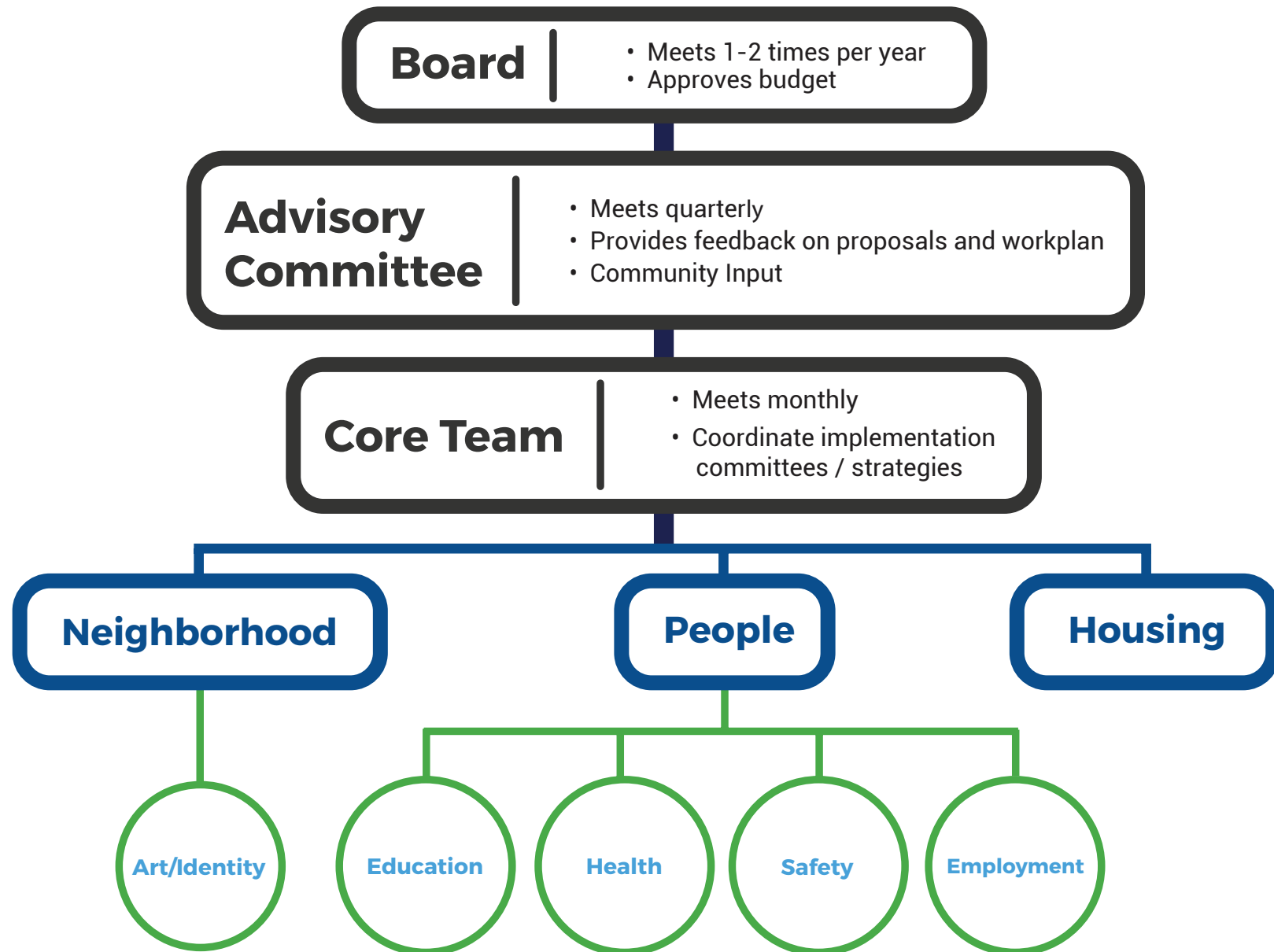
As more is learned about the benefit of this zone, the team will work with CityWide and other development partners to use this tool to drive investment to the area.

PACE, Property Assessed Clean Energy. PACE is a funding mechanism for financing energy efficiency and renewable energy projects for buildings that utilizes the energy savings to fund the project. It requires; 1) a building owner interested in making energy improvements; 2) the regional Port Authority that has a bond fund, and 3) an energy services company that can audit the energy opportunities of the building and reliably identify the energy savings potential. Locally the program is managed by the Dayton-Montgomery County Port Authority. The benefits to a building owner of financing with PACE are: 1) the project is externally funded by the Port Authority requiring no capital investment from the owner; 2) the funding is not a conventional loan, but a voluntary assessment, therefore, the process is "off-books" financing and does not impact other loan-to-value ratios; 3) the assessment is tied to the building, and passes to the new owner in a sale; 4) the entire funding value, both principal and interest, is tax deductible; 5) in triple net leases, both the cost of the assessment and the utility savings will be shared by the tenants; and 6) the identified energy and maintenance savings will be used by the owner to pay for the assessment over an extended period (likely 15 years). In some cases, the owner actually realizes a positive cash flow from the savings.

Tax Incremental Financing (TIF). Work with City leadership to establish a TIF for Greater Miami Chapel.

Transportation Resources. The City of Dayton has a strong track record of attracting state and federal transportation resources to the City. Most of these funding programs require a 20% match that the City provides from its general funds. Key programs that will advance transportation strategies in the *Renew Miami Chapel* plan include: State Issue One Grants, Transportation Alternatives Grants (TA), State Surface Transportation Project Funds (STP), and Congestion Mitigation and Air Quality Grants (CMAQ). The local process for State and Federal Transportation Project is the Miami Valley Regional Planning Commission, a partner to *Renew Miami Chapel* planning efforts.

Steering Committee





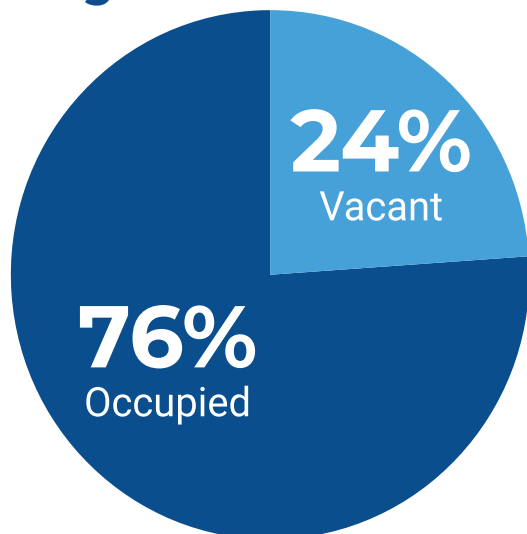


Chapter 4

Housing

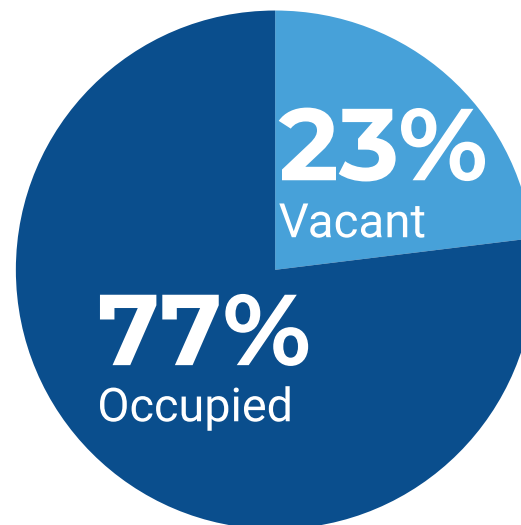


City of Dayton Vacant v Occupied Housing Units



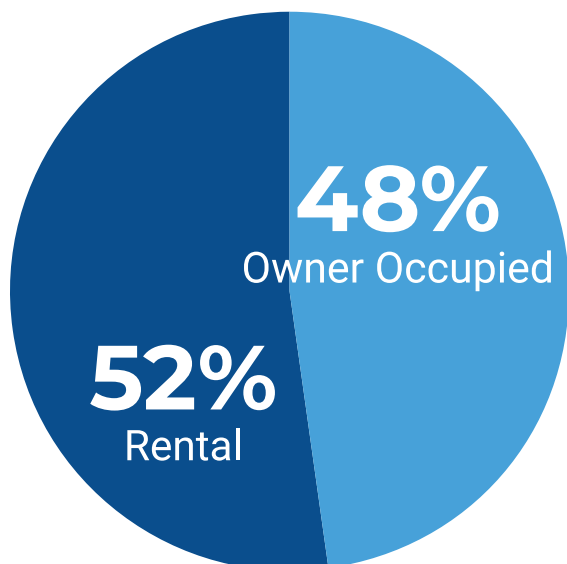
Per 2011-2015 ACS

GMC Primary Development Area Vacant v Occupied Housing Units



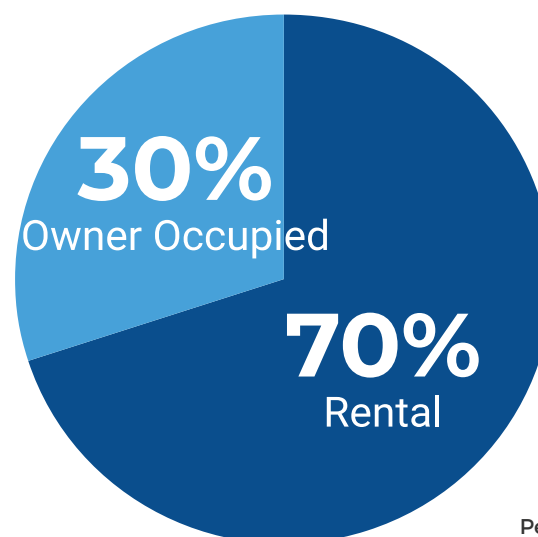
Per 2011-2015 ACS

City of Dayton Rental v Owner Occupied Housing Units



Per 2011-2015 ACS

GMC Primary Development Area Rental v Owner Occupied Housing Units



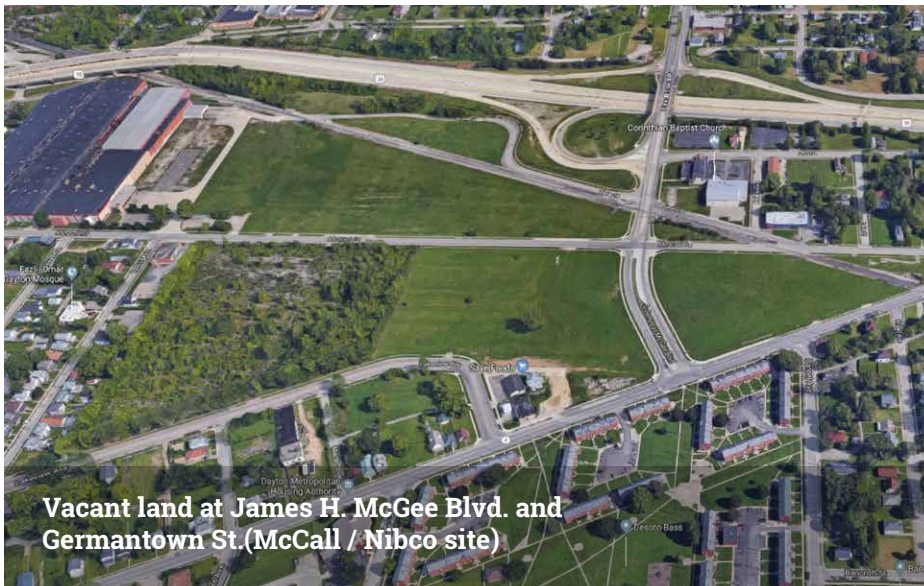
Per 2011-2015 ACS

Chapter 4

Housing

The neighborhood is renewed with high-quality, sustainable, mixed-income housing options.

The overall improvement of housing within the neighborhood is a key outcome of the *Renew Miami Chapel* transformation plan. There are 1,595 housing units in the Greater Miami Chapel primary development area, only 27% of which are owner-occupied. Approximately 24% of housing units are currently vacant. A mix of land uses are present in the area, although the most common use is single- and multi-family residential. The neighborhoods surrounding DeSoto Bass are characterized by aging housing stock, with much of the housing built in the 1930s and 1940s. Many of these houses, as well as houses built later in the second half of the 1900s, are smaller and lack the amenities desired in the modern housing market. There are clusters of housing in good or fair condition, especially in Madden Hills and Pineview neighborhoods, where nearly 90% of the housing is rated high; even this housing often has deferred home improvement and maintenance needs.



Vacant land at James H. McGee Blvd. and Germantown St. (McCall / Nibco site)

There is a considerable amount of vacant, developable land in the GMC geography. The primary development area contains approximately 70 acres of vacant land. The largest area of vacant land exists at the McCall/ Nibco site (just south of U.S. 35 at James H. McGee and Germantown), which is approximately 35 acres. Additionally, there are approximately 400 vacant residential structures. While this level of vacancy can be a liability, it also represents opportunity. The plan includes reusing a significant amount of vacant land.

Renew Miami Chapel proposes to reuse the 35-acre McCall/Nibco site for a town center including two commercial/retail buildings containing 49,000 square foot each. The site improvements as part of the DeSoto Bass redevelopment, propose to repurpose 7 - 8 acres for street alignments and improvements. The development of 40 single-family homeownership units will utilize 40 lots, totaling approximately 4.5 acres. An estimated four acres will be used to enhance and expand open space and recreational opportunities.

In the primary development area and supporting area, the City and Landbank have been actively working to eliminate blight. One example of the tools used to address vacant structures is the Neighborhood Initiative Program (NIP). Through NIP, the Montgomery County Landbank can acquire vacant, tax delinquent properties, demolish the vacant structure, and prepare the land for redevelopment. It is estimated that, by the program's completion, approximately \$972,000 will be spent on acquiring and demolishing 55 structures within Greater Miami Chapel.

Additionally, the Landbank is conducting a pilot program of 10 properties that utilizes select home rehabilitation, along with strategic demolition to maximize this area's reinvestment. The Landbank acquires vacant, tax delinquent properties for rehabilitation. Working with partners, the properties are renovated and put back on the market for homeownership. The goal is to help set new higher sales in neighborhoods that have experienced disinvestment. In this way, the market values reset, improving

property values and encouraging private investment. These efforts will be coordinated through the Renew Miami Chapel planning team to ensure a comprehensive approach to neighborhood revitalization.

Improving housing quality and options for existing and future residents is the primary priority of the *Renew Miami Chapel* transformation plan. As discussed in the previous chapter, 57% of residents desire to stay in the area and want better housing options that fit their needs. The following goals are intended to be the path forward to new and upgraded housing that serves the needs of all residents and is attractive, functional, and environmentally sustainable.

Goal 1: Redevelop the DeSoto Bass site to better connect to the Miami Chapel neighborhood and become a place where people choose to live.

DeSoto Bass is the oldest public housing in GDPM's inventory, and its development and evolution is steeped in Dayton's history as a racially divided city. Elders of the community remember earlier decades with pride, noting the many strong family relationships built and the self-sufficiency of the community. Although there is still an affinity to DeSoto Bass' history, the last two decades have eroded those memories, and today DeSoto Bass has become notorious for its crime and is often referred to simply as "The Bass."

The household assessment revealed that nearly half of current residents are unsatisfied with their current housing and living conditions. In addition, more than 30% stated they would move if they could. Community organizing work revealed that much of the dissatisfaction is related to the condition of current housing, crime, and safety issues in the larger community. During a housing charrette conducted at the Community Visioning Session, residents shared their desire to have more space and not be "living on top of one another." There was also a desire for a more "walkable" neighborhood that was connected to amenities.

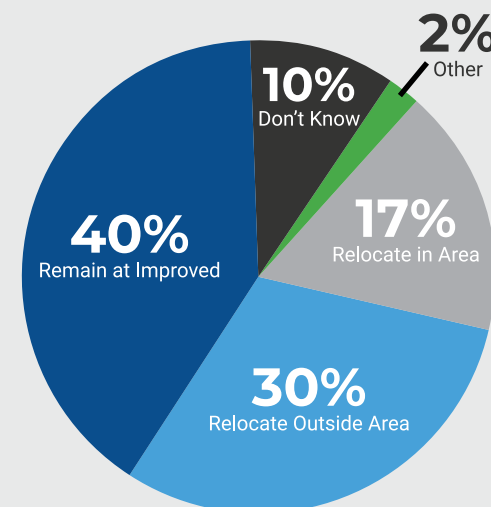
Objective 1: Redevelop DeSoto Bass as a preferred living community with appropriate density, housing types, and amenities that support development along Germantown.

GDPM has procured Woda Cooper Companies as the master developer to oversee the development of the housing redevelopment plan for *Renew Miami Chapel*. Based upon resident feedback, the development team is proposing a new mixed-use community on the 45-acre DeSoto Bass site. The plan contains a mixture of housing types including single-family homes, townhomes, senior living, and mixed-use buildings at key intersections. Ultimately, 290 new replacement units will be constructed over 5 phases. Approximately 130 townhouse units for families, 60 units for seniors, 40 single-family homes, and at least 60 units within two mixed-use buildings will be constructed. An additional 180 units are planned off-site.

The key intersection in the GMC primary development area is Germantown Street and James H. McGee Boulevard. Plans include the extension of James H. McGee Blvd. through a section of the site to better connect the road network. The redevelopment of this intersection, which includes two critically important roads in West Dayton, provides the opportunity to build a new town center. Two three-story buildings will be built on the south side of Germantown St., providing modern, apartment-living amenities. The north side of the street will contain two, two- or three-story buildings designed for commercial and retail space to complement the newly constructed housing.

What is your housing preference?

Per household survey



Proposed Housing Development

- A** Single Family Residential
- B** Senior Living Community (3 Story Building)
- C** Mixed-use Building (3 Story Building with residential on 2nd & 3rd Floors)
- D** Townhouses
- E** Open Space
- F** Potential Development Sites
- G** Parking
- H** Future Development
- I** Pedestrian Boulevard Park
- J** Homeownership



DeSoto Bass



Without an infusion of non-traditional capital sources, it will be difficult to support unrestricted rental units in the immediate project area considering current economic conditions. Over the next two decades however, the outlook becomes more positive as a dynamic pattern of interest by newer generations continues to drive revitalization of Dayton's downtown neighborhoods and neighboring urban corridors. In preparation, the team is committed to finding creative solutions to offer housing options for current (and future) higher -income families. The team has a portion of units dedicated to unrestricted rents and will use tools, such as private financing and the new LIHTC income averaging tool, to attract higher-income families to Greater Miami Chapel.

The remainder of the site redevelopment plan reconnects neighborhood streets, emphasizes walkability, and preserves open-space and recreational amenities. The plan also strengthens connections to neighborhood amenities, such as the Louise Troy Elementary School and the Germantown businesses corridor.

Activities

Phase 1

1. Construct 60 units of affordable, family, rental townhomes along the new central boulevard. The anticipated unit mix includes 12-one bedrooms, 42-two bedrooms, 4-three bedrooms and 2-four bedrooms. Total estimated development costs are \$10 to 12 million. Funding sources identified in Chapter 3, along with any sources later identified, will be used to finance the development.
2. Construct the new, interior boulevard that serves as the central gathering area of the redevelopment plan. The new \$1.5 million boulevard (estimated) will have wide sidewalks or walking paths, attractive landscaping and amenities such as pedestrian-scale lighting and furniture. The new townhomes constructed in phase 1 and 2 will line the new central boulevard.
3. Extend Banker Street to create new east/west connections within the development. Banker St. will provide access to the internal parking lots of the new mixed use and senior buildings constructed in later phases, as well as the townhomes constructed in phase 1 and 2. Estimated cost is \$500,000.

Phase	Sequence	Total Units	Replacement	LIHTC	Unrestricted	For Sale	1-BedRM	2-BedRM	3-BedRM	4-BedRM
Townhouse Apartments	1	60	40	10	10		12	42	4	2
Townhouse Apartments	2	70	50	10	10		12	52	6	
Single Family Homes, family	3	40	30	10					36	4
Interior Corridor Senior Living	4	60	40	10	10		26	34		
TH and Internal Corridor + Retail	5	60	40	10	10		17	37	4	2
Off-site replacement or voucher	7	180	150	30			60	80	40	
Total Rental Housing		470	350	80	40		127	245	90	8
Homeownership	6	40				40			20	20
Total Housing		510	350	80	80	40	127	245	110	28



Potential Elevation of Townhouses along proposed Lakeview Ave. extension

Phase 2

1. Construct 70 units of affordable family, rental townhomes. Phase 2, as currently envisioned, will cost approximately \$11-\$13 million. The anticipated unit mix includes 12-one bedrooms, 52-two bedrooms and 6-three bedrooms. Funding sources identified in Chapter 3, along with any sources later identified, will be used to finance the development.
2. Extend James H. McGee Blvd. along Danner Avenue to connect James H. McGee Blvd. and Stewart Street Extend Hochwalt Avenue to reconnect the neighborhoods and provide additional east/west connections. The new James H. McGee Blvd. and Hochwalt Ave. are estimated to cost \$2 million.

Phase 3

1. Construct 40 units of single-family, rental housing for families between Weaver Street and Hochwalt Avenue. The anticipated unit mix includes, 36-three bedrooms and 4-four bedroom. This phase, as currently proposed, will cost approximately \$9.6 to \$11million. Funding sources identified in Chapter 3, along with any sources later identified, will be used to finance the development.
2. Improve the streets surrounding the development site including repaving, repairing, or replacing sidewalks, installing new street trees and upgrading the street lighting. Anticipated roadway improvements are estimated to cost \$1.2 million.

Phase 4

1. Construct 60 units of senior housing along Germantown St. The anticipated unit mix includes, 26-one bedroom units and 34-two bedroom units. This phase, as currently proposed will cost approximately \$9.3 to \$11 million. Funding sources identified in Chapter 3, along with any sources later identified, will be used to finance the development.

