

DAYTON MALL AREA MASTER PLAN



MIAMI TOWNSHIP • DAYTON MALL
Joint Economic Development District



Stantec

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Executive Summary

The Dayton Mall Area Master Plan sets a ***bold but achievable vision*** that seeks to transform two square miles of commercial and retail strip development surrounding the mall into more walkable, mixed-use developments. Simply put, the plan calls for a new, but authentic, ***township center*** for Miami Township and the surrounding region.

A New Village Center



As other malls across America fail, the Dayton Mall Area remains successful and continues to offer many options for shopping, food, recreation and entertainment. Yet America's rapidly changing demographics, economy, and market preferences present new opportunities and challenges. The Dayton Mall Area can offer much more, and collaboration among property owners, local businesses, the Mall, the larger community, and the Township will unlock an unprecedented chance to achieve the Mall Area's full potential: not only as a thriving destination to shop and eat, but also a sustainable place to live, work and play...

PRINCIPLES

We will ask that each new development proposal for the Dayton Mall area address these community-based principles.



Enhance Livability: Offer new and expanded choices that help people of diverse ages, incomes, lifestyles and other distinctions lead healthier, more satisfying lives.



Build Economic Value: Strengthen the Mall Area's competitive position in light of demographic, economic and market trends as a regional destination for shopping, working, living, and playing.



Improve Connectivity: Combine safer, improved auto and transit connections to the area with safer and more walkable connections to and within the area.



Promote Sustainability: Use every building, paved area, public space, and other element of redevelopment to improve the area's environmental performance and resilience.



Create Community: Provide a mix of private, public, and civic uses; parks, squares and walkable streets; and other attractions that invite people from all walks of life to feel welcome and enjoy shared moments.

As the Mall Area further develops, it will achieve longstanding community goals for better connections by car, foot, bike, and transit; lively new parks and public spaces for families—and everyone else—to enjoy; new housing options for all ages and lifestyles; increased employment opportunities; and an even greater array of choices for shopping, dining, and entertainment.



VISION STATEMENT

The Dayton Mall Area will emerge as a uniquely 21st-century “village center,” connected to the community and to itself by a network of lively, walkable streets that embrace the spectrum of community life extending from a bustling regional mall to an intimate regional library.

Strong market demand

MARKET STUDY

Sufficient demand exists in the Dayton Mall area to fill:

1,200

multifamily residential units

+

80,000

square feet of neighborhood-serving retail

+

30,000

square feet of office space

over the next 10-12 years, which could lead to

\$190,000,000–\$205,000,000

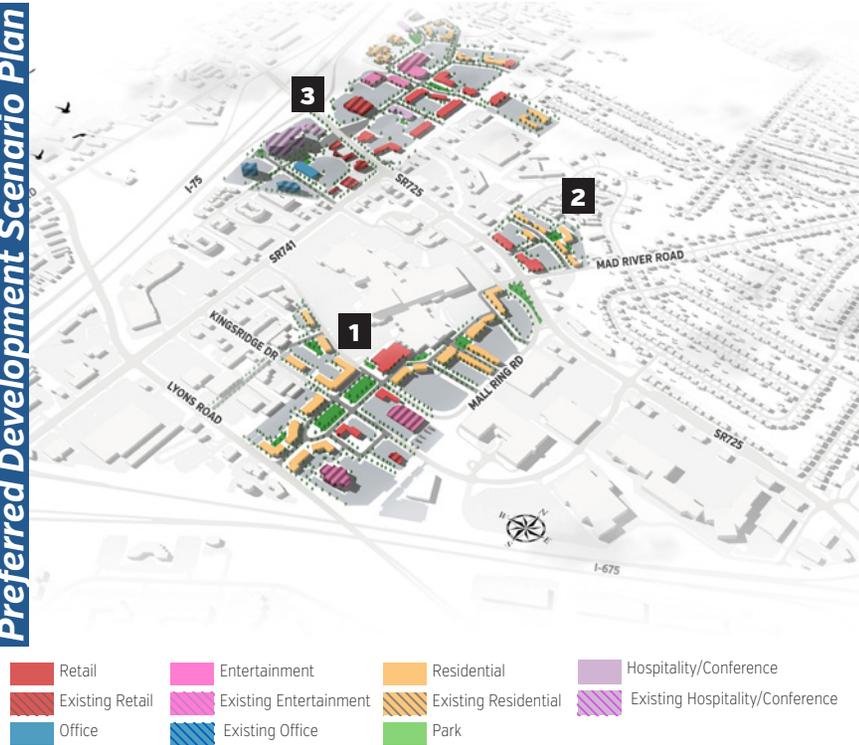
in new investment

Market demand: Market studies showed that demand exists to fill up to 1,200 new market-rate units of multifamily housing over 10 to 12 years, along with roughly 80,000SF of neighborhood-serving retail such as cafes, restaurants, and smaller independently-owned shops. While office demand remains low, it could support up to 30,000SF of professional-service space, in part because of the location.

Source: Zimmerman/Volk Associates, Inc., 2015; market assessments by W-ZHA

Unlocking potential

Preferred Development Scenario Plan



Development Scenario Phasing Plan



Catalytic redevelopment: Based on a review of the existing conditions, market analysis, and stakeholder and community input, the planning team identified three core locations as sites where catalytic redevelopment would likely occur:

1. Lyon’s Ridge, south of the mall along Lyon’s Ridge Drive;
2. Mad River Station, at the intersection of Mad River Road and Mall Ring Road; and
3. Prestige Summit (name was created for planning purposes), a combination of the area along Prestige Plaza Drive south of SR725 and Mall Woods Drive north of SR725.

Phasing: Due to the fact that Miami Township controls a sizeable portion of land along Lyons Ridge Drive, near-term redevelopment initiatives will target this location. A near-term redevelopment opportunity may also exist at the Mad River Station site—its owners have expressed interest in higher-density, mixed-use redevelopment. The proposed redevelopment scenario for Prestige Summit, which is as large as Austin Landing, would require the involvement of a large-scale developer and participation of important property and business owners such as Kettering Health Network.

Creating a District

Creating a new brand: While the Dayton Mall area has served as a regional draw for nearly 50 years, little identifies this area as a special district, neighborhood, or place. We worked hard to build a shared consensus around an identity that is rooted in the history of our region and shared across our individual jurisdictions.

The **Miami Crossing** brand, below, will be rolled out across the area in the form of signs, banners, and street furnishings. Key gateway locations—especially the Exit 44 interchange, shown at right—will host larger signs and should be supported with significantly improved landscaping. A branding campaign will encourage businesses to incorporate the Miami Crossing brand into their own signage, on packaging, and through other creative means.



Improving access, growing greener



- Separated path
- Potential alternate bikeway route
- Bicycle lane
- - - Shared road (sharrows)
- Sidewalk on one side of the street
- Sidewalks on both sides of the street
- Crossing signal with island
- Bicycle Locker Storage



- New or Enhanced Public Open Space
- Work with property owners to "green" parking lots
- Increase native plant cover
- Stormwater Pond Park
- Bicycle or pedestrian paths
- "Green Street" with stormwater infrastructure

A new bike and pedestrian network. The plan aims to improve biking and walking conditions throughout the study area. Bike lanes will link to the region’s extensive existing network, and funding has already been secured for new lanes from Byers Road along Lyons Road into the study area.

A green, and sustainable environment. All new development efforts will focus on incorporating sustainable stormwater handling and other “green infrastructure” such as solar-heated water tanks into new construction. The JEDD, Miami Township, and Miamisburg will continue to work with existing property and business owners to improve stormwater runoff and further “green” their properties with enhanced landscaping, natural stormwater management strategies, and other programs.

Moving the Plan forward

Addressing the Issues

The following issues most in need of being addressed were identified by both the community and numerous stakeholders:

- There is a lack of public gathering places within the study area
- Primary development model is single-use and primarily accessed by automobile
- Pedestrian and bicycle access is spotty and disconnected
- The exit 44 interchange is outdated and uninviting
- The Dayton Mall area has never had a unified identity; Dayton is 9 miles away
- Properties are not connected to one another, forcing customers to drive from one parking lot to the next
- Whether perception or reality, the community expressed a concern about the level of safety within the Dayton Mall area
- Inadequate landscaping creates “sea of gray” and highlights predominance of surface parking lots
- While shopping is strong, there are few other destination and/or entertainment attractions within the study area
- At 2-square miles, it will be difficult to create area-wide redevelopment strategies



10 TRIUMPHS in 10 YEARS

The Ten Triumphs represent the highest priority initiatives that can resolve the challenges facing the Dayton Mall area today and set the stage for prolonged growth over the next 10-20 years. Each of these initiatives are expanded upon in the chapters of this Master Plan.

UNLOCKING POTENTIAL

1



2



3



CREATING A DISTRICT

4

Launch the Miami Crossing brand



5

Develop form-based standards to improve architecture and streetscape conditions across the area



6

Promote greater variety and connectivity of entertainment uses



7

Build a Main Street that links the Miami Township Government Center to Mad River Road



IMPROVING ACCESS

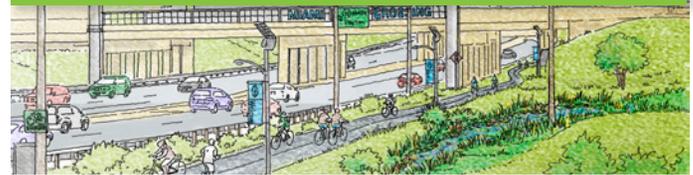
8

Build 8 miles of new bike and pedestrian pathways to interconnect the district and its surroundings



9

Reduce traffic congestion and increase access to the area



GROWING GREENER

10

Build new green infrastructure and retrofit existing infrastructure to be sustainable







1

Introduction

How did we get to where we are today?

How did we get to where we are today?



The Dayton Mall Area became a regional retail destination with the development of the Dayton Mall in the late 1960's. Since that time the area has seen considerable growth of ancillary stores, restaurants, and service oriented businesses surrounding the mall. The development and expansion of local and regional roadways within the area has facilitated the continued growth

and development of the area as a shopping destination. The location of Miami Township Government Facilities, the Dayton Metro Library, and the Greater Dayton Regional Transit Authority South Hub have further cemented the Dayton Mall Area as the urbanized center of the community.

