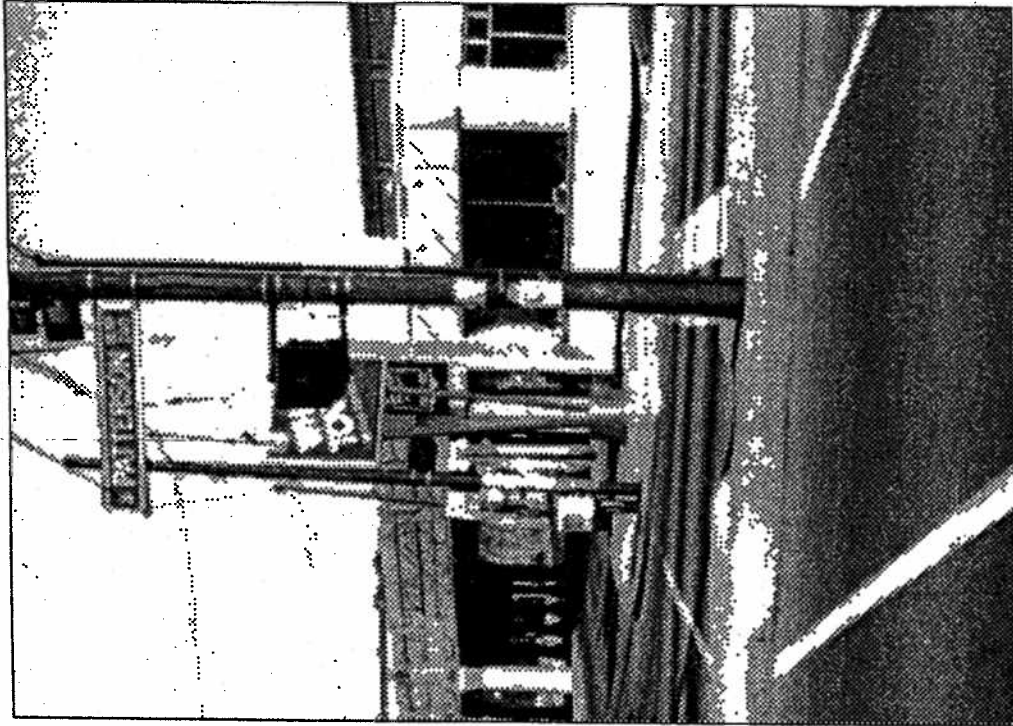


WHERE DO WE GO FROM HERE?

A plan, a process and participants. The success of many planning ventures can typically be attributed to a viable plan coupled with a planning process that combines to educate, mobilize and guide participants. All three items are critical; a plan and a process without participants remains a study. To help ensure ongoing participation, the study effort entailed creation of a Master Plan Task Force. The role of that Task Force included being an advisory body in the preparation of planning recommendations, as a sounding board in articulating goals, facts, needs and concepts regarding the planning study, and most critically, participants willing to invest energy and time into the future of the Oregon Business District. Several observations are in order:

- Sufficient economic incentive exists for private property owners and tenants to act individually and/or as part of an organized group to undertake the action items listed on the Task Matrix.
- Public objectives regarding both neighborhood preservation and the undergirding of confidence in the Central Business District justifies judicious, leveraged public investment in both dollars and people resources.

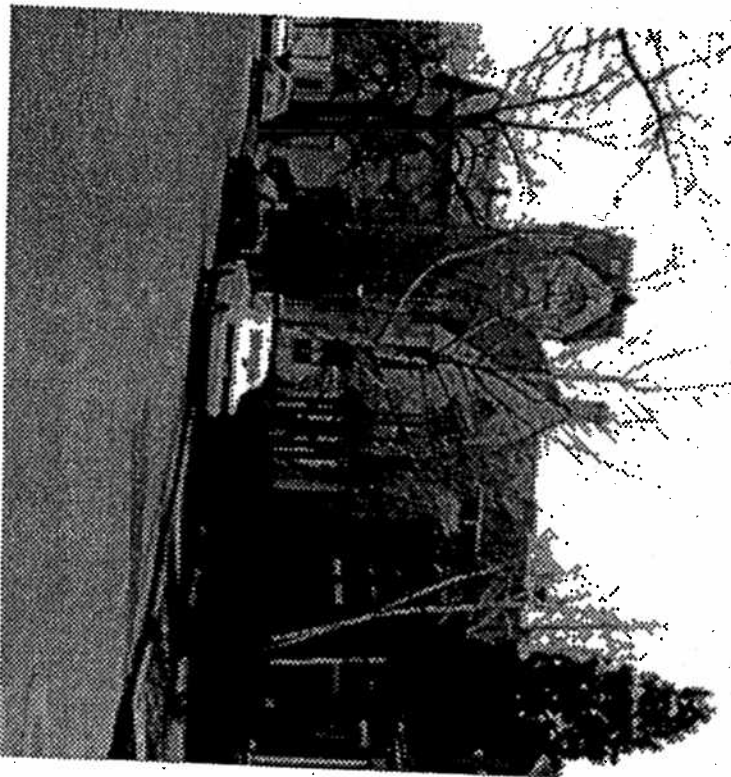


- For Oregon District residents, clear incentives exist to not just protect residential quality from negative business practices but to in fact enhance residential quality through symbiotic, mutually advantageous retail and service uses.

The Oregon Business District has reached a general homeostases, barring additional vacancies such as Freund Precision which thankfully appears highly unlikely. Therefore, in a true sense the only direction is up; the real issue is one of timing e.g. "when". In answering the "when" question, one really must answer the "who" question. A fundamental part of the planning effort was to create and work with a working task force comprised of Oregon Business District and adjacent property owners and tenants, residents, and city officials. From this beginning, an organized, committed nucleus of concerned individuals must form to achieve significant progress in tackling the myriad of planning objectives facing the Oregon Business District.