Phase 5

1. Construct 60 units of family or senior housing, based on market demand, in one or two mixed-use buildings along Germantown St. The anticipated unit mix includes 17-one bedroom, 37-two bedroom, 4-three bedroom and 2-four bedroom units. The building will incorporate first-floor retail space to strengthen the Germantown corridor and provide needed amenities for the neighborhood. This phase is estimated to cost approximately \$9.8 to \$10 million. Funding sources identified in Chapter 3, along with any sources later identified, will be used to finance.



Potential Elevation of Mixed-Use structure at Germantown St. and James H. McGee Blvd.

Objective 2: Redevelop homeownership units within Greater Miami Chapel near existing assets.

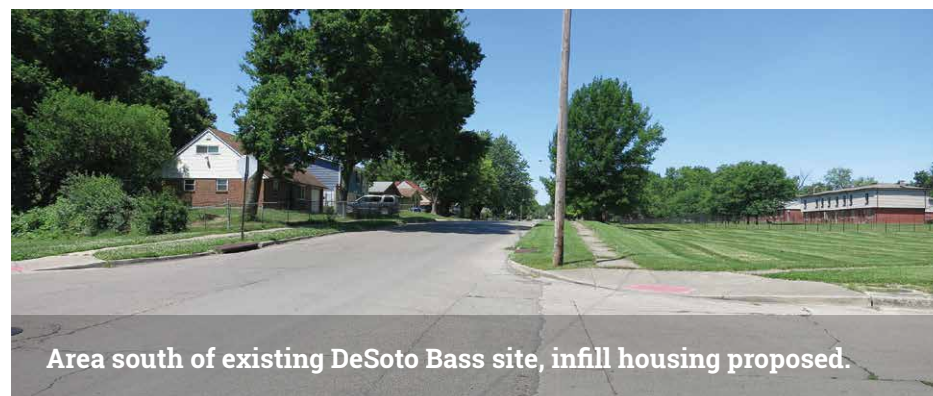
Surrounded by single-family housing, the neighborhood has seen investments of new housing through Habitat for Humanity and Dayton Homes, a developer of LIHTC housing. Overall, this housing is strong and located near Louise Troy PK-6 Elementary School, a stable physical asset in the neighborhood with a beautiful campus. The area can be strengthened by removing nearby blighted properties and adding new housing. Working with partners, the Renew Miami Chapel development team will acquire and remove blighted properties and add new housing to strengthen earlier investments.

As discussed in Chapter 1, the development team commissioned a market study for the plan in 2017. Based on this study, it is estimated that over the next 7 – 10 years, the market can support between 30 and 50 new single-family homeownership units. The new homes will be constructed within Greater Miami Chapel and will appeal to a range of incomes. Partners for this component include County Corp, Habitat for Humanity, Montgomery County Landbank, and the Homeownership Center. The homes will likely contain 3 – 4 bedrooms and 1-1/2 - 2 bathrooms. High energy efficiency will be a design principle used to increase homeownership affordability. Final designs will be based on market demand.

The estimated cost of constructing the new housing over the next 7 – 10 years is \$5.2 to \$7 million. The rate of construction of the new homes will be based on market demand and funding availability. As the neighborhoods within Greater Miami Chapel improve and stabilize, the team anticipates the rate of absorption and construction will increase.

Activities

1. Begin acquiring site control of lots near the DeSoto Bass for homeownership development. Approximately 13 lots have been identified directly east of the proposed single-family rental phase.
2. The development partners will assess the estimated 390 existing vacant structures to determine which are salvageable and should be renovated to transform the area.



Area south of existing DeSoto Bass site, infill housing proposed.

3. The Montgomery County Landbank will assemble blighted and vacant parcels to create shovel ready development sites for new housing.
4. The City of Dayton and the Landbank will continue to demolish vacant and blighted parcels identified by the development partners.
5. The development partners will introduce 30 – 50 new for-sale homes into the neighborhood based upon market conditions and financing availability. The estimated total cost of 40 single family homeownership units is \$5.2 to \$7 million.

Objective 3: Use the new housing design and construction to promote active living.

An active community is a healthy community. Through the transformation plan, the new development will create inviting playgrounds, open spaces, and new sidewalks to encourage physical activity. This includes an updated public park on the western side of the site with recreational amenities that appeal to residents of all ages. In addition, the new boulevard connecting Louise Troy School will be designed with wide sidewalks and amenities to encourage physical recreation and enjoyment of the open space. Existing parks, such as Burkham Park, and other passive open spaces will be upgraded to increase utilization and enjoyment by neighborhood residents.

Activities

1. The development partners will construct a new park on the western edge of the DeSoto Bass site.
2. The development team will ensure that new infrastructure is designed in a manner to promote active lifestyles (wide sidewalks, pedestrian-scale amenities, lighting etc.)
3. The team will work with the City of Dayton to upgrade and enhance Burkham Park and the path that connects it to the neighborhood.
4. The City of Dayton will evaluate the condition of sidewalks in the surrounding Greater Miami Chapel neighborhoods and develop a repair and replacement plan.

Potential Single Family Home



Potential Single Family Home



Goal 2: Reduce the density of subsidized housing in Greater Miami Chapel and provide residents with more housing options.

As discussed in Chapter 1, per the market study commissioned by the development team, there is a disproportionately high concentration of subsidized housing in Greater Miami Chapel and West Dayton neighborhoods, compared to the City of Dayton and Montgomery County. Of the 6,280 affordable rental units within the City of Dayton 51.3% (3,222/6,280) of them are located in GMC study area. Of the 11,150 affordable units in Montgomery County 29% (3,222/11,150) are located in the study area. The GMC study area has 1.78 times as many affordable units as the City per square mile and 8.2 times as many affordable units as Montgomery County per square mile. The demolition of Hilltop and the repositioning of DeSoto Bass will reduce the concentration of subsidized housing in Greater Miami Chapel. Section 18 demolition will be pursued for the 150 units at Hilltop.

The plan proposes a reduction of 210 total restricted-income rental units, through the demolition of Hilltop Homes (150 units) and an additional reduction of 60 restricted rental units at DeSoto Bass. In an effort to create income diversity and improve the ratio of restricted to unrestricted units in GMC, 40 rental units will be added with no income restrictions, in addition to 40, unrestricted, homeownership units.



Proposed park-like boulevard in center of Lakeview Ave. extension

Approximately 30% of the residents surveyed through the household assessment indicated they would prefer to relocate outside of Greater Miami Chapel. The proposed plan to replace 30% of the total units (150 out of 500) off-site, supports these statistics.

Objective 1: DeSoto Bass residents will have the first opportunity to live in replacement housing, and others will be offered options through the Housing Choice Voucher program.

Greater Miami Chapel is an area of highly concentrated poverty and oversaturation of subsidized housing units. This imbalance impacts the market, reinforces historic patterns of segregation, and limits economic investment in the area. 40% of surveyed residents would like to remain in an improved onsite community, representing approximately 200 units of the 500 units located at the DeSoto and Hilltop sites. The team is proposing 200 on-site, replacement units at the DeSoto Bass site (replacement housing units represent units currently designated as public housing). The team will seek replacement housing options in higher opportunity areas or offer housing choice vouchers for 150 units. As noted, Hilltop will be demolished.

Activities

1. The 200 replacement housing units on the DeSoto Bass site will be developed in multiple phases to minimize disruption and relocation of residents.
2. The development team is continuing to seek off-site development options in higher opportunity areas, for the remaining 150 housing units in order to offer greater housing choice for residents. The priority for off-site redevelopment will include communities that offer better school districts for families with children and lower concentration of poverty.
3. The development team will utilize the Housing Choice Voucher program as an additional housing option.
4. GDPM will provide families that obtain a voucher additional relocation support to ensure successful placement.
5. GDPM will execute an expanded landlord recruitment program to attract additional landlords to the HCV program in anticipation of increased voucher program utilization.

6. The development team will engage Advocates for Basic Legal Education (ABLE) in a transparent conversation about housing choice and relocation.

Goal 3: Develop a menu of housing programs to encourage investment, attract other homeowners to the community, and stabilize current homeowners.

West Dayton suffered disproportionately from the 2008 housing crash, leaving many current homeowners underwater on mortgages or without the ability to borrow against their asset to make necessary repairs or improvements. The current homeownership rate in Greater Miami Chapel is only 36%, which is significantly lower than the overall city rate of 46%. Compounding the problem is a 30% population loss in West Dayton neighborhoods over the last decade, resulting in a trail of vacant houses throughout the geography. Despite a slight uptick in some areas, West Dayton neighborhoods have been slow to recover. With Renew Miami Chapel partners and area lending intuitions, the team will offer home improvement loans in Greater Miami Chapel, focusing on homeowners living in the primary development area. The second priority will focus on homeowners located in supporting development areas, particularly, the tipping point neighborhoods of Pineview and Madden Hills. Lastly, the Renew Miami Chapel partners will work to create homeownership opportunities with the goal of increasing the Greater Miami Chapel homeownership rate.



Relocation Q&A station at Community Event



Typical Housing Stock adjacent to proposed housing development

Objective 1: Develop home improvement loans and homeownership opportunities in Greater Miami Chapel.

Homeowners need access to capital to repair and protect their homes. Through Action Funding, the team has begun to provide support to homeowners along the Germantown Corridor and within Miami Chapel, however, greater efforts are needed. Partnering with CountyCorp, the team will offer home improvement loans in this target area. CountyCorp received a grant from the Federal Home Loan Bank for down payment assistance for homeowners at or below 50% of AMI. Eligible homeowners can receive up to \$15,000 to make exterior improvements, along with health and safety repairs. The loan product is forgivable over a five-year period. By strengthening the housing stock in Greater Miami Chapel, the team can stabilize current owners, attract market-rate buyers and create mixed-income neighborhoods.

Activities

1. Create a home improvement loan program targeted to homeowners between 80-120% of AMI targeted to Miami Chapel, followed by Lakeview, Madden Hills, and the Pineview neighborhoods.
2. Work with area financial institutions, several of whom have failed their CRA exams, to create incentives and special loan products for homeownership in Greater Miami Chapel.
3. Create a targeted down payment assistance program for Greater Miami Chapel utilizing the local CDFI, the Homeownership Center of Dayton, and local lending partners.

Goal 4: Increase environmental sustainability and create a place for healthy living.

Encouraging environmental sustainability within Greater Miami Chapel is a key design principal for the successful transformation of the area. The transformation plan has been designed with Leadership in Energy and Environmental Design (LEED) standards. LEED standards provide a framework for healthy, highly efficient buildings that lower operating costs creating stronger long-term rental proformas, in addition to enhancing long-term affordability for single-family homeownership units.



Objective 1: Ensure all new construction is built with high-quality, sustainable, high-efficiency components.

The long-term success of the transformation plan can be bolstered by ensuring that high-quality, energy efficient components are integrated into the housing development plans. This includes high-efficiency HVAC components, Energy-Star rated appliances, and Low-E windows. Buildings constructed with quality and efficiency in mind will have lower operating costs and maintain their value longer.

Activities

1. The WODA Cooper Companies and the development team will specify high-quality and high-efficiency components in all new construction, including high-efficiency HVAC components, Energy-Star rated appliances, and Low-E windows
2. The WODA Cooper Companies and the development team will evaluate the feasibility of using renewable energy sources, such as solar or geothermal, on the multi-family and mixed-use buildings as a means of lowering operating costs and promoting the use of alternative energy products.

Objective 2: Improve the energy efficiency and the health of existing owner-occupied homes through comprehensive rehabilitation.

According to the National Center for Healthy Housing, unhealthy conditions found in hazardous housing can lead to lead poisoning, asthma, respiratory illness, cancer, and unintentional injuries, resulting in missed school days and poor school performance for children, as well as missed work days for parents. In addition, upgrading a home's energy efficiency rating can lower utility costs and improve the comfort of its occupants. The development partners are committed to improving the lives of the residents within Greater Miami Chapel, which includes removing impediments to healthy homes and healthy living.

Activities

1. The Renew Miami Chapel Partners, including Public Health and Dayton Public Schools will assist in identifying any children that have tested for Elevated Blood Lead Levels, and those homes will be targeted for initial remediation and improvement.
2. The Renew Miami Chapel development team will work to improve the energy efficiency of existing homes through comprehensive rehabilitation where feasible. This includes new high-efficiency replacement windows, HVAC systems, and increasing wall and attic insulation where feasible.
3. Explore creative partnerships with health and housing partners to pilot programs that advance this objective.
4. Pursue LEED-ND Stage 1 certification for the GMC Primary Housing Development Area.

Chapter 4

Housing

The neighborhood is renewed with high-quality, sustainable, mixed-income housing options.

Goal 1. Redevelop the DeSoto Bass site to better connect to the Miami Chapel neighborhood and become a place where people choose to live.

Objective 1. Redevelop DeSoto Bass as a preferred living community with appropriate density, housing types, and amenities that support development along Germantown.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Phase 1	GMC Development Team has received a LIHTC Award	GDPM & Woda Cooper	ST	GDPM OHFA COD - HOME CRA - Tax Exemption Conventional Debt
	60 units of rental townhomes constructed	GDPM & Woda Cooper	ST	
	GMC Planning Team has received HUD Choice Implementation Grant award			
	Phase 1 Infrastructure improvements are funded and completed	GDPM, COD	ST	HUD COD - CDBG
Phase 2	70 units of family rental townhomes constructed	GDPM & Woda Cooper	MT	GDPM OHFA COD - HOME CRA - Tax Exemption Conventional Debt
	Phase 2 infrastructure improvements are funded and completed	COD	MT	MVRPC COD

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Phase 3	40 units of single-family, rental housing constructed between Weaver St. and Hochwalt Ave.	GDPM & Woda Cooper	MT	GDPM OHFA COD - HOME CRA - Tax Exemption Conventional Debt
	All Streets and sidewalks in development site are in good condition	COD	MT	COD
Phase 4	60 units of senior housing constructed along Germantown	GDPM & Woda Cooper COD	LT	GDPM OHFA COD - HOME CRA - Tax Exemption Conventional Debt
Phase 5	60 units of family or senior housing constructed in mixed use buildings on Germantown.	GDPM & Woda Cooper COD	LT	GDPM OHFA COD - HOME CRA - Tax Exemption Conventional Debt
Objective 2. Redevelop homeownership units within Greater Miami Chapel near existing assets.	40 lots with clean titles are acquired	COD MCLRC (land bank)	ST	MCLRC GDPM
	Assessment completed within 24 months and action plan developed to address blight	COD	ST	
	10 homes are completed by 2024. At least 30 homes completed by 2030	COD County Corp.	MT	COD FHLB Conventional Financing CRA - Tax Exemption
Objective 3. Use the new housing design and construction to promote active living.	New park amenities constructed based on community feedback	COD	MT	GDPM COD Philanthropy
	Sidewalks are in good condition	COD	MT	No funding to replace

Goal 2. Reduce the density of subsidized housing in Greater Miami Chapel and provide residents with more housing options.

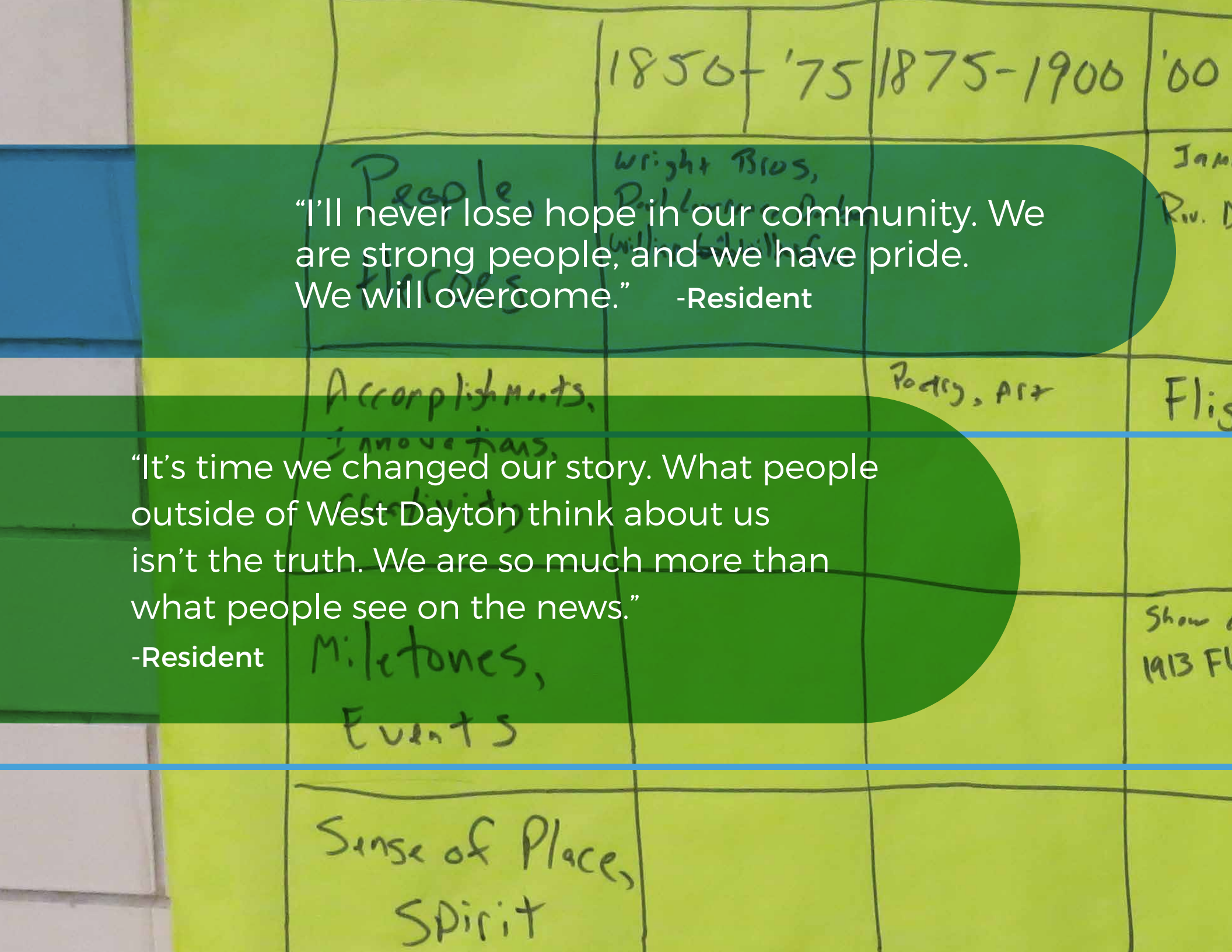
	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. DeSoto Bass residents will have the first opportunity to live in replacement housing, and others will be offered options through the Housing Choice Voucher program.	Off-site housing site(s) acquired and new housing is constructed.	GDPM	LT	

Goal 3. Develop home improvement loans and home ownership opportunities in Greater Miami Chapel.

Objective 1. Develop home improvement loans and home ownership opportunities in the Greater Miami Chapel area.	Assist 50 existing home owners	COD County Corp.	MT	
	Create 40 new home owners	CityWide County Corp.	MT	

Goal 4. Increase environmental sustainability and create a place for healthy living.

Objective 1. Ensure all new construction is built with high-quality, sustainable, high-efficiency components.	All new housing is developed using high quality materials and energy efficient systems	GDPM WOD Cooper	ST	
Objective 2. Improve the energy efficiency and the health of existing owner-occupied homes through comprehensive rehabilitation.	All homes with children who test for EBL are remediated	MCPH DPS County Corp.	MT	
	50 homes renovated	COD County Corp. Rebuilding Together Dayton Habitat For Humanity	LT	
	Achieve LEED-ND Stage 1 Certification	GDPM Woda Cooper	LT	



The background is a hand-drawn grid on yellow paper. The top row contains four columns with the following text: '1850- '75', '1875-1900', and ''00'. The second row contains 'People', 'Wright Bros, Pullman, Pullman, Pullman', and 'Jamaican Rev. D'. The third row contains 'Accomplishments, Innovations, Festivities', 'Poetry, Art', and 'Flis'. The fourth row contains 'Milestones, Events', 'Show', and '1913 F'. The fifth row contains 'Sense of Place, Spirit'. The text is written in black marker.

"I'll never lose hope in our community. We are strong people, and we have pride. We will overcome." -Resident

"It's time we changed our story. What people outside of West Dayton think about us isn't the truth. We are so much more than what people see on the news."

-Resident

- '25	'25- '50	'50- '70	'70- '80	'80-
<p>T. S. A. Parsons</p> <p>De Soto Buss</p>	<p>Melvin Edwards</p> <p>Mabel Evans</p> <p>Lelia Mrs Francis</p>	<p>Judge Russell Luther Carter</p> <p>Ray Marlowe</p> <p>Marshall Rock Jones</p>	<p>Bing Davis →</p> <p>Lloyd Lewis</p>	
<p>Art, Art</p>	<p>Art</p> <p>CLASSIC</p> <p>PALACE THEATRES</p> <p>NightLife on Fifth</p> <p>+ Bank St.</p>	<p>Stainless Steel</p>	<p>Art, Funk Music</p> <p>Blues Music</p> <p>Classic + R+B</p> <p>R+B Funk</p>	<p>Art, Mus</p> <p>R+B</p>
<p>cleaners</p> <p>ood</p>	<p>GM, Delco</p> <p>De Soto Buss</p> <p>McCalls</p>		<p>Factories close</p> <p>clothes</p>	
	<p>Dexter Tired Fisher Duron</p> <p>uplifting, booming,</p> <p>healthy</p> <p>Linden Center - cultural center</p> <p>SWATS CLUB</p>		<p>Economy worsens</p>	<p>Decline, blight</p>

Chapter 5

Identity

“What you hear on the news isn’t a true reflection of who we are. We are so much more than that.” -Resident

“If we can change our image, people will have a better sense of belonging to something. Now is the time to do that.” -Resident

“History is on our side. So many great things have come from this neighborhood – musicians, artists and inventors – we’ve got to start telling the story from the African American perspective.” -Resident

Chapter 5

Identity

The community is proud of the neighborhood, and others recognize it as a positive place.

