

OREGON BUSINESS DISTRICT

Community Master Plan

Dayton, Ohio

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B O H M
NBBJ

January 1992

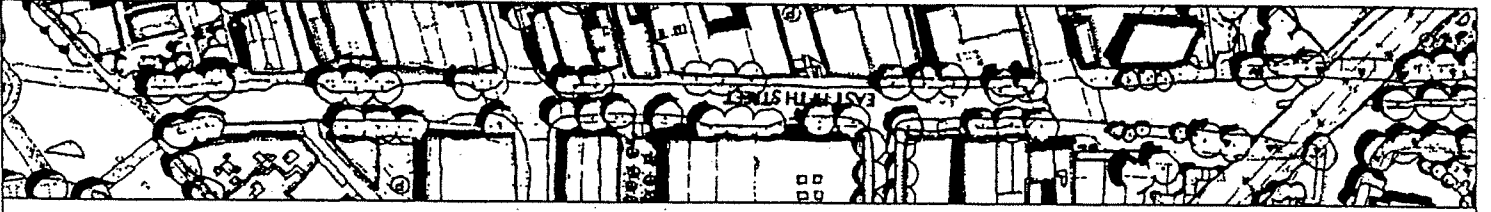
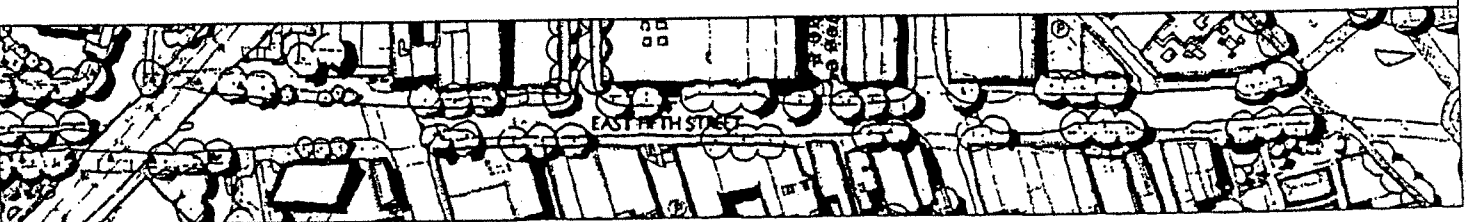


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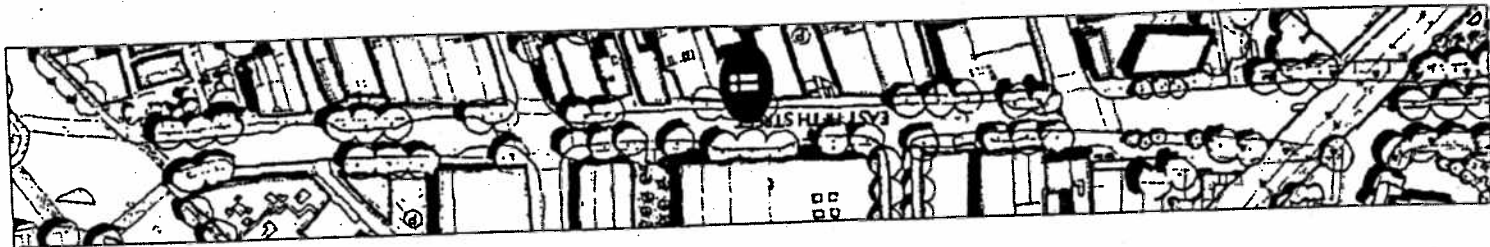


ACKNOWLEDGEMENTS

We wish to thank all the individuals and groups who gave their time, effort and financial support in the creation of this plan. It is through their effort that the plan and process evolved.

Special thanks to all the individuals and companies who provided rooms and refreshments for the various meetings and to Ray Griffin who coordinated all the follow-up group meetings.

Bank One
Bayley Management
City of Dayton Planning Department
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



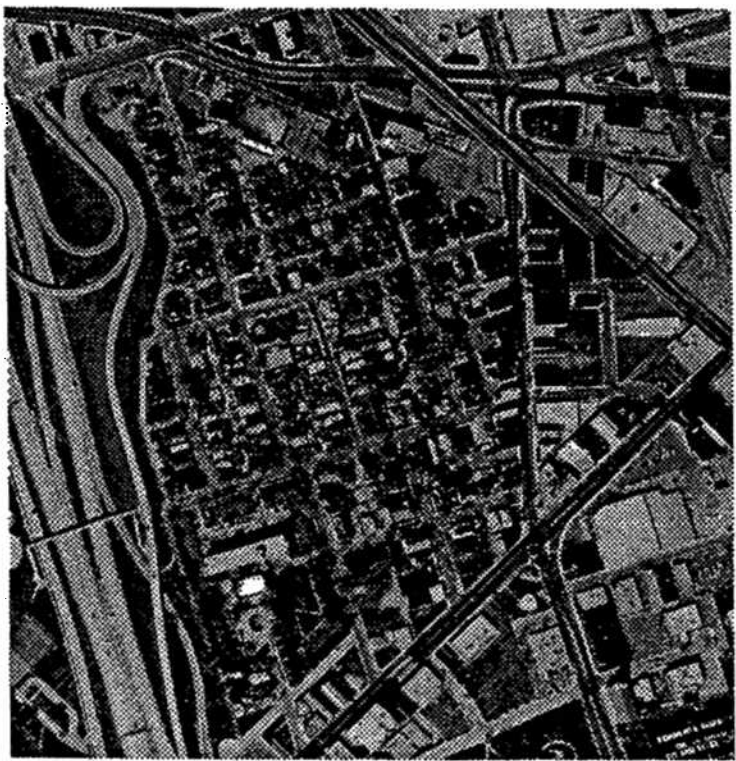
WHY PLAN?

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.

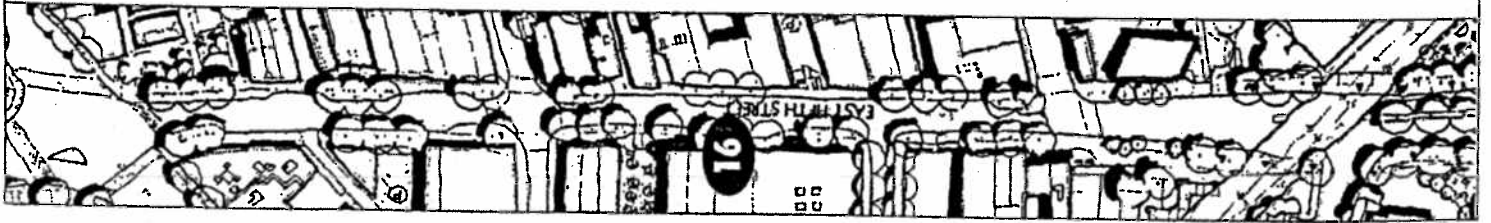
To achieve positive change in the Oregon Business District, three ingredients are critical; a plan, a process, and participants. Why plan? The importance of the Oregon Business District to both its neighborhood and its larger community, and the positive opportunities within the Oregon Business District 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.