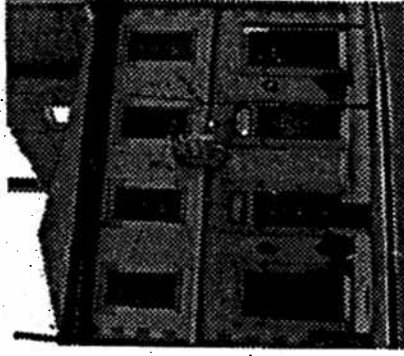
The Oregon Business District is ripe for a significant turnaround even during these present difficult economic times. Efforts invested in the Oregon Business District through the Task Matrix will be rewarded in economic

return for owners and tenants, in increased confidence in the Oregon Business District's future, and in solidifying the role of the Central Business District, of which the Oregon Business District is a vital part, as the center focus for retail, office, entertainment and cultural activities for the Dayton metropolitan area.

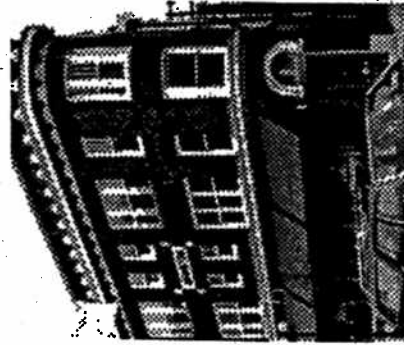


RENOVATING BUILDINGS

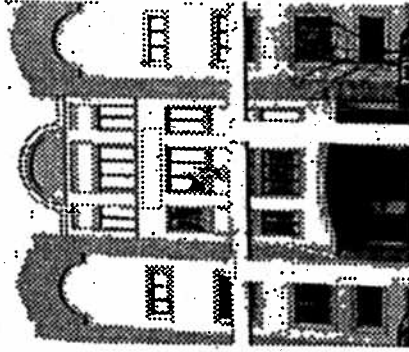
The building inventory within the Oregon Business District offers both opportunities and constraints in providing space for today's retail, office and service user. Buildings were constructed oriented towards streetcar traffic and pedestrian activity, not automobiles. Lot parcel sizes dictated fairly narrow frontage and long depth buildings. Typically most buildings housed a single floor user and did not anticipate the need for future subdivision of spaces for multiple uses. These very constraints however provide an unmistakable ambiance and unique character that can be a clear asset for retail and office users desiring a unique environment. High ceilings, exposed brick walls, unique interior spaces and being part of an overall unique area should be capitalized on as advantages unique to the Oregon Business District.



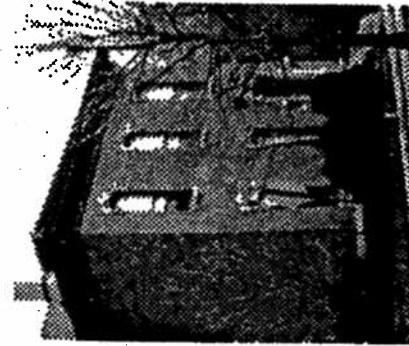
SF/MF CONVERTED



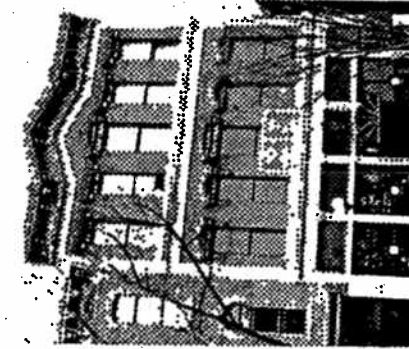
COMMERCIAL/MF



MULTI-FAMILY



SINGLE FAMILY



COMMERCIAL

EXISTING BUILDING TYPE INVENTORY



The Oregon District consists of a wide variety of building types that were built between the late 1800's and early 1940's. For the most part the buildings are interesting and valuable. The condition of most structures is above average for the age of the building. Many of the exterior facades have been remodeled to a level that is respectful of their original design. In the case of some, the original facades have been covered with a newer material/facade application which makes the original facade subject to question as far as opportunities for restoration. Along Fifth Street, exterior facades of most of the structures are masonry. There are a few wooden structures which add a visual diversity.

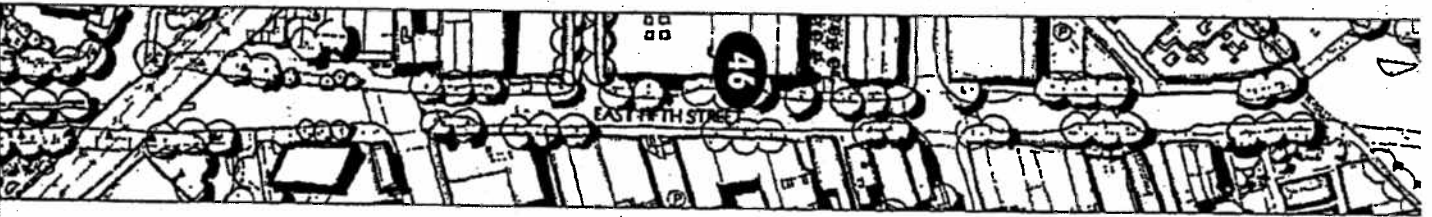
In order to quantify and better understand the buildings along Fifth Street, four distinct building categories were established. These were based on the assumed initial use of the structure, regardless of contemporary modifications. The categories include the following:

1. Single and two-family structures. This building type is distinguished from others by being primarily two-story in nature and having a scale similar to that of a single-family residence.

2. The second type is multi-family/commercial. This building type was originally built as a traditional apartment building with units and/or some commercial space on the first floor. These residential structures are unique because of their three-story height which utilizes parapet walls and flat roofs giving them a more commercial character to the building.

