

OREGON BUSINESS DISTRICT

Community Master Plan

Dayton, Ohio

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NBBJ

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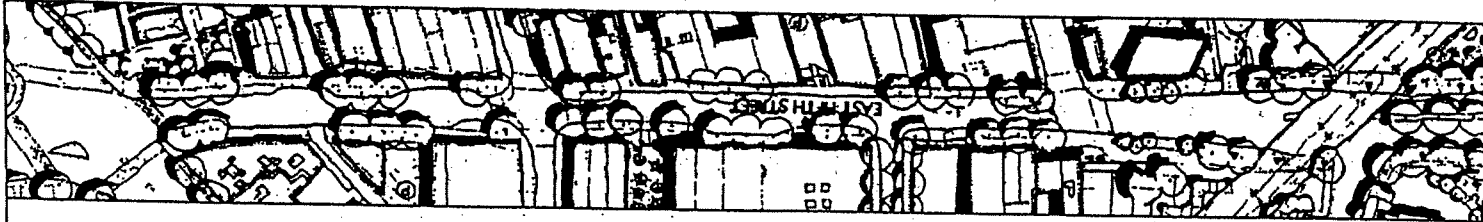
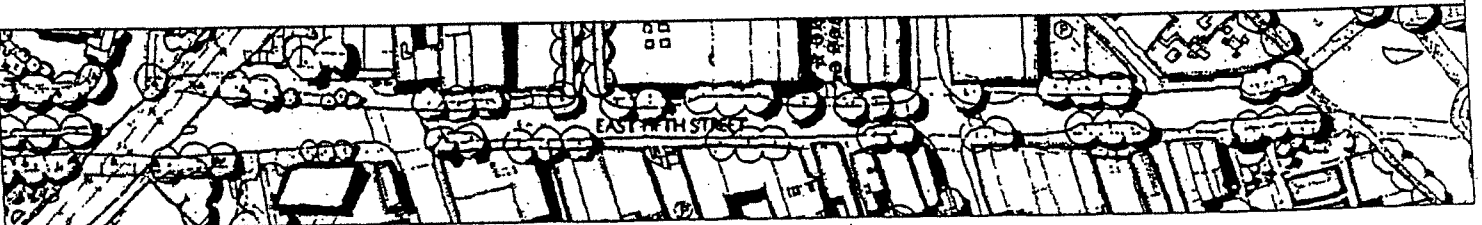


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Bank One
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Dayton Convention Center
Digital Development Group
Freund Precision
ICOR Architects
Living City Project
Mead Corporation
NBD Bank
NCR
Oregon Business Association
Oregon Development Inc.
Oregon District Task Force
Oregon Historic District Society
Residents of Dayton & Jaycee Towers
Residents/Owners in the Oregon District
Reynolds and Reynolds
Southeast Priority Board
Stouffers Plaza Hotel



WHY PLAN?

Why plan? So many plans are undertaken and so little results seem to be achieved. Why? Can this effort be any different?

The above question is fundamental to the Oregon Business District Master Plan. The Master Plan effort has identified a broad number of exciting yet attainable planning achievements. Some take little or no investment in time or energy and others that take considerable investment. The Master Plan was undertaken working with a Task Force comprised of individuals each with a clear motivation to see positive change in the Oregon Business District. Economic, operational, social, as well as physical factors were studied in depth and in their interrelationships and linkages.

To achieve positive change in the Oregon Business District, three ingredients are critical; a plan, a process, and participants. Why plan? The importance of the Oregon Business District to both its neighborhood and its larger community, and the positive opportunities within the Oregon Business District require a response. When will action be taken? Who will do it? Can those who risk investment, time and money achieve reward?

The answers to these questions is an affirmative yes. The study effort has produced a plan and a process, providing two out of the three essential planning ingredients. The producing of the plan has also laid the groundwork for ongoing participation in the Oregon Business District, the most essential of the three ingredients.