Throughout this planning process, residents have expressed their concern regarding the overall negative perception of West Dayton generally and of public housing residents specifically. Many people who live in West Dayton are proud of their community and its history and easily recall fond memories of what it once was. West Fifth Street was once the cultural center of West Dayton, with theaters, music clubs, and restaurants, and Germantown St. was a thriving business district. The area was home to artists, poets, inventors, laborers, and business leaders, all of whom made contributions to the region, state, and country. There is even a home that was part of the Underground Railroad that moved slaves from the south to free states north.

Abundant employment opportunities also existed in West Dayton during the peak of the manufacturing heyday. These manufacturing jobs allowed residents to make good wages and to take care of their families, own their own home, send their children to college, and retire with financial security. In conversations, especially with older residents, there is concern that this legacy will be lost.



Capturing stories from residents at Community Cookout.

While West Dayton does face its share of crime, that crime is only a piece of the community's story. Unfortunately, the negative press outweighs positive news, particularly in Greater Miami Chapel. This negatively impacts the future of West Dayton and its ability to attract new residents and to grow the job base. It also feeds a sense of despair and concern among residents that they are fighting an uphill battle regarding their image.

Progress toward the goals, objectives, and activities of this chapter has begun with the support of Choice Action Funding.

Goal 1: Provide an opportunity for residents to tell their own story and rebrand their community.

Through conversations with community residents, it is clear that they have a great sense of pride, strength, and perseverance. They do not want to be defined by the decline of the last several decades. Instead they are ready to push forward toward a new beginning – a new normal.

Senior residents of DeSoto Bass have fond memories of the sense of community they once had in their neighborhood. Over the years, some feel that this sense of community has been lost and that “outsiders” have shaped the perceptions and community brand. During extensive community outreach, a theme of wanting to take back the brand or story of the area emerged. Residents understand that they have a voice in shaping and telling their story. Developing an authentic and genuine brand story will give people a sense of belonging and purpose, and building capacity around telling this story will begin to counter-balance

the negative narrative that currently drives perceptions. Enhancing the brand and sense of community will positively affect the success of the transformation plan.

Objective 1: Create a West Dayton “brand” with the community.

The Great Miami River not only physically divides the City of Dayton into a western side and an eastern side, but also creates a cultural and racial divide. “West Dayton” is a both a term of pride and divisiveness. Reshaping the narrative and establishing a positive identity will lead to the long-term success of the transformation plan. Working with the community to capture their voice and vision of the future is integral to the success of developing a West Dayton brand that can instill and fortify pride in the community. Furthermore, creating positive associations with West Dayton will help shape the narrative in ways that will begin to change perceptions throughout the region. The West Dayton brand will be defined by the people and be crafted into a story that can be told in a consistent manner, resulting in a new narrative. A community brand becomes a rallying point – a catalyst – a battle cry of sorts. It becomes a stake in the ground that creates a sense of belonging and purpose and contributes to the sense of pride and hope for people, replacing fear with optimism.



Example of other Dayton area murals

Activities

1. Engage a marketing professional who works directly with residents and community stakeholders to facilitate the development of a story and brand that captures the essence of Greater Miami Chapel.
2. Develop a Neighborhood Branding Kit that describes the story and establishes a common visual language, including logos, fonts, colors, etc.
3. Develop a targeted early activation plan for storytelling that shapes future efforts and brings positive attention to the community.
4. Develop a communication plan that helps to share and advance rebranding efforts with external stakeholders and media outlets.

Goal 2: Use public art and placemaking to preserve history, express community vision and to positively impact outside perceptions.

Dayton, specifically West Dayton, has a thriving arts and culture environment. Many prominent artists call Dayton home, and their skills, talents and experience can be harnessed to help tell the West Dayton story and the Renew Miami Chapel vision through public art. Public art is intended to express the residents' collective dreams for their community and to bring attention to and activate underutilized sites that have development potential.

Objective 1: Use public art opportunities to enhance the branding efforts.

The City of Dayton is embracing the emergence of murals throughout the city. While primarily focused downtown, murals have started popping up in many locations on both publicly and privately controlled infrastructure.



In Greater Miami Chapel, murals and other forms of public art will be used to change the public narrative about the area; to revitalize spaces; to improve the first impressions along Germantown Corridor; and to catalyze further corridor improvements. Public art in Greater Miami Chapel will be used to tell a story about the community that is driven by residents and to change the way targeted spaces are viewed by both residents and visitors to the area. As the brand guidelines are developed, artists can consider how their art could capture the spirit of the brand to help reinforce the narrative.

Activities

1. Partner with the Dayton Visual Arts Center, City of Dayton, Sinclair Community College, and residents to develop a series of murals in highly-visible locations.
2. Through a community-driven process, select artists to create a cohesive narrative along the Germantown corridor that tells the story of the community and, as one resident put it “celebrates the past while looking to the future.”

Objective 2: Use public infrastructure projects as place-making opportunities to enhance the branding efforts.

Along Interstate 75, in the more affluent suburban areas, interchanges are being transformed into placemaking opportunities. Where one could previously only find grass, concrete, and the typical blue or green highway signs, these interchanges have interesting landscaping, native grasses, hardscaping, and identity signage that help to create a sense of place, public pride and consumer confidence. These placemaking efforts do not only happen around highways; in neighborhoods, they happen through coordinated street lighting geared to the pedestrian scale, generous tree lawns, street trees, gateway signage, and street furniture. In Greater Miami Chapel, these types of physical branding elements will be developed in coordination with the brand guidelines as further reinforcement of the brand.

Activities

1. Work with City of Dayton Civil Engineers and the Ohio Department of Transportation to incorporate placemaking efforts into infrastructure projects at highway interchange and major intersections.
2. Work with other project partners to identify additional sources of leverage to better position these projects for public funding.
3. Work with other project partners to identify opportunities to further the goals; for example, partners can incorporate signage and wayfinding into planned bike route extensions and key corridors.

Chapter 5

Identity

The community is proud of the neighborhood, and others recognize it as a positive place.

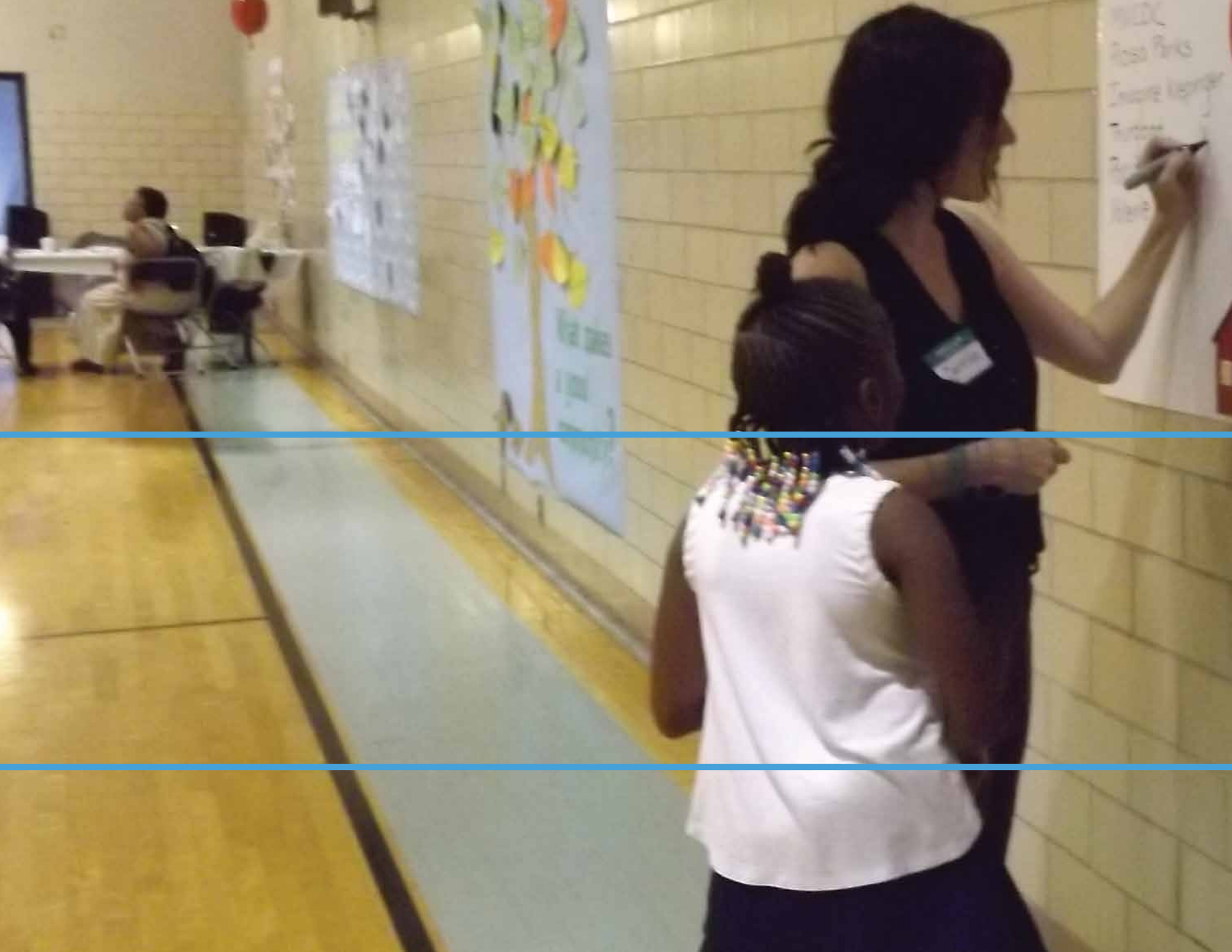
Goal 1. Provide an opportunity for residents to tell their own story and rebrand their community.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Create a West Dayton “brand” with the community.	Community consensus on brand concept along with activation plan.	Align 2 Market Resident Leaders CityWide	ST	Choice Action Funding WDDF
	Neighborhood Branding Kit developed.	Align 2 Market Neighborhood Assoc. COD	ST	City of Dayton Mini Grant

Goal 2. Use public art and placemaking to preserve history, express community vision and to positively impact outside perceptions.

Objective 1. Use public art opportunities to enhance the branding efforts.	Four murals created in the GMC development area.	CityWide GMC Arts Committee	ST	Choice Action Funding DDF Private Philanthropy
Objective 2. Use public infrastructure projects as placemaking opportunities to enhance the branding efforts.	Add placemaking elements to all transportation projects proposed for GMC	COD CityWide	ST, MT, LT	Private Philanthropy Choice Partners





a great
neighborhood
school?

Chapter 6

Education

What makes

a great

neighborhood

WHAT MAKES A GREAT SCHOOL?

“Community involvement by giving back, by participating in school programs.”

-Resident

Chapter 6

Education

The community is improving education outcomes for children and is proud of its schools.

The three public schools within Greater Miami Chapel- Louise Troy Elementary School (Pre-K – 6), Wogaman Middle School (7-8), and Dunbar Early College High School (9-12) - all receive Title I funding. During the 2016-2017 school year, DPS was ranked the second to last in the state of Ohio performance index rankings, a comprehensive district performance measure. Along with the majority of Dayton public schools, Louise Troy, Dunbar, and Wogaman all received an F on the 2016-2017 school report cards for achievement, based on student performance on state tests. Despite this overall failing grade, some schools have been making strides. Wogaman for example, had the highest progress score of any middle school in the district, a score that measures student improvement from year to year.

In addition to poverty and school performance, the prevalence of charter schools impacts how children are educated. Throughout the city, close to a third of students enrolled in school attend one of 46 charter schools located within Montgomery County. During the 2015-2016 school year, Dayton had the eighth highest percentage of students enrolled in charter schools in the entire nation. Among DeSoto Bass and Hilltop residents, charter school enrollment is even higher, reaching closer to 50% of all school-age students living in those communities. While there are some high-quality standouts, the majority of charter schools in Dayton have similar scores to the struggling public schools.



As a result of these conditions, students living within DeSoto Bass and Hilltop attend a range of schools across the city. Strategies for improving resident education outcomes must take this into account and focus on neighborhood-based, out-of-school time (OST) resources.

Goal 1: Improve access to high-quality learning programs for families with young children.

The education and academic success of children is integral to a healthy community. The quality and availability of early learning programs for families is a key determinant of future success for the children within the neighborhood. In 2015-2016, only 20.5% of Dayton Public School children entered kindergarten on track and ready to learn; greater access to high-quality preschool programs can increase that percentage.



Reading together at Hilltop Homes afterschool program

While the GMC community has sufficient existing child care providers to meet overall demand, only 20% of these providers have achieved any stars in Ohio's voluntary Step Up To Quality (SUTQ) Rating System. As explained later, this is significant because Dayton recently adopted Preschool Promise, which connects financial support to quality ratings. The following goals and objectives focus on increasing the quality of existing providers, as well as providing education and support to families seeking quality early learning opportunities for their children.

Objective 1: Increase number of children birth to age 5 enrolled in high quality preschool or child care.

Getting children enrolled in high-quality preschool or child care is an important community goal within Dayton. In 2016, voters throughout Montgomery County approved a tax increase that would help to fund preschool tuition assistance for families, quality assistance to existing preschool and child care centers, and expansion of high-quality preschools. Preschool Promise, the organization coordinating these efforts, has been a member of the Renew Miami Chapel Education Committee and a partner in forming early childhood learning strategies in this community.

Close to 29% of families with children in DeSoto Bass say that they currently need child care. In order to address this, the Renew Miami Chapel planning team will work with their partners to connect families with young children to star-rated programs that meet their needs and to raise awareness about early childhood development and the importance of early learning.

Activities

1. Support recruitment for quality early learning programs and increase enrollment in star-rated programs. Case managers with GDPM's Department of Community Initiatives and Jobs Plus will link their clients to high-quality providers. Preschool Promise outreach workers will conduct information sessions for parents and families within the neighborhoods.
2. Provide educational opportunities for families about early childhood development and how they can support it in the home. This includes supporting existing Preschool Promise efforts to educate families on the importance of preschool for a child's future academic success.
3. The Renew Miami Chapel planning team will work with early learning partners to provide training and resources to family members with young children that help support the child's development in the home. Case workers will connect pregnant mothers and families with young children to home visiting programs that can also support education in the home.

DPS Kindergartners on track and ready to learn

Per DPS, Learn to Earn



Objective 2: Increase the quality and capacity of child care and preschool in the GMC area.

High quality child care and preschool programs are critically important for the academic success of the child. In too many neighborhoods, there is often a lack of quality programs or available seats within the highly effective child care and preschool programs. In order to both maintain sufficient capacity and provide consistent, high-quality early learning for children in Greater Miami Chapel, existing providers will need technical assistance and support.

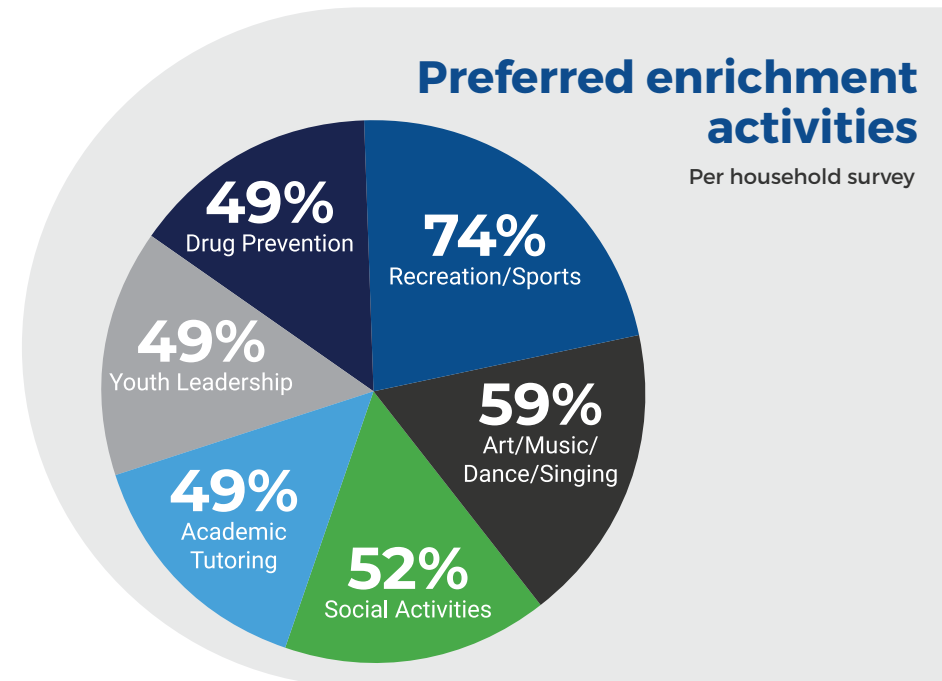
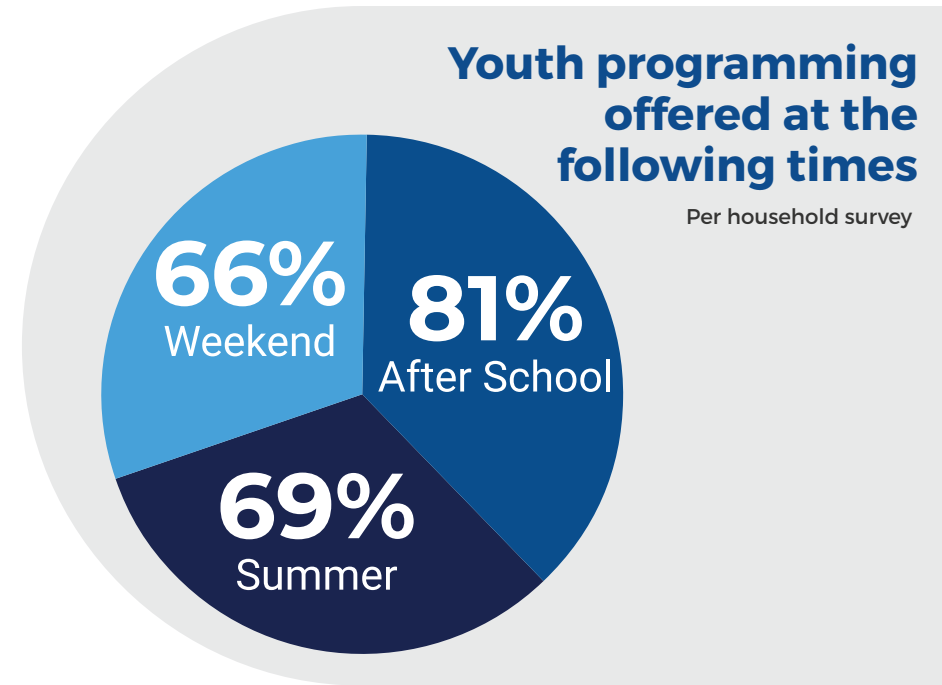
Moreover, the state is requiring that all child care providers currently receiving public funding have an SUTQ rating by 2020 to continue receiving funding. Without support, some existing providers will not be able to meet that deadline. For example, many small providers will face challenges in licensing, building overhead and maintaining their facilities. It also helps families by meeting multiple different child care needs in one location. The new center could also be used for outreach to families with young children and training and educational workshops.

Activities

1. Work with Preschool Promise to increase quality and capacity of existing child care providers in the community through quality support, funding, and technical assistance.
2. The Renew Miami Chapel team will develop a high-quality preschool and child care center along Germantown that allows multiple providers to share space and facilities in one building.

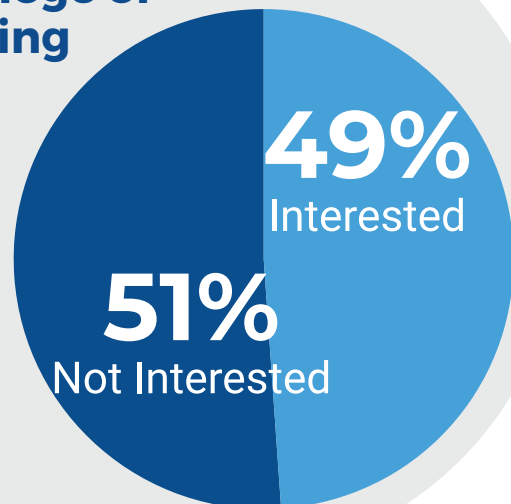
Goal 2: Increase number of students who reach grade-level proficiency in reading and math.

Far too often, Dayton students test below grade-level proficiency in reading and math. This can result in children being unprepared for high school and can increase the likelihood that a child may drop out of high school. To combat the high dropout rates, it is crucial to address performance issues at an early age and provide a solid foundation to help children reach and maintain grade-level proficiency in reading and math.



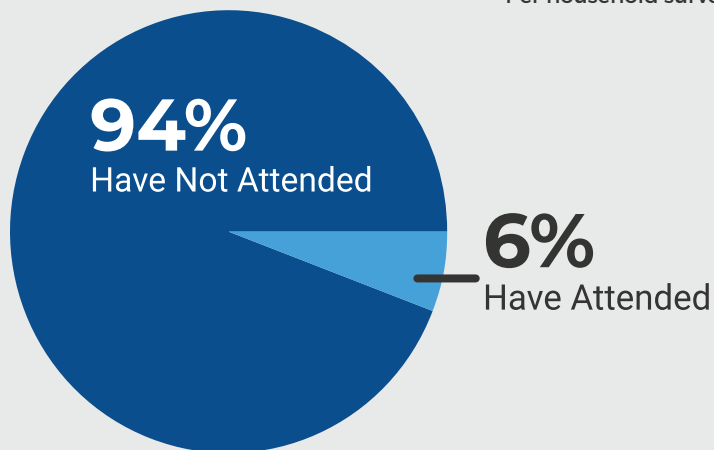
Residents interested in attending college or vocational training programs*

Per household survey



Residents who have attended college or vocational training programs

Per household survey



Objective 1: Expand learning by offering high quality afterschool and summer programming for all students.

Existing after school providers within the GMC area are currently working with Learn to Earn to develop consistent quality standards and a rigorous evaluation system focused on achieving shared goals. Learn to Earn Dayton is dedicated to fostering the success of all Montgomery County children from birth until their graduation from college or selection of a career. Their work with Renew Miami Chapel intends to increase the quality of the programs and improve their ability to impact students' academic achievement. Providers serving the youth of Greater Miami Chapel include: The Boys and Girls Club of Dayton, West Dayton Strong, the Madden Hills Library, and several churches in close proximity to DeSoto Bass and Hilltop.