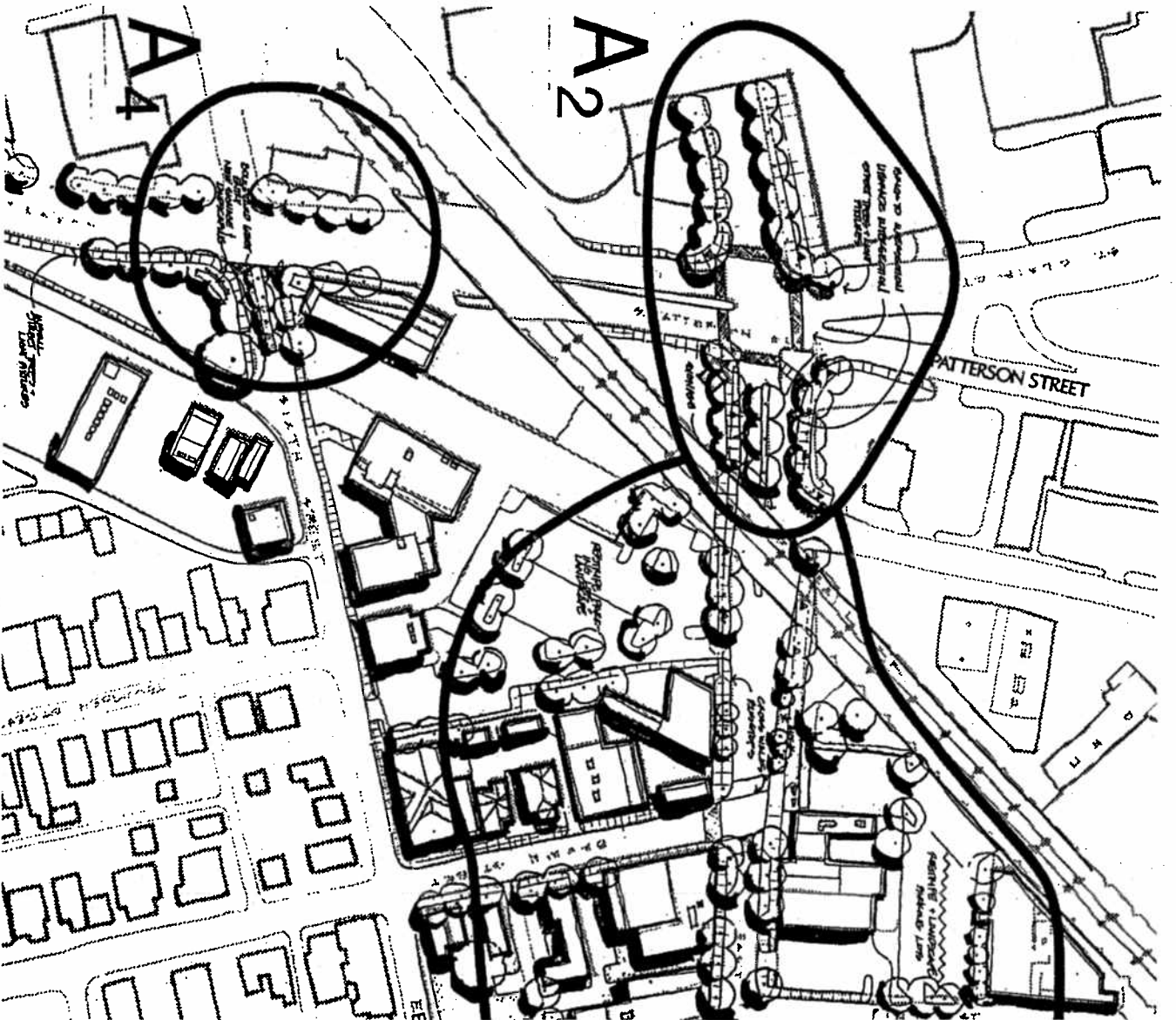
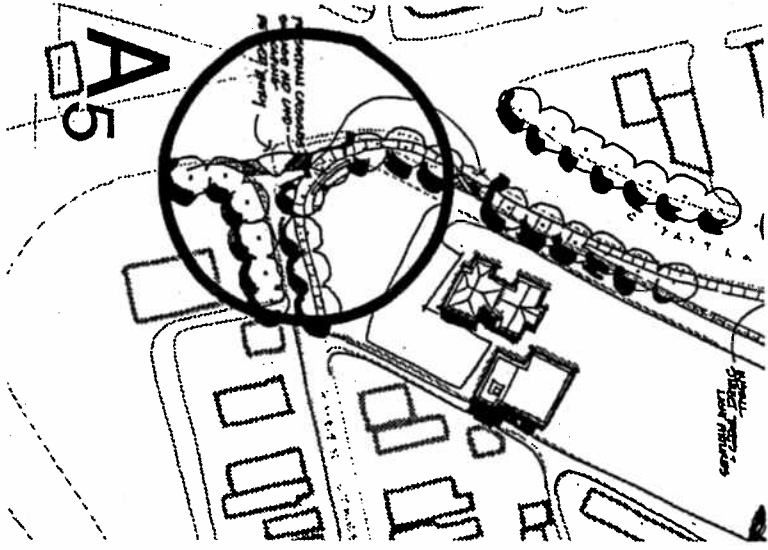
MAJOR RECOMMENDATIONS:

- 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)