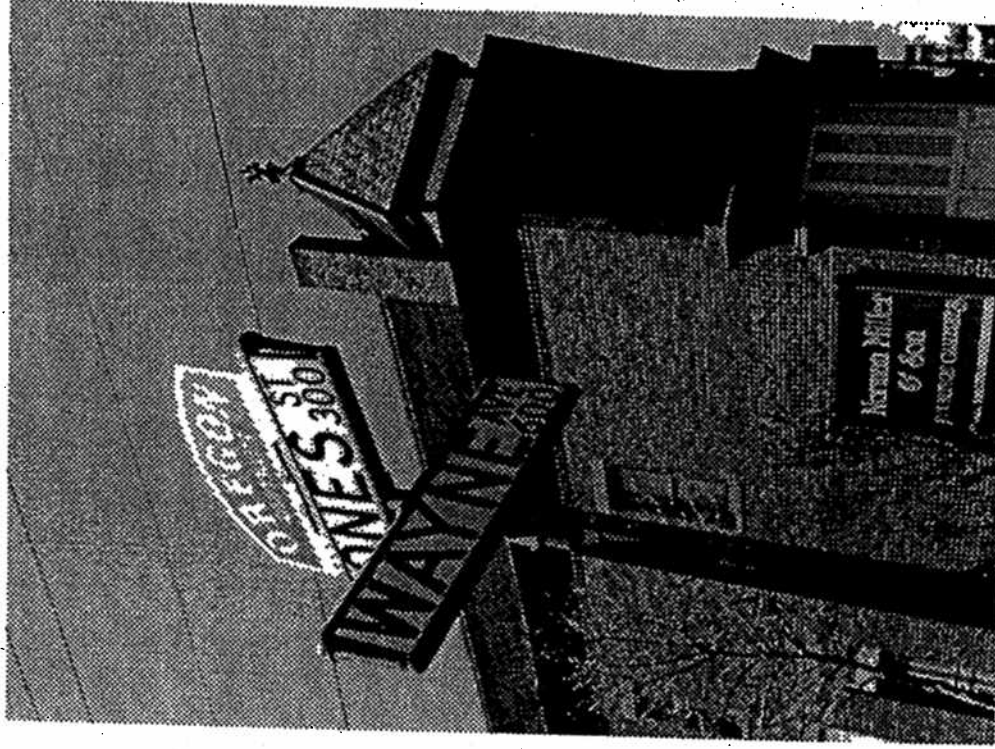
THE OREGON BUSINESS DISTRICT

THE OREGON BUSINESS DISTRICT AS A COMMUNITY RESOURCE

The Oregon Business District is a vital component of the Central Business District. Therefore, the success or failure of the Oregon Business District has impact upon community-wide perceptions of the Central Business District. The Oregon Business District is also among the most imageable and manageable physical components within the larger Central Business District and can therefore be a source of success and re-emerging pride and confidence in the downtown area. The ability to achieve positive results in the Oregon Business District should represent and respond to community as well as the goals and objectives of the Oregon Business District.

THE OREGON BUSINESS DISTRICT AS AN ECONOMIC RESOURCE

The Oregon residential area is a successful example of a revitalized residential neighborhood. The public and private investment in that area has been justified and rewarded in significantly increased property values from pre-revitalization days. For the Oregon Business District, the unique ambiance of the area and its physical adja-



gency to both the Oregon residential district, to the Convention Center and to the Central Business District represents a unique, specific economic opportunity. The reuse of existing, vacant retail, office and service space and development and redevelopment opportunities will occur in response to an investment of time and energy in the Oregon Business District.

THE OREGON BUSINESS DISTRICT AS A UNIQUE PHYSICAL RESOURCE

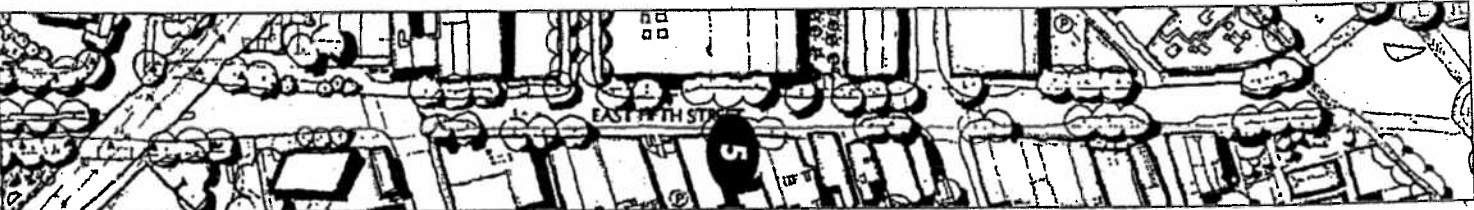
The residential and non-residential structures contained within the Oregon historic district provide an ambience and quality that is unique to the Dayton metropolitan area. The District benefits from tremendous accessibility to the metropolitan highway system. The District also benefits from fairly clear physical boundaries or edges that tend to reinforce the separate and unique qualities of the District. The physical location has close adjacency to the Convention Center, Dayton Towers, and the Central Business District. In addition, a physical inventory of both existing space as well as development and redevelopment opportunities can provide locations for both existing and new uses within the Oregon Business District.

THE OREGON BUSINESS DISTRICT AS A NEIGHBORHOOD RESOURCE

For neighboring residents, the Oregon Business District can either be a source of pride or nuisance. The physical and operational characteristics of Oregon businesses should seek to complement and not conflict with neighborhood residential quality. The very appeal of the Oregon neighborhood is its close-in relationship to employment, its pedestrian character and its sense and definition of neighborhood. The Oregon Business District should serve to augment that character and be a source of retailing and services that further enhance neighborhood residential quality.

NEGATIVE FORCES UPON THE OREGON BUSINESS DISTRICT

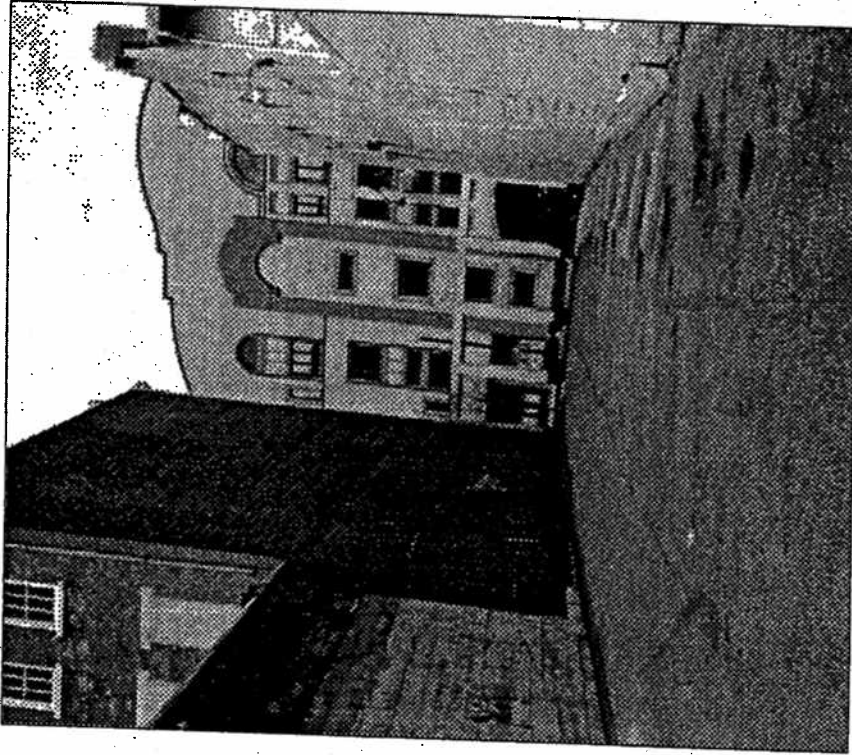
The planning effort undertaken for the Oregon Business District is a second generation study; the Oregon Business District has already benefitted from previous efforts that achieved a physical makeover of many of the Fifth Street retail establishments. Public as well as private investment in upgraded store facades, streetscape improvements and infrastructure upgrades have helped