Activities

1. Create a continuum of high-quality, collaborative after-school program options for students with increased enrollment.
 - After school providers in the area will develop a working group, led by Learn to Earn, that meets regularly, allowing them to coordinate programming and share data.
 - The Boy and Girls Club will expand available scholarships and target financial assistance to students living in DeSoto Bass as needed.
2. The Renew Miami Chapel planning team will work with Learn to Earn to bring a 21st Century Community Learning Center grant to Greater Miami Chapel to increase out-of-school-time options for students.
3. Develop quality summer programs that provide a safe activity for children and combat summer learning slide.
4. Renew Miami Chapel planning team will work with community partners to create programming around summer meal sites, provided by Dayton Public Schools.

Objective 2: Initiate programs and campaigns to encourage literacy.

The phrase “reading is fundamental” has never been more true than in today’s economy. Today’s jobs require the ability to read, even for the most basic jobs. The Renew Miami Chapel partners are committed to the success of the neighborhoods children, and an emphasis on literacy is paramount.

Activities

1. After school providers will work with organizations like Project Read and Learn to Earn to implement evidence-based literacy practices and to train employees and volunteers on how to effectively tutor students in reading. This will improve the quality of the work that is already being done and ensure consistency between programs.
2. Education and youth partners, as well as case managers, will support the Dayton Metro Library’s annual Summer Reading Challenge by providing information and utilizing their events and incentives to encourage their students to read every day throughout the summer.
3. Local out-of-school time providers will also work more closely with the schools and teachers to develop specific plans for students that will provide targeted additional literacy support in after school and summer programs.

Objective 3: Ensure that students are on time and in school every day.

Students cannot learn if they are not at school. Many students, however, are absent from school because of factors outside of their control, including transportation, family needs, or sickness (either on the part of the student or a family member). The Renew Miami Chapel partners will undertake the following activities to help reduce school tardiness and absenteeism in a proactive manner.

Activities

1. The Renew Miami Chapel people leads will partner with school staff and family members to help craft attendance intervention plans that provide community support, as well as school-based resources, for students working to increase attendance.

2. Students facing chronic absenteeism, who are not already enrolled in a regular after school program or mentorship opportunity, will be referred to a program.
3. Renew Miami Chapel will form a family support group within DeSoto Bass that allows families facing chronic absenteeism to help each other and develop plans to ensure their students are in school and on time.
4. Provide on-site opportunities for school-based health care through a telehealth partnership so students do not need to miss school to receive health care.

Goal 3: Develop post-secondary education and training opportunities that fit a range of student needs and interests.

In an effort to increase the number of students who are either attending a post-secondary education institution or pursuing a sustainable career path after high school, schools and community partners need to collaboratively engage students early in their education. Counselors, youth providers, and case managers can educate students on their potential opportunities and help them plan a viable path toward those opportunities.

Objective 1: Ensure all students have strategies to address barriers to graduation and a post-graduation plan.

All students need to create a post-graduation plan--whether they are planning to continue on to post-secondary education or to enter the workforce. Many students need clear guidance throughout high school to help them think through their options and to identify what actions they need to take in advance to be ready for graduation, especially if they are first-generation college students. It is also crucial to provide extra support to students who have additional barriers in their life to completing high school. Students can be derailed by unexpected obstacles or life changes outside of the academic sphere; if these are not addressed they can result increased drop-out or failure rates.

Activities

1. Work with after school providers to connect participating high school students to college resources, especially during the months of November and May.
2. Provide FAFSA (Free Application for Federal Student Aid) completion support to high school students. Learn to Earn already has a county-wide FAFSA completion program with resources in public and Catholic high schools. Through collaboration with local after school providers, these resources will also be made available outside of school.
3. Connect students with additional social services and resources as necessary to address barriers to graduation. For example, Renew Miami Chapel Education Committee will work to connect students who are pregnant with Help Me Grow, a home visiting support program for pregnant women and new parents.
4. Connect the families of high school students with the GDPM's Jobs Plus program: the Jobs Plus Coaches provide support to the entire family and can work with the students to address barriers and connect them to resources.
5. In 2017, Dayton was one of 17 communities named as a "Talent Hub," and Learn to Earn, in partnership with Sinclair Community College, received \$350,000 from the Lumina Foundation to focus on increasing college access and attainment. The Education Committee will work with these partners to connect Talent Hub initiative to GMC students.

While there are a wealth of resources focused on supporting high school students headed to post-secondary education, other strong options for many students, such as vocational training or apprenticeships, are not emphasized. It is important to create pathways to vocational training that are just as clear and well developed as the supports for post-secondary education, so that students clearly understand all of their options. Moreover, these pathways should focus on realistic options, connecting students interested in post-graduation careers to high-need industries and high-quality training opportunities. Multiple community and education partners will work together to develop a set of clear pathways to careers for students who are not planning to and/or able to attend college after graduation.

Activities

1. A partnership between the Ohio AFL-CIO, the Dayton Regional Labor Council, the Miami Valley Urban League, CareSource, Jobs Plus, and Dayton Public Schools will work collaboratively to create opportunities for students to access apprenticeships.
2. Support the implementation of career-based curriculums, both in school and with out-of-school-time providers. These include the Ohio Department of Education's Career Connections and the Montgomery County Educational Service Center's career curriculum.
3. Engage students in part-time and summer jobs and internships, including the Montgomery County YouthWorks program.

Goal 1. The community is improving education outcomes for children and is proud of its schools.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Increase number of children birth to age 5 enrolled in high quality preschool or child care.	Annual 10% increase in percent of children age 3-4 enrolled in a 4- or 5-star preschool.	Learn to Earn DPS MVCDC	ST Ongoing	Montgomery County Levy funding
Objective 2. Increase the quality and capacity of child care and preschool in the GMC area.	10% annual increase in the percent of preschools/child care center within GMC enrolled in Preschool Promise.	Learn to Earn	ST Ongoing	Montgomery County Levy funding

Goal 2. Increase number of students who reach grade-level proficiency in reading and math.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Expand learning by offering high quality afterschool and summer programming for all students.	25% of DeSoto Bass youth are Boys and Girls members and receive scholarship assistance.	Boys and Girls Club	ST Ongoing	Private Philanthropy
	1 school within GMC area received a 21st Century Community Learning Center grant.	Learn to Earn DPS Boys and Girls Club	MT	21st Century Community Center Learning Grant
	All summer meal sites have at least one youth activity a week planned.	DPS Summer meal program Dayton Metro Library West Dayton Strong	ST Ongoing	USDA Food Nutrition Service funding
Objective 2. Initiate programs and campaigns to encourage literacy.	10% increase in % of students at or above proficient level on 3rd-grade Ohio Reading Assessment in 2025.	DPS Learn to Earn Dayton Metro Library Project Read	LT	21st Century Community Center Learning Grant Private Philanthropy
Objective 3. Ensure that students are on time and in school every day.	5% annual increase in student attendance.	DPS GDPM CityWide Learn to Earn	MT Ongoing	21st Century Community Center Learning Grant Private Philanthropy

Goal 3. Develop post-secondary education and training opportunities that fit a range of student needs and interests.

Objective 1. Ensure all students have strategies to address barriers to graduation and a post-graduation plan.	10% annual increase in HS students completing the FAFSA, starting in 2020.	Learn to Earn	MT	Lumina Foundation Talent Hub Grant
	50% of HS student families are members of Jobs Plus.	CareSource DPS	MT	Jobs Plus
Objective 2. Create multiple career paths for graduation seniors.	10 HS students annually participate in an MVUL or Dayton Regional Labor Council vocational training program after graduation.	CareSource MVUL DPS DRLC	ST Ongoing	Jobs Plus
	50% of HS students participate in a summer job shadowing or internship experience.	DPS Montgomery County	MT Ongoing	Jobs Plus

I DREAM OF A NEIGHBORHOOD

"Where neighbors take care of neighbors" -Resident

I DREAM OF A NEIGHBORHOOD

"Where people are not afraid to visit me" -Resident

I DREAM OF A NEIGHBORHOOD

"Where people are not afraid to visit me" -Resident

tutoring Programs

BASKETBALL TEAMS & LEAGUE

Has people working together to help the community

Splash Park for the children in the summer

Safe for the children & seniors

Clean & beautiful

Productive, & in cultural

No Parking on the grass

Sharing and caring for the needy

Beautiful Yard Certificates

Have no violence

No guns

More participation from parents in our children's programs

Mixed community

Mixed income

loving people

good homes

We're we watch out for each other

No trash

Neighbor hood watch through your wall your own neighbor homes through camera's

Pool and slide

Without Violence

Better School

Program for kids

Has new construction and better housing

I dream of having a recycle community

RESPECTFUL NEIGHBORHOOD

A Skateboard Park

More Art

No killing people

Dayton Dragons

The team use alleged league names

Office building

have heart

Caring

Mixed income

loving people

good homes

We're we watch out for each other

No trash

Neighbor hood watch through your wall your own neighbor homes through camera's

Pool and slide

Without Violence

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RESPECTFUL NEIGHBORHOOD

A Skateboard Park

More Art

No killing people

Chapter 7

Well Being

Without Bullies.

Do Away
With Danner
Store

Drug Free

Drug Free

Be nice to
Others

Stores and Restaurants Near
by Living Spaces

CLEAN,
Colorful
Help to

Less guns
shots!!!!

People to stop shooting outside my house.

Be Nice
to Your neighbors
😊

Adult
"big" swing set
sets / or 2

People are not afraid to visit me

Viable Business District

Basketball
Courts with
Light

Bearbratland
Nice GARDEN

Baby sitting
Co-op

No litter

A grocery store less than 5 miles away

A Cleaners,
pet groomer, grocery store,
dog park, community
unity!

I want there ^{♥DNK}
to be a treehouse
for all the kids

Store

I want there to be less construction

Police are on site more.

Petting

Speed Bumps

Game room
☺

gameroom!

more
diverse
community

People working together to make this neighborhood safe

Let people
be themselves
-Acceptance-

as more
black-owned
businesses

Jobs
Mentors



I DREAM OF A NEIGHBORHOOD

“To have a
safe place
to live.”

-Resident

Chapter 7

Well Being

The community feels safe and is secure in their mental and physical well-being.

A holistic approach to improving well-being in Greater Miami Chapel must address safety, food insecurity, access to health care, and healthy lifestyles. Currently, the prevalence of crime in Greater Miami Chapel not only impacts the daily lives of residents throughout the community, but also plays a role in feeding external negative perceptions. In 2018, the last traditional grocery store left West Dayton, and residents are now seeking innovative ways to increase access to high-quality food. Moreover, while the majority of residents in DeSoto Bass and Hilltop have indicated they have access to health care, health problems still plague the community, many of which are going untreated. The following goals are designed to increase safety and improve overall well-being for residents.

Goal 1: Reduce personal violence in homes and neighborhoods.

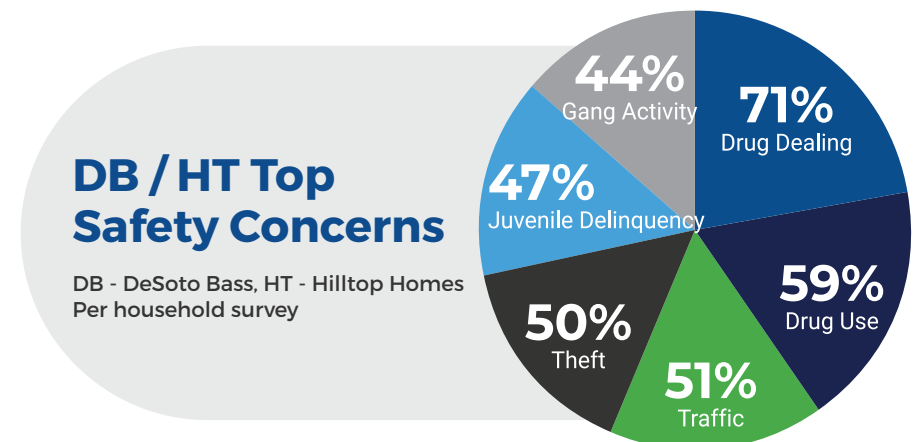
During the Renew Miami Chapel visioning events, residents were asked about their dreams related to safety in their community. The most frequent responses were: 1) More police patrols in the area, 2) A drug free neighborhood, and 3) No shootings. The household surveys undertaken during the planning phase indicated that 50% of residents in DeSoto Bass feel very unsafe in their neighborhood after dark, and for the past three years, the Miami Chapel neighborhood has had a Part 1 crime rate of 73.6 people per 1,000. This is approximately three times higher than the overall City average.

This high crime rate affects people's confidence in the neighborhood, negatively impacts their mental and physical health, and can be a key deterrent from their willingness to engage in the larger community. The following objectives and activities are designed to reduce crime rates and

encourage active resident participation through collective partnerships between residents, community partners and law enforcement.

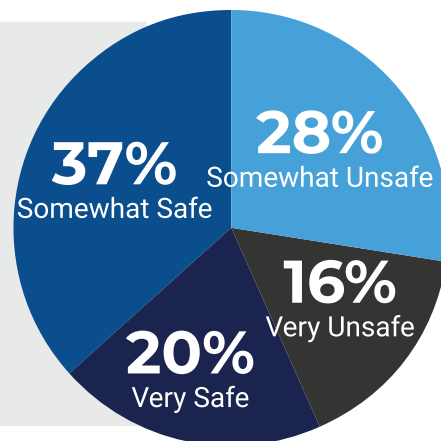
Objective 1: Encourage community policing and active community involvement to reduce crime.

Community policing is a law enforcement partnership between neighborhood residents and local police officers with proven success in Dayton and throughout the country. To be successful in Greater Miami Chapel, all partners must be committed to success, including the residents, local law enforcement, GDPM management, and the development partners. The following activities are designed to improve collective safety in the neighborhood and build mutual trust among the partners.



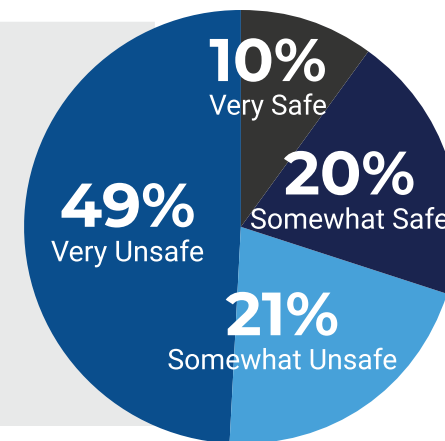
Residents' feelings of safety during the day

DB - DeSoto Bass, HT - Hilltop Homes
Per household survey



Residents' feelings of safety during at night

DB - DeSoto Bass, HT - Hilltop Homes
Per household survey



Activities

- Design a community policing program that responds to the unique needs of Greater Miami Chapel, using best practices of Dayton Police Department's (DPD) current and past work in community policing to inform the strategy.
- Continue the partnership with Resident Councils to promote a safe reporting system for residents that allow them to directly report information to specific DPD officers assigned to their communities.
- Increase awareness of lease requirements and tighten enforcement procedures.
 - GDPM management will send out letters twice a year reminding residents of existing lease requirements and informing residents that enforcement of leases will be uniformly upheld. This will serve both to educate residents on the requirements currently contained within the lease and also to encourage compliance with lease requirements.
 - GDPM will increase enforcement of those requirements and work with DPD to remove residents who are involved in reported criminal activity, per HUD policy.
- The Resident Councils will continue the established tenant mentoring program in which older residents will provide support to younger residents focused on personal life skills that will help them successfully maintain their lease requirements.
- GDPM will add "no trespassing" signage onto properties within GMC to reinforce increased enforcement efforts. DPD confirms that many incidents of crime at DeSoto Bass and Hilltop are perpetrated by non-residents.

Objective 2: Improve police and resident/youth communication to foster trust, fairness and respect.

While an increase in a visible police presence is a desire of more than 60% of residents, creating trust between the community and the police is critical to ensuring mutual accountability in the public safety process. Residents have indicated a need for more relationship-building between residents and the DPD officers assigned to their neighborhoods, especially with young residents. The Renew Miami Chapel Safety Committee will create opportunities for residents and officers to interact outside of incident response, including participation in regular community events, such as community picnics and clean ups. DPD officers assigned to DeSoto Bass and Hilltop are already a frequent presence at events, so this initiative will build on existing efforts.

Activities

1. DPD will continue targeted youth programming in the area, including the Badges for Baseball Program, which pairs officers with children attending programs at the Boys and Girls Club to play baseball. Officers will also have a presence at annual summer programs, like Freedom Schools, a program which offers academic support to Dayton Public school children during the summer.



Dayton Police Officer painting resident's face at Harvest Fest

Goal 2: Ensure that neighborhood and housing design improve safety and encourage a unified neighborhood.

In addition to reducing violence, a crucial component of helping residents feel safer within their neighborhood is to design a physical environment that supports safety. Such design features include improving the routes residents use to travel through their neighborhoods, providing sufficient lighting at well-used locations, strategic placement

of landscaping and designing new housing with safety in mind. Successful safety design implementation can change the way residents and visitors feel about their community and reduce incidences of crime. Moreover, residents have repeatedly expressed a desire for additional lighting along well-used corridors and in popular parks that would allow them to feel more comfortable walking through their community after dark. According to a household survey, 50% of residents believe that better street lighting would be effective at preventing crime; furthermore, while 83% of residents feel that there are parks available to them within walking distance, only 43% of those residents feel safe walking to the park.



Dayton Police Officers at the Community Visioning Event

Objective 1: Utilize CPTED principles in housing design.

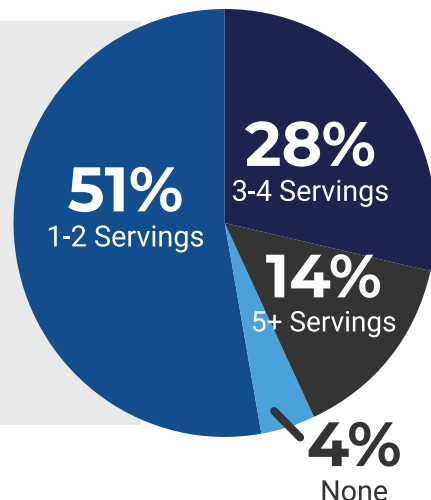
New housing design, created in collaboration with Woda Cooper Companies, will incorporate CPTED (Crime Prevention Through Environmental Design) principles into the entire development. This will include the orientation of the housing on the site and visibility of pathways, use of security cameras, and the walkability of the site. Design of new housing will also take into account how it is connected to community resources and amenities that are commonly used and how residents will access those amenities.

Activities

1. Evaluate street lighting throughout Greater Miami Chapel and incorporate strategic lighting updates on commonly used routes and major corridors.
2. Review and evaluation of the proposed site plan by Dayton Police CPTED expert and incorporate suggested strategies into site design.
3. Create safe walkways between housing and amenities to make it easier for residents to access amenities, including a targeted pedestrian path between Pineview and Lakeview neighborhoods and the recently-improved Mallory Park.

Residents' servings of fruits and vegetables for adults per day

DB - DeSoto Bass, HT - Hilltop Homes
Per household survey



Goal 3: Reduce food insecurity.

Greater Miami Chapel is part of a larger food desert throughout West Dayton. In 2018, Aldi's, one of the only full-service grocery stores in West Dayton, closed, heightening the already challenging food insecurity that residents were facing. Residents have made it clear that rather than pursue another large grocery chain, it is time to develop innovative and sustainable food options that do not depend on a national chain. The following strategies to address food insecurity are rooted in a community process and seek to provide a creative array of solutions that will address different facets of the problem.

Objective 1: Support larger collective impact planning efforts to address food insecurity.

A countywide planning effort is underway to provide long-term solutions to the food insecurity that many residents face. Led by a partnership that includes the City of Dayton, Montgomery County, Public Health of Dayton & Montgomery County, and the Hall Hunger Initiative, this process will result in broader, high-level policy solutions, as well as micro-solutions that are targeted at the unique needs of specific neighborhoods. The City of Dayton and CityWide Development have been participants in the

planning discussions and will continue to connect this process to the GMC neighborhoods.

Similarly, the West Dayton Food Access Collective Impact Project (WDFACIP) is a collection of urban agriculture, public health, and community development organizations, including CityWide Development, that work together to fight food insecurity in West Dayton. The WDFACIP goals are focused on a) nutritional education, b) better access to healthy food, and c) growth of an inclusive and sustainable food economy in West Dayton.

Activities

1. Provide accessible cooking classes and nutrition education to residents through a collaboration with WDFACIP partners.
2. Expand local community garden and urban agricultural offerings by supporting the maintenance of existing gardens and encouraging the growth of new community garden partnerships through education and gardening resources. Through the WDFACIP, continue to partner with the Edgemont Solar Garden and support its efforts to develop self-sustainable urban agriculture in West Dayton.
3. Ensure that all students in Greater Miami Chapel have access to summer meal programs and expand usage of those programs through targeted outreach to high-need communities in partnership with Public Health.
4. Increase access to healthy meals in after school programs.
5. Work with GDRTA to increase accessible transportation options between public housing communities and grocery stores, including adding new routes, ensuring current routes include reasonable grocery options, and providing specialized transportation to senior citizens that includes groceries.

Objective 2: Develop sustainable, innovative local grocery options.

In 2018, when Aldi's left West Dayton, it became clear that traditional grocery stores were no longer a dependable option. Residents are seeking creative and self-sustaining ways to increase access to high-quality and affordable food by supporting existing local businesses and food entrepreneurs and partnering directly with local food suppliers.