Outside of the smaller Salem Mall, the Dayton Mall operated largely with limited local competition until the opening of The Mall at Fairfield Commons in 1993. The mall and surrounding area continued to adapt with the addition of new anchor tenants and the development of outlying hotels and store sites. The Salem Mall faced increasing struggles in the 1990's. The Salem Mall would eventually close completely and be demolished near the time that a new retail trend was beginning to appear in the regional market.

The opening of The Greene in 2006 altered the retail landscape for the mall and area shoppers as it provided an opportunity to experience a new type of outdoor shopping experience that has been embraced by areas throughout the country. Attracting upscale stores, the Greene



highlighted the difficulties that traditional regional malls in middle class settings face as they attempt to maintain market share and relevance with today's shoppers.

The Dayton Mall made efforts in the mid-2000's to address this latest challenge with a redevelopment of the former Firestone Service Center on the northwest side of the property. The redevelopment provided an opportunity to create a limited outdoor center that was able to attract several new restaurants and specialty shops. This redevelopment coincided with other redevelopment efforts at centers around the mall that refreshed the architectural appearance of the corridor and again opened the area to bring in new to the market retail tenants.



The improvements that have occurred in the area in and around the mall have been impacted by the remaining older retail centers and the public perception at times that the area is losing relevance or is less safe because of a variety of internal and external factors. Perceived safety is one factor that is hard to quantify, but can be attributed to several local and national trends. The emergence of online shopping and the spreading out of the holiday seasons has in many ways diluted the community aspect of regional shopping malls which at their height were a primary community gathering place that was concentrated and focused during specific times of year. This strengthened the association of these centers with feelings of community and the importance of the centers with major events in people's lives. People also tended to experience the centers at a time when it seemed everyone was out and active in the area, further associating the shopping experience with vibrancy and safety in numbers.



The rise of online shopping and the dilution of the holiday shopping seasons, combined with older centers makes it increasingly challenging to capture the community atmosphere and vibrancy of days gone by, but not impossible. It is likely that the centers that survive will be those that find a way to become more integrated within the local community rather than set apart from it. This will require better physical integration focused around new community centers that engage and interact with the community on a regular basis. These interactions can begin to recreate the sense of being in the heart of the community that people used to associate with these regional centers. As these interactions improve, the ability to attract new retail concepts and upscale restaurants will also improve as the market shows a willingness and desire to devote time, energy, and resources to these new activity centers.

What do we want to become tomorrow?

How do you get more people to go to the mall and the surrounding area? You have to make it about more than just the mall. You have to change both the physical environment as well as the current, often times negative, perceptions that many residents expressed about the Dayton Mall area.

This is what the Dayton Mall Area Master Plan calls for. It takes a comprehensive look at the conditions of the mall area today, and it makes recommendations for how to transform this environment into a place that continues to attract residents, visitors, and businesses. The Dayton Mall has been of regional significance for over fifty years. This master plan strives to maintain this success for the next two decades by serving as a guide for policy makers, staff, and numerous stakeholders to help prioritize funding and implementation measures to achieve the larger community vision for the area.





2

Understanding the Mall Area

Successful community planning first requires a deep understanding of the existing conditions, current market forces, and previous community-planning efforts. This is very much a learning phase, both for the planning team, and for the residents. As we learn from our analyses and through interviews with local experts, we share back with the community, providing them with the knowledge to build a strong vision for the future of the Dayton Mall Area.

Existing Conditions

Overview

In order to begin planning for transformation in the Dayton Mall Area, the planning team analyzed the context of the area in several different ways. The following analysis investigates how the area relates to other economic, cultural and community assets in the region. It then identifies the assets, destinations and key features within the Dayton Mall Area. Finally, this chapter identifies potential drivers of change that could aid in implementation efforts. Analysis of each of these reveals influences that could shape the master plan and opportunities that redevelopment could build on to increase its success.

Context

The Dayton Mall area is located at the crossroads of Interstates 75 and 675 in southwestern Ohio. It is approximately 10 miles south of the City of Dayton, and it is within commuting distance to the City of Cincinnati. The area is serviced by the Greater Dayton Regional Transit Authority (RTA). While there is also a strong network of bicycle paths within the general area, the study area is predominantly accessed by automobile.

SR741 is the Mall Area's defining north-south corridor, linking to job centers south of the Dayton Mall and connecting to recreational assets such as Cox Arboretum in the north. SR725 constitutes the Mall Area's primary east-west corridor and connects to Miamisburg in the west and Washington Township/Centerville in the east. For many in the region, these corridors define the Mall Area's physical character.

While the Mall Area is uniformly suburban and auto-oriented in character, an inventory of its businesses and a review of recent reinvestment suggest that it divides roughly into two halves with some differences in economic and cultural characters.

The northern half includes the most regionally prominent properties, contains the most current and popular retail brands, and has seen some recent retail reinvestment. The southern half includes more independent businesses, hospitality businesses, and public institutions.



Dayton Mall Area Context

Austin Landing, a major mixed-use destination of office, retail, residential and hospitality, is about three miles to the south. **This master plan aims to position the Mall Area as complementary rather than in competition with Austin Landing to maximize both centers' benefits.**

Drivers of change

Nationwide, urban and suburban centers are transforming in response to major demographic shifts that carry new lifestyle and market preferences with dramatic implications for urban form, culture, and economies. These implications affect the Dayton Mall area as well, and are a primary driver for the kind of change that this plan envisions.

Changing demographics and the housing market: national and Ohio contexts

From the 1950s through the 1990s, families with children represented the nation's largest demographic group. In 2015, singles and couples represent the majority of households in virtually every region. Families typically prefer detached houses, but singles and couples don't—most often they want multifamily housing types (apartments, condos, lofts). The nation's housing stock doesn't yet reflect this demographic shift and change it has brought to housing preferences. As a result, many regions have a growing surplus of single-family houses and a shortage of multifamily choices.

Throughout the second half of the 20th century, the nation's housing market was largely homogeneous: most demand chased single-family houses in suburban communities. As a result, both housing types and residential neighborhoods look remarkably similar. Since 2000, however, market demand has fragmented as more households seek different kinds of housing. As the Urban Land Institute notes, "We are a nation of niches." In 2015, the nation's housing builders have begun to accommodate more of these diverse preferences by producing

more varied housing types and developing in urban and suburban downtowns. Nevertheless, evolving demand continues to outpace emerging supply.

From the 1950s through the 1990s, people under age 50 represented the largest share of national population growth. This age group's preference for single-family houses generated steady demand and fueled a steadily growing supply of houses. However, in 2015, people over age 65 will represent the largest share of population growth in most regions. As people in *this* age group historically have been net sellers of houses, the nation's suburban communities face an emerging oversupply of single-family houses (and seniors are likely to find it harder to sell their houses).

Into the near and mid future, the Millennials (those born between 1980-2000) will represent a growing segment of the housing market and they have shown a strong preference for multifamily housing in diverse, walkable, urban neighborhoods. As senior empty nesters sell *their* homes, they too typically seek smaller quarters in pedestrian-oriented communities. Overall, projections suggest an "inversion" in housing demand by type over the next 15 years: in 2008, single-family homes significantly outnumbered multifamily units, yet demand for multifamily housing looks set to triple between 2008 and 2030 compared to the growth in demand for single-family houses.

All of these demographic shifts and changes in housing demand are occurring in Ohio. The state's population includes a higher proportion of seniors than the national average (approximately 14% of total population and rising, compared to 13% nationally). Ohio's growing senior population is likely to sell homes faster than the proportionally shrinking young and middle-aged family population can buy them, creating an oversupply.

Demographics and the housing market: Dayton Mall Area

The Dayton Mall Area’s demographic composition reflects the trends already noted. Among age groups likely to own a single-family house currently, a significant majority within half a mile of the mall fall into the “net sellers” group, meaning they are older and likely considering downsizing. Nationwide, these older owners are selling many more houses than they are buying and typically moving to smaller homes in walkable areas such as apartments and condominiums in more urban settings. This could well lead to an oversupply of single-family houses in the mall area, as sellers will likely outnumber buyers both in the region and across the country for years to come.

Comparing demographics to mall area housing stock provides further evidence of an imbalance between housing preferences and

available units. Nationally, 1- and 2-person households tend to prefer multifamily housing types and rental tenures over single-family houses and homeownership. As these households are smaller and typically either on the younger or older end of the spectrum and thus at the beginning or end of their careers, they prefer the more compact multifamily typology and the more flexible rental arrangement. These smaller households comprise 78% of all households within a 1/2-mile radius of the Mall but only 37% of existing housing stock reflects their housing-type preferences.

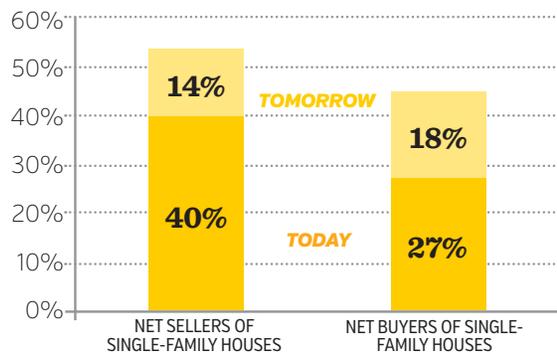
Housing shifts have an impact on retail and office markets

The housing market can positively impact other real estate sectors such as retail and office. This is because the choices people make in housing and neighborhood strongly align with their preferences for retail and office types and environments.

EXHIBIT 1: *Projected single family consumer demographics*

Age 30-49 [today’s net buyers]	27%
Age 20-29 [tomorrow’s net buyers]	18%
Age 60+ [today’s net sellers]	40%
Age 50-54 [tomorrow’s net sellers]	14%

Source: ESRI 2010 Census Profile

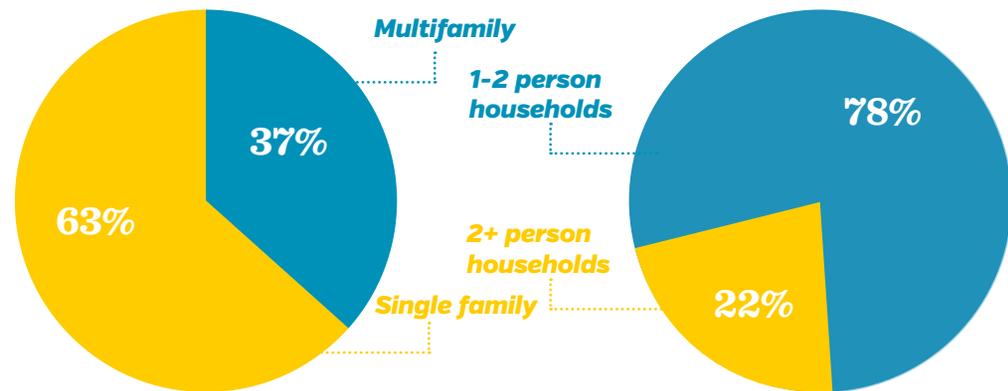


Source: ESRI 2010 Census Profile

EXHIBIT 2: *Housing and Household Types*

EXISTING HOUSING STOCK

EXISTING FAMILY/HOUSEHOLD TYPES



Source: ESRI 2010 Census Profile

For example, people who prefer suburban single-family communities tend to prefer car-oriented shopping centers and suburban office parks. Because traditional suburban single-family housing preferences dominated the second half of the 20th century, suburban retail and office centers rose to dominate their markets.