create the physical environment we see today. However, present vacancies suggest an area that has not achieved economic success. Several major factors must be addressed to achieve positive physical change:

- Revising present thinking regarding current vacant space; developing a clear economic incentive to have space occupied versus remaining vacant for long periods of time.
- Squarely addressing the "legislated" highest and best use of many Oregon Business District properties through zoning policies that result in a concentration of adult bookstores within the District.
- Providing further incentives to owners and tenants within the District.
- Providing clear physical (and economic) linkages to the Central Business District, the Convention Center, adjacent residential and non-residential areas.
- Developing a consistent, energized effort to counter the deadening perception that the Oregon Business

District (and to a certain degree the Central Business District) has passed its prime, is not safe, and has generally inadequate parking.



THE PURPOSE OF THE PLAN

In brief, the Oregon Business District study has helped to:

ANALYZE

- What is the present zoning, ownership and tenancy picture?
- What is the existing building inventory and what might be possible with that inventory?
- What is the nature of the physical setting both inside the District and in its relationship to the larger community?
- What operational and people issues are in place that have impacted past successes and will impact future efforts?

EDUCATE

- What are the components of successful revitalization?
- How do old buildings work and how can they be renovated?
- How do we become knowledgeable participants in the larger planning process to achieve our fair share of resources, specifically for the Oregon Business District?

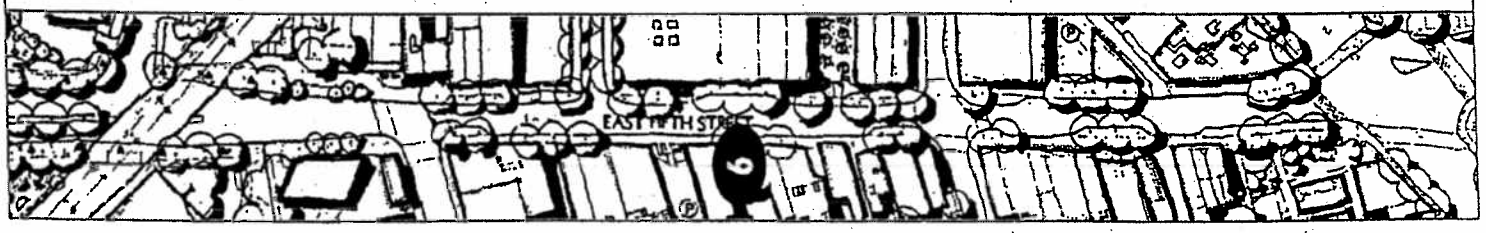
- How do various planning issues interrelate and how can owners, tenants and other interested parties coalesce to achieve action?

RECOMMEND

- What are the little ideas as well as the big ideas that can achieve positive change in the Oregon Business District?
- What task items can we do now versus items we should do later, and are they mutually exclusive?
- What individual as well as group actions can be taken?
- What are some of the no-money, low-money and big-money projects that can or should be undertaken?