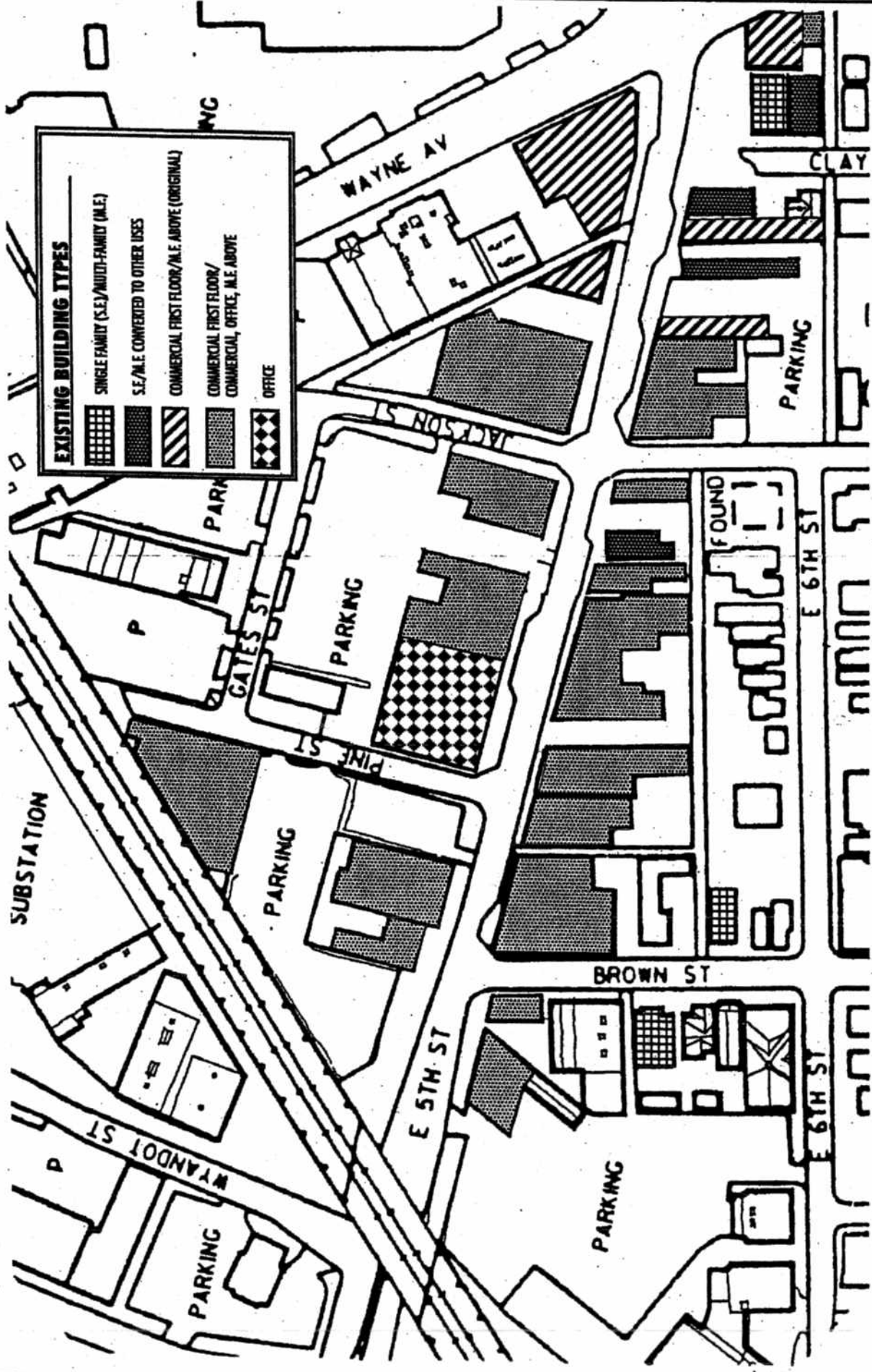
3. Commercial/Residential - Around the turn of the nineteenth century, a number of structures were built consisting of retail or commercial first floors and walk-up flats/apartments above. The vintage of the Oregon District affords it a pre dominant number of these types of structures. In some cases, these structures were originally built as manufacturing facilities i.e. the "Stepladder Building"; however, their articulation and scale is consistent with the standard mixed commercial/residential turn of the century building. Most typical examples of these structures would be T.B. Griggs and T.B. Hopkins.