Activities

1. Improve access to expanded and nutritious grocery options at existing corner stores in collaboration with the Public Health Food-for-Sale work group initiative. The Food-for Sale initiative works with specifically targeted, well-used corner stores to help them source new products and provide customers with more nutritious options. Continue to support these efforts at specific stores in GMC, such as the West Side Market and Food City on Germantown St.
2. Partner directly with local farmers and Homefull to provide access to fresh meat, dairy, produce, and dried goods through bulk delivery and regular farm stands on-site.
3. Develop a kitchen incubator on the site of a former restaurant on Germantown that would provide affordable commercial kitchen space for food entrepreneurs, healthy and affordable food options for residents, and space for further nutrition and cooking education.

Goal 4: Improve resident access to health and wellness programs and high-quality care.

While 91% of residents in DeSoto Bass and Hilltop have health insurance and 85% have indicated that they do have access to a doctor's office or health clinic, a variety of persistent health problems still plague this community, many of which are going untreated. For example, according to the household survey, 62% of all adult residents suffer from heart disease and 49% have asthma. The following strategies strive to address lifestyle and housing conditions that exacerbate health problems and better connect residents to existing programs and resources that can address health challenges.



Crockpot Cooking Class



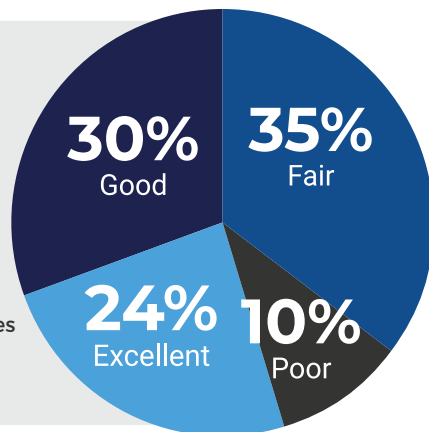
Container gardening at Hilltop Homes



Boys & Girls Club Community Garden

Residents How do you rate your overall health?

DB - DeSoto Bass, HT - Hilltop Homes
Per household survey



Objective 1: Increase access to high-quality health care and holistic wellness services.

Families who have easy access to healthcare and wellness programs are more likely to have health issues addressed in a timely manner. There are an abundance of health resources throughout Dayton and Montgomery County, especially in high need areas, such as infant mortality and asthma. Many of these resources go underutilized due to lack of awareness, stigma, or transportation challenges. The following activities are designed to deepen participation in existing programs and improve the overall health of the neighborhood residents.

Activities

1. Expand onsite Public Health programs and services.
2. Through a partnership with Dayton Children's, create tele-health opportunities at GMC schools and local health clinics to increase convenient access to doctors.
3. Develop a physical and mental health wellness center on Germantown St. in collaboration with Sunlight Village, the Alcohol and Drug Addiction and Mental Health Services Board, and other health partners that target resident needs.
4. Provide cross-sector trainings focused on trauma-informed care for a range of staff working with residents and youth in Greater Miami Chapel.

Objective 2: Increase access to fitness and physical well-being for residents.

Residents of Greater Miami Chapel have limited access to nearby, affordable options for fitness and physical well-being. There are no gyms or affordable fitness centers within these neighborhoods right now; the closest recreational center is more than a mile away. Many of the neighborhood roads are not pedestrian-friendly and do not encourage walking/biking, and nearby parks lack purposeful walking paths. In addition, close to half of all residents have said they do not feel safe during the day in their community even if they had access to walking paths and better sidewalks. For many residents, the lack of physical fitness options can lead to a host of more serious health problems later in life: currently 49% of residents have high blood pressure and 39% currently have diabetes. The follow strategies are targeted at providing residents with options to encourage physical well-being and fitness.

Activities

1. Redevelopment plans will include an onsite fitness center, increased walkability as indicted by the proposed site plan, and the addition of a walking path at the onsite park.
2. The Boys and Girls Club has partnered with Planet Fitness to develop gym access for the community inside their building, providing an indoor and affordable exercise option for residents.
3. Through a partnership with a local fitness organization, the Renew Miami Chapel planning team is offering exercise and yoga classes to adult women and youth onsite; these classes are specifically crafted to meet the needs of the residents participating.
4. Through a partnership with University of Dayton River Stewards, the Madden Hills Neighborhood Association is improving a park in their neighborhood and adding walking paths, aimed at providing spaces for seniors to exercise.
5. Through a partnership with Dayton Children's Hospital facilitate walkability surveys with children to evaluate existing walkways and where improvements need to be made.

Objective 3: Reduce high rates of asthma.

According to data gathered by the Greater Dayton Hospital Association, Greater Miami Chapel is located in a zip code containing much higher incidences of child asthma emergency department visits and admissions than the rest of the City of Dayton. Asthma can prevent a child from participating in normal activities and increase school absences, as well as result in increased hospitalizations. The Dayton Asthma Alliance, a coalition of agencies led by Dayton Children's, is focused on addressing these issues through a collective impact framework. The Renew Miami Chapel planning team has partnered with Dayton Children's to identify specific actions that could reduce asthma rates.

Activities

1. Provide additional training and support to school nurses on asthma triggers and management.
2. Educate families and children on asthma triggers and help children learn how to manage their own symptoms more effectively.
3. Ensure that the new housing built in Miami Chapel encourages healthy living and removes any environmental triggers that can be found in out-dating housing units. Specifically, all units will have central air conditioning.

Objective 4: Reduce infant mortality rates.

The GMC area zip code is also a high priority area for reducing infant mortality rates. The Infant Mortality Task Force, led by Public Health of Dayton and Montgomery County, is a collective impact effort working to reduce preterm births with a range of strategies focused on reducing substance misuse in pregnant women and reducing the infant mortality racial disparity. The Task Force was recently awarded a \$3.1 million grant to fund specific initiatives around reducing infant mortality rates in high priority areas like the GMC zip code.

Activities

1. Refer high-risk mothers, especially younger pregnant women, to Help me Grow Brighter Futures and Nurse-Family Partnership for home visiting services.
2. Connect residents to the Family Wellness Community Health Worker program, a collaboration between Catholic Social Services and the West Dayton Health Promotion Partnership that will utilize peer health workers to educate and connect residents to services.
3. Work with established mentoring program (previously referenced in safety goals) to include parenting resources and education for younger mothers and pregnant women.

Chapter 7

Well Being

The community feels safe and is secure in their mental and physical well-being.

Goal 1. Reduce personal violence in homes and neighborhoods.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Encourage community policing and active community involvement to reduce crime.	Creation of local hotline for police program and safe places to meet with DPD.	COD-DPD	ST	COD Mini Grant Private Philanthropy
	Lease requirement reminder letters sent to tenants twice annually	GDPM	ST	GDPM
	10 mentee women complete the mentoring program per cohort	Resident Council leaders	ST Ongoing	CityWide – community organizing
Objective 2. Improve police and resident/youth communication to foster trust, fairness and respect.	DPD officers participate in 4 community activities a year.	COD-DPD Boys & Girls Club Dayton Public Schools	ST Ongoing	DPD DPS

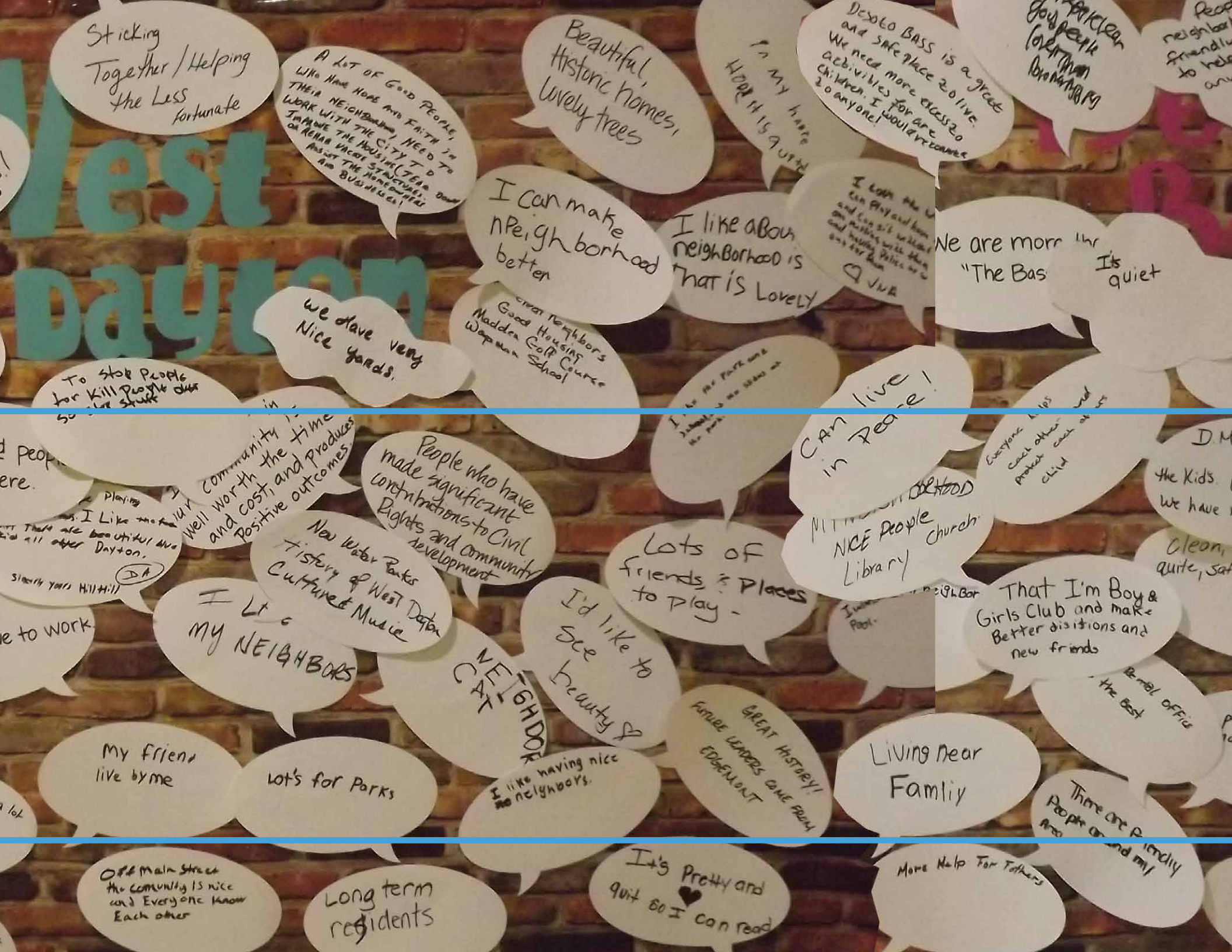
Goal 2. Ensure that neighborhood & housing design improve safety & encourage a unified neighborhood.

Objective 1. Utilized CPTED principles in housing design.	CPTED Principles for Safety are part of final developments, including street lighting.	GDPM/Developer Dayton Police Dept. COD Engineers	MT	In-kind DPD COD Public Works budget 2020
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Goal 3. Reduce food insecurity.

Objective 1. Support larger collective impact planning efforts to address food insecurity.	Offer four cooking classes annually	WDFACIP partners	ST Ongoing	Grant funding to West Dayton Food Access Partners
	Maintain a minimum of 3 community gardens throughout GMC area	CityWide, Homefull Edgemont Solar Garden	ST Ongoing	COD Urban Agriculture Programs
	Provide meals to 150 children throughout the year	Dayton Public Schools CityWide Dayton Cooks	ST Ongoing	Dayton Public Schools, USDA Food Program Private Philanthropy

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 2. Develop sustainable, innovative local grocery options.	Increase number of people involved in CSA by 50%.	CityWide Farmers	ST Ongoing	Fees paid by resident participants
	Two farmers markets offered each summer in GMC area	CityWide, Dayton VA Homefull	ST Ongoing	Fees paid by resident participants
Goal 4. Improve resident access to health and wellness programs and high-quality care.				
Objective 1. Increase access to high-quality health care and holistic wellness services.	Provide telehealth partnership with Dayton Children's in 2 area schools	Dayton Children's Choice People Partners	MT	Dayton Children's funding
	Offer an annual cross-sector training on trauma-informed care at GNC Town Center	Sunlight Village GDPM YWCA	MT	Sunlight Village Counseling Resources for Services.
Objective 2. Increase access to fitness and physical well-being for residents.	Monthly classes offered onsite to residents.	GDPM YSL Fitness and Exercise Coaching Boys and Girls Club: Planet Fitness facility	ST Ongoing	Boys and Girls Club Fitness investment
	Walking track for seniors created in the Madden Hills Park	CityWide UD River Stewards Madden Hills Neighborhood Association	ST	West Dayton Development Fund UD River Stewards fundraising
	100 surveys completed with GMC children	CityWide Dayton Children's Choice Partners	ST	Dayton Children's
Objective 3. Reduce high rates of asthma.	Two trainings held annually to school nurses in GMC area	Dayton Children's	ST Ongoing	Dayton Children's
	Two training held for parents at neighborhood sites	Dayton Children's Resident Councils CityWide Organizers	ST Ongoing	Dayton Children's
	All units built have central air conditioning	GDPM, CareSource Developer	MT	Incorporate into housing design
Objective 4. Reduce infant mortality rates.	Refer 100 high risk mothers living in the GMC area to home visiting programs	GDPM referrals	ST Ongoing	Help Me Grow Brighter Futures
	Increase mentoring network by 20% annually	Resident Councils CityWide		CityWide community organizing and materials



Sticking Together / Helping the Less fortunate

Beautiful, Historic homes, lovely trees

Desoto BASS is a great and safe place to live. We need more access to activities for our children. I would welcome 20 anyone!

Keep clean your people love them for many years

People neighborly friendly to help anyone

A lot of good people who have hope and faith in their neighborhood. I need to work with the city to improve the housing (tear down old rehab vacant structures) and assist the homeowners and businesses!

I can make neighborhood better

I like about neighborhood is that is lovely

I love the way can play and have fun and can sit to relax and having with them and having police are only for them
♥ Julia

We are more than "The Bass" It's quiet

We have very nice yards.

Great Neighbors
Good Housing
Madden Golf Course
Waplesham School

To stop people for kill people due to the street

Community is well worth the time and cost, and produces positive outcomes.

People who have made significant contributions to civil rights and community development

New Water Park
History of West Dayton
Cultural Music

I Love my NEIGHBORS

I'd like to see beauty & NEIGHBOR CAT

Lots of friends & places to play -

Can live in peace!

NICE People Church Library

Everyone helps each other protect each other child

DM the Kids. We have

Clean, quite, safe

That I'm Boy & Girls Club and make better decisions and new friends

Re-mail office the Best

Living Near Family

There are friendly people around me!

More Help For Fathers

It's pretty and quiet so I can read

Long term residents

Off main street the community is nice and everyone know each other

My friends live by me

lots for Parks

I like having nice neighbors.

GREAT HISTORY! FUTURE LEADERS COME FROM EDGEWORTH

to work

Sincerely Yours Hill/Hill

Playing I Like the way there are beautiful and all other Dayton.

People here.

Chapter 8

Asset & Economy Building





Chapter 8

Asset & Economy Building

The neighborhood has better job access, increased wealth, and celebrated amenities.

The economic success of Greater Miami Chapel and its residents was a common theme heard during the extensive community engagement process. Personal wealth building, job training and access, and enhanced retail amenities are among the three most commonly expressed priorities. To that end, the GMC Partners have identified three overarching goals designed to address the priorities over the life of the plan implementation.

Goal 1: Develop a thriving business district along the Germantown Corridor with services and retail that meet community needs.

Germantown St. is the most highly traveled route through the GMC neighborhoods and the primary connection to and from downtown Dayton. It is also home to a small retail business district that residents would like to see strengthened and expanded and is the location of robust community assets, including the Dayton Boys and Girls Club, Wogaman Middle School, and the Madden Hills Library. The Germantown corridor is highly accessible by public transit and offers the best combination of available land and existing buildings, making it an ideal location for the development of new amenities in Greater Miami Chapel.



Fledgling existing Business District

Objective 1: Transform Germantown St. into a vibrant corridor.

Germantown St. currently serves as a major spine in West Dayton and runs through the heart of Greater Miami Chapel. The future of this corridor is critical to the success of all five neighborhoods surrounding it and sets the stage for drivers entering West Dayton. Discussions with residents regarding negative perceptions about their community reaffirmed the importance of the Germantown corridor.



Existing Business District

Activities

1. Evaluate feasibility of reconfiguring the Germantown corridor as more narrow and pedestrian friendly.
2. Evaluate the current zoning along the corridor to ensure its appropriateness for future development.
3. Develop the Germantown and Broadway intersection as a key neighborhood entry point and placemaking opportunity.

Objective 2: Create an attractive business district that offers diverse amenities and retail opportunities.

Neighborhood residents expressed a desire for a robust retail and service amenities district along Germantown St. within easy access to the adjacent neighborhoods. According to the household survey: 69% of residents would like to see a grocery store; 56% of residents want a laundromat; and 51% of residents are interested in seeing new restaurants added nearby. The existing business district has a number of long-term businesses, but vacancies are on the rise, and an increasing number of buildings are in disrepair. The business district can be strengthened to provide the needed amenities through thoughtful intervention and investment by the Renew Miami Chapel partners.

Activities

1. Evaluate buildings along the Germantown corridor and develop targeted strategies for improvement including demolition and/or façade improvement programs. The first step is to assess the existing conditions of the buildings within the business district to determine which can be rehabilitated or improved and which are obsolete and must be demolished.
2. Evaluate the need for land assembly for new construction or to landbank for future opportunities.
3. Expand the small business façade program begun with Action Funding to other businesses along Germantown St..
4. Create development plans for a new Community Kitchen that addresses “food desert” issues important to residents. This activity is detailed in Chapter 7.

Goal 2: Maximize the potential of Jobs Plus to create a sustainable community asset that provides support to residents in obtaining and maintaining employment.

The Jobs Plus program is an employment services program for residents of DeSoto Bass and Hilltop that focuses on employment opportunities, education and training, and overcoming barriers to employment. The program also provides participants with earned income disregard, a benefit that disregards resident’s earned income as part of their rent calculation. The benefit “freezes” the tenant’s rent at their baseline before any new employment obtained during Jobs Plus participation. The tenant’s rent does not increase due to earned income, for up to four years (other sources of income could affect rent).

Jobs Plus opened its doors to DeSoto Bass and Hilltop residents in April 2017. To date, approximately 115 residents have officially opted in as members and are utilizing the work readiness, jobs placement, educational advancement, financial literacy, and other services to increase self-sufficiency. Currently, 59 of those residents are employed (41 are full-time and 18 are part-time workers) and nine have received promotions while participating in the Jobs Plus program.

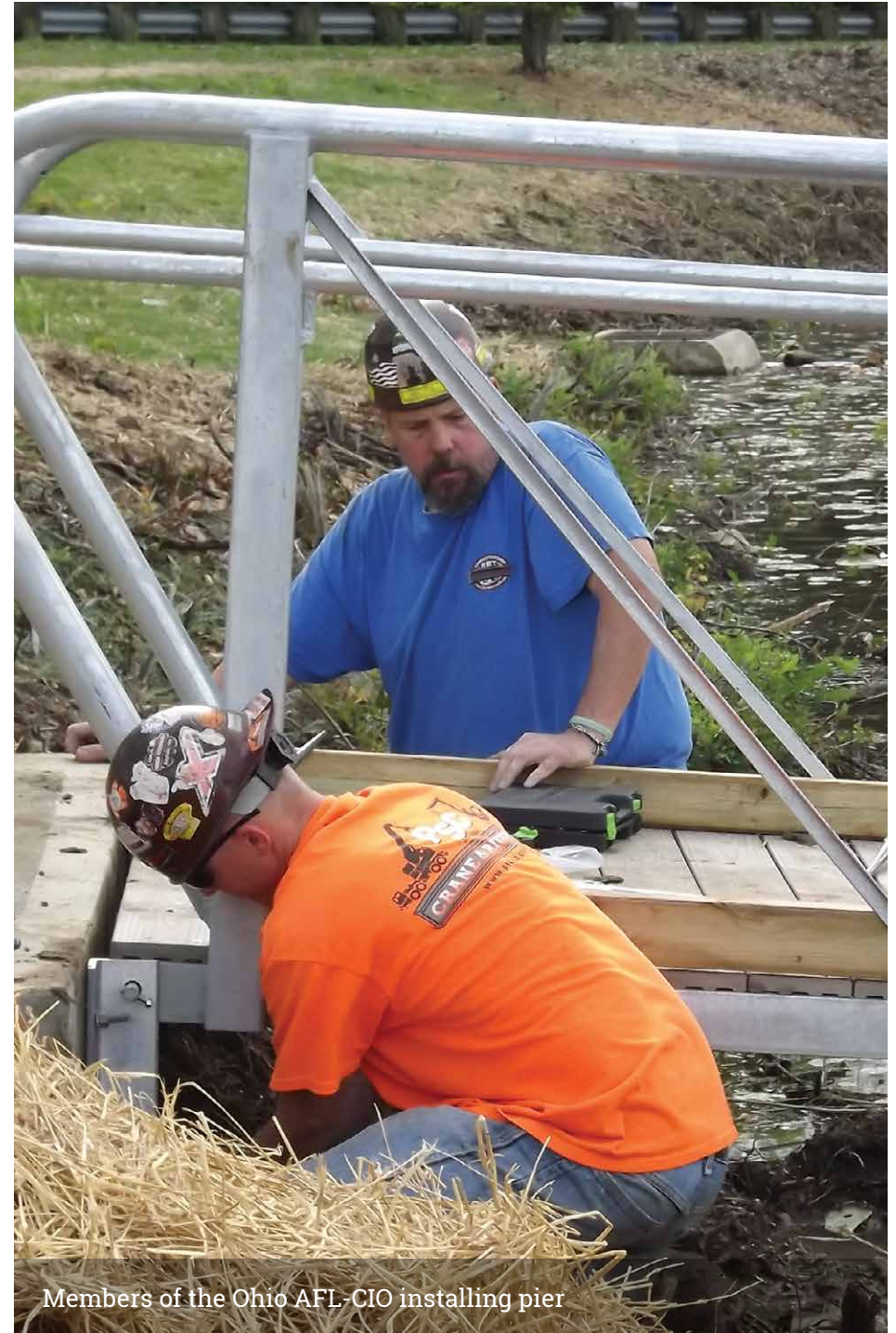
GDPM selected CareSource, the largest non-profit insurance provider in Ohio, to provide case management services, and partner with GDPM's department of Community Initiatives. CareSource's Life Services Division is designed to create a "wrap around" approach to wellness. This unique partnership and case management approach is realizing successful outcomes for GDPM families.