18



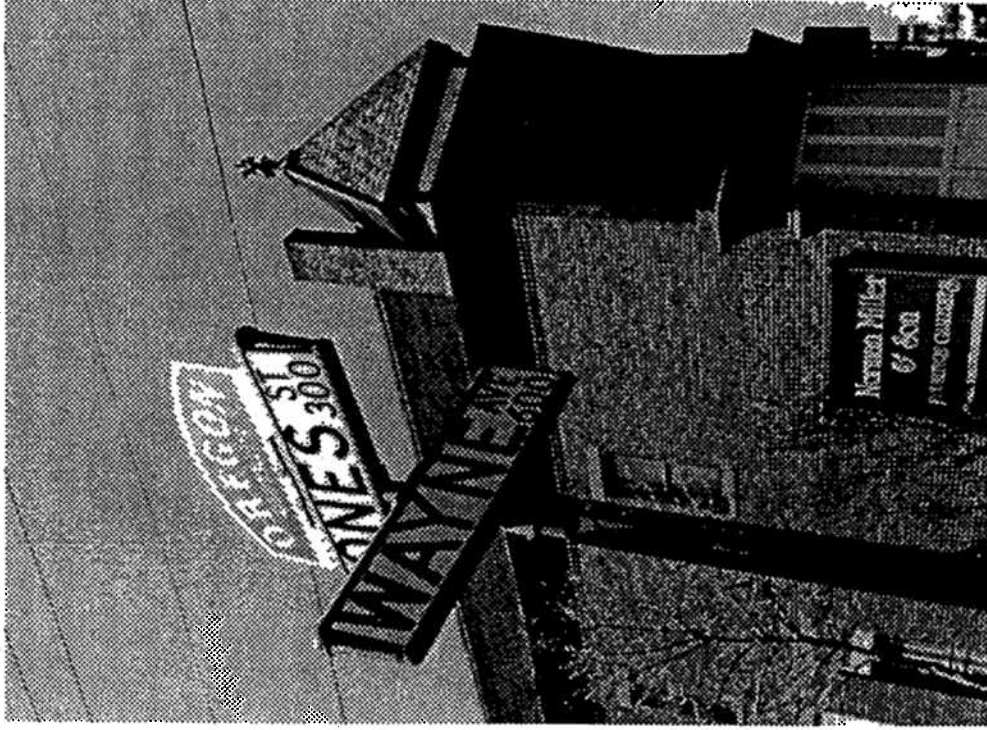
THE OREGON BUSINESS DISTRICT

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

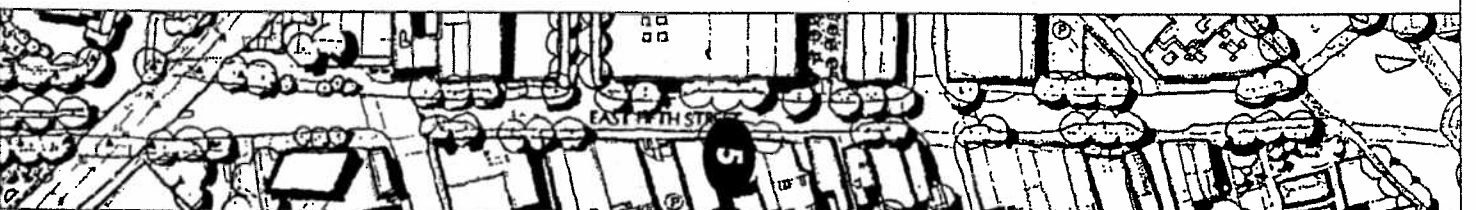
The residential and non-residential structures contained within the Oregon historic district provide an ambience and quality that is unique to the Dayton metropolitan area. The District benefits from tremendous accessibility to the metropolitan highway system. The District also benefits from fairly clear 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

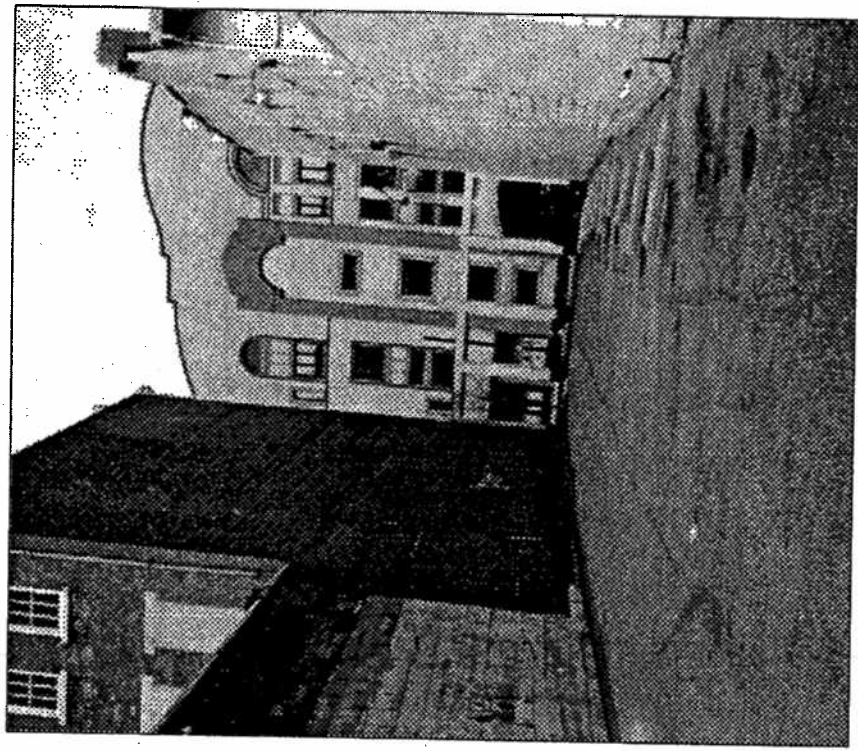
The planning effort undertaken for the Oregon Business District is a second generation study; the Oregon Business District has already benefitted from previous efforts that achieved a physical makeover of many of the Fifth Street retail establishments. Public as well as private investment in upgraded 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?

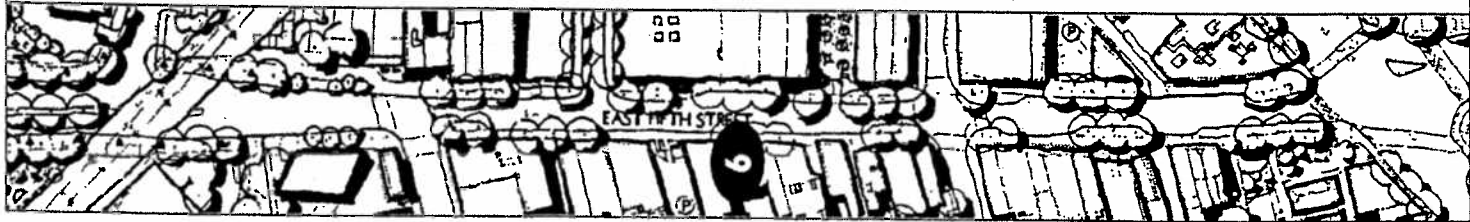
- How do various planning issues interrelate and how can owners, tenants and other interested parties coalesce to achieve action?

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?