4. Commercial structures are those either single-story or multi-story that were constructed for



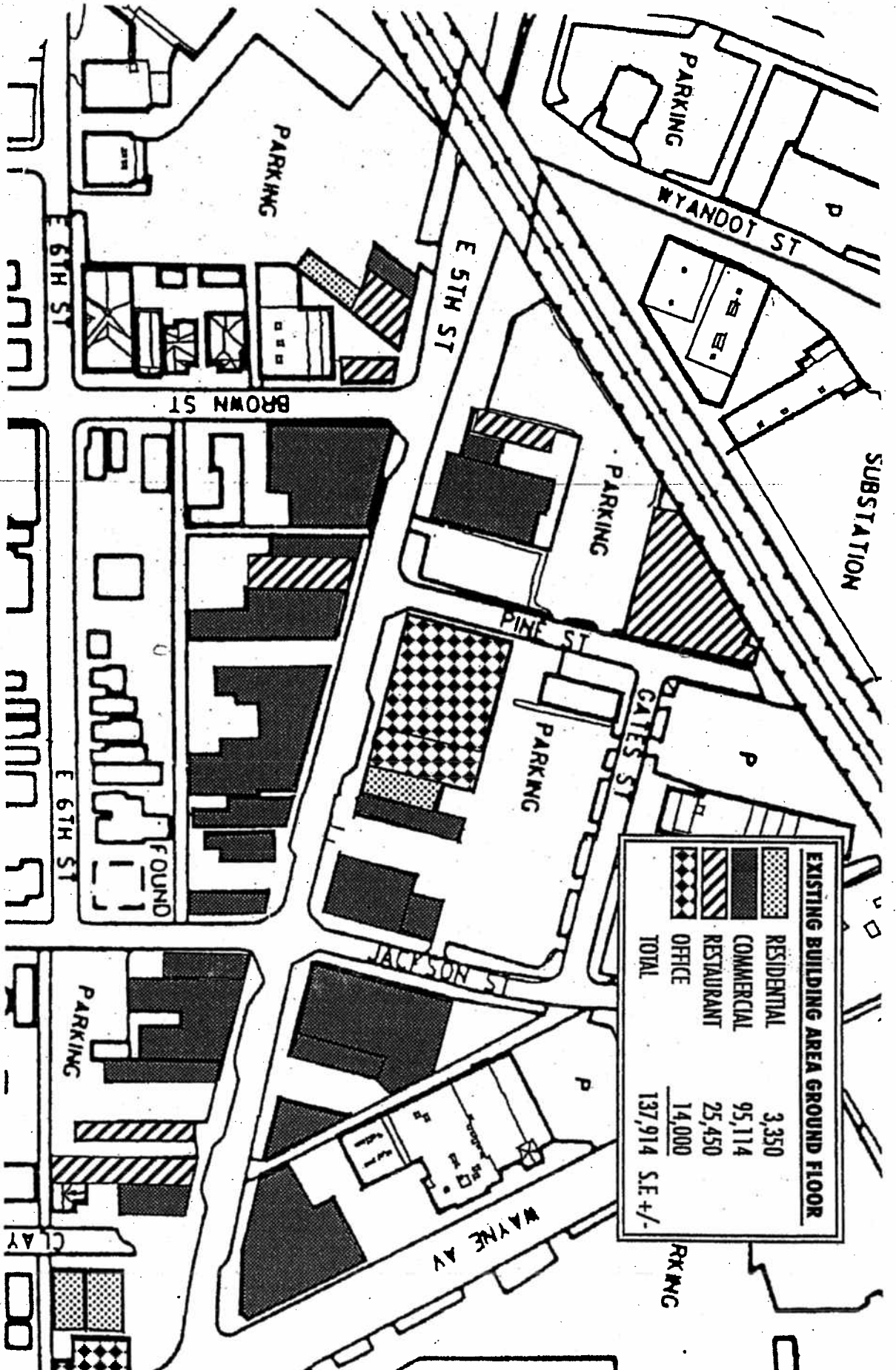
EXISTING BUILDING TYPES

-  SINGLE FAMILY (S.E./MULTI-FAMILY (M.E.))
-  S.E./M.E. CONVERTED TO OTHER USES
-  COMMERCIAL FIRST FLOOR/M.E. ABOVE (ORIGINAL)
-  COMMERCIAL FIRST FLOOR/COMMERCIAL, OFFICE, M.E. ABOVE
-  OFFICE



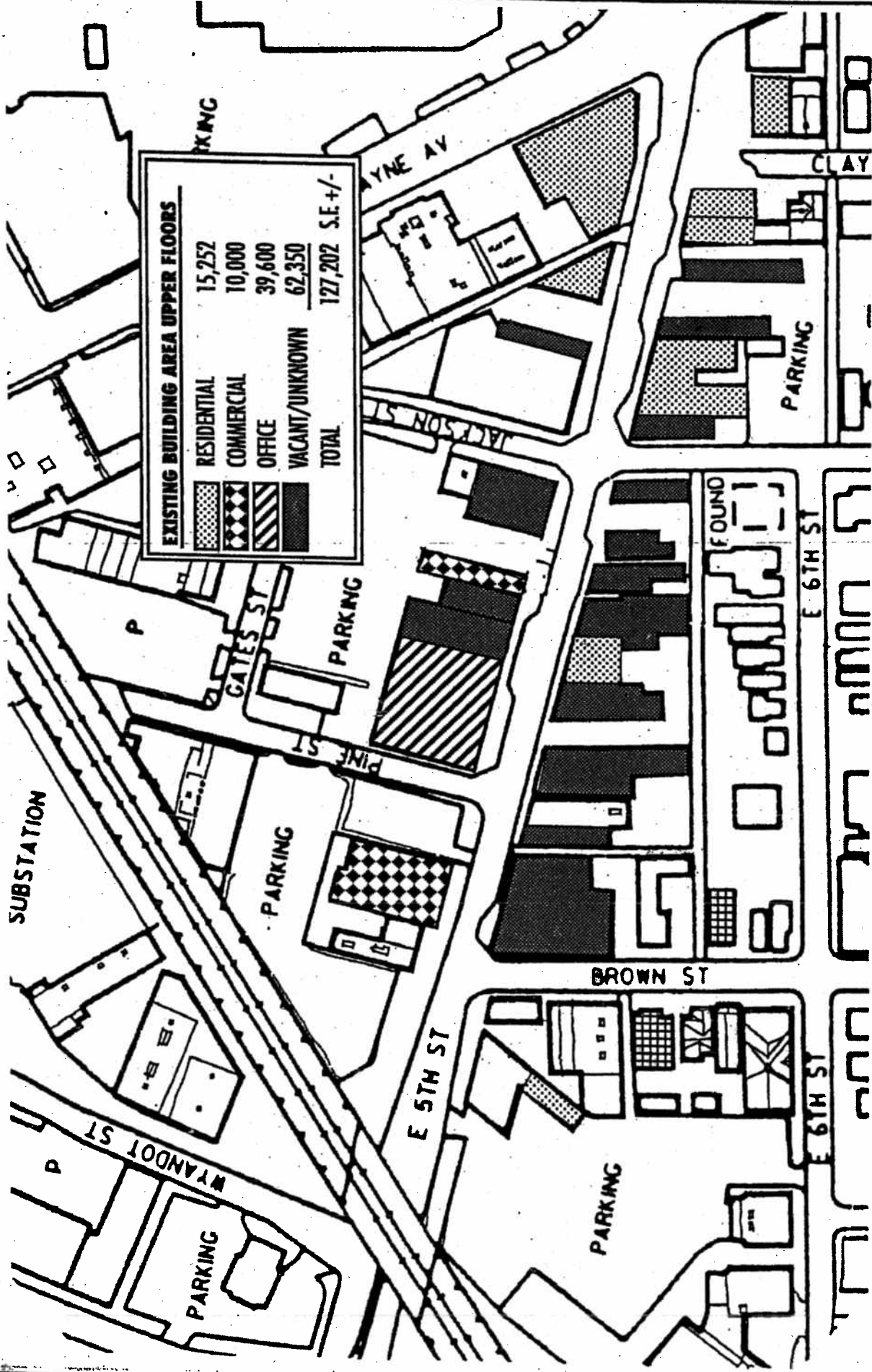
EXISTING BUILDING TYPES





EXISTING BUILDING AREA GROUND FLOOR		
	RESIDENTIAL	3,350
	COMMERCIAL	95,114
	RESTAURANT	25,450
	OFFICE	14,000
	TOTAL	137,914 S.E. +/-

EXISTING BUILDING AREAS GROUND FLOORS



EXISTING BUILDING AREA UPPER FLOORS	
RESIDENTIAL	15,252
COMMERCIAL	10,000
OFFICE	39,600
VACANT/UNKNOWN	62,350
TOTAL	127,202 S.E. +/-

EXISTING BUILDING AREAS SECOND FLOORS



totally commercial purposes. These uses would include retail, light manufacturing and warehousing. The Freund Precision building serves as perhaps the most notable example of this type of building; however, others would include the Goodwill Store.