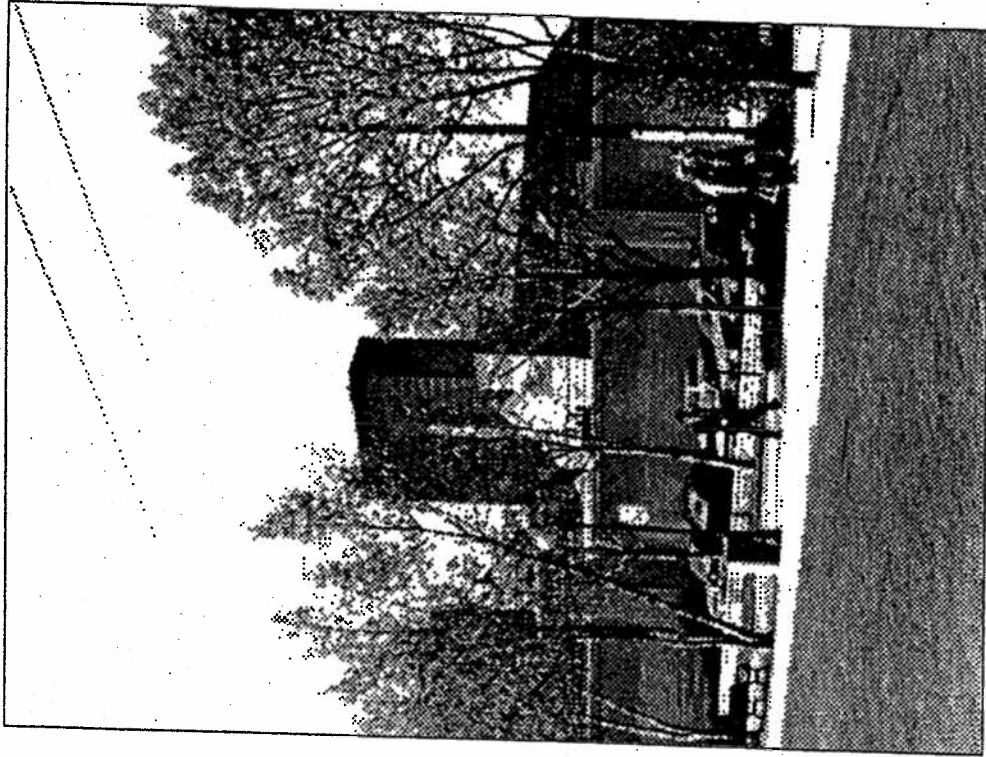
ENABLE

- What should be our goals and objectives by which to test and measure our efforts?
- Can we "sell the sellers", changing our own perceptions about what is possible to provide the impetus to change neighborhood and community perceptions, challenging the old and articulating the new?



- How can concerned individual and groups "access" planning recommendations through a Task Matrix?

Of all the actions listed above, none is more critical than the enabling of individuals and groups to achieve action. Economic and financial viability is present in the Oregon Business District. The physical setting is conducive to positive results. Name and area recognition is in place and can clearly evolve into more positive perceptions. The linkage to the Convention Center and to the Central Business District is a strong physical advantage. A wide variety of coordinated, easy and difficult, inexpensive and expensive, demonstration projects can be undertaken to achieve positive results. The essential ingredient is that the effort be brought to life by concerned, committed individuals and groups committed to the future of the Oregon Business District.



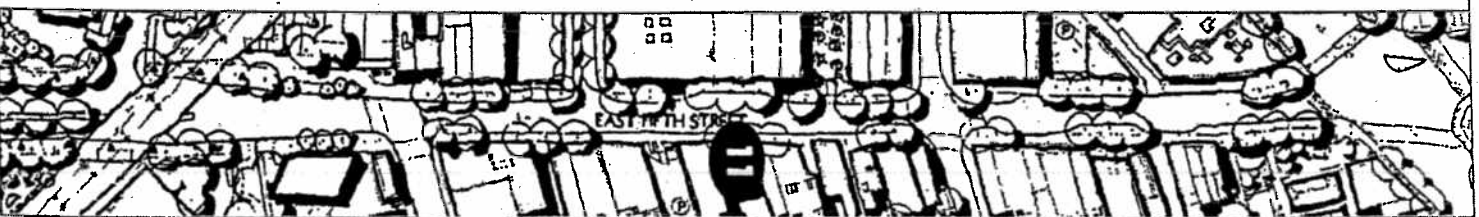
PLANNING GOALS & PRINCIPLES

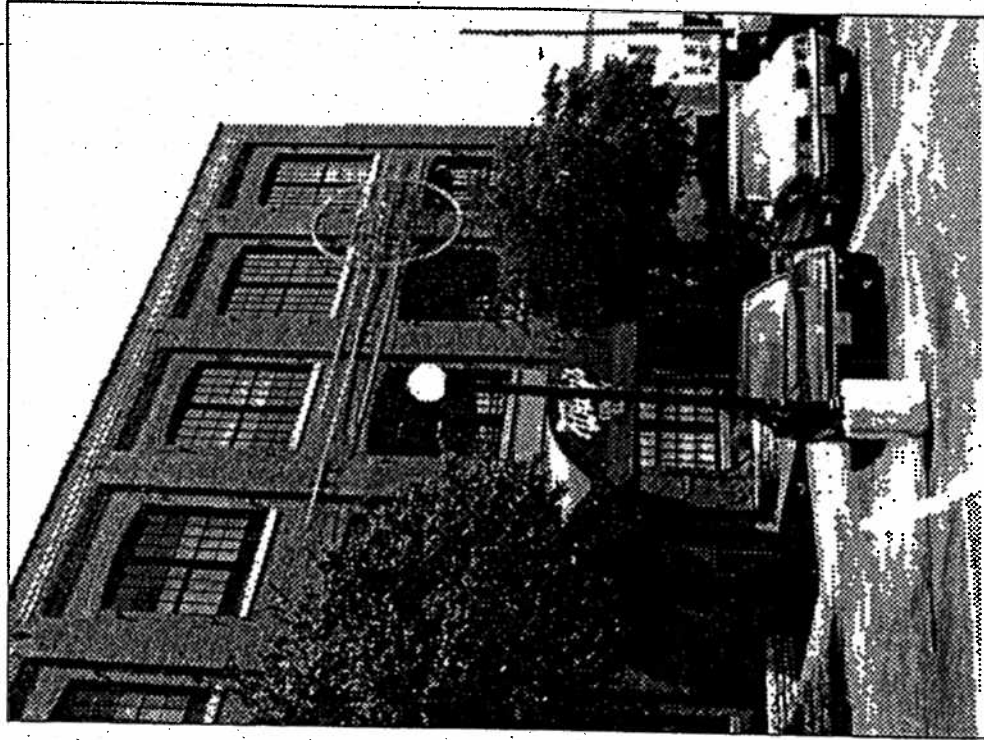
RELATIONSHIP TO BROADER COMMUNITY

- Increase promotion of Central Business District (CBD) area as the regional entertainment and arts center.
- Enhance Oregon Business District as one of several major CBD attractions for visitors and for CBD workday population.
- Develop stronger links both physically and perceptively between Convention Center, Central Business core, and Oregon Business District (OBD).
- Provide upgraded transit link between the Oregon Business District, adjacent neighborhoods, and the CBD.
- Enhance and expand upon the image of OBD as an activity center.
- Provide for long-term vitality and viability of Oregon residential district.