By contrast, people who prefer diverse, multifamily housing options tend to prefer walkable retail in mixed-use settings and jobs in transit-served settings (or, ideally, within walking distance of home). **As more urban neighborhoods emerge to cater to their housing preferences, retail and office markets will continue to shift to a more urban and mixed-use development model.**

Market conditions

Overview

Market conditions, particularly for housing, are strong within the Dayton Mall area. Based on the market analysis undertaken for the master plan initiatives (see Appendix), the residential market could support approximately 1,000–1,200 new housing units (900,000 to 1,080,000 square feet of new residential development) over the next decade. This analysis accounts for the units already under development at Austin Landing to the south. The study makes a conservative projection of demand sufficient to support between 45,000 and 70,000 square feet of small-scale retail within the first floor of mixed-use developments in the targeted areas. (The market could also support new hospitality development, but this would likely reduce stays at existing hotels in the study area.)

Residential

This analysis identifies the depth and breadth of the market for newly-introduced housing units that could be developed in the area surrounding the Dayton Mall. The study details the optimum market position for a residential component, to be constructed in conjunction

with commercial uses, and the target residential mix for up to 700 new dwelling units that could be developed in the study area over the next five to seven years.

The depth and breadth of the potential market for new housing to be developed within the study area were determined by analyzing the housing and neighborhood preferences and financial capacities of “draw area” households—identified through Zimmerman/Volk Associates’ proprietary target-market methodology. This technique includes analysis of migration, mobility and geo-demographic characteristics of households currently inside defined nearby areas. The full report appears in the appendix.

Retail

A retail assessment undertaken for the master plan initiative identified the type and potential amount (in square footage) of retail that could be supported within new mixed-use development in the Dayton Mall Area (see Appendix). It identified neighborhood-scale *open air commercial centers* as a type of development that is currently doing well across the country. Open air commercial centers combine the traditional retail functions of a shopping mall with outdoor pedestrian amenities like plazas, parks, outdoor seating and patio dining.

A preliminary neighborhood scale market potential of the 5-minute driving distance of the SR741/SR725 intersection indicates that the growth between 2010 and 2017 could support between 20,500 and 87,000 square feet of neighborhood scale open air commercial uses. The amount and type of retail and related services that could be developed within an open air commercial center, however, depends upon a number of factors which would need to be further evaluated, including design, tenant mix, rent, site access and integration within the adjacent residential areas and competition.

EXHIBIT 3: <i>Market Potential Draw Area</i>		
Primary Draw Area:	Miami Township	42.1%
Secondary Draw Area:	Balance of Montgomery County	34.4%
Regional Draw Area:	Greene, Warren, Miami, Butler and Clark Counties	11.1%
National Draw Area:	Balance of US	12.4%
Total:		100%

Source: Zimmerman/Volk Associates, Inc., 2015

EXHIBIT 4: <i>Average Annual Market Potential for New Housing Units</i>		
Multifamily for rent (lofts, apartments, leaseholder)	815	42.1%
Multifamily for sale (lofts/apartments, condo/co-ownership)	210	34.4%
Single-family attached for-sale (townhouses/live-work, fee-simple/condominium ownership)	230	11.1%
Single-family detached for-sale (houses, fee-simple ownership)	360	12.4%
Total:	1,615	100%

Source: Zimmerman/Volk Associates, Inc., 2015

EXHIBIT 5: <i>What New Residents Can Afford to Pay: Multifamily Rental</i> <i>[Households in Groups with Median incomes over \$50,000]</i>		
\$1,000–\$1,250	145	17.8%
\$1,250–\$1,500	160	19.6%
\$1,500–\$1,750	165	20.3%
\$1,750–\$2,000	160	19.6%
\$2,000–\$2,250	105	12.9%
\$2,250 and up	80	9.8%
Total:	815	100%

Source: Zimmerman/Volk Associates, Inc., 2015

The composition of the smaller 5-minute drive time trade area and to some degree the larger primary 14-minute drive time trade area differs from Montgomery County, Ohio in that they are more dense, have a higher median family income and have a higher rate of renters than owners. Younger and higher income households are more attracted to neighborhood scale life-style or open air commercial centers which attempt to replicate the shopping and experience of earlier downtown commercial districts. This group represents the annual potential market for all types of new housing units within the 14-minute and 5-minute drive time trade areas of the Dayton Mall Study Area each year over the next five years.

Hospitality

The hospitality market within the Dayton Mall Area is not as strong as either residential or retail. Whereas the occupied room nights in the County increased overall, this increase occurred in the hotels outside of the Dayton Mall Area. The number of occupied room nights in the Dayton Mall Area has declined since 2000. Over this same timeframe, the remaining hotels in the County have increased their number of occupied room nights. The hotels in the Dayton Mall Area accounted for 26 percent of the County’s occupied room nights in 2000 and 22 percent in 2013.

The hotels in the Dayton Mall Area generate the highest revenue per room during the heart of the work week, Tuesday and Wednesday. As compared to the County hotels overall, the hotels in the Dayton Mall area generally follow the same pattern as the County in terms of revenue per available room by day. County hotels perform better on Friday and Saturday nights, however. Occupancy is important for the land uses surrounding the hotels. The Dayton Mall Area hotels are over 60 percent occupied on Saturday nights.

The performance data for the hotels in the Dayton Mall Area is not particularly strong. While some hotels within the Dayton Mall Area sample may be performing above the average, the data suggest that

EXHIBIT 6: Middle and Upscale Lodging Market Trends

Dayton Mall Area Hotels, 2003-2013

Year	Occupancy	Average Daily Room Rate	RevPAR	Available Roomnights
2000	71.6%	\$81.27	\$58.21	310,980
2001	66.2%	\$81.82	\$54.16	310,980
2002	64.5%	\$78.88	\$50.88	310,980
2003	61.0%	\$80.03	\$48.80	310,980
2004	57.6%	\$79.25	\$45.65	310,980
2005	58.9%	\$82.59	\$48.63	310,980
2006	61.0%	\$82.94	\$50.57	310,980
2007	54.1%	\$84.75	\$45.89	339,036
2008	53.7%	\$82.57	\$44.38	341,640
2009	55.1%	\$78.31	\$43.16	334,705
2010	57.9%	\$79.66	\$46.14	334,705
2011	62.1%	\$81.38	\$50.53	323,481
2012	61.8%	\$82.10	\$50.75	329,920
2013	55.6%	\$83.96	\$46.72	347,115
Annualized Change			-1.7%	0.8%

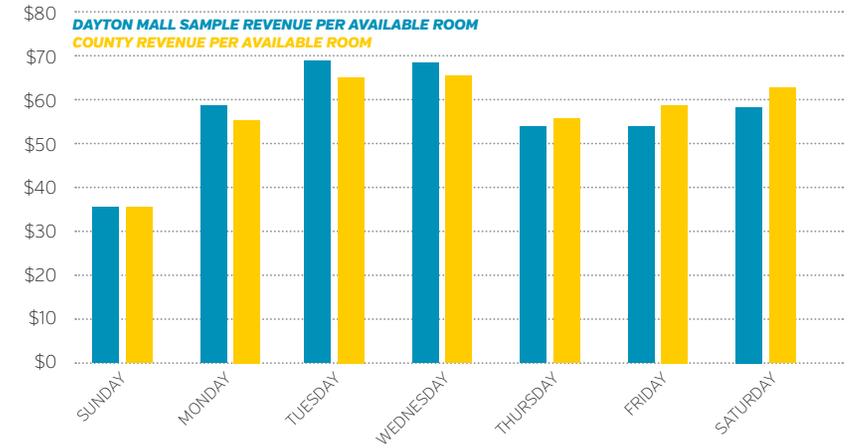
Source: Smith Travel Reports, W-ZHA

EXHIBIT 7: Who Would the New Renters Be?

Empty Nesters and Retirees	12.3%
Traditional and Non-Traditional Families	9.2%
Younger Singles and Couples	78.5%
Total	100%

Source: Zim merman/Volk Associates, Inc., 2015

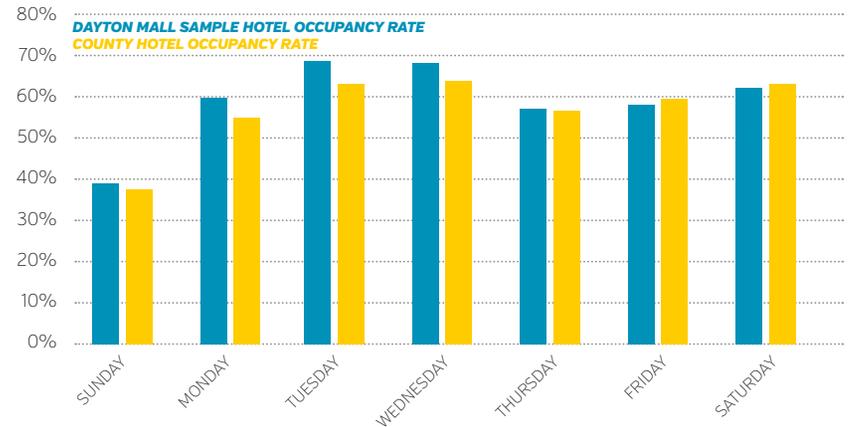
EXHIBIT 8: Revenue Per Available Room, Dayton Mall Sample and County Sample, Three-Year Average



Hotels in the Dayton Mall area generally reflect overall county patterns of revenue per available room by day. Mall area hotels do slightly better early in the week, but under-perform countrywide patterns—again, slightly—on Friday and Saturday nights.