Objective 1: Continue to expand the Jobs Plus network of strategic employment partnerships.

In order to be successful, it is crucial that the Jobs Plus program continue to expand partnerships with other service providers and employment training programs. This will create a diverse range of employment and education options for residents who choose to participate.

For example, Jobs Plus has developed a productive relationship with the Ohio AFL-CIO and the Dayton Regional Labor Council, both of whom were crucial to the restoration of Lakeside Lake, a Choice early action project. The Dayton Regional Labor Council has a strong union apprenticeship program that provides a pathway to meaningful employment. A working committee was formed with Renew Miami Chapel Partners involved with employment and training programs and representatives of local building trades, as well as the Director of the Ohio AFL-CIO program.

Another strong relationship is with the Miami Valley Urban League, which provides employment programming focused on overcoming barriers to employment. One such program is Solid Opportunities for Advancement and Opportunities (S.O.A.R.), which is an important part of the Jobs Plus strategy. Established in 1998, S.O.A.R. is the Urban League's flagship workforce development program and has a history of securing employment for the unemployed and underemployed. S.O.A.R.'s founding principles address headon the adverse factors that impact the chronically under-served and unemployed. The S.O.A.R. program is designed to identify and address the barriers common to ex-offenders and other chronically unemployed people. In its inaugural class, 100% of the ten participants successfully completed the program.



Members of the Ohio AFL-CIO installing pier

Activities

1. Continue to educate residents on the value of the Jobs Plus program and prepare them for transitions that may occur through redevelopment
2. Establish an Individual Development Account (IDA) in collaboration with the Jobs Plus Earned Income Disregard benefit to increase participant's ability to save and increase wealth (see Goal 3 for more detail).
3. Improve Service Coordination. Work with partners focused on "people services" to ensure that program information is adequately communicated. Identify gaps in the service delivery network and build new partnerships to address them.
4. Continue to develop partnerships with agencies committed to workforce development and training, including the Dayton Regional Labor Council and Miami Valley Urban League.
5. Develop a pilot project through Jobs Plus and the Dayton Regional Labor Council to create a pipeline for available union employment.
6. Organize an experiential trades fair in the Spring of 2019 to highlight building trades and the jobs available. GDPM's Department of Community Initiatives and Jobs Plus team will play a lead role in implementing this project.
7. Identify resources to include a permanent onsite workforce development center within the proposed town center or mixed use buildings of the redevelopment plan.
8. Work with CareSource and GDPM to permanently locate staff to run a workforce development center modeled after Jobs Plus.

Goal 3: Create opportunities for residents to grow personal assets and strengthen the community economic base.

Many residents in the neighborhood are living paycheck to pay check, and approximately 20% of household survey respondents indicated they had neither a savings or checking account. These factors limit residents' abilities to save for emergencies or unexpected expenses. The following objectives are designed to grow the economic base of the community and support the growth of residents' personal wealth.

Objective 1: Create effective wealth-building strategies for neighborhood residents and use all available tools to ensure success.

In addition to the education and employment opportunities provided by the Jobs Plus program, residents are interested in financial tools that can help them grow their personal assets and develop stronger financial habits.

One such tool is the Individual Development Account (IDA), which is a special savings account that matches the deposits of low- and moderate-income savers. For every dollar saved in an IDA, savers receive an additional dollar. Typically, IDA savings and match may be used for postsecondary education or job training, homeownership, or to start a small business. In addition to earning match dollars, participants learn about budgeting, saving and receive additional training before purchasing an asset.

Activities

1. Educate the broader community on the IDA program.
2. Reduce the number of "unbanked" families by providing opportunities for residents to open a checking or savings account. Establishing these accounts are the first steps towards wealth building for individuals.
3. Partner with local financial institutions to develop personal savings plans. The Renew Miami Chapel financial partners offer individual wealth building counseling services to residents in the neighborhoods to help them develop personal savings plans.
4. Work with Partners to develop financial literacy workshops.
5. Identify a financial institution partner to sponsor the IDA program and provide seed money for the fund.

Objective 2: Work with existing businesses to strengthen and expand their presence in the neighborhoods.

There are an abundance of employers in the GMC area and adjacent neighborhoods, particularly to the east of DeSoto Bass. Many would like to expand their businesses but have encountered challenges with land assembly due to abandonment and ownership issues. As described earlier in the transformation plan, vacant and abandoned lots are available throughout the GMC area where employment clusters exist. Fortunately, the City and the Montgomery County Landbank have state-enabled tools that allow for easier assembly of vacant and abandoned property.

Another obstacle is the current land use and zoning codes. The land use in the GMC area and surrounding neighborhoods has evolved over many decades, and planning practices have improved. As a result, the current zoning map and land use controls may no longer be relevant. For example, there may be areas immediately adjacent to employment clusters that are zoned as residential, but in which no households remain. The current residential zoning could be an unnecessary barrier for business and economic expansion in the area. Reducing barriers to economic growth is a key strategy of the transformation plan.

Activities

1. Work with partners to identify growing businesses and adjacent vacant and abandoned property that can be assembled for expansion and job creation purposes. Led by the City's Economic Development team.
2. Analyze the existing zoning adjacent to existing businesses and employment clusters to determine the continued relevance or need for zoning changes to enhance job expansion opportunities while protecting residents from incompatible land uses.
3. Build strategic relationships with thriving businesses in the Edgemont neighborhood to increase resident access to these jobs.

Objective 3: Continue brownfield and environmental remediation efforts to create clean, developable land for job creation and wealth building opportunities.

Dayton has a proud industrial heritage and much of the innovation in aerospace and manufacturing occurred in and around the GMC neighborhoods. As such, many of the neighborhoods suffer from environmental liabilities that resulted from the industrialization of West Dayton. The Renew Miami Chapel partners, including the City, Montgomery County Landbank, and certain private sector partners, will evaluate and prioritize those properties, focusing on best suited for remediation resulting in job creation and improvements to resident quality of life.

Activities

1. Evaluate known and suspected brownfields to understand the extent of the possible contamination and develop an implementable remediation plan to bring the land into productive use.
2. Utilize the Montgomery County Landbank to acquire, remediate and hold the land for future redevelopment opportunities.

Chapter 8

Asset & Economy Building

The neighborhood has better job access, stable overall wealth and celebrated amenities.

Goal 1. Develop a thriving business district along the Germantown Corridor with services and retail that meet community needs.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Transform Germantown St. into a vibrant corridor.	Corridor redesign completed, and TA funding received	COD CityWide	ST on going	Transportation Alternatives Grant
	Phase 1 of gateway development completed.	COD CityWide	ST	Choice Action Funding COD Public Works
Objective 2. Create an attractive business district that offers diverse amenities and retail opportunities.	Building assessment completed	COD CityWide	ST	Choice Action Funding
	Land assessment completed	COD CityWide	ST	Choice Action Funding
	Development plans for Town Center include preschool incubator	Developer CityWide	MT	New Market Tax Credits Conventional Debt PACE

Goal 2. Maximize the potential of Jobs Plus to create a sustainable community asset that provides support to residents in obtaining and maintaining employment.

Objective 1. Continue to expand the Jobs Plus network of strategic employment partnerships.	Double current enrollment of 115 by end of 2019	GDPM CareSource CityWide Organizers	ST	JobsPlus CityWide organizers
	25% of Jobs Plus members establish an IDA	GDPM CareSource	ST	Bank or Credit Union Partner Foundations
	Create apprenticeship pilot program by Spring of 2019	MVUL CareSource	MT	COD Dayton Regional Labor Council

Metrics		Lead Agency/Partners	Timeframe	Leverage Resources
Goal 3. Create opportunities for residents to grow personal assets and strengthen the community economic base.				
Objective 1. Create effective wealth building strategies for neighborhood residents and use all available tools to ensure success.	50% of mentoring cohort graduates have a checking and/or savings account when they graduate	GDPM	ST Ongoing	Bank or credit union partners
Objective 2. Work with existing businesses to strengthen and expand their presence in the neighborhoods.	Germantown Business Association created	COD CityWide	ST Ongoing	COD Economic Development Plans
Objective 3. Continue brownfield and environmental remediation efforts to create clean, developable land for job creation and wealth-building opportunities.	Property inventory and reuse plan completed	COD CityWide County Corp. MCLB	MT	In-kind planning work by COD departments and Choice partners





Chapter 9

Transportation



Chapter 9

Transportation

The neighborhood is vibrant and well-connected through multiple modes of transportation.

All five of the neighborhoods within the GMC area have low Walk Scores, partially a result of the focus on vehicles rather than pedestrians and partially as a result of the lack of amenities located within reasonable walking distances. DeSoto Bass falls into the “Somewhat Walkable” category, meaning “some errands can be accomplished on foot.” It scored slightly higher with its transit score of “Good Transit: Many nearby public transportation options.” In July of 2017, the Dayton City Commission adopted the *Greater West Dayton Corridor Plan*, which focuses on crucial corridors in West Dayton and is a comprehensive strategy for enhancing those corridors. Many of the streets highlighted in the plan play an important role in connecting GMC residents to the downtown core and to other amenities surrounding Greater Miami Chapel. Reshaping and improving these corridors will be a vital piece of the efforts to reposition the area.

Interstate 35 McLin Parkway

Running along the northern boundary of Greater Miami Chapel, US 35 simultaneously connects residents to downtown Dayton but also divides West Dayton north and south. Given that US 35 is fairly challenging for pedestrians to cross, it makes it harder for residents to access the rest of West Dayton. While decades have passed since its completion, it is still an attractive green freeway corridor that provides exceptional vehicular access to West Dayton.

James H. McGee Blvd. & Wolfcreek Corridor

This well-travelled parkway has proven to be an efficient, effective, and enjoyable way to traverse and access the West Dayton community. Providing a connection to both US 35 and Germantown St., this boulevard has continued to succeed as an attractive parkway that allows for quick and efficient circulation while impacting an enhanced

perception about the quality-of-life in West Dayton. There are deep tree lawns, green boulevards, many trees, as well as separated sidewalks and bike paths. Mostly flanked by residential and open space uses, there are opportunities along the corridor to strengthen its parkway character.

Gettysburg Avenue

The western boundary of the Greater Miami Chapel Planning Area, Gettysburg Avenue experienced explosive growth after World War II when significant expansion of neighborhoods both east and west of the corridor helped fuel the vibrant shopping and service needs of the postwar economic boom in Dayton. As jobs and residents disappeared in West Dayton and throughout much of the city, the density of economic vibrancy contracted leaving some highly visible vacancies (small and large) along the corridor. Despite this, there are significant business and economic anchors in the area, including Sugarcreek Meat Packing and the Dayton VA Medical Center, which employs over 2,600 people.

Stewart Street

Stewart Street is a critical connecting corridor for West Dayton. It is also, however, a corridor that may be underestimated in its potential importance to the reimagining of West Dayton. It provides access across the river, connects the southern portions of the City and links to the University of Dayton’s campus. The bridge was recently replaced, with the improvements stretching into the eastern side of the river. Much of the Edgemont neighborhood has pockets of residential neighborhoods interspersed throughout a primarily industrial area, and Stewart St. captures this dichotomy along its path and adequately serves both purposes. While it serves to connect the industrial areas to I-75, it does little to celebrate the people who live here.

Broadway Street

Broadway is an important neighborhood connector street and is emerging as an important bicycle corridor as well. The fact that the street functions as a collector has made it a natural fit for the West Dayton Bicycle network.

Abbey-Dearborn Avenues

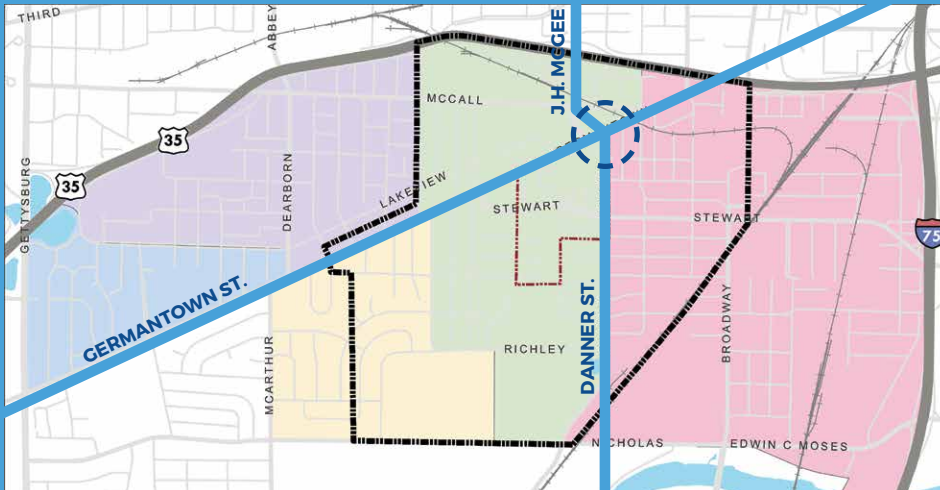
These two streets are highly undervalued in terms of their importance to West Dayton. Currently, there are no sidewalks on the first blocks on Dearborn off Germantown. The entire street is littered with vacant lots. Abbey used to be the connection from the Inland Manufacturing site to US 35, a site currently being considered for a new mega branch of the Dayton Metro Library. Dearborn is critical to these neighborhoods and ties portions of West Dayton together both north and south of US 35. It also allows the neighborhoods easy access on and off US 35. Currently, both Abbey and Dearborn are flanked with a preponderance of vacant land. Through existing public process the Montgomery County Land Reutilization Corporation (Landbank) can acquire much of the right of way to expand the streetscape.

Goal 1: Design infrastructure improvements to make the street grid more efficient, effective and better connected.

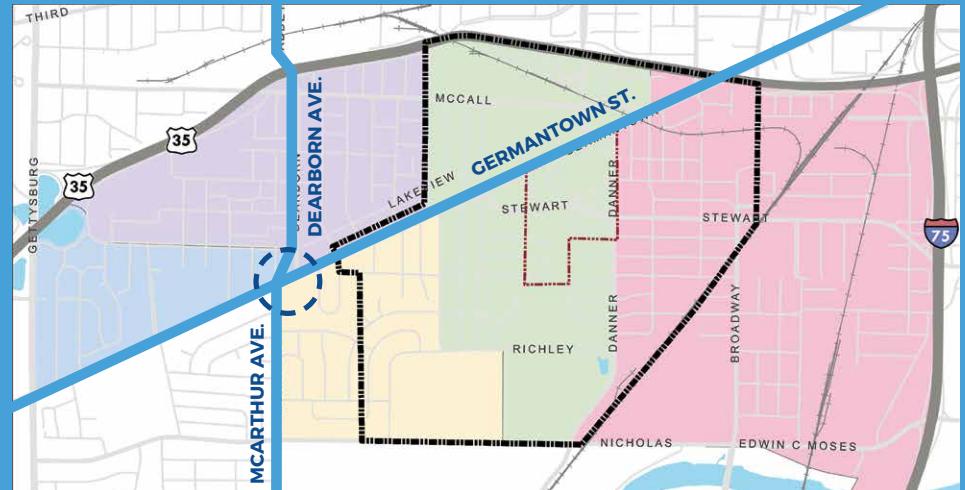
Transportation and social connections are important to the *Renew Miami Chapel* plan and, historically, this area has been isolated from the larger community. When US 35 was constructed, it largely impacted the ability to traverse from the northern side of West Dayton to the southern. Restoring the north-south connections will not only help make transportation more efficient and effective but can also better connect the internal infrastructures of the community.



Proposed gateway improvements at US35 & James H. McGee Blvd.



Extend J.H. McGee Blvd. to Danner Ave. & Gateway at new intersection



Extend Dearborn Ave. to McArthur Ave.

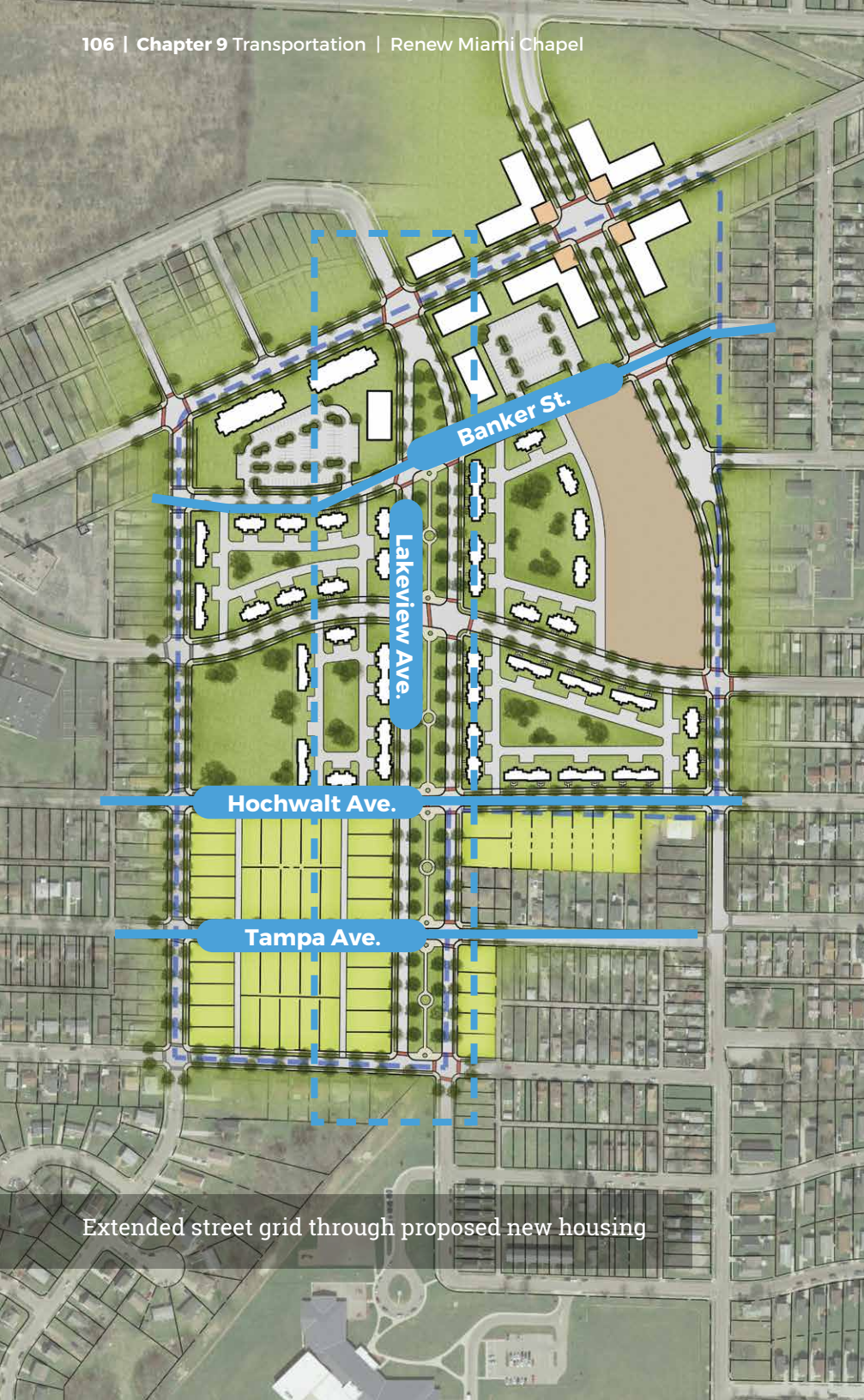
Objective 1: Improve accessibility throughout the geography.

The current road network isolates GMC residents from much of the City and lacks connectivity across West Dayton neighborhoods. Through our neighborhood planning work and meetings with community stakeholders, several projects for roadway extensions have been proposed to improve connectivity across the geography.

Activities

1. James H. McGee Blvd and US 35. James H. McGee is the north-south connector through Dayton and leads to Interstate 75 making it a viable route for both residents and businesses. A new gateway is proposed at this key intersection to improve neighborhood perceptions of the area, attract future business investment and to complement a new Town Center for commercial development and proposed replacement housing directly across the street.
2. Danner Avenue. Currently, James H. McGee Blvd. terminates at Germantown St. This north-south connector has long been considered for extension further south. With plans to reconfigure the current DeSoto Bass site, this street extension can be realized in order to connect James H. McGee to Danner Ave. This newly extended street would increase transit accessibility through Greater Miami Chapel helping to draw businesses and new residents.
3. Dearborn Avenue. Currently, Dearborn terminates at Germantown St. behind Wogaman Middle School and is one of a few streets that residents can use to get from the south side of West Dayton to the north. Working with the Landbank





Extended street grid through proposed new housing

and the City of Dayton, Renew Miami Chapel partners will acquire vacant/abandoned property on the north side of the street to realign Dearborn and connect it to MacArthur. The intersection of Germantown and MacArthur is the entrance to Wogaman Middle School and the newly opened DaVita Kidney Center. The improvements to MacArthur, will also create a new entrance to the Madden Hills neighborhood.

4. Germantown St. Road Diet. Germantown St. currently is four lanes wide. By using the existing right of ways and infrastructure, the road shall be reconfigured from Edwin C. Moses Blvd. to Lakeview Ave. to include one lane in each direction, with a center turn lane, and bike lanes on each side. From Stewart St. to Lola Ave., where the business district exists, the extra right of way will be used to create bump outs and make other improvements, such as landscaping and lighting, to enhance walkability.

Objective 2: Improve the street network in and around the new housing development.

In its current configuration, DeSoto Bass is relatively cut off from the rest of the street grid; the property is defined largely by the streets around its perimeter and an internal compilation of looped streets and cul-de-sacs. This suburban street system is not only inappropriate in this urban neighborhood, but also inefficient and isolating. There is frequently a division between residents in public housing projects and their neighborhoods, a division that is furthered by a street grid that does not compliment the rest of the neighborhood.