An overview of the building inventory in the Oregon Business District includes 32 buildings with 265,120 square feet of space and percent remaining vacant at the time of report preparation. Of that vacant space, 41 percent or 108,900 square feet is in second floor space. The reuse and renovation of present vacant space therefore must address upper floor as well as ground floor usage.

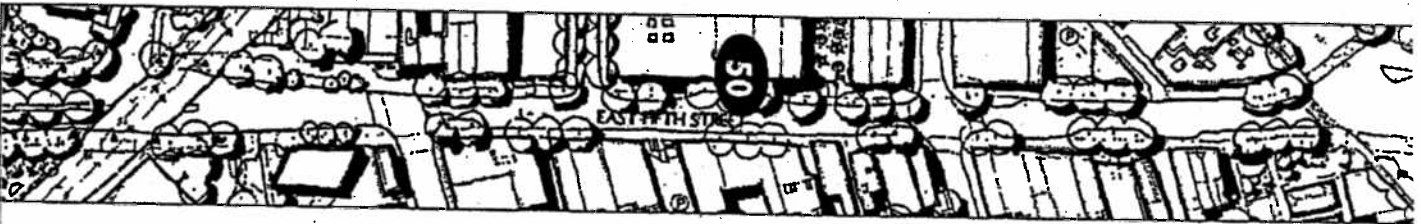
ADAPTIVE REUSE SCENARIOS

Rehabilitation scenarios were developed for the purposes of testing the financial viability of implementing an adaptive reuse program for vacant structures. The District presently consists of a rather high degree of underutilized buildings consisting of vacant second, third and fourth floor areas. Any financially feasible undertaking in this area would have to be responsive to the market place;

however it does seem reasonable that a non-income producing vacant property is less desirable than one that produces a marginal income sufficient to subsidize the debt service on the property.

With that concept in mind, two scenarios were investigated. The first scenario acknowledged that in order to be competitive in the market place the potential rental income from any structure would have to be deeply discounted. The construction finance for such a scenario would then by definition be very minimal and only provide basic services such as heating and sanitary facilities. The Emporium Building was selected as a prime building for this scenario, because the exterior facade of the building had already been rehabilitated with an interior that had basically been stripped back to the simplest of structures. Referring to the figures provided as part of this text, under this first scenario a very modest cash flow would be realized.

A second scenario was explored under the basis that the existing structure would be only updated to the lowest most cost-conscious level of the market place. The concept under this scenario was to take advantage of remodeling sections in the state code to provide new



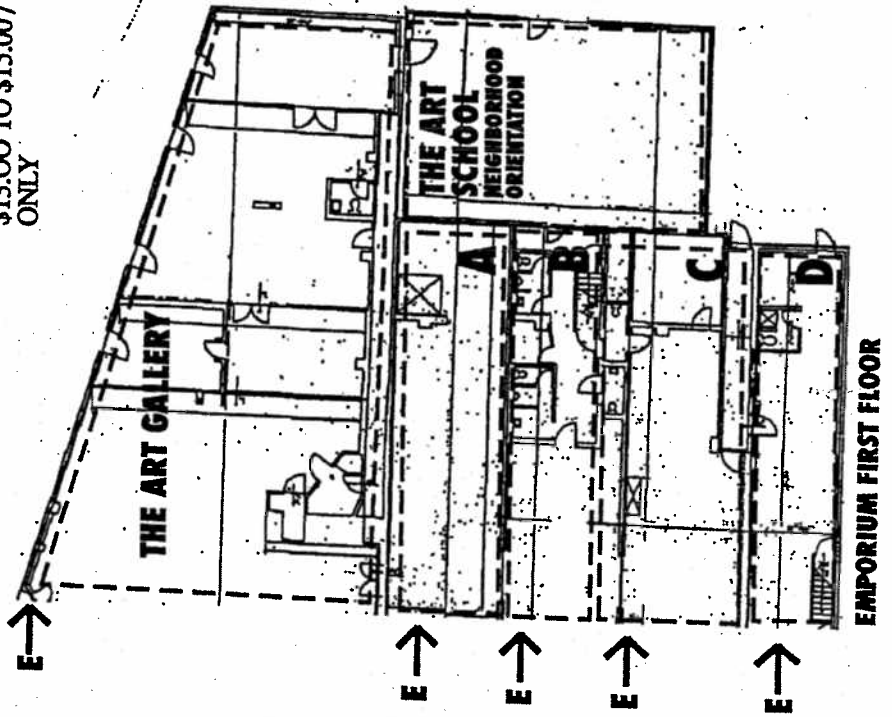
ADAPTIVE REUSE SCENARIOS

SCENARIO I THE HOLDING PATTERN-MINIMAL UPGRADE=\$

INSTALLATIONS:

1. SHELLED/SECURE
2. SYSTEMS ROUGH IN
3. SOME ENCLOSURES
4. ALLOWANCE: PAINT ONLY

ESTIMATED CONSTRUCTION COST
\$8.00 TO \$10.00 / SQ. FOOT INTERIOR
ONLY

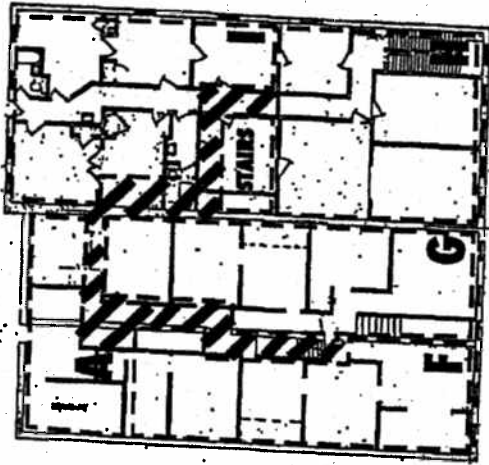


SCENARIO II ORIGINAL RESIDENTIAL UPGRADE- RE-IMAGE

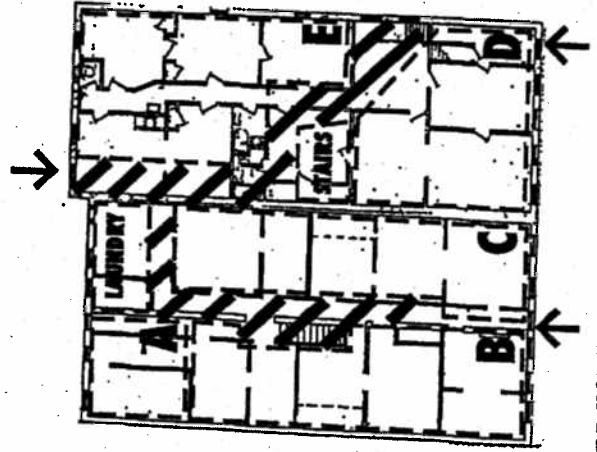
INSTALLATIONS:

1. UPDATE PLANS FOR THE 90'S
2. LARGE BATH, SMALL KITCHEN
3. COMMON LAUNDRY
4. ENHANCE CHARM, BUY
USED EQUIPMENT/SINKS/LIGHTS

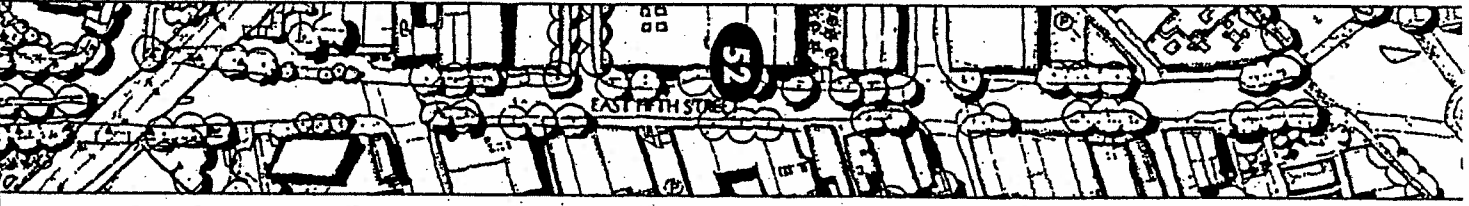
ESTIMATED CONSTRUCTION COST
\$13.00 TO \$15.00 / SQ. FOOT INTERIOR
ONLY



T.B HOPKINS THIRD FLOOR

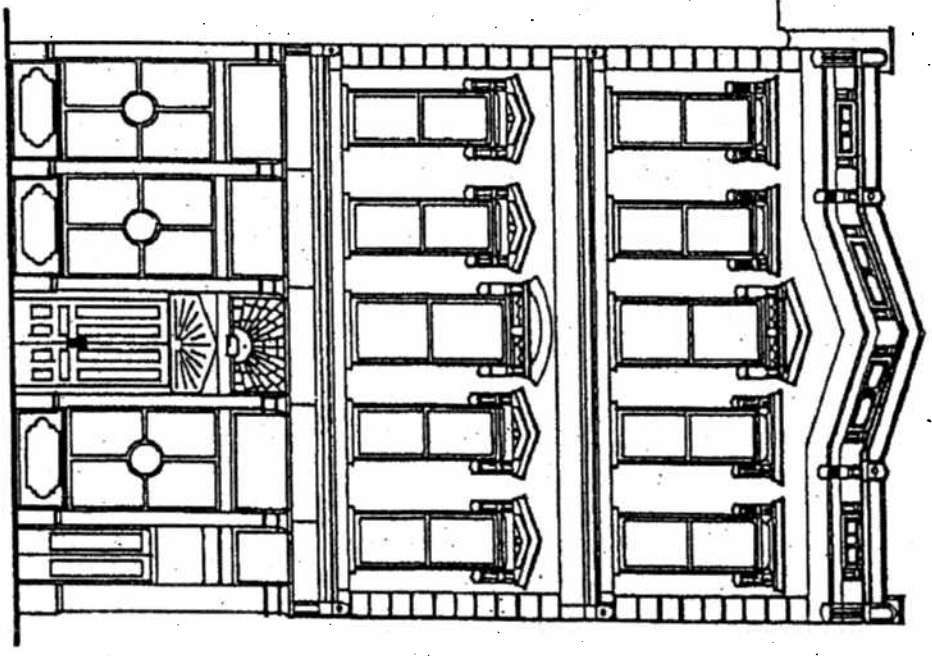


T.B HOPKINS SECOND FLOOR



housing in those vacant spaces on the second and third floors along Fifth Avenue. It was assumed that loft-style apartments of very simple construction would be appealing and would primarily rely on the ambiance of the building itself. Again, as with the first scenario, a very modest cash flow could be realized if such a project was developed.

In summary, the reuse and renovation of existing vacant square footage can clearly be economically viable, even at a fairly low rental rate. Clearly the lower the rental rate, the more target options exist in selecting users compatible with the long-term positioning of the Oregon Business District, e.g. cultural uses, art gallery space, those who would bring a very positive image change to the area. To tap this economic potential, specific focus must be given to communicating the availability, renovation possibilities, and unique features of the building spaces that are available. The homework as to what is possible must be provided by the seller and not assumed on behalf of the buyer. Specific marketing actions have been included as part of the recommended Task Matrix within this planning document.



T.B. HOPKINS BUILDING
Source: Mark Bowdler Associates, Inc. Dayton, Ohio

Section IV Makings of A Plan

THE MAKINGS OF A PLAN

The Master Plan study process covered a six month time frame and included five major project review sessions with a Master Plan Advisory Task Force:

Session I - Articulating Goals, Facts, Needs and Concepts

The purpose of Session I was to identify in a group setting:

Goals: Actions we would like to achieve

Facts: Constraints or opportunities that exist that may help or hurt meeting those goals

Needs: Specific physical needs that must be addressed (e.g. parking)

Concepts: Ideas or thoughts people have regarding how to address the goals, facts and needs.