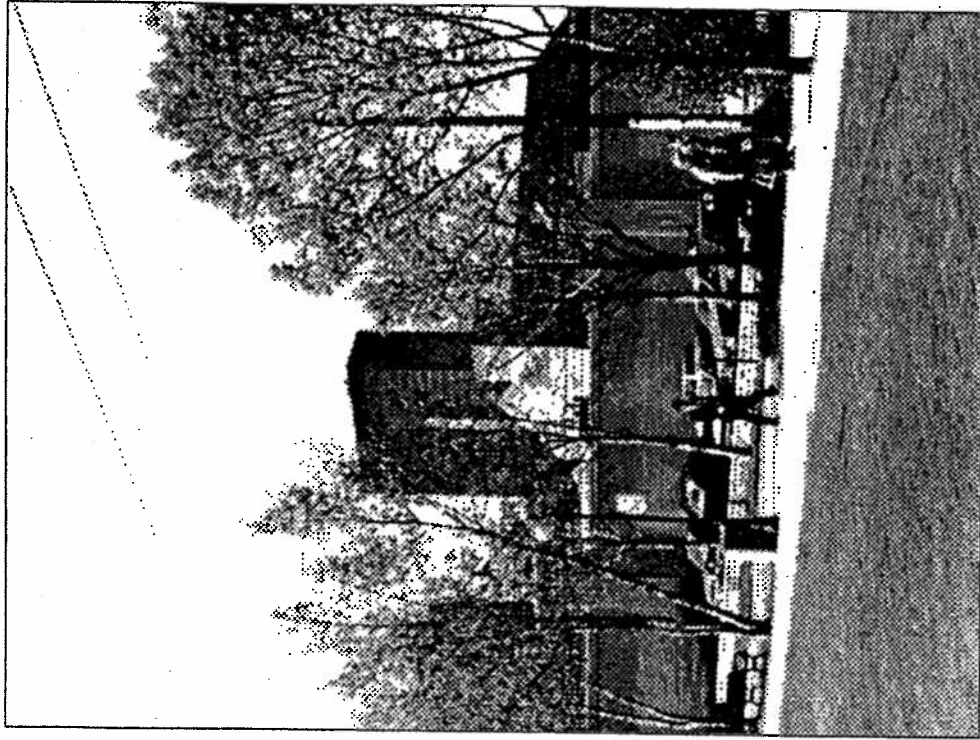
ENABLE

- 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.



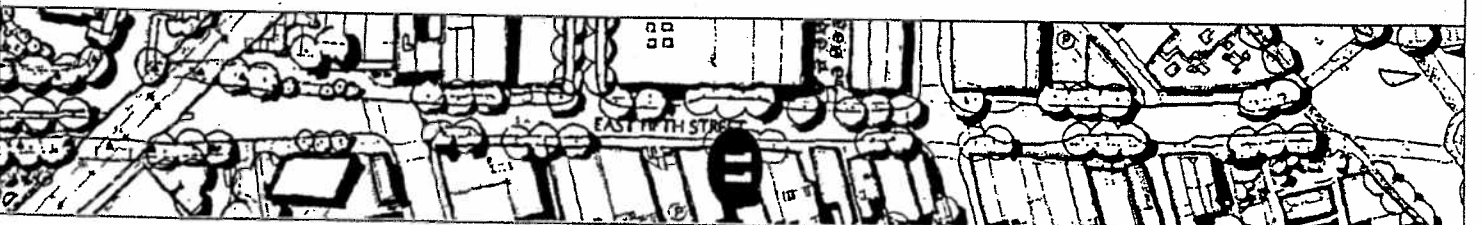
PLANNING GOALS & PRINCIPLES

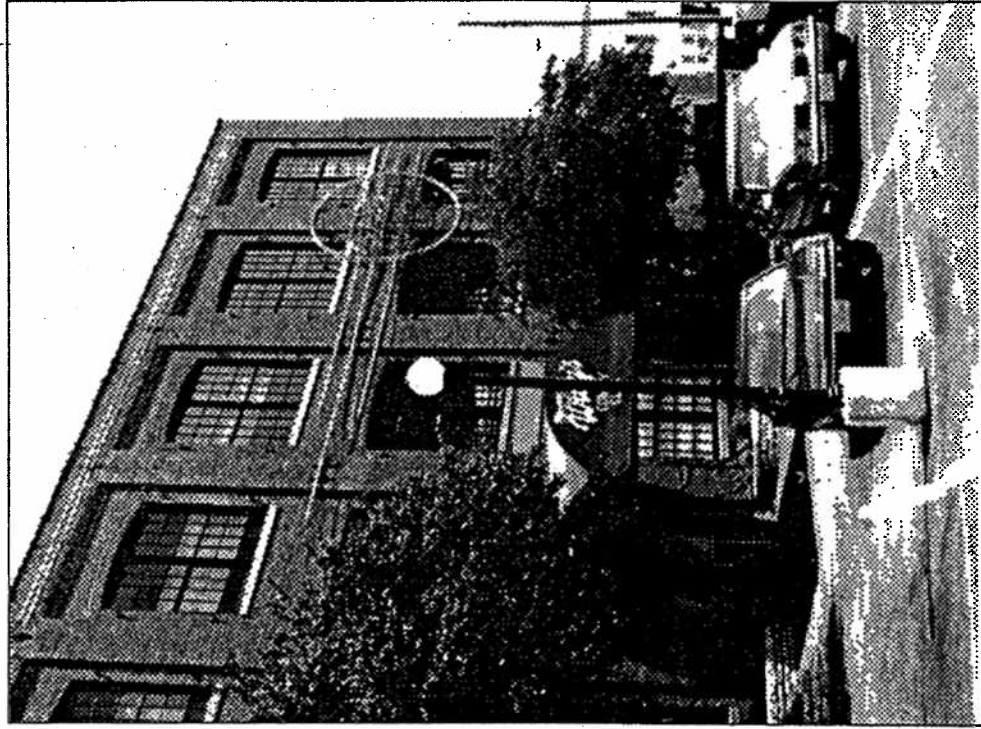
RELATIONSHIP TO BROADER COMMUNITY

- 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), CBD.
- 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.

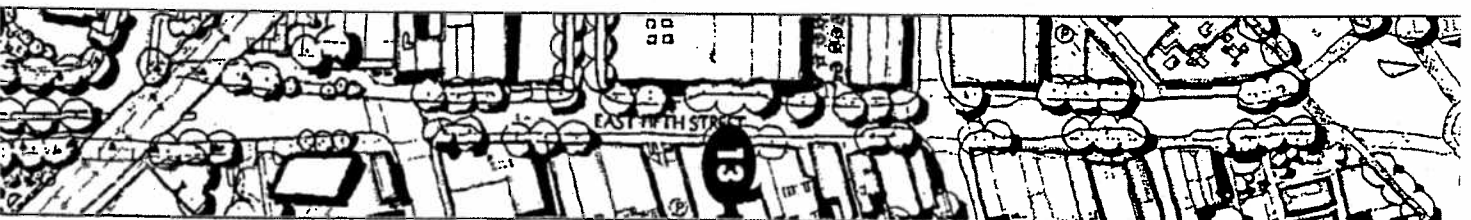
BUILDING SPACE

- 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.