Activities

1. South Lakeview Avenue. Extend Lakeview Avenue to the south of Germantown St. to create a new celebrated street that acts as the central corridor within the development. As envisioned, it has a boulevard with wide sidewalks and expanded public greenspace that offers walking paths and opportunities for public art and other placemaking activities. Lakeside Lake sits at the terminus of the other end of Lakeview Avenue. This anchor has been restored, and plans are to extend the lake's park-like setting into McCabe Park and the soon-to-be demolished Hilltop site. By re-visioning this end of the street into a premier naturalized park setting and extending the street with a formal park setting that ends at Louis Troy

School, these bookend amenities will be better connected.

2. Banker Street, Hochwalt, and Tampa Avenues. Extend the existing street grid through the new housing development to better organize the internal street system and better connect the new housing units to the Miami Chapel neighborhood. Banker St. currently extends from Burkham Park to Danner Ave. at the eastern edge of DeSoto Bass. Resident engagement confirms that this is the park most utilized by the current residents of DeSoto Bass. Development plans include improvements to this park. Banker St. appears to function as an alleyway and will be evaluated to determine plans for development and whether or not the addition of sidewalks is necessary. Through increased importance in the street network, Banker St. can better connect the most-used park to the new housing development and the community at large.

Objective 3: Improve the West Dayton bicycle network.

The bikeway network for West Dayton, as currently envisioned, will provide a series of interconnected improvements and enhancements along the parkways, thoroughfares, and collector streets that all feed to the corridors along the rivers. The network will also create connectivity to, through, and among most West Dayton neighborhoods and other neighborhoods throughout the city. The bikeway network is being crafted and implemented in an incremental manner throughout the city.

According to Miami Valley Trails, the “Miami Valley region provides over 340 miles of paved, multi-use recreational trails, connecting over 40 communities in eleven counties.” Currently earning a “bronze” rating, the region hopes to be awarded the silver level award in 2018. The City of Dayton’s plan for connecting West Dayton to the larger bicycle network will be a true win for the West Dayton community. Circuitous paths that tie into the greater network will provide users with ease of access to use alternatives means of transportation. There is much work to be done to better organize the West Dayton Bicycle Network.

Activities

1. Tie the Germantown St. Road Diet into the existing and planned bicycle network. The bicycle network will extend down Germantown St. to Lakeview Ave. and split to go south on the new street, terminate at Louise Troy School, and turn to the north to traverse the existing Lakeview Ave. to the Lakeside Lake.

2. Leverage other infrastructure and gateway projects to construct dedicated bike paths or sharrows (shared bicycle and vehicular lanes.)
3. Design and construct bike lane projects on lesser-traveled roads to improve transportation accessibility and safety.
4. Work with Link Dayton to establish a bike-share hub on Germantown St.

Objective 4: Coordinate long-term planning efforts with Greater Dayton Regional Transit Authority to ensure that the transportation system efficiently meets resident needs.

According to the household survey, 74% of residents ride the bus, with 48% riding 3+ days per week. As the neighborhoods improve and concentrations of households are altered during the revitalization of the GMC area, the public transit system will need to accommodate the changes in living patterns. The changes could be in the form of minor alterations of transit stop locations or, on the other end of the spectrum, wholesale changes to routes and headway times. Greater Dayton Regional Transit Authority (GDRTA) strives to adapt to market demands and local changes to best serve its patrons on a regular basis. One example is a new special route to take seniors and disabled residents to other area grocery stores that was created after Aldi’s closed.

Over the next 24 months, the GDRTA will be undertaking a holistic review of their transit routes, infrastructure, and amenities. The outcomes of the review help GDRTA determine where to expand or contract service, invest in their transit infrastructure, and improve the efficiency of their system to better serve their riders.

Activities

1. The Renew Miami Chapel team will partner with GDRTA in their 24-month effort to review and improve the transit system within Montgomery County, with particular attention to system improvements in the GMC neighborhoods to improve travel time and convenient access to jobs and regional amenities.
2. GDPM will actively represent and advocate for expanded service options on behalf of its residents and solicit resident participation in GDRTA’s strategic planning process.

Chapter 9

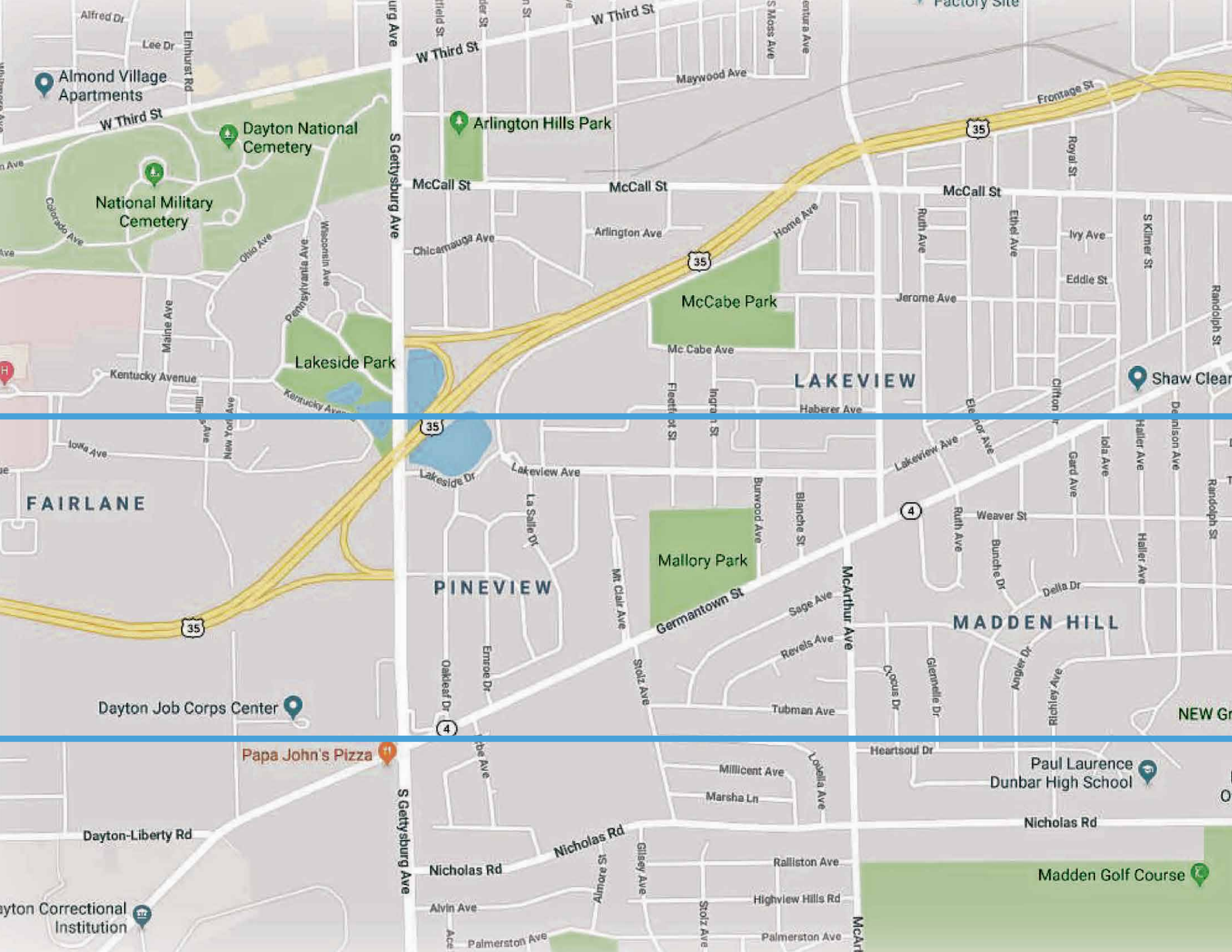
Transportation

The neighborhood is vibrant and well-connected through multiple modes of transportation.

Goal 1. Design infrastructure improvements to make the street grid more efficient, effective and better connected.

	Metrics	Lead Agency/Partners	Timeframe	Leverage Resources
Objective 1. Improve accessibility throughout the geography	Phase One Gateway is Built	COD CityWide	ST	Choice Action Funding COD Public Works
	GMC street grid redesign completed	COD CityWide	MT	State Issue One
	TA Grant received	COD CityWide	ST	Transportation Alternatives Grant
Objective 2. Improve the street network in and around the new housing development	Street grid within development connects to existing grid outside GDPM property	COD WODA Cooper GDPM	MT	COD predevelopment CDBG CMAC – Congestion Mitigation and Air Quality Funding
	Two walking paths created/improved	GDPM/Developer COD Engineers	MT	Design/Development costs part of housing development proforma
Objective 3. Improve the West Dayton bicycle network	Comprehensive plan for bicycle network in GMC area completed and incorporated into entire street grid redesign	GDPM COD	MT ST	CMAC – Congestion Mitigation and Air Quality Funding or Transportation Alternatives Private Philanthropy
Objective 4. Coordinate long-term planning efforts with Greater Dayton RTA to ensure that the transportation system efficiently meets residents needs	Plan integration through GMC Steering Committee	GDPM CityWide GDRTA	MT	GDRTA







Appendix

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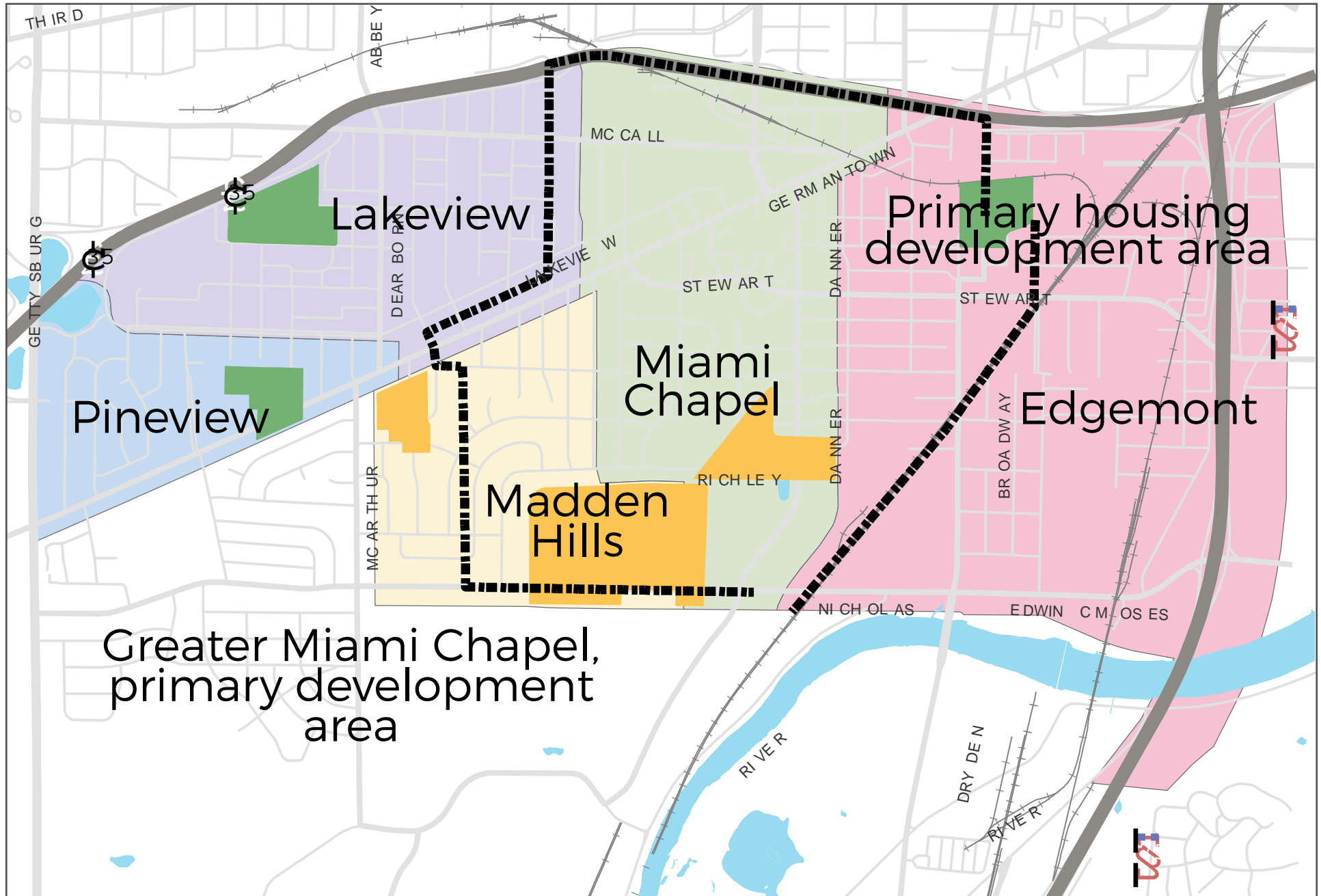
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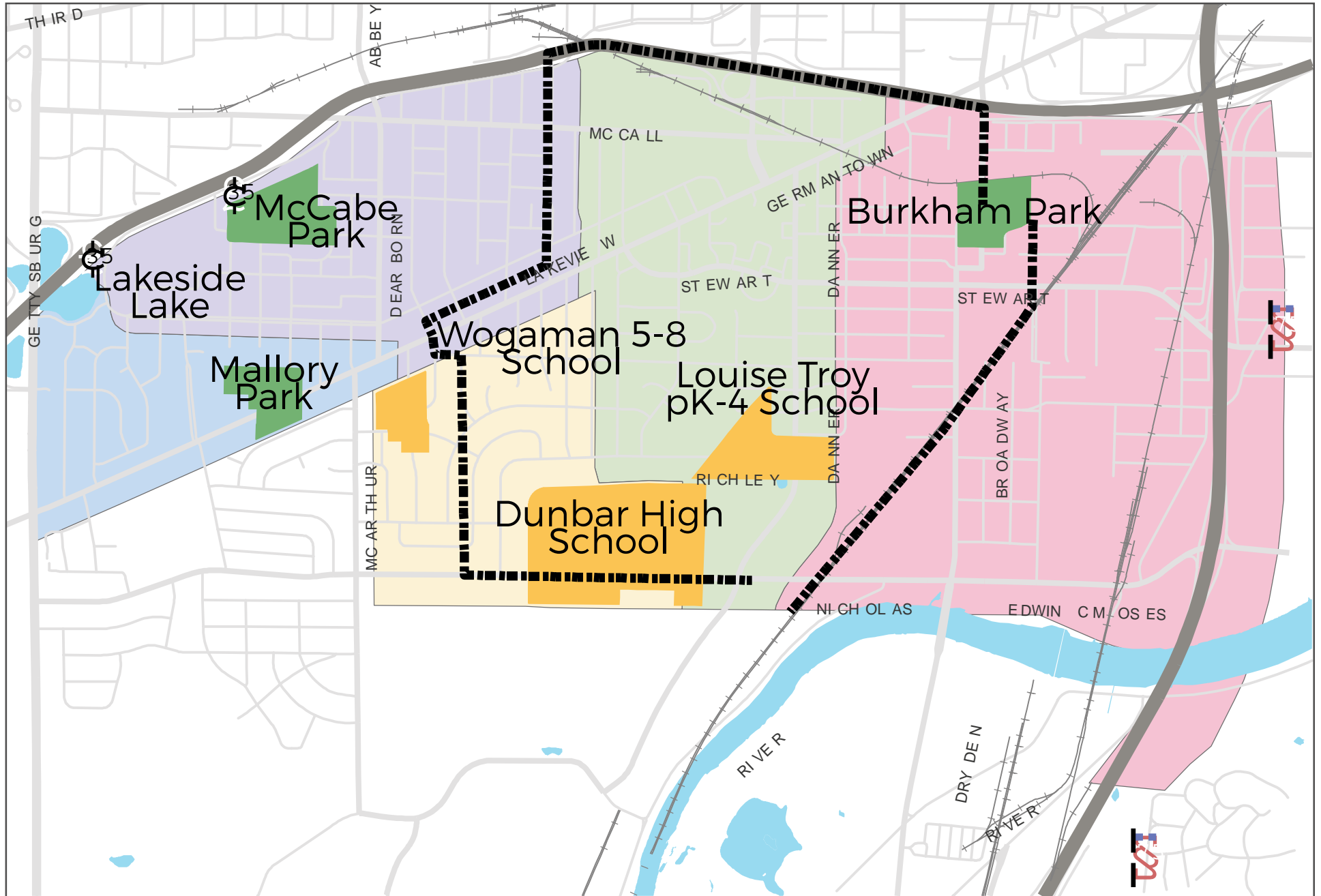
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All maps contained within the document were made using data from public sources, including the Montgomery County Auditor's Office, the Greater Dayton Regional Transit Authority,

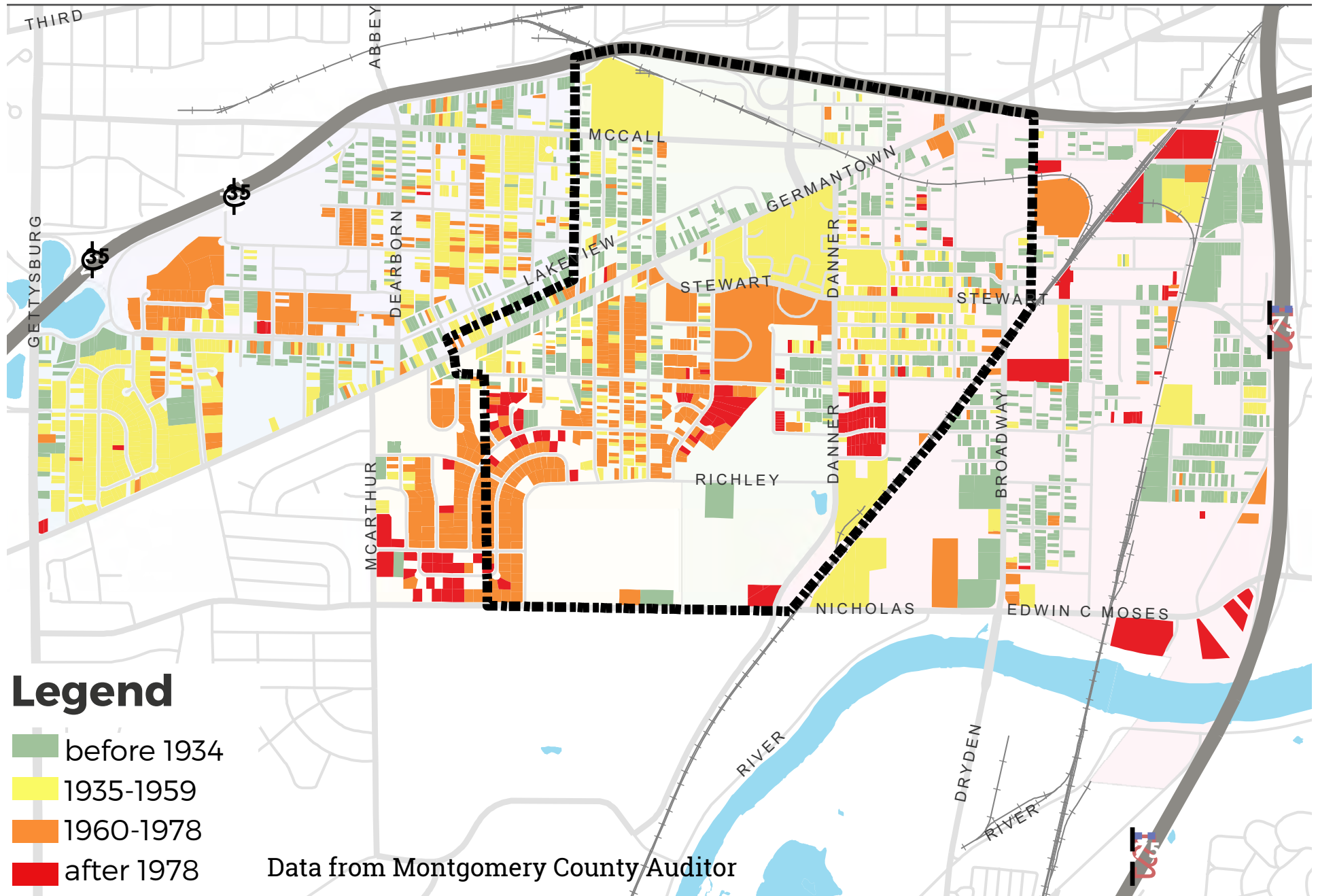
App. 1 - Greater Miami Chapel



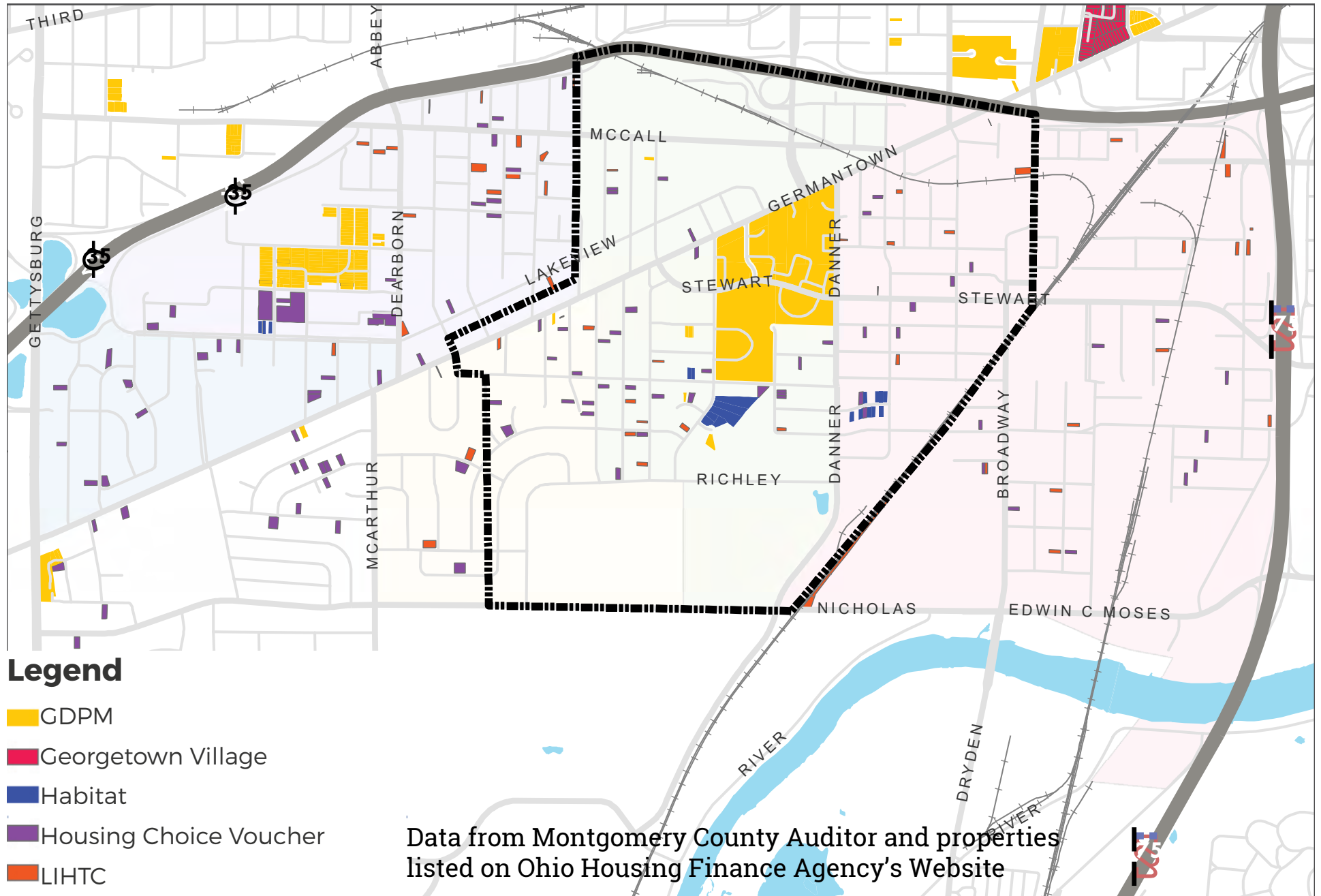
App. 2 - GMC: Asset Map, Schools and Parks