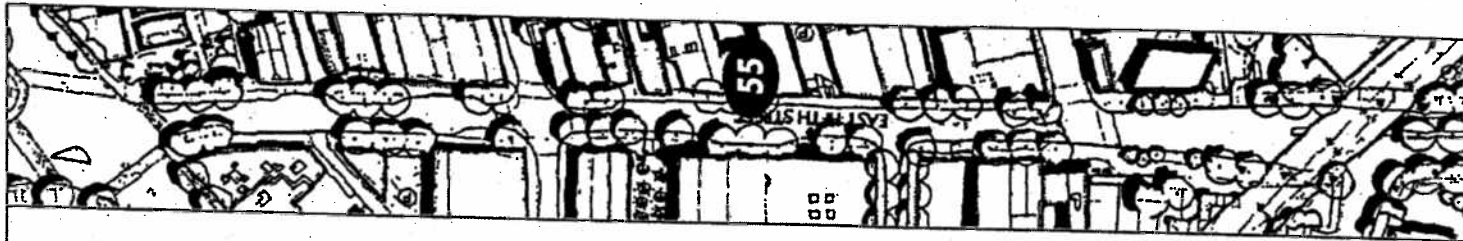
This process was undertaken with the Master Plan Task Force, comprised of concerned individuals including

property owners, tenants both within and outside the Oregon Business District, concerned citizens within the Oregon residential district and city officials. This cross-sectional representation provided balanced viewpoints in articulating the goals, facts, needs and concepts provided in the Appendix to this report. Another function of Session I was to begin an informational/educational process regarding the Oregon Business District as a separate district and in its relationship to the larger community.

Session II:

Based upon the results of Session I, a list of planning goals and principles was drafted for each of the sub-categories listed below:

- Relationship to broader community
- Access; traffic service and parking
- Land use
- Building space
- Open space, pedestrian circulation, and amenities
- Image and identity
- Management, promotion and operation

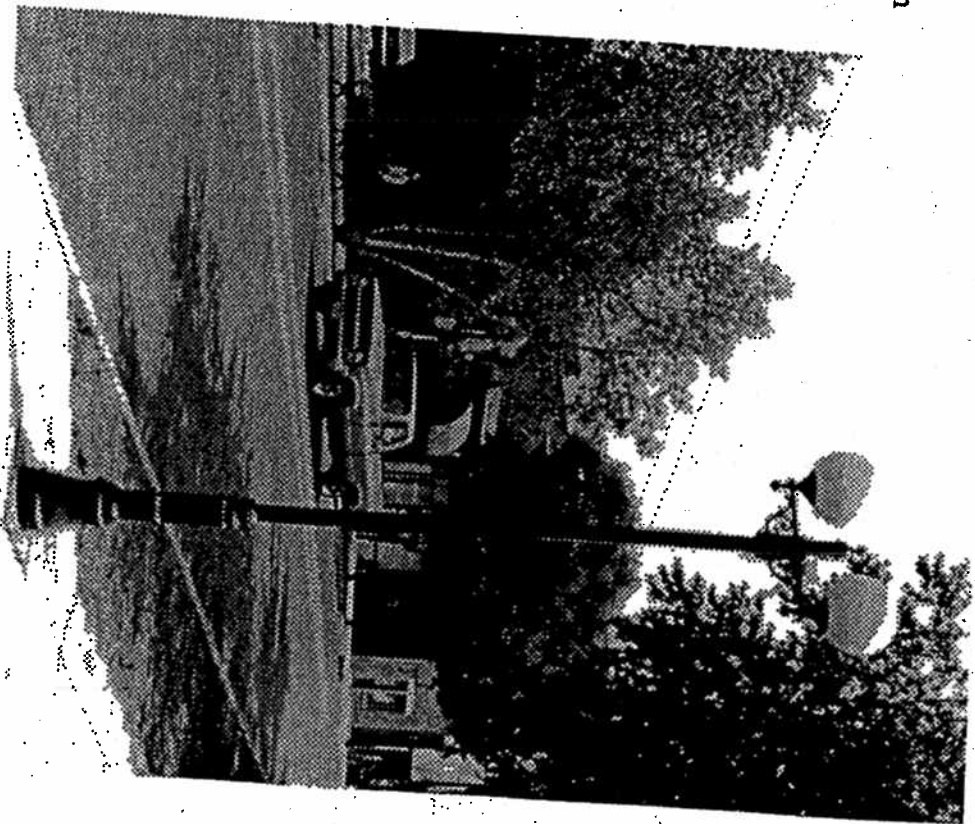


The purpose of preparing and finalizing goals and planning principles for the Oregon Business District Study is to provide a written guideline or evaluative tests by which to judge planning recommendations included not only within the report but future recommendations that will inevitably occur over time. Planning ideas that meet the planning goals and principles contained within those statements should be encouraged. Planning concepts that do not meet or detract from those goals and principles should be discouraged.

Session III -

The planning goals and principles provided the basis by which broad planning options could be examined, tested and refined. Alternatives were broadly examined including:

- additional retail, residential, office and entertainment land uses
- traffic, parking and pedestrian concepts
- land use and physical changes to areas adjacent to the Oregon Business District
- potential areas for image enhancement



Session IV - Alternatives Refinement

The review of planning options or "menu" provided in Session III was then utilized to specify a number of planning alternatives that range in a general continuum from minimal physical change within the District to major concepts of development and redevelopment, including areas adjacent but physically outside of the Oregon Business District. Also introduced in Session IV was the concept of a "Task Matrix", that would become the backbone of plan implementation. The Task Matrix would be the format by which a broad variety of planning actions would be listed, varied by ease or difficulty of implementation, cost, timing, prerequisites, and areas of responsibility.