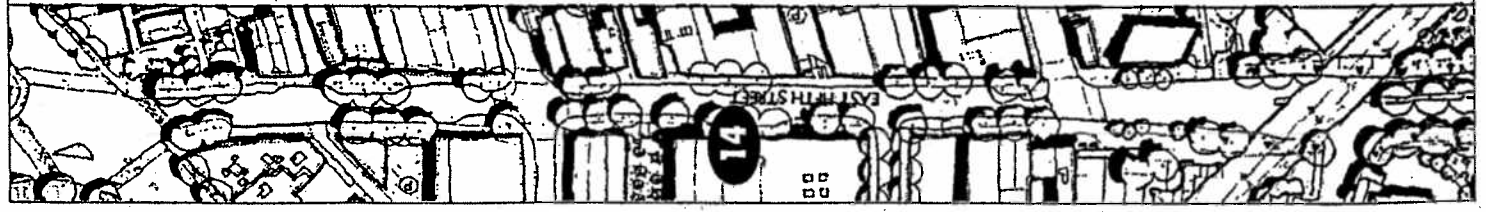
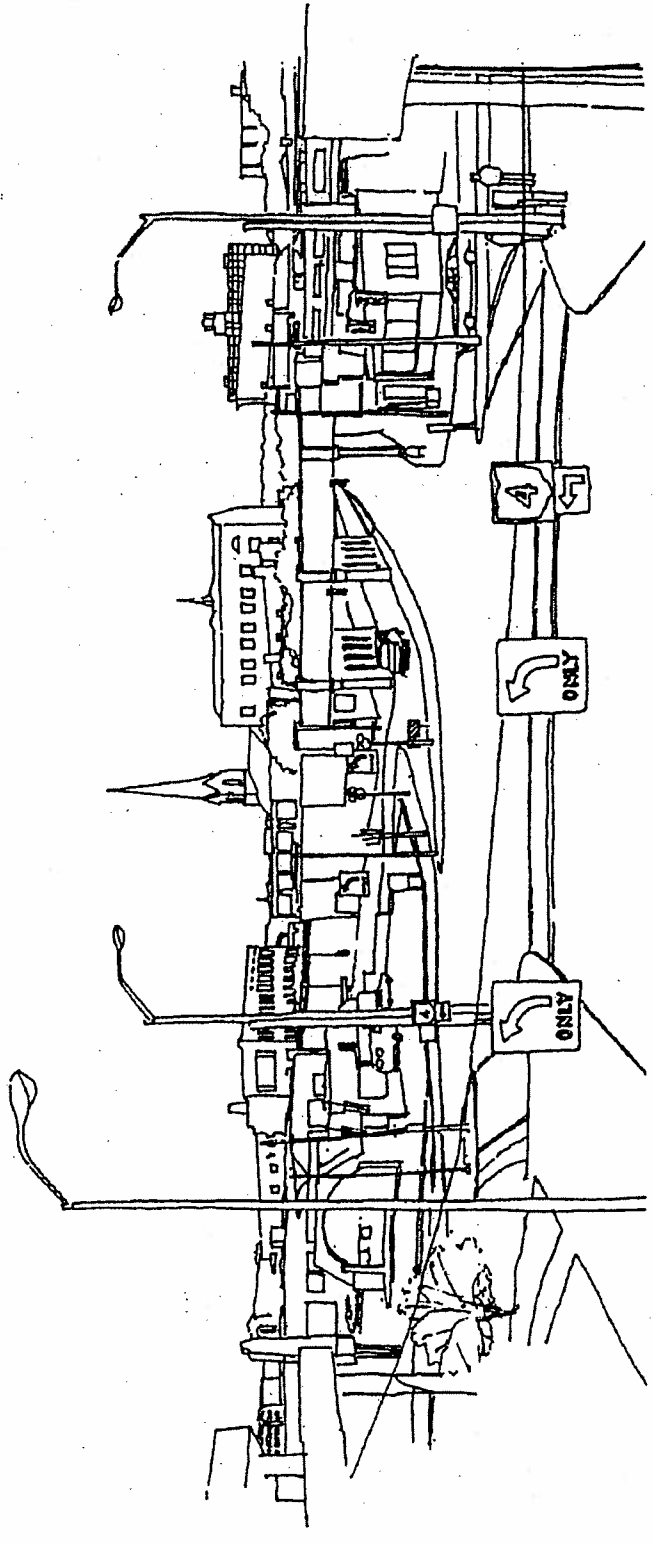
- Encourage upper floor occupancy of presently vacant space for office and/or residential uses.
- Encourage and promote compatible uses for those buildings located adjacent to the OBD.
- Maximize ground floor tenancy with quality users even if tenants are otherwise short-term and break even in return.
- 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



(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.

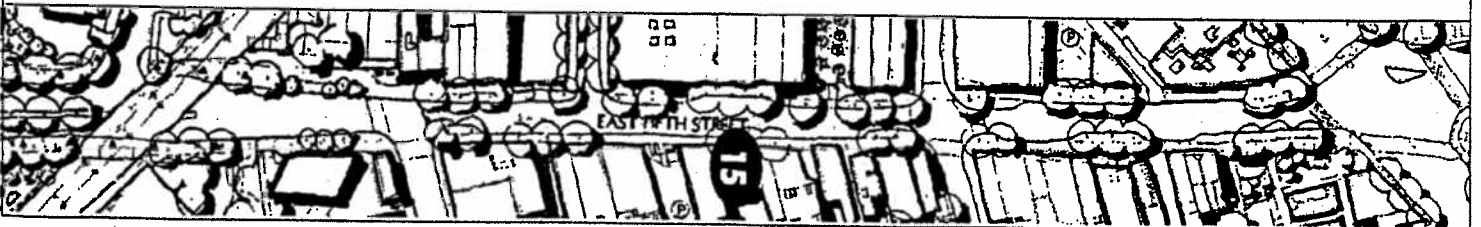
IMAGE AND IDENTITY

- 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.