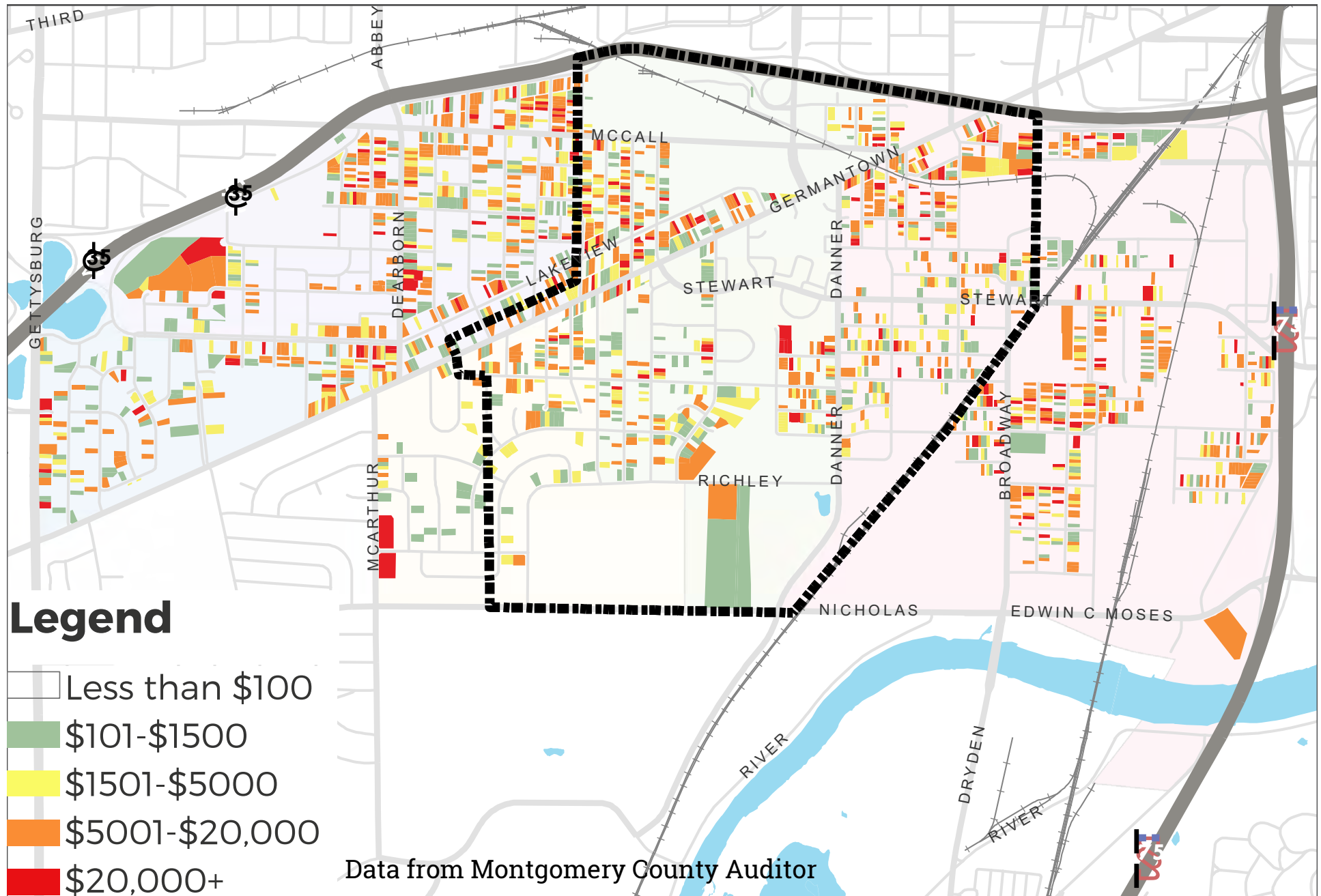
App. 3 - GMC: Year Built



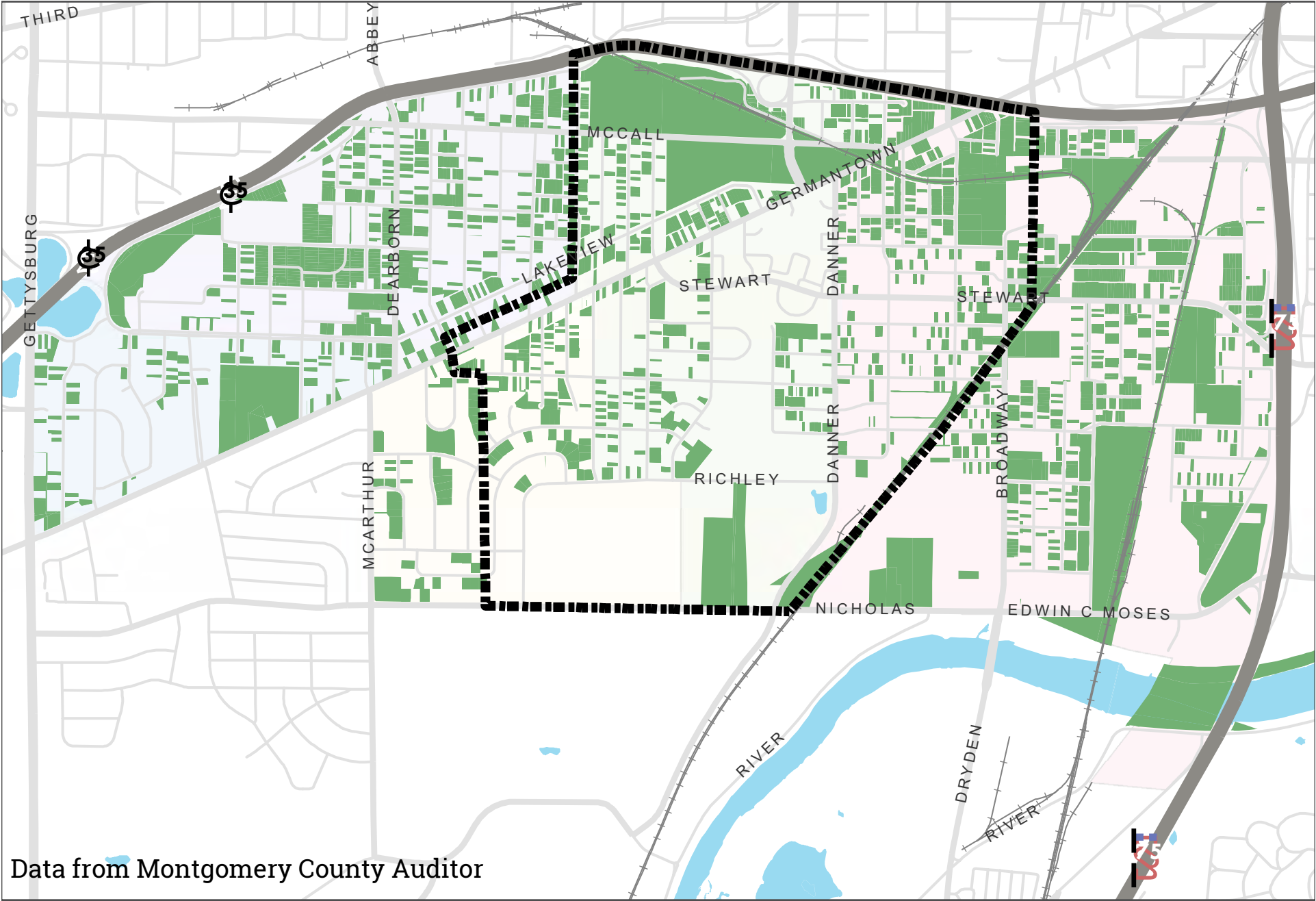
App. 4 - GMC: Subsidized Housing



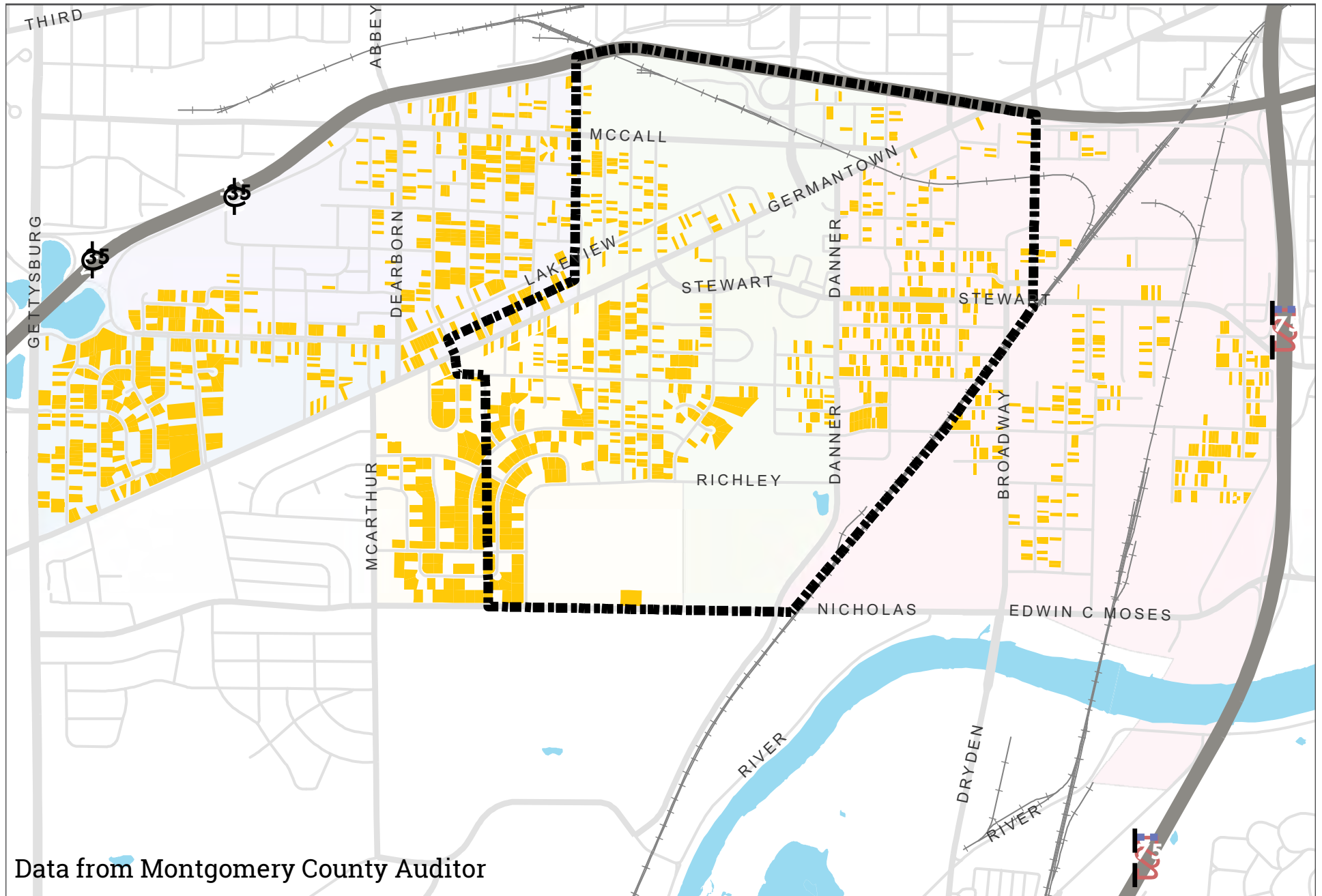
App. 5 - GMC: Net Delinquent



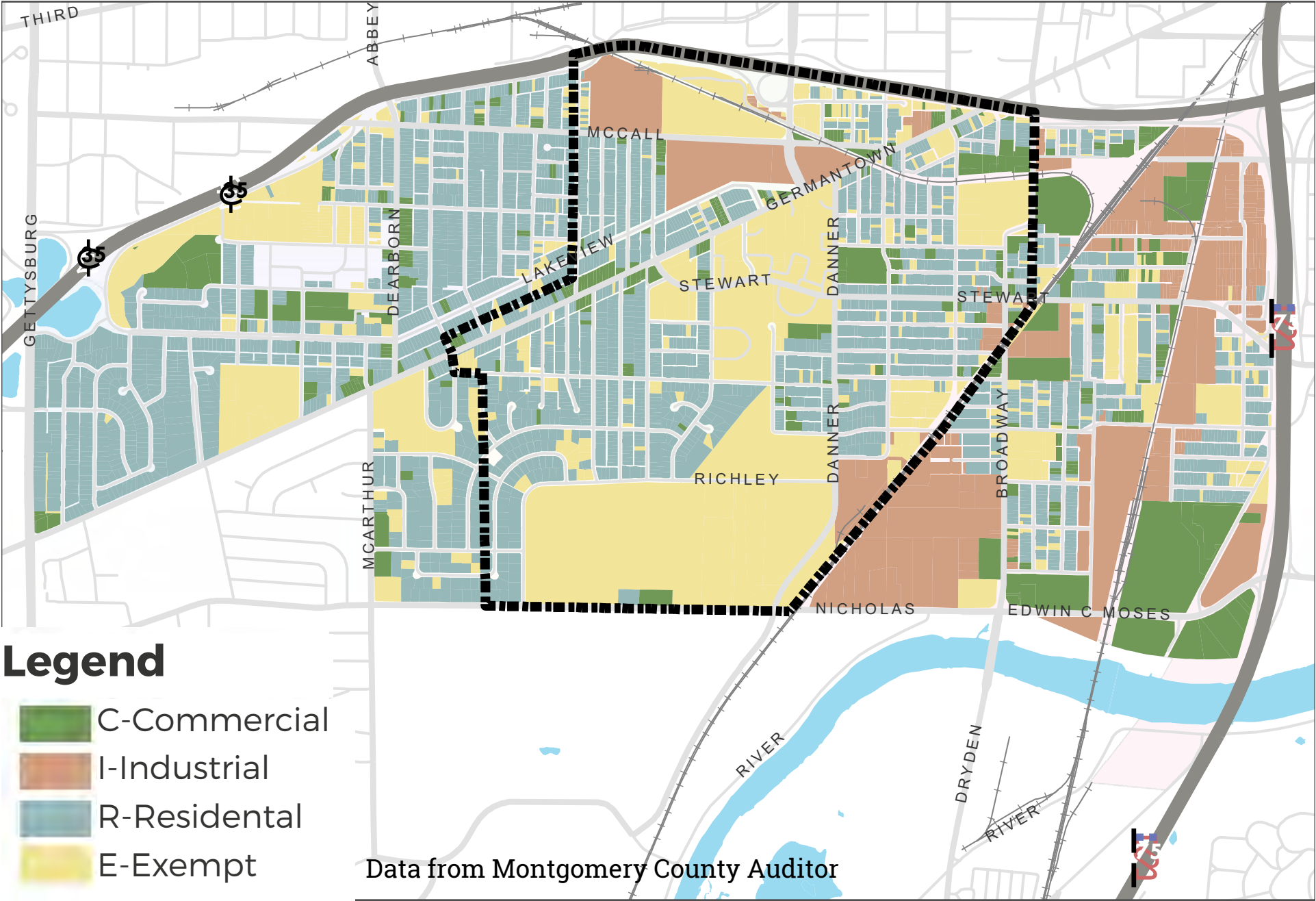
App. 6 - GMC: Vacant Land








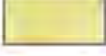








App. 7 - GMC: Owned Occupied



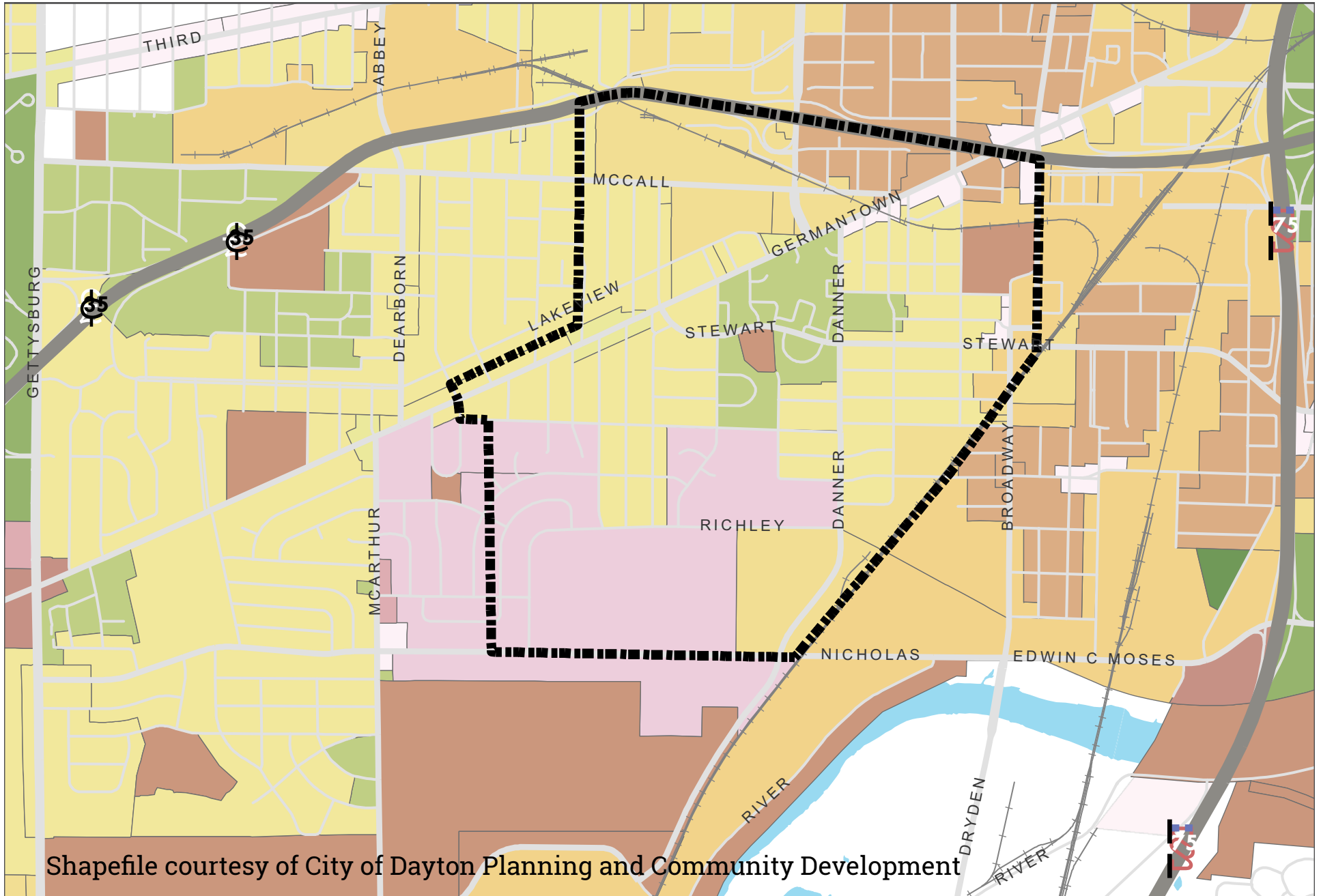
App. 8 - GMC: Land Use



Legend

	BP-Business Park
	CI-Campus Institutional
	EMF-Eclectic Multi-family
	ENC-Eclectic Neighborhood Commercial
	ER-4-Eclectic Residential
	I-1-Light Industrial
	I-2-General Industrial
	MMF-Mature Multi-family
	MR-5-Mature Residential
	OS-Open Space
	SGC-Suburban General Commercial
	SMF-Suburban Multi-family
	SR-2-Suburban Residential
	T-Transitional

App. 9 - GMC: Zoning Classifications



App. 10 - GMC: Bus Routes