Source: Smith Travel Research; W-ZHA

EXHIBIT 9: Hotel Occupancy Rate: Dayton Mall Sample and County Sample, 3-Year Average



Occupancy is important for the land uses surrounding the hotels. The Dayton Mall area hotels are over 60% occupied on Saturday night.

Source: Smith Travel Research; W-ZHA

the market is not growing. New hotels may be capturing market from the older, less competitive hotels in the Dayton Mall Area. Therefore, if a new hotel is developed, it will have a negative impact on the area's existing hotel supply.

Transportation

Overview

The Dayton Mall area is an auto-centric and auto-dominated environment and has been known for congestion, confusion, frustrating access, and automobile-crash safety problems. Largely built between the 1960s and 1980s, the area is use-segregated, comprising destination retail with some pockets of professional offices and hospitality properties. These uses are built in an auto-oriented form. Many destinations are separated from the street by expansive parking lots and, in some cases, by fences. Some visitors travel by foot, on bike, or by transit, but the area poorly supports these modes of travel.

Automobiles

Regional access in the study area is provided primarily through the SR725 interchanges with I-75 (exit 44) and I-675 (exit 2). Secondary access is provided from the south by the new Austin Boulevard interchange on I-75 (exit 41). Local connectivity to Miamisburg, Washington Township, Centerville, West Carrollton, Moraine, and

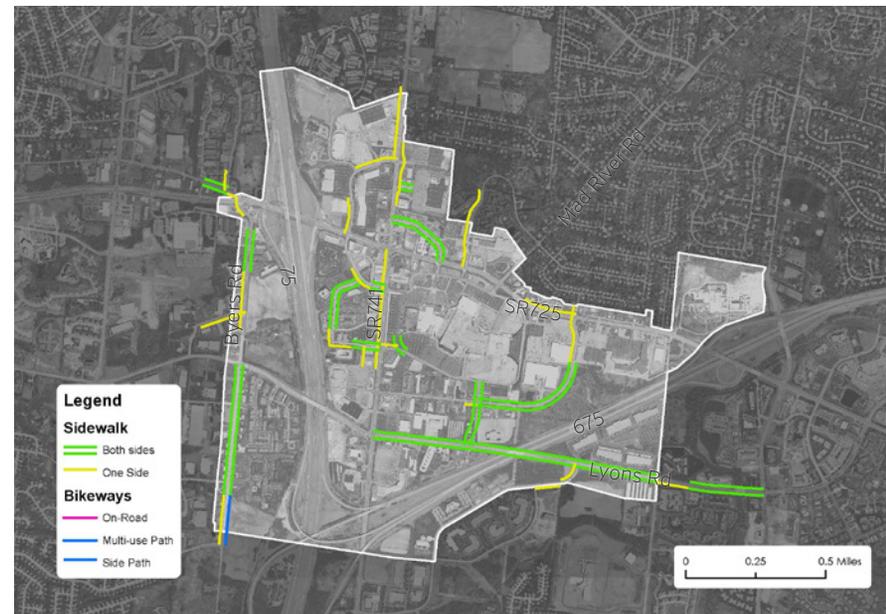
Springboro is provided by SR725 and SR741, with some traffic from these communities using these routes to navigate to interchanges with I-75 and I-675. SR725 and, to a lesser degree SR741, have particularly high traffic volumes during the holiday shopping season, on Saturdays, and in peak evening travel periods.

A 2006 traffic study determined the intersection of SR725 and SR741 had a level of service of E, with multiple movements with a level of service of F—in short, delays of more than one minute for the average motorist (Feasibility Study for MOT-741-3.15). During peak travel seasons and periods, some users report that delays can easily exceed five minutes for some movements. Along SR725, most signals are spaced more closely than the quarter-mile spacing typically allowed for an urban Class III or IV highway. Between Mad River Road and Imperial Road (just west of I-75), there are eight signals within approximately 6,000 feet, almost double the recommended



Traffic at the intersection of SR741 and SR725 (Google Streetview).

BIKE AND PEDESTRIAN CONDITIONS



spacing. Combined, these conditions substantially affect traffic flow, particularly during peak hours, on Saturdays, and during the holiday shopping season. Congestion is seen as a primary barrier to motorists in the study area.

Numerous intersections and segments within the study area are listed on ODOT's Highway Safety Improvement Program for 2013. Several segments of SR725 rank in the top 30, including a stretch between I-75 southbound and the I-75 southbound ramp (#8), and two between SR741 and Mall Park Drive (#28 and #29, partially overlapping). The intersection of SR725 and Mall Woods Drive/Prestige Plaza Drive ranked #82; SR725 and Byers Road ranked #244; and SR741 and Kingsridge Drive ranked #269.

ODOT and other entities have worked to reduce the risk of crashes and improve capacity by using access-management strategies, particularly along SR725 and SR741. While these strategies largely reduce the risk

of crashes, they have made some areas more difficult to travel to or from, such as Prestige Place/Prestige Plaza vicinity and development adjacent to Mall Woods Drive. The access-management strategy has created a barrier to mobility in some portions of the study area.

Walking

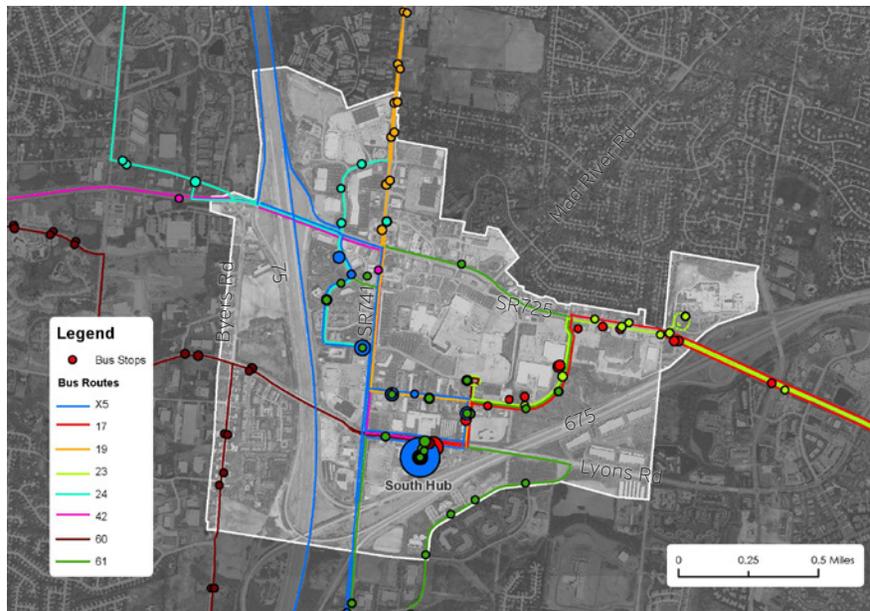
Many destinations within the area are not within a reasonable walking distance from each other, and many destinations that are close to each other do not have safe pedestrian routes between them. While study area Walk Scores are predominantly less than 25 (out of a total 100 possible points), they climb to the mid-50s along SR725 from west of I-75 to Kingsridge Drive (Target), and SR741 from north of Mall Woods Drive (Home Depot) to Kingsridge Drive (McDonald's). These scores indicate there is a mix of destinations located within a walkable distance. Actually walking among those destinations, however, would be difficult for several reasons.

First, most development is designed expressly for cars and separated from the street by large parking lots. Few properties have defined or accessible paths linking destinations with the adjacent street.

Second, the area has few sidewalks, but without them, walking on the shoulder or in the curb-side travel lane are not safe options. Both SR725 and SR741 have traffic volumes that exceed 2,500 vehicles per hour in peak periods. Few roads in the area are lit (so that motorists could see pedestrians at night), and most roadways have speed limits of 40 to 45 mph. Poor access along study-area roads, particularly SR725, SR741, Lyons Road, and Byers Road, represents a significant barrier and safety risk to pedestrians.

Third, most signals within the study area lack crosswalks and pedestrian signals, features that improve safety for pedestrians and motorists. An example is SR741 between SR725 and Prestige Place Drive. Even if all signals were upgraded, the signals remain dauntingly far apart for pedestrians, which prompts those who do walk now

TRANSIT ROUTES



to jaywalk, using medians where they exist. It should be noted that ODOT, Miami Township, and the City of Miamisburg have begun working to address some of these problems, seeking to implement projects to add sidewalks and pedestrian features at some signals.

Biking

Biking can comfortably cover longer distances between destinations than walking can, given safe and attractive facilities connecting them. Travel volumes and speeds on the existing road network could not support on-road biking without physically separated bike lanes. Even providing on-road facilities would not make biking on roads such as SR725, SR741, and Lyons Road desirable, given traffic volumes and speeds. Narrower, lower-volume and -speed roads—such as Kingsridge Drive, Lyons Ridge Drive, and Prestige Place Drive—could attract a wider range of riders. Unfortunately, these roads do not connect to each other in a secondary network that could deliver cyclists to the destinations they seek. The lack of separated facilities and the lack of a secondary network are serious barriers to bicyclists within the study area.

Transit

The Greater Dayton Regional Transit Authority (RTA) operates seven fixed-route transit services that stop throughout the study area and at the South Hub transit center and park-and-ride facility, allowing for easy transfers. Of these, Route 61 forms a loop around the mall vicinity and extends south to Austin Landing, with stops at office and residential locations in between. A second route, the X5, is an express service that takes passengers directly from the South Hub transit center to downtown Dayton.

RTA provided door-to-door bus service to the Dayton Mall through the late 1980s for all riders. (Today, RTA is allowed to provide direct service to the mall entrance for residents with physical mobility issues through its Project Mobility service.) RTA also has a bus stop

at the southern edge of the Sears parking lot. The transit center sits about a half mile (or 12-minute walk) from the mall. During the public process, transit riders expressed a desire for more direct and convenient access to the Dayton Mall.

Feedback from stakeholders

During various stakeholder interviews, we repeatedly heard complaints that congestion can make driving around the mall area difficult, particularly during peak hours, on weekends, and during the holiday shopping season. Comments made it clear that people see these conditions as normal. Some stakeholders also expressed concern that access management has made it harder for automobiles to reach some properties.

In addition, some expressed concern about traveling by other modes such as walking and biking. They saw these activities as dangerous,

EXISTING PEDESTRIAN BARRIERS/CONFLICTS



given the volume and speed of traffic and the frequency of accidents in the area and requested more sidewalks and separated bikeways. While transit users did not mention safety, they all begin and end their transit trips as a pedestrian or bicyclist.