ACCESS, TRAFFIC, SERVICE AND PARKING

- Encourage, through both public policy and private initiative, expanded housing options through creative adaptation of area structures and potential new construction.
- Provide clear signage to demark access connection between Route 35 freeway exits and entries and the Oregon Business District.
- Maximize distribution, number and convenience of existing and new parking including examining potential for a parking structure within Oregon Business District.
- Provide clearly demarked, safe and secure, well-signed and well-lit parking, having pleasant pedestrian connections to service the Oregon Business District.
- Promote the use of Convention Center parking to service the Oregon Business District.





- Re-examine and potentially modify the present one-way street system servicing the east side of the Central Business District and the Oregon Business District to simplify area traffic patterns.
- Provide additional on-street parking adjacent to the Convention Center and entry to Oregon Business District.

LAND USE

- Create and encourage an environment conducive to residential, office, as well as retail uses within the Oregon Business District.
- Encourage a broader mix of uses that appeals to a broader range of the market than is presently the case.
- Encourage the evolution of compatible and complementary land uses in areas adjacent to the OBD.
- Evolve the present entertainment image of the OBD into a broader arts, food, and entertainment district image.

- Allow for expansion of the OBD through the evolution of uses and identification of the OBD extending west beyond the present railroad overpass to east of Wayne Avenue.
- Enhance retail opportunities to service the adjacent Oregon neighborhood and for neighborhoods to the east.
- Examine present or future surface areas at western end of Oregon Business District for a well-designed mix of parking, potential new construction, and redevelopment.

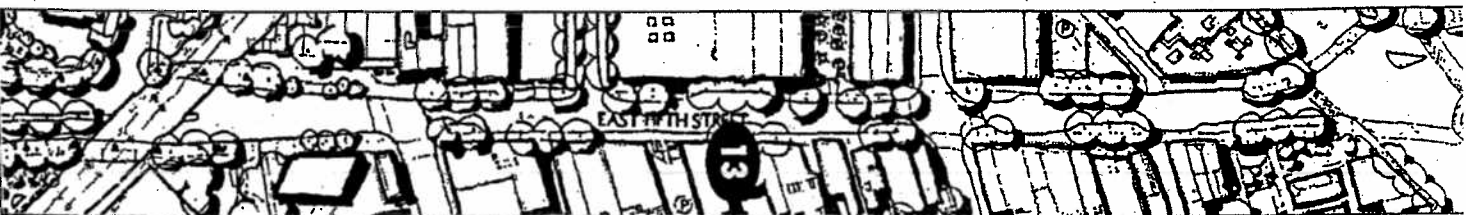
BUILDING SPACE

- Educate and inform existing and potential building owners/tenants as to overall economic feasibility, code issues, and building renovation requirements for retail, office, and/or residential use.
- Upgrade over time both the quality and market appeal of Oregon Business District tenants.

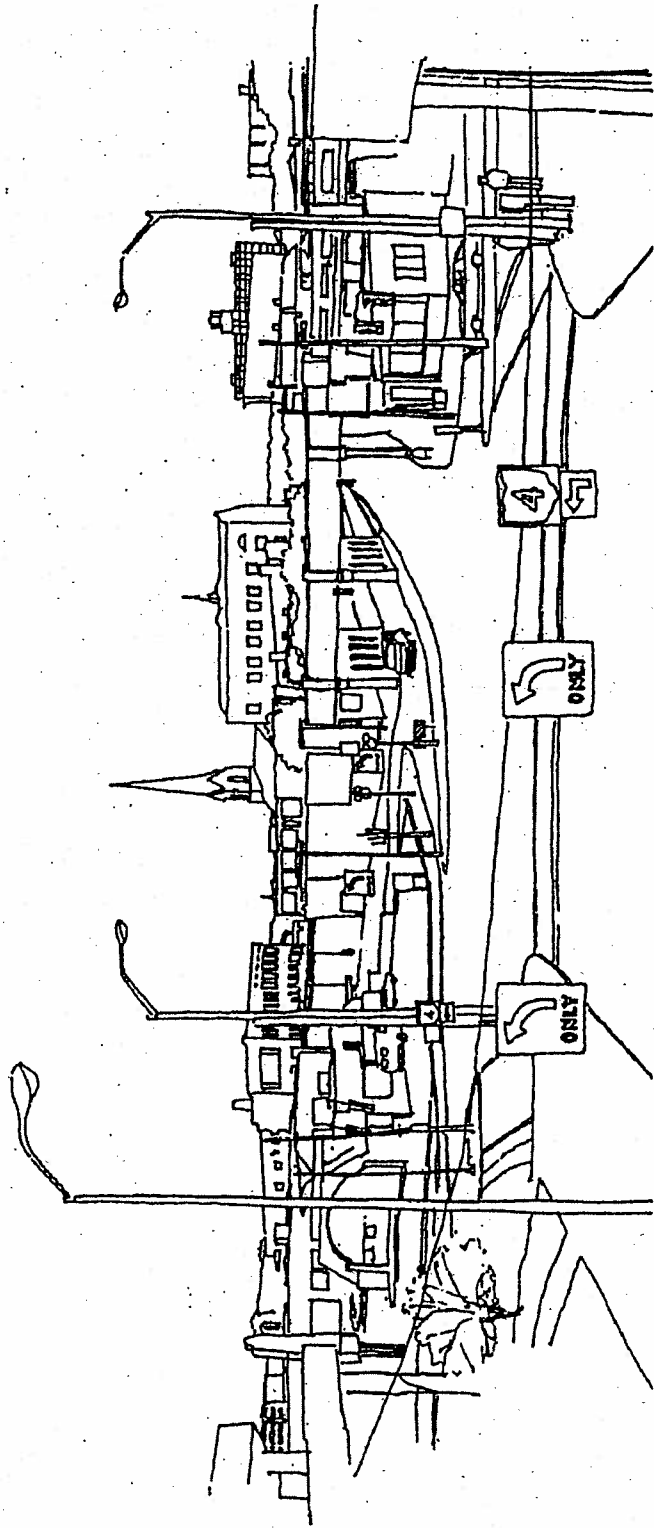
- Encourage upper floor occupancy of presently vacant space for office and/or residential uses.
- Encourage and promote compatible uses for those buildings located adjacent to the OBD.
- Maximize ground floor tenancy with quality users even if tenants are otherwise short-term and break even in return.
- Encourage use of consistently vacant ground level space for arts or other non-profit activity.
- Continue to promote exterior renovation and enhancement of all OBD structures.