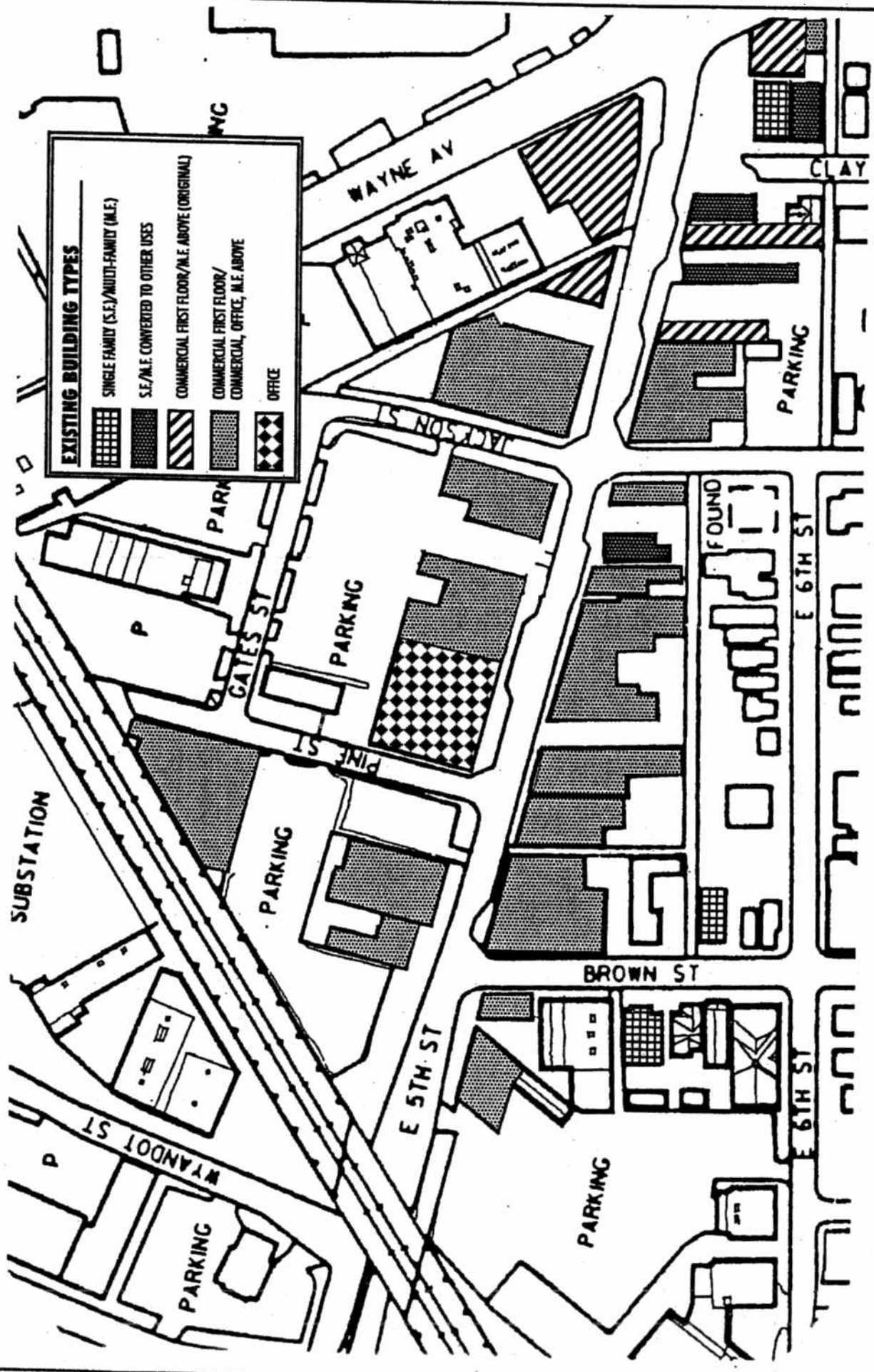
MANAGEMENT, PROMOTION AND OPERATION

- 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.