Connectivity to Amenities

Numerous amenities sit outside but close to the study area, such as the Cox Arboretum MetroPark, Austin Landing, downtown Miamisburg, and downtown Centerville. Access to these destinations is available by automobile and infrequent transit service. The most direct routes contain some sections of sidewalk or multi-use path; however, those facilities are not continuous creating less than ideal to sometimes dangerous conditions for those who wish to walk or bike. While someone could choose to walk to these destinations, they are located at what should be considered bikeable distances from the mall vicinity.

Infrastructure capacity

Storm Sewer

The study team met with Montgomery Environmental Services in order to get a better understanding of the stormwater infrastructure currently in place. The discussions led the team to conclude that:

- Existing infrastructure is the right size for existing demand.
- Any redevelopment will need to meet current regulations.
- Detention requirements will need to be re-evaluated if:
 - > Impervious area (land covered by a building or paving) increases; the Mall site is almost entirely impervious now
 - > Runoff rates are increased as a result of other development actions (to create higher “time of concentration”)
- Existing information on the area’s storm sewers can be obtained as we narrow down sites, which means Environmental Services will have to search for the information for each site separately; no consolidated plan exists.

- Generally, no large-scale obstacles exist that would prevent redevelopment of the Mall area. No major, large-scale opportunities presented themselves, either. One possibility could be considered an opportunity: if a catalytic site were chosen near the Newmark/Gander Creek area and underwent redevelopment, as long as its impervious surface remained less than or equal to 60% of the site area, the existing regional basin would be able to handle its stormwater runoff.

Sanitary Sewer

The team met with Montgomery County Environmental Services to get a better understanding of the sanitary sewer infrastructure now in place. The team learned from this interview that:

- The existing infrastructure is properly sized.
- The majority of the public sewers in the Mall area are 8”. Sizes range from 8” to 42”.
- Sewers generally drain to the north. (No capacity problems, and increased capacity would not be an issue.)
- Existing tap locations are known, but the alignment of lateral is not. This information could possibly be obtained from the health department.
- The easement minimum for public sewers is 20’.
- Generally no large-scale obstacles exist that would prevent redevelopment of the Mall area. No major, large-scale opportunities presented themselves, either.

Water

A brief interview was conducted in order to get a better understanding of the drinking- water network and infrastructure now in place. After discussions with the planning personnel noted above and information previously provided, the team concluded that no large-scale obstacles exist that would prevent redevelopment of the Mall area.

- Existing infrastructure is properly sized.

- Water pipes in the area range from 6" to 30". SR741 has a 12" and SR725 has 8" water line.
- The elevated water tank along I-75 near the termination of Mall Ring Road provides more-than-adequate pressures for the area.
- Hydrant pressures are more than adequate. They provide 2,600 GPM @ 90 psi at Lyons and 741. As an example, minimum fire-sprinkler flows are typically 1,000 GPM at 20 psi for apartment buildings.

The most critical issue with water and sewer is that there is a line south of Sears that may need to be relocated if the mall were to expand to the south. Currently there are no plans to add a water tower in our area as they already have sites that have capacity for an additional tower.

Electrical Infrastructure

The current electrical infrastructure within the Dayton Mall area can support the type of development being recommended within the plan. For the most part, electricity is carried through overhead wires. These wires can create a negative impact on the visual experience of the physical environment, and it should be noted that the burial of these lines was a priority of the community and is a recommendation of this plan. The Dayton Power & Light Company (DP&L) expressed that burial of the lines would be feasible. However, this would come at a substantial cost, and not one that DP&L would bare.

Miami Valley Lighting is responsible for special lighting districts, which could provide for decorative, higher quality and increased lighting systems. As with the burial of overhead wires, there are additional costs for lighting districts, and these districts require the approval of existing property owners.

A fiber optic line exists along the northern portion of Washington Church Road from Lyons Road to Spring Valley Pike. Time Warner

Telecom has indicated that fiber optic can be provided throughout the study area as needed.

Summary

Overall, the general interviews went well and the overall result for all utilities was that there are no major obstacles that would prevent redevelopment in the Mall and/or surrounding areas.

The largest likely infrastructure challenge would be stormwater detention and meeting water-quality standards for a redeveloped site. Occasionally, these requirements can raise development costs (because a project may need more land for detention, costly underground detention systems, or costly vortex or other pollutant-removal systems).

Catalytic site selection

As already described, shifting demographics are changing market preferences nationally, moving them from single-family houses and auto-oriented commercial development in suburban settings to a variety of housing options (including a large portion of multifamily choices) in pedestrian-oriented, transit-connected, mixed-use settings. **The success of these more complex and urban districts depends on a critical mass of both housing density and lifestyle choices within a walkable radius.**

Generally, 1,000 to 2,000 housing units within a 5- to 10-minute walking radius create the density required to fully activate and support a block of neighborhood retail. This could be considered the first critical building block needed to establish initial momentum that can catalyze subsequent redevelopment. A mix of housing, shopping, recreation and other choices within a 5-minute walk builds quality of life and makes active transportation like biking, walking or transit a

realistic choice for most people. Combined with adequate density, this mix will attract the growing market segments that increasingly prefer more urban lifestyles and demand these qualities.

This plan applies a systematic analysis to the study area that will identify candidate sites for catalytic redevelopment. The criteria matrix outlines how the analysis translates characteristics of property accessibility, infrastructure capacity, and placemaking potential into a measure of a parcel’s potential to serve as an early-phase catalytic redevelopment site.

All these criteria are significant, but the matrix gives added weight to some key drivers. Weighting can take three forms: positive, negative, and “development not feasible.” Positive weights improve a site’s eligibility; negative weights reduce eligibility; “not feasible” disqualifies a site from eligibility altogether.

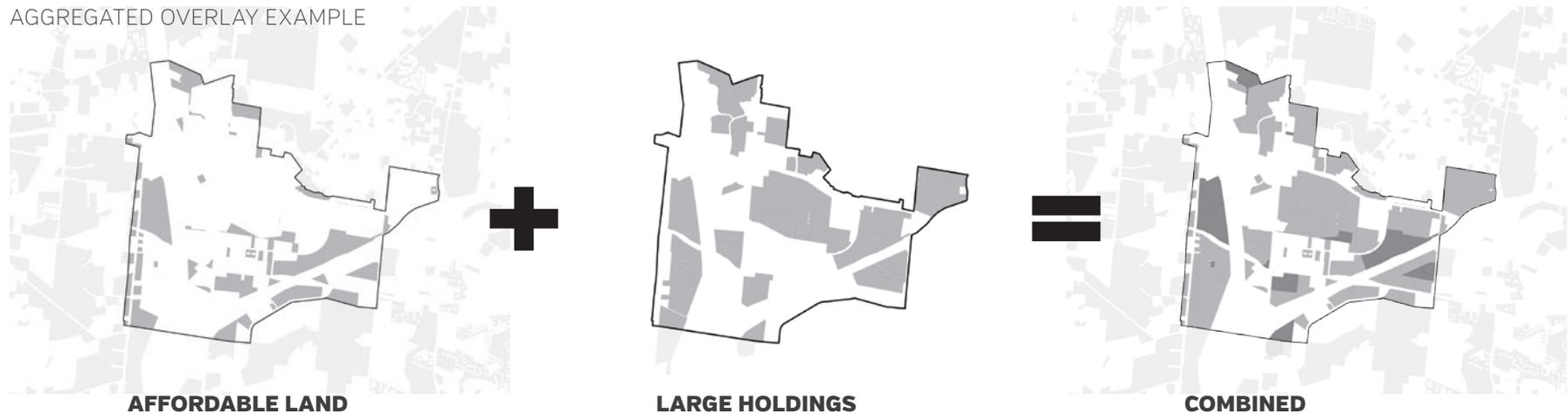
We have included maps of properties that show, where applicable, each criterion in full spectrum (such as by showing all property values

regardless of suitability for redevelopment). We have also provided maps that isolate sites that “score” within a strategic threshold for some criteria (such as showing only properties with particularly low property values).

Following this series, we graphically aggregated criteria “scores” to highlight sites that register as particularly good candidates for catalytic redevelopment. We did this by overlaying each of the “isolating” maps and assigning a transparency that corresponded to that map’s criterion’s relative weight. The better a given parcel or area is for catalytic redevelopment, the more criteria it meets and the darker it appears on the aggregated map. From these “high-scoring” sites, the planning team chose the most promising for further exploration as potential catalytic redevelopment sites.

The example below shows how two individual maps overlay to create an aggregated map that begins to highlight advantageous sites for redevelopment consideration. In this example, the darker regions on the aggregated map “scored” better in terms of both affordability and size.