Session V -

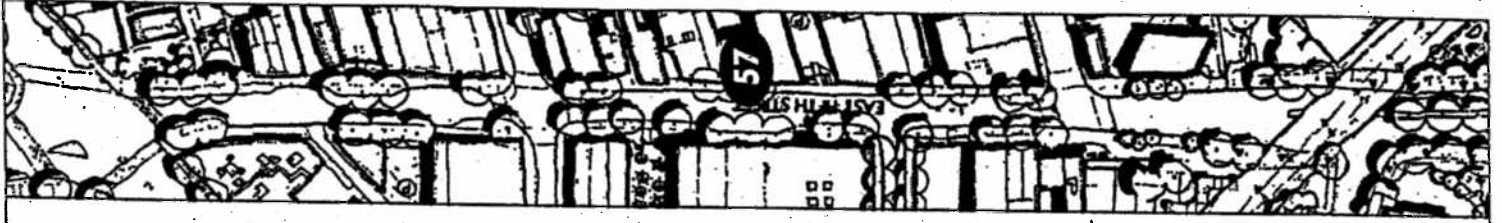
The recommended Master Plan in both pictures and words and in the completed Task Matrix was presented and reviewed with the Task Force. The plan comprises three phases:

- Phase 1 - involves relatively minor but doable positive changes

- Phase 2 - selective development, redevelopment and upgrade of adjacent areas

- Phase 3 - longer term, more major development and redevelopment opportunities.

The heart of the planning effort is however, not the plan maps, but the planning goals and principles in statement form and the Task Matrix through which any concerned party can become involved to achieve coordinated, positive results. A successful study effort involves a solid plan, a process, and participation; the Oregon Business District Master Plan study has addressed each of these critical components to successful implementation.



PARTICIPANTS INPUT FROM SESSIONS

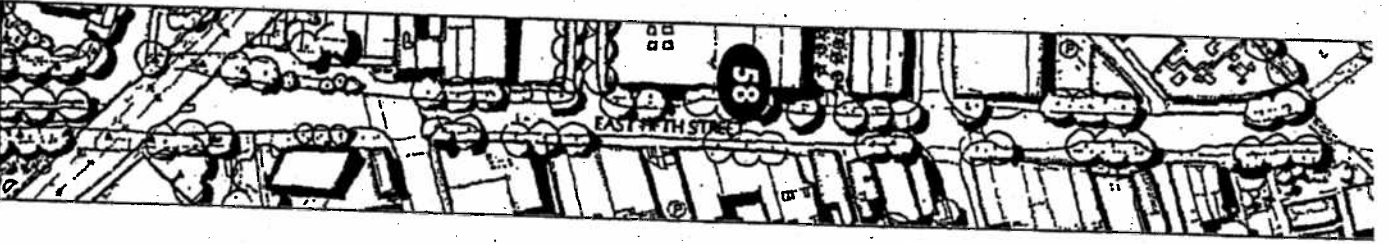
GOALS

- Economic success
- Neighborhood preservation and enhancement
- A vital part of a vibrant CBD
- Determine our market
- Long-term vision and direction
- Long-term quality tenants
- Determine viability of tenants
- Keep most existing buildings
- Must create an ongoing management/organization
- Evolve a clear OBD image distinct from CBD!
- Upgrade image, safety, security
- Sustained level of activity for visitors
- Attract noontime traffic to OBD

FACTS

- Terrific freeway access
- Convenient location
- Architecturally unique setting
- Limited "frontage" (railroad a barrier)
- Very mixed use

- Unclear, unarticulated future
- Vacancies
- Limited upper story occupancy
- Limited parking & distribution of spaces
- Multiple owners/multiple objectives
- Limited neighborhood service area
- Neighborhood has "common bonds"
- Neighborhood resents entertainment business
- Neighborhood Service
 - Food/Restaurant
 - Other/Record
- Food markets have failed (2)
- Oregon residential area an "isolated" market
- 800 residents in tower
- History perception of bars, bookstores
- Entertainment uses stay open longer!
- West side of OBD different than east
- No coordinated event planning
- (3) events per year
 - Springfest - 7,500
 - V. Ball - 20,000
 - Halloween - 25,000
- Zoning policies discourage development



- Competition
 - Oakwood
 - Kettering
 - CBD Retail
 - East Third
 - Sta/Ludlow
- Depressed market
- Grocery "market"
- Neighborhood meeting place - "watering hole"
- Ice cream/coffee spot
- Better marketing of OBD to brokers
- Clarify what's available, facts, feasibility
- Vehicle for ongoing change

CONCEPTS

- Expand south along Patterson
- Expand beyond railroad tracks
- Forego commercial for residential uses
- Loft housing
- Art/Design offices
- Integrate railroad/canal history to O.B.D.
- Establish central event/pedestrian space?
- Construct parking deck
- Close Fifth to cars

NEEDS

- Definition of service role to CBD
- Definition of "competition"
- Transit link to CBD offices
- Better linkage to Convention Center
- Business needs people from outside
- Linkage to housing towers
- Convenient parking
- Improved garage signage
- Upgrade commercial-residential edge
- Better events/event space
- Control over event crowds
- Reduced visibility of bookstores
- Continued upgrade of bars market

BROAD PLANNING OPTIONS

Present perception would list the Oregon Business District as predominantly a retail environment, contained within the Fifth Street Corridor between Wayne Avenue and the railroad overpass to the west. One of the important parts of a planning exercise is to challenge the givens, to seek fresh, innovative approaches to identified problems and issues.

Can the Oregon Business District corridor be expanded? Roughly 60 acres of surface land exist within 1200 feet of the Oregon Business District - Fifth Street Corridor. Are there creative development and redevelopment opportunities that could utilize these surface land holdings in an acceptable, exciting manner? The integration of these land holdings into the study effort allow questioning as to what constitutes the actual physical as well as perceptual limits to the Oregon Business District. Can or should areas now perceived as outside of the Oregon Business District become part of a larger planning framework in adding a "new face" to the east as well as west of the core study area? What positive physical improvements can be made within these areas that will also benefit that area and the Oregon Business District? With those questions in mind, what long-term area expansion possibilities exist? Can or should commercial expansion occur to the

north, to the east, to the west? How can commercial expansion be contained and not grow to the south? What linkages should exist to meld the Oregon Business District with the Convention Center and the Central Business District?

Present perception of the Oregon Business District as retail area can cloud over opportunities for additional office, residential and entertainment use expansion. A focus on each of those individual use categories, a specific concept was developed to address key use requirements for office, residential and entertainment users.