OPEN SPACE, PEDESTRIAN CIRCULATION, AND AMENITIES

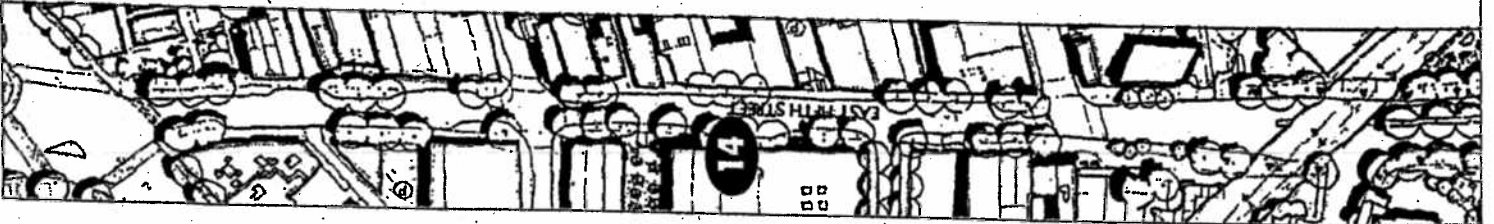
- Acknowledge and promote Fifth Street between Patterson and Wayne Avenues as a pedestrian zone.
- Ensure that within that pedestrian zone, pedestrian safety and security is paramount.



- As an extension of individual businesses, provide a variety of well-located, high-quality pedestrian spaces, from sitting to outdoor dining.
- Provide a well-designed, well-managed event space within the OBD.
- Develop pedestrian spaces and activities between the OBD and the Convention Center/Central Business District.
- Reduce traffic and pedestrian conflicts between the Convention Center and the OBD.
- Encourage the use of awnings as partial weather protection for pedestrians along the Fifth Street corridor.
- Encourage those businesses on the south side of Fifth Street to provide building service from the front



Robert NBBU



(north) versus the rear (south) in order to protect adjacent residential properties.

- Redevelop the land between business structures to the north and residences to the south within the Fifth Street corridor as quality controlled outdoor pedestrian spaces.

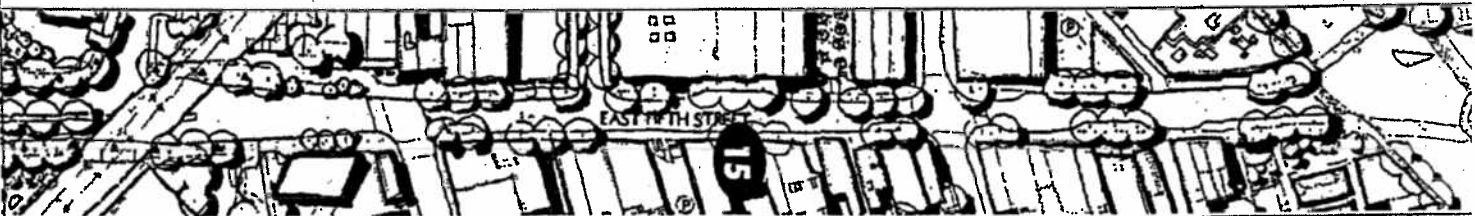
IMAGE AND IDENTITY

- Maintain and enhance the historic character of the area as expressed through its architecture and its history.
- Evolve the image of the OBD from an overt focus on bars and bookstores to a larger focus on being an activity center.
- Foster an environment that contributes to a place that a wide range of people are consistently attracted to.
- Create an extended OBD "front door" south along Patterson Boulevard.
- Develop a gateway or sense of entry on the east end of the Oregon Business District.

- Develop a west end gateway feature that extends to Patterson and Fifth versus the railroad overpass.