AGGREGATED OVERLAY EXAMPLE



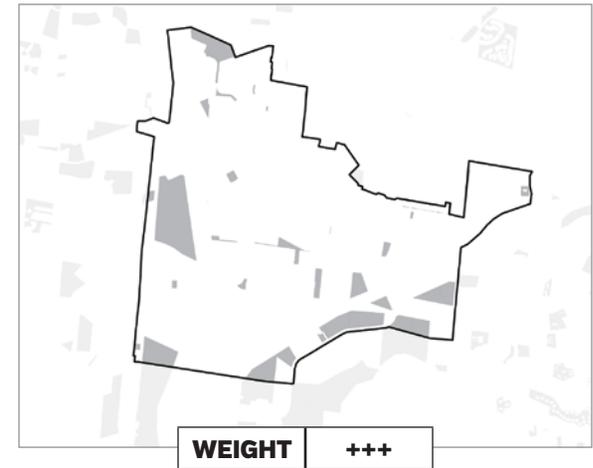
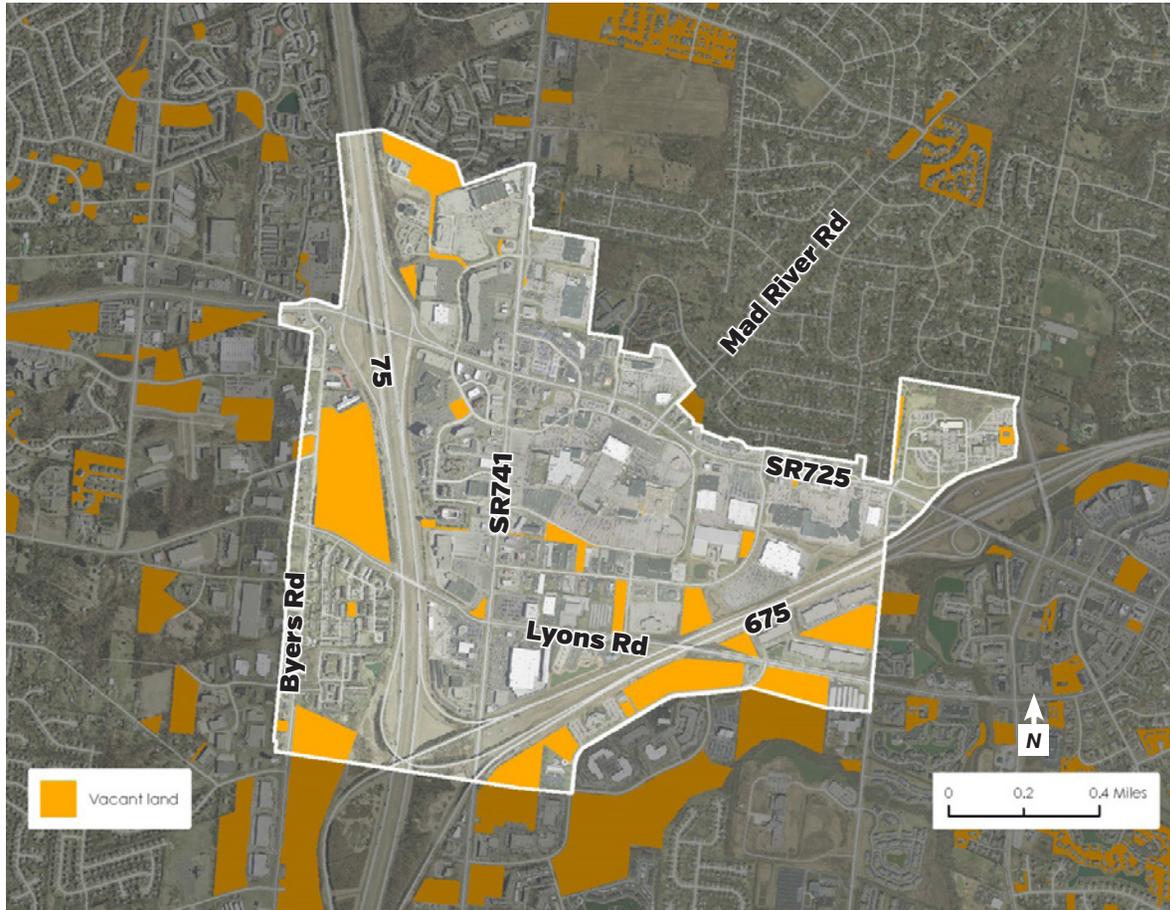
Aggregated overlay: Overlaying a single-criterion map on another such map begins to identify particularly advantageous sites for possible catalytic redevelopment.

EXHIBIT 10: Criterion Matrix– Parcel Qualities That Give Redevelopment a Strong Chance of Success

CRITERION	WHY SIGNIFICANT/USEFUL?	WEIGHT
PROPERTY ACCESSIBILITY: IS THE LAND AVAILABLE, CAN IT BE ASSEMBLED FEASIBLY, AND CAN IT SUPPORT DEVELOPMENT?		
Available land–vacant	Vacant parcels can realistically accommodate immediate development	+++
Available land–parking lots	Parking lots (especially large ones) can theoretically accommodate immediate development	+
Land utilization	Land with comparatively low-value uses could better realize its potential with more intensive redevelopment	+
Property value	Low-value land can be more efficiently acquired and assembled	+
Public ownership	Publicly owned land can be more flexibly reallocated or redeveloped than private land	+++
Large landholdings	Assembling large parcels with one or a few owners can achieve critical mass more easily	++
Unlikely to change	Property that was recently redeveloped or otherwise known as resistant to change will not likely undergo transformation in the near- or mid-term	“development not feasible”
Small parcels	More difficult to assemble sizable parcels for redevelopment, especially with many different owners	--
PLACEMAKING POTENTIAL: IS THE LOCATION PARTICULARLY WELL-POSITIONED TO CREATE A MEANINGFUL, WALKABLE DESTINATION?		
Symbolic locations	Locations of high visibility or community significance may command an intangible value premium	+
Conducive streets	Low-speed streets with sidewalks, crosswalks, and other pedestrian amenities support a walkable environment	++
Non-conducive streets	High-speed streets with no sidewalks or pedestrian amenities require upgrades and mitigation to support a walkable environment	--
Synergies	Adjacency to sites undergoing recent or imminent change can create synergies that improve redevelopment potential and create critical mass	+++
INFRASTRUCTURE CAPACITY: CAN THE INFRASTRUCTURE SUPPORT MAJOR REDEVELOPMENT WITHOUT REQUIRING SIGNIFICANT UPGRADES?		
Roadways	Undersized or disconnected roadways cannot provide adequate access to major redevelopment without expensive and complex upgrades	--
Water	Undersized water-supply infrastructure cannot serve major redevelopment without moderately expensive and complex upgrades	-
Sanitary	Undersized sewer infrastructure cannot serve major redevelopment without potentially very expensive and complex upgrades	---

Property Accessibility

VACANT LAND



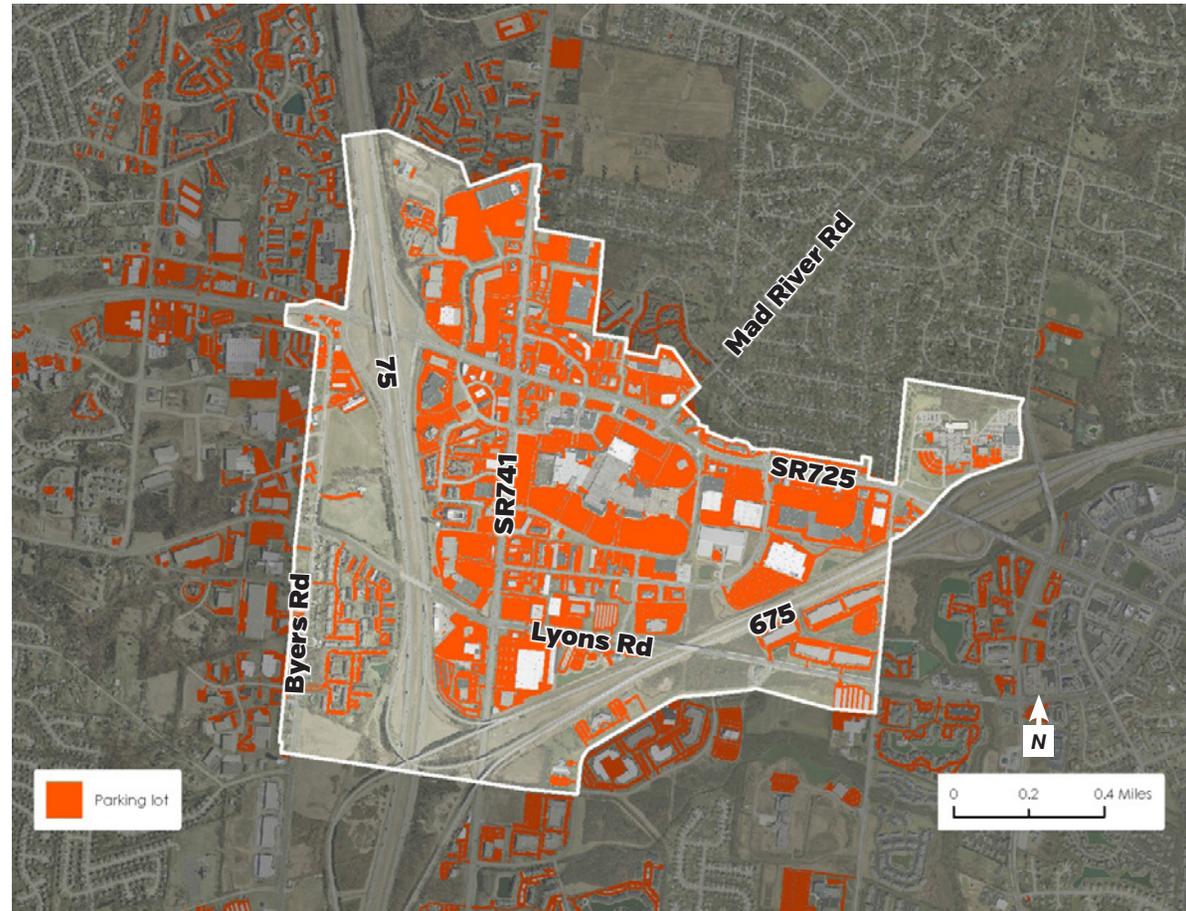
Available land: vacant. There are a few small and moderately sized vacant sites scattered across the study area, particularly south of the Mall. The study area's largest vacant sites are at its fringes, especially south of I-675. Since the initial analysis of vacancy, some of these parcels have been filled, including the parcel east of Lyons Ridge Drive, south of Kingsridge Drive and north of I-675.

This map isolates vacant parcels to show clearly their distribution and relative size. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

SURFACE PARKING LOTS



This figure-ground diagram isolates just parking lots to illustrate their distribution and the proportion of the study area devoted to parking. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

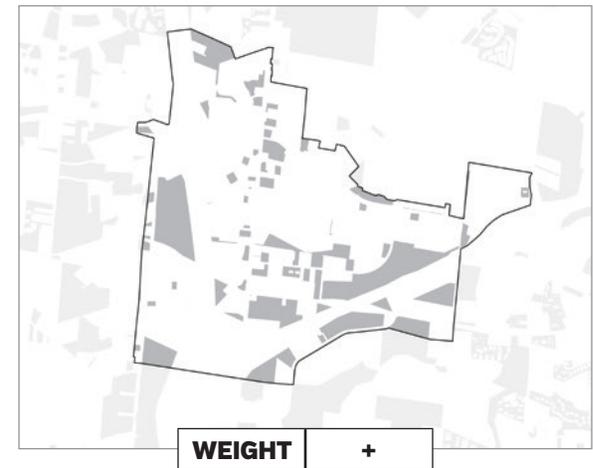


Available land: surface parking lots. Unlike vacant land, surface parking is plentiful in the study area, including many lots that are large enough to accommodate significant redevelopment. However, developing parking lots introduces two immediate challenges: negotiating with retail leaseholders—who may own rights to all or part of a parking field and depend on the convenient parking it supplies—and replacing displaced parking as part of the new development.