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

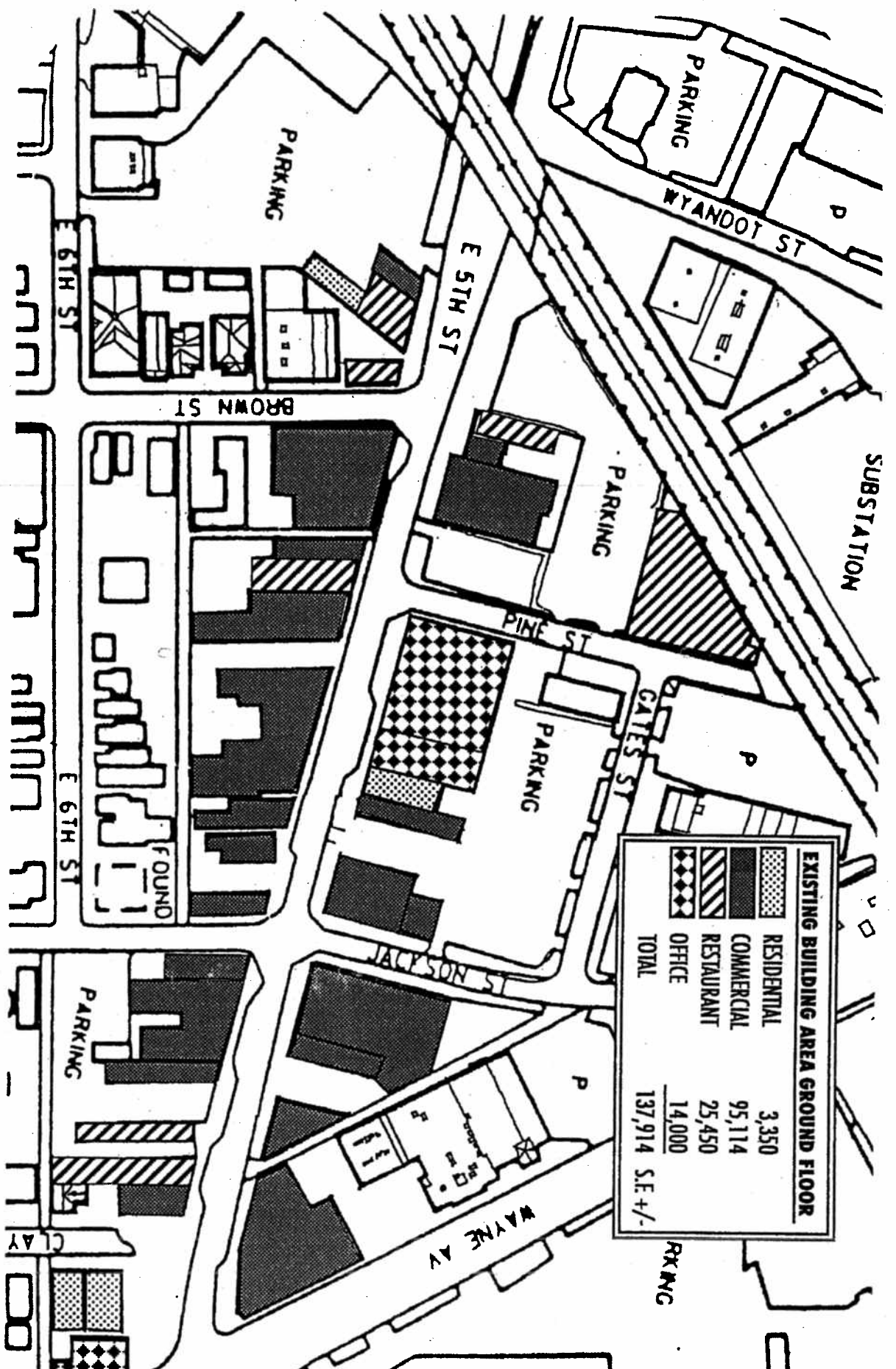


EXISTING BUILDING TYPES



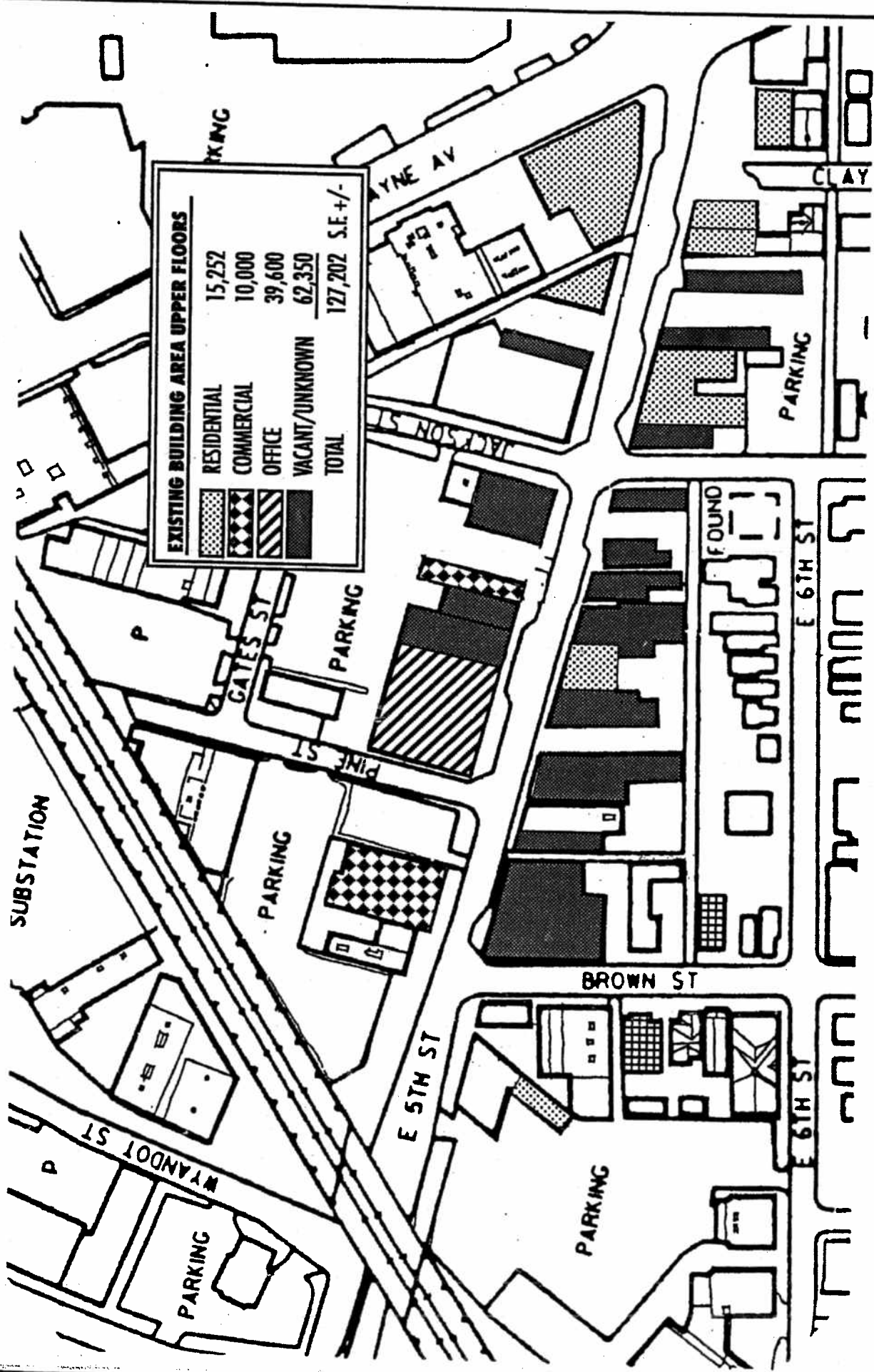


NORTH



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.

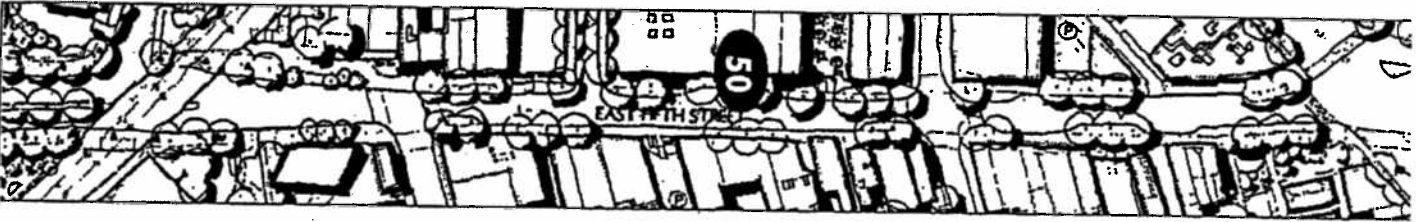
ADAPTIVE REUSE SCENARIOS

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 financeable 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