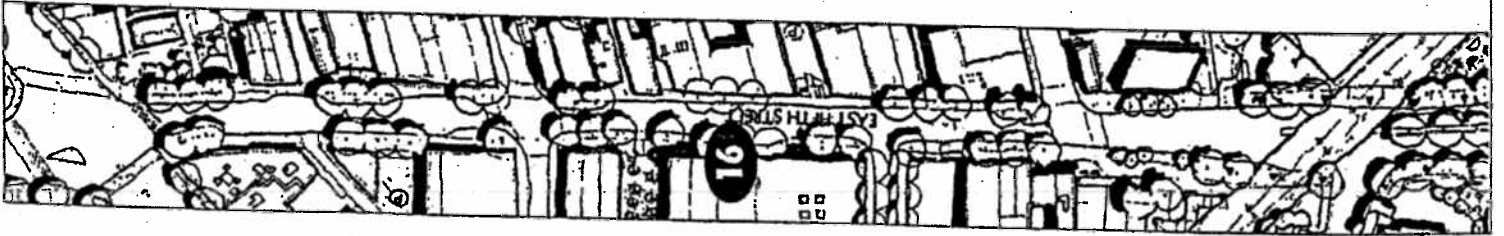
MANAGEMENT, PROMOTION AND OPERATION

- Acknowledge multiple ownerships and multiple objectives in carrying out any planning or development objectives.
- Develop an ongoing forum for residents, business owners, and property owners within the Oregon Business District.
- Expand the overall OBD market appeal to include a wider range of people across the broader part of the business day.
- Ensure joint coordination and promotion of operation and management of events, promotional activities, and in achieving short-term and long-term objectives for the area.
- Articulate and communicate existing and future OBD opportunities to the real estate community.



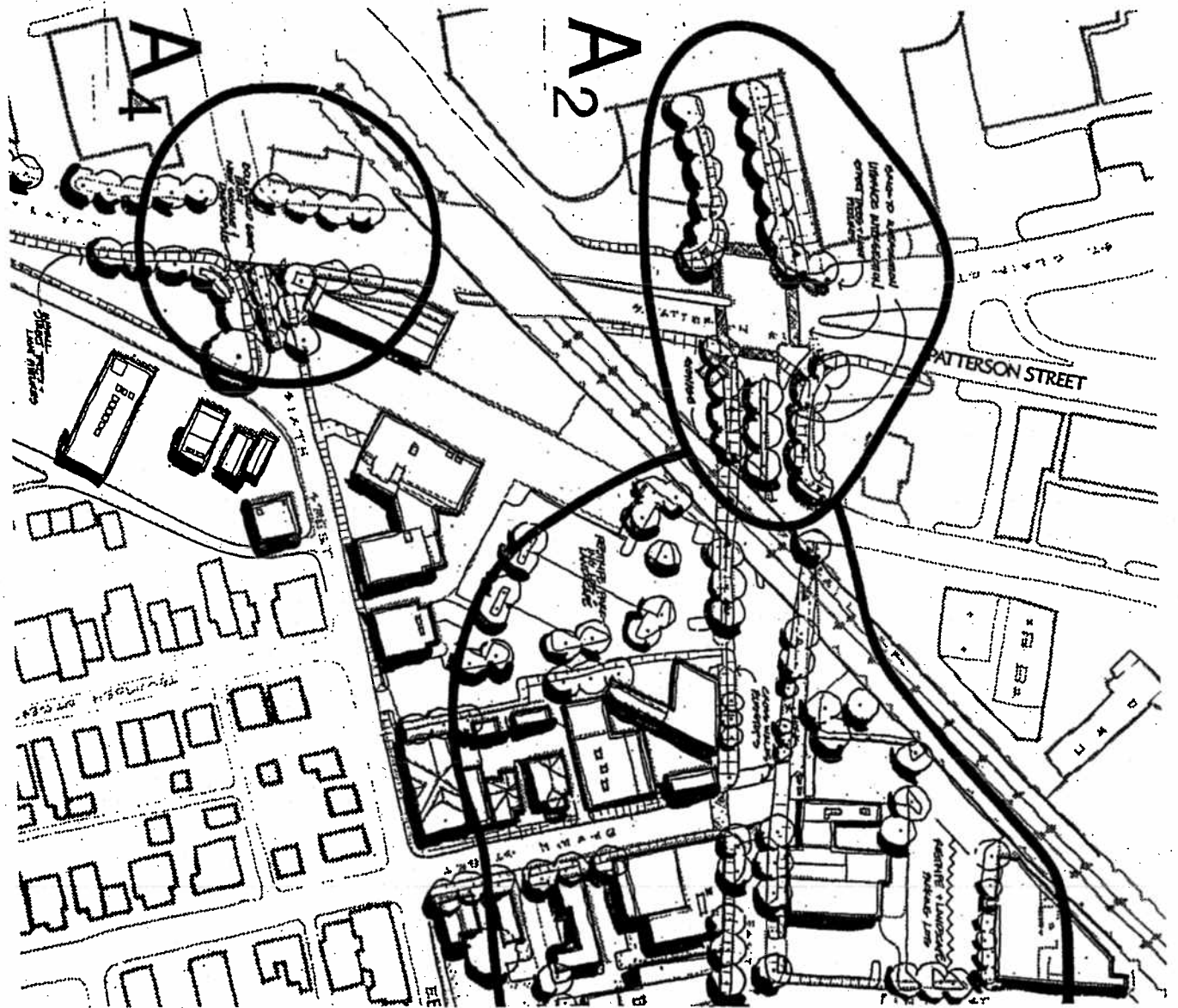
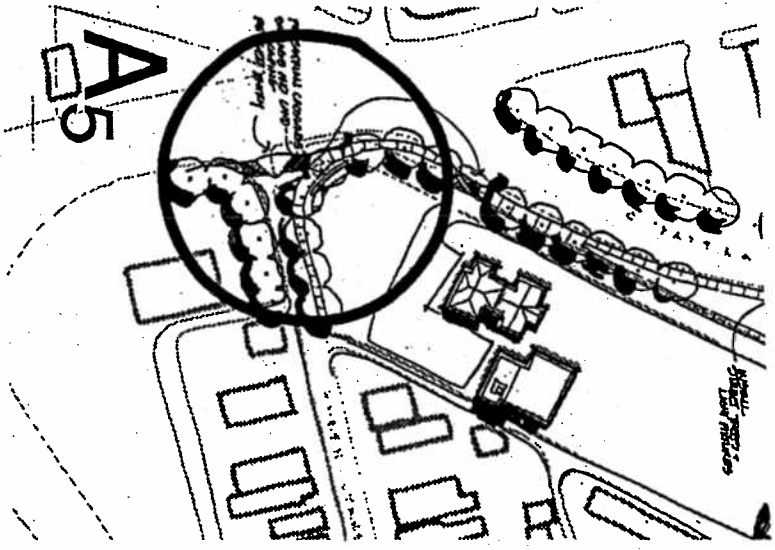
MAJOR RECOMMENDATIONS:

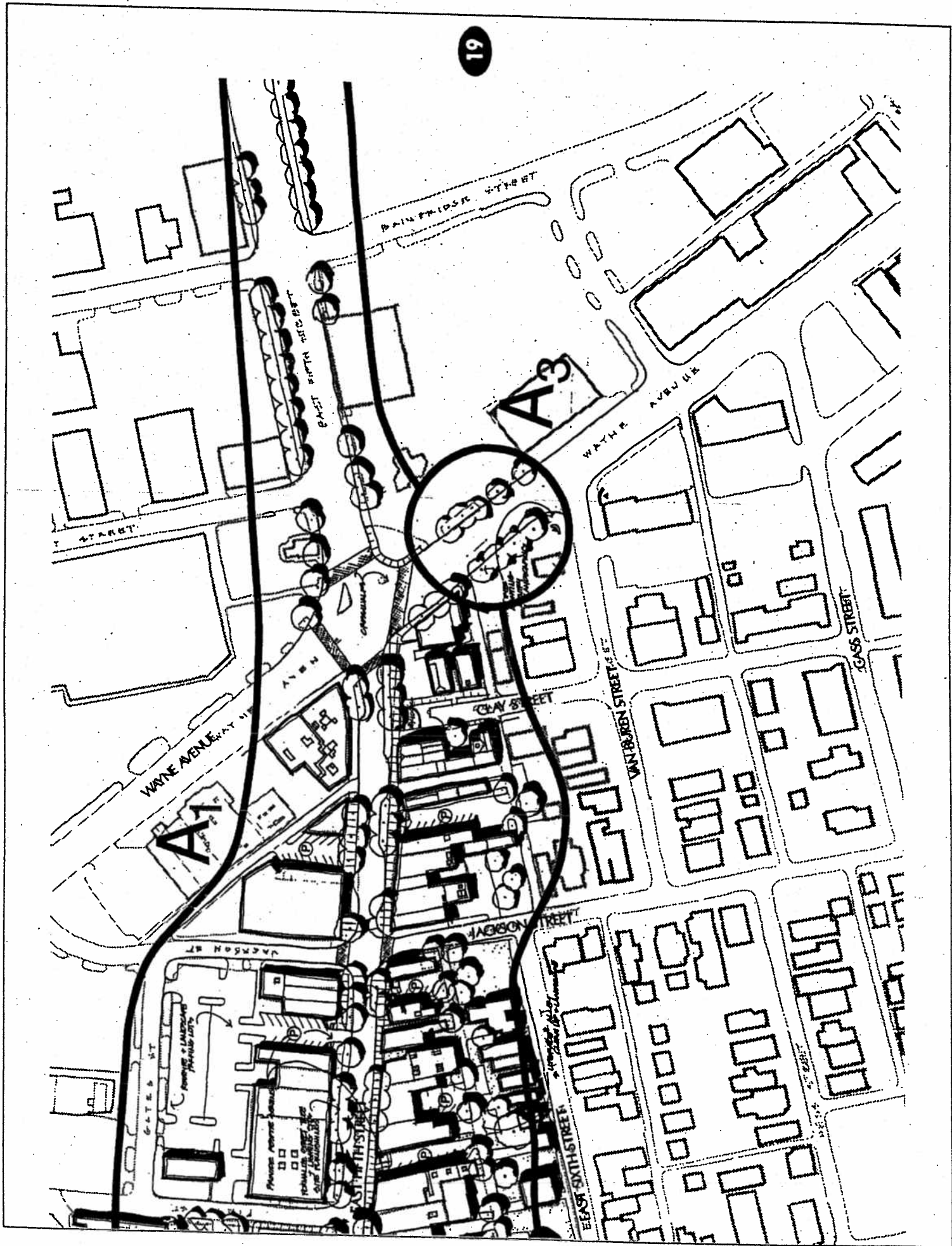
- Increase utilization of present vacant space:
 - Re-examine economic viability of allowing space to remain vacant.
 - Provide low cost occupancy for cultural uses to increase occupancy and perception of activity within the Oregon Business District.
- Provide additional retail and office opportunities through judicious development and re-development.
- Increase housing opportunities.
 - In presently vacant second and third story space.
 - In future renovated warehouse type buildings.
 - In new construction.
- Improved physical and perceptive linkages to:
 - Central Business District
 - the Convention Center
 - major entry corridors into the downtown
 - the Oregon neighborhood itself.
- Increase available parking:
 - Provide short-term as well as long-term answers that increase availability, distribution and quantity of parking.
- Increase pedestrian quality, safety and ambiance by providing quality, secure spaces.
 - Image enhancement:
 - Couple positive physical and operational changes with coordinated image enhancement including signage, entries, landscaping, and other improvements to the quality of the physical setting.



TASK MATRIX PHASE I (0-3 years)

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ARCHIT

MASTER PLAN