LAND UTILIZATION

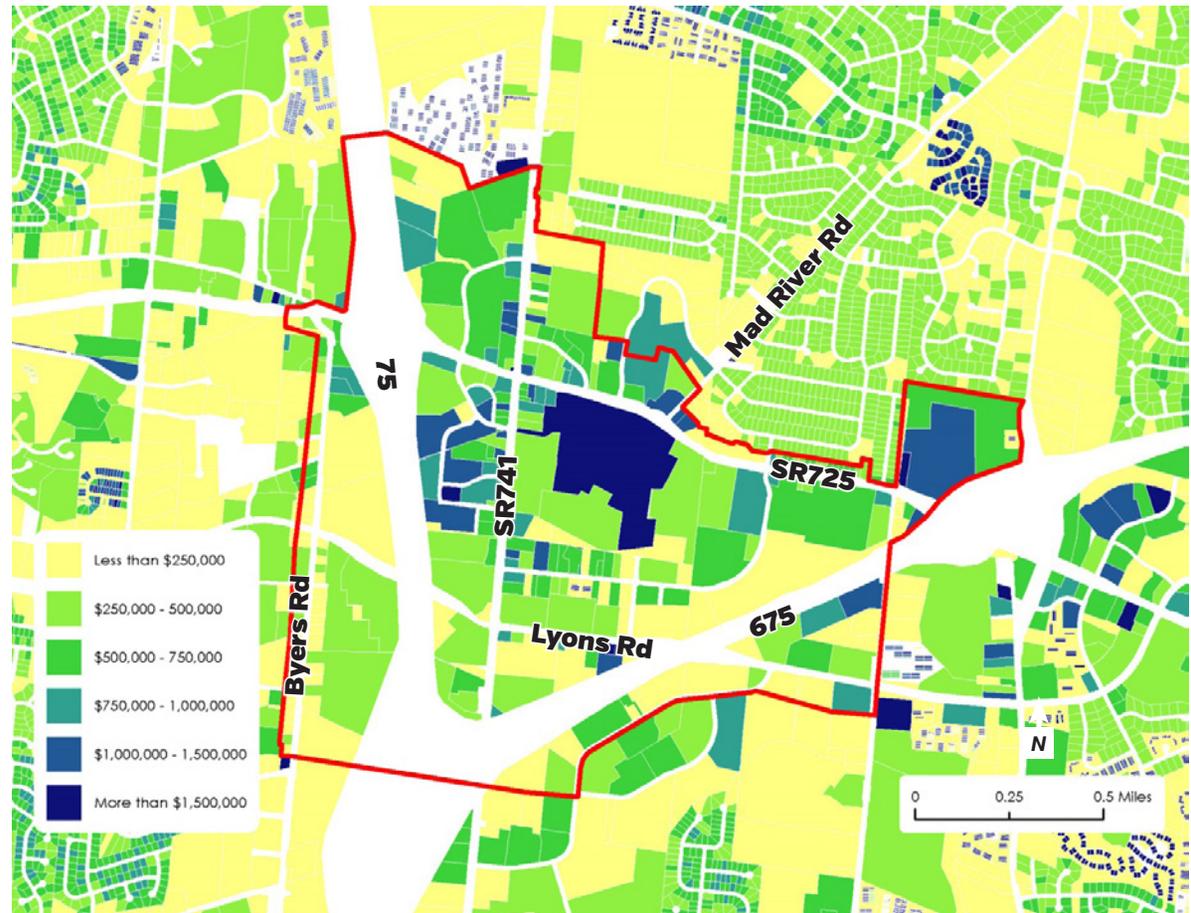
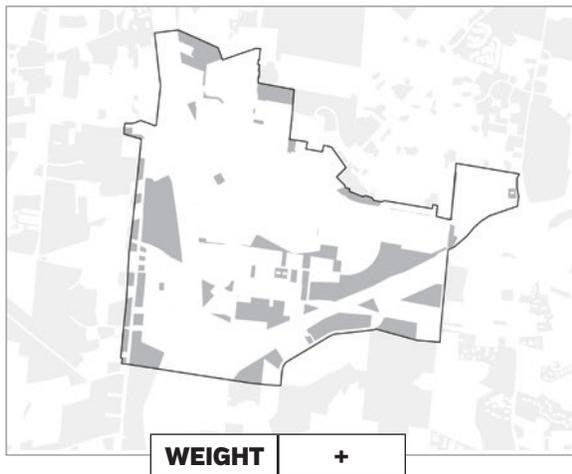


Land utilization represents the ratio of building value to total property value [i.e., building plus land value]. A low land-utilization ratio suggests a property is not developed as intensely as it could be and/or with the highest and best use for that location. For example, the small parcels around the SR725/SR741 intersection include relatively valuable land but only hold small, free-standing retail and service franchises and businesses. Higher-value development on these parcels would improve their land-utilization ratio and suggest they would more closely realize their potential value. A high land-utilization ratio, on the other hand, indicates a site has effectively captured most of its potential value. The mall itself represents a highly valuable improvement on relatively valuable land, creating a strong land utilization ratio.



This figure-ground diagram isolates parcels with land-utilization ratios at or below 1.5. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

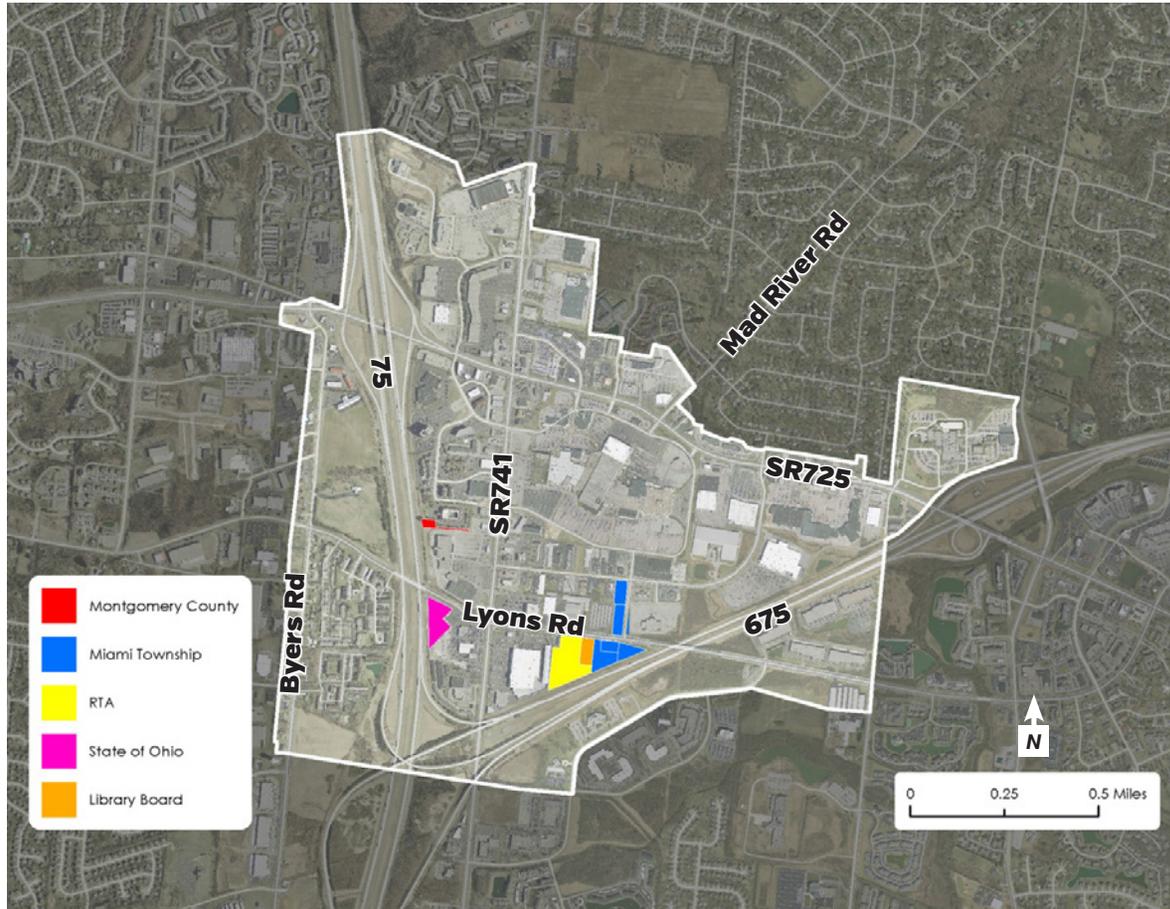
PROPERTY VALUE PER ACRE



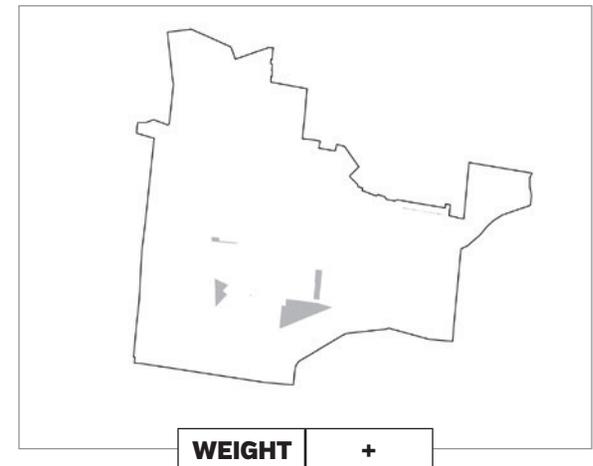
This figure-ground diagram isolates property valued at less than \$250,000 per acre. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites. Property worth more than \$250,000 per acre is not considered easily acquirable in this analysis

Property value per acre, in this case a parcel's combined land and building value, can dictate how easily a developer could acquire a parcel in the course of assembling a larger site for redevelopment. In general, the Mall and property directly north and west of it are the area's most valuable. Property along the Interstates and especially along the north side of I-675 is generally the area's least valuable.