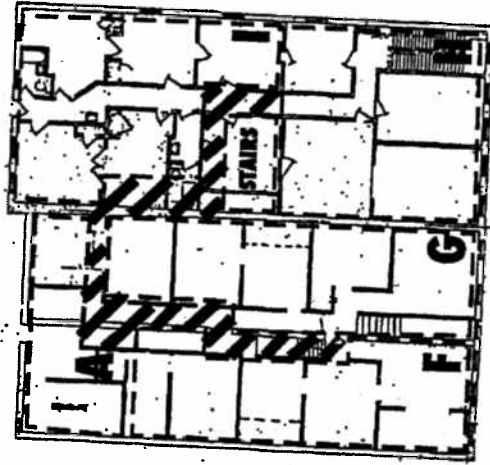
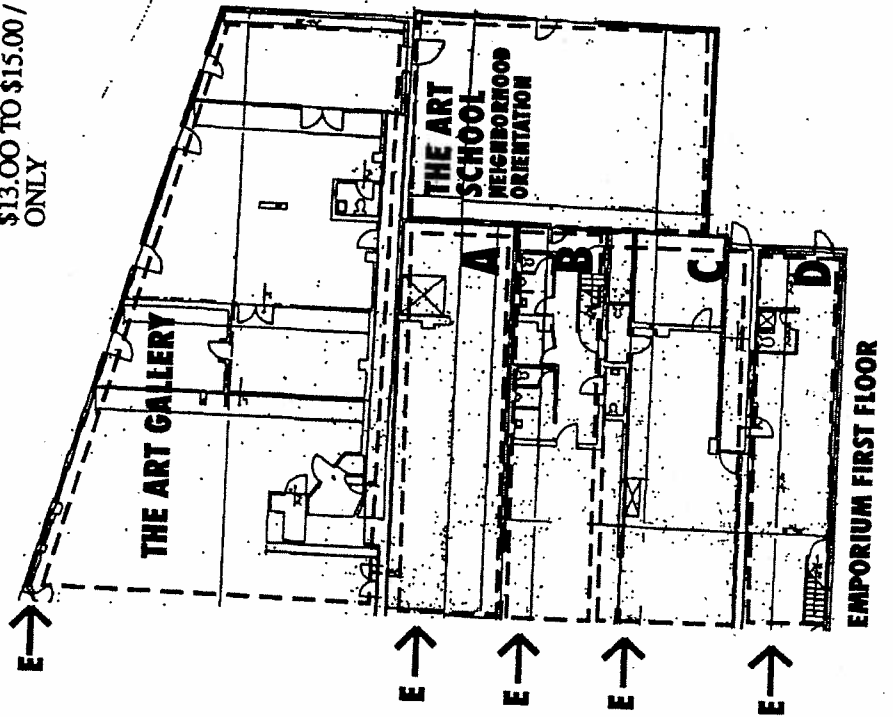
ESTIMATED CONSTRUCTION COST
\$8.00 TO \$10.00 / SQ. FOOT INTERIOR
ONLY

SCENARIO II ORIGINAL RESIDENTIAL UPGRADE- RE-IMAGE

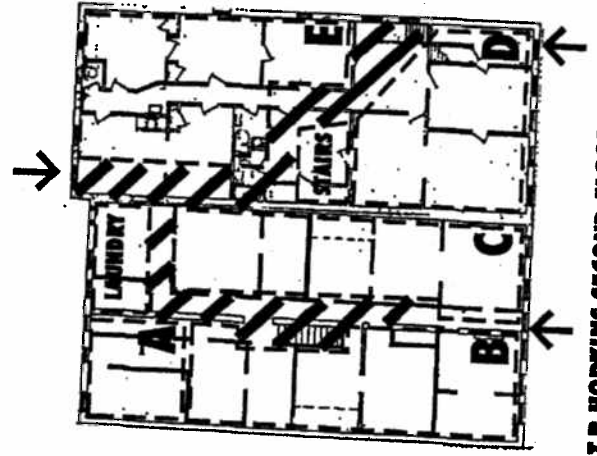
INSTALLATIONS:

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

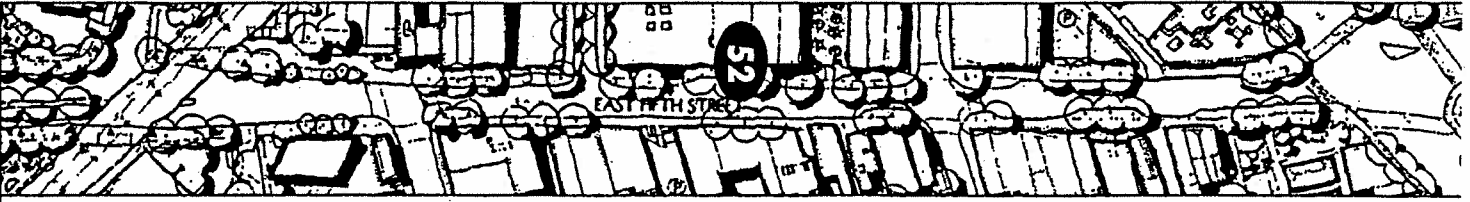
ESTIMATED CONSTRUCTION COST
\$13.00 TO \$15.00 / SQ. FOOT INTERIOR
ONLY



T.B HOPKINS THIRD FLOOR

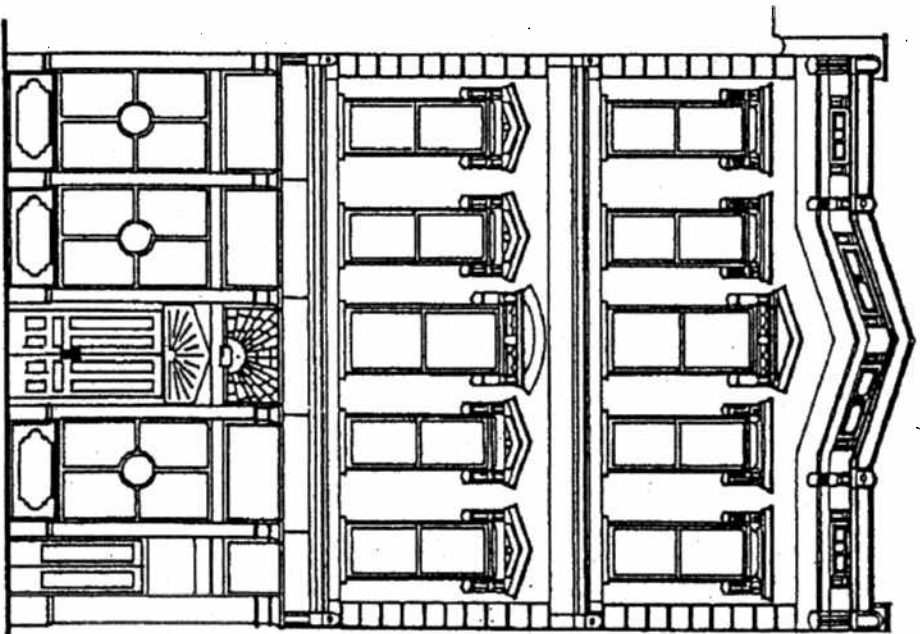


T.B HOPKINS SECOND FLOOR



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 Boushler Associates, Inc. Dayton, Ohio