PUBLICLY OWNED LAND

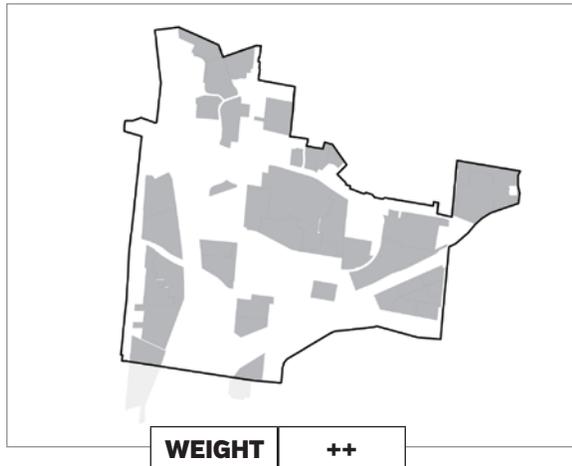


Publicly owned land is ideally positioned for redevelopment in changing markets because it can be transferred to developers at little or no cost to help spark development that might not prove economically feasible if it involved acquisition at full market value. The Mall Area's publicly owned land is concentrated along Lyons Road. Several of these sites contain relatively high-value municipal facilities, but some could become part of a catalytic redevelopment, especially the vacant parcels along the west side of Lyons Ridge Road.

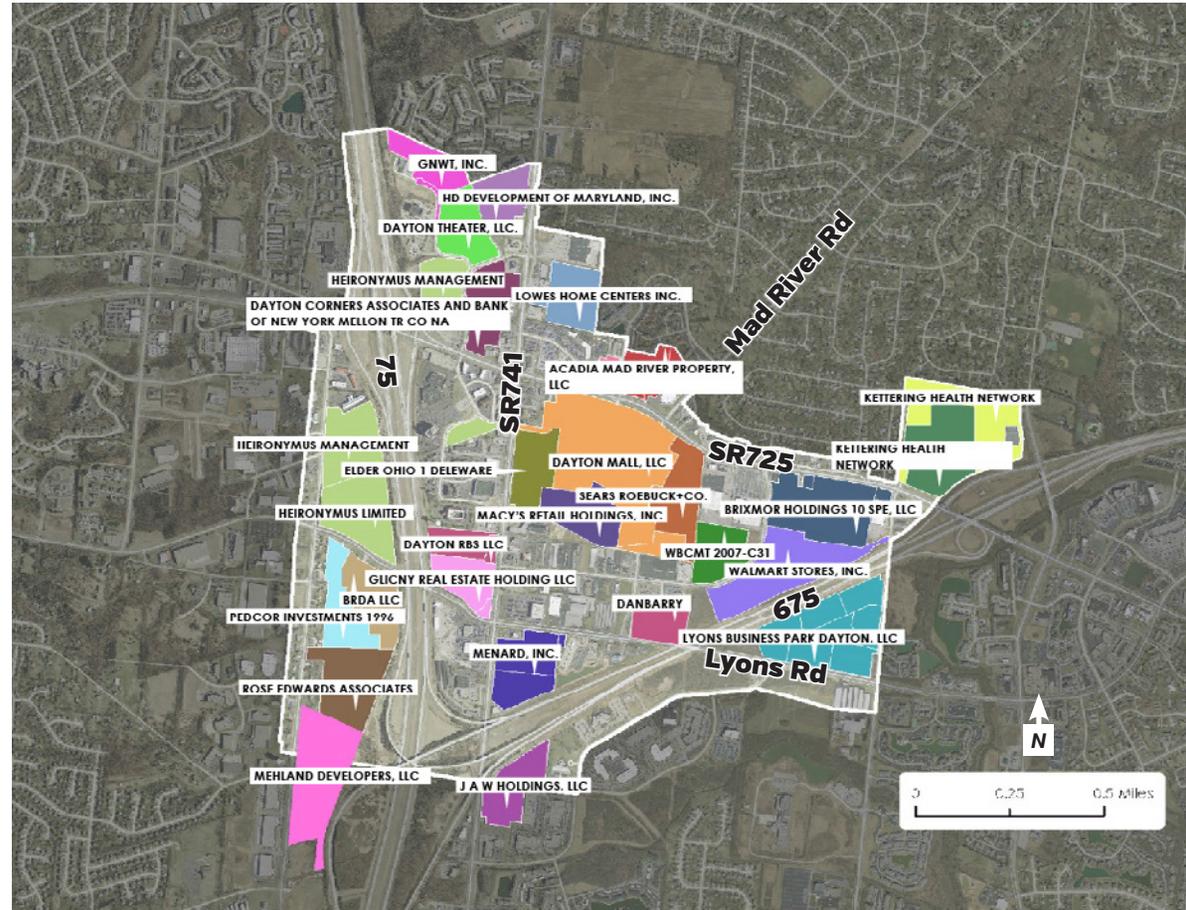


This figure-ground diagram isolates publicly owned parcels. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

LARGE HOLDINGS

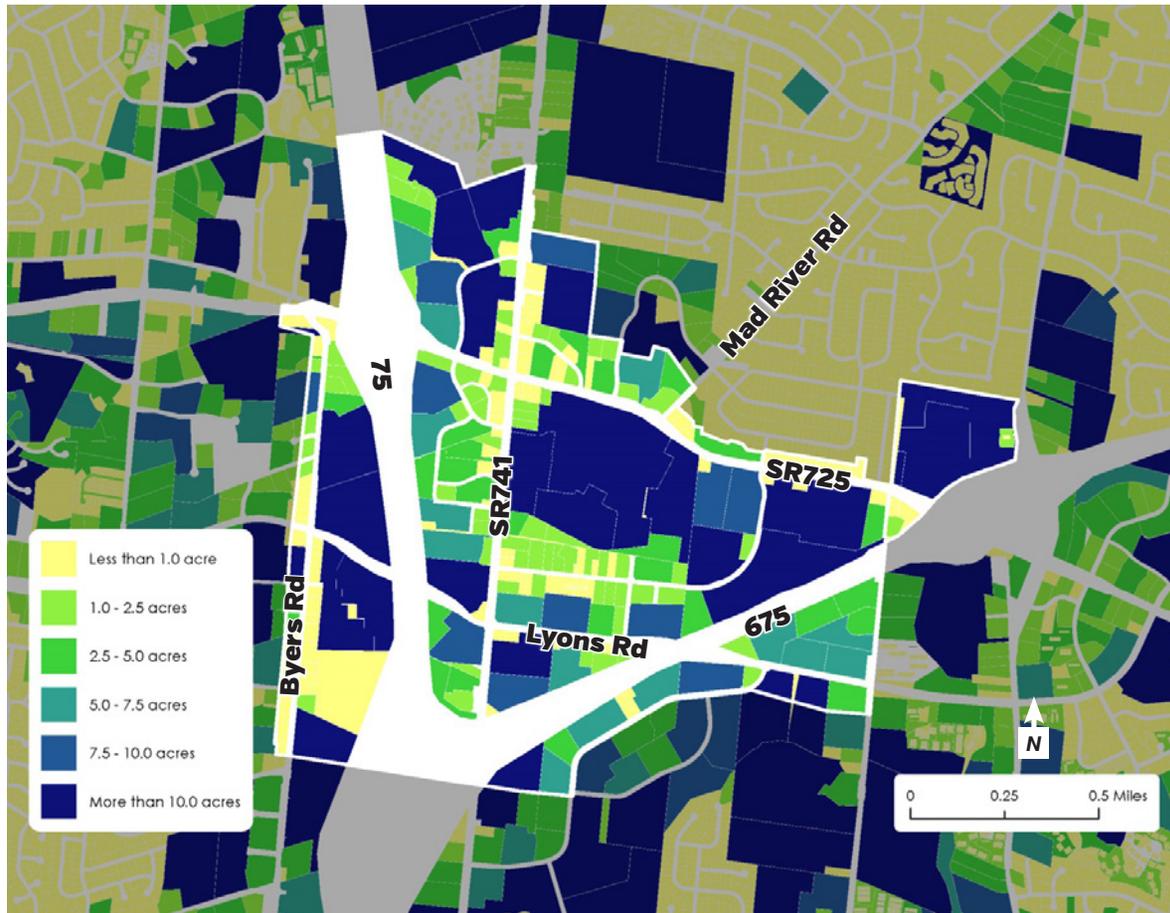


This figure-ground diagram isolates land holdings of at least 10 acres. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.



Large holdings under single ownership should be considered as part of catalytic redevelopment sites, because assembling land and coordinating land owners often turns into one of the most complex and tricky steps in an area's transformation. The more land assembled under less complex ownership structures makes it easier to reach a critical mass of territory for redevelopment and put together a coalition of like-minded owners. This map highlights holdings of at least 10 acres, revealing that the study area includes many large tracts of land under common ownership, especially around the Mall, north of SR725, and west of I-75.

SMALL LOTS



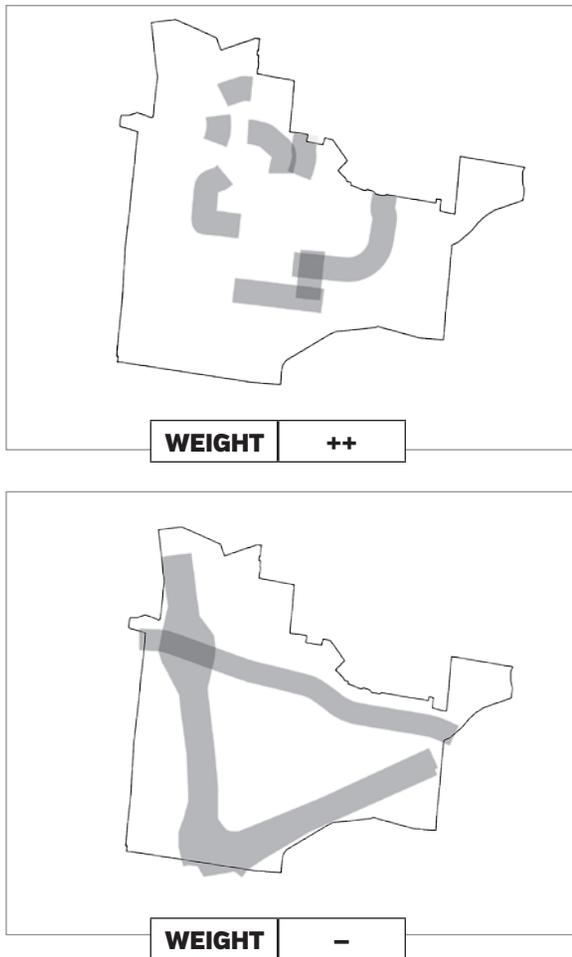
Small lots, especially those under mixed ownership, can be hard to assemble, both in terms of cost and complexity of acquiring them. The study area's smallest parcels are concentrated along Kingsridge Drive, the west side of SR741, and the north side of SR725.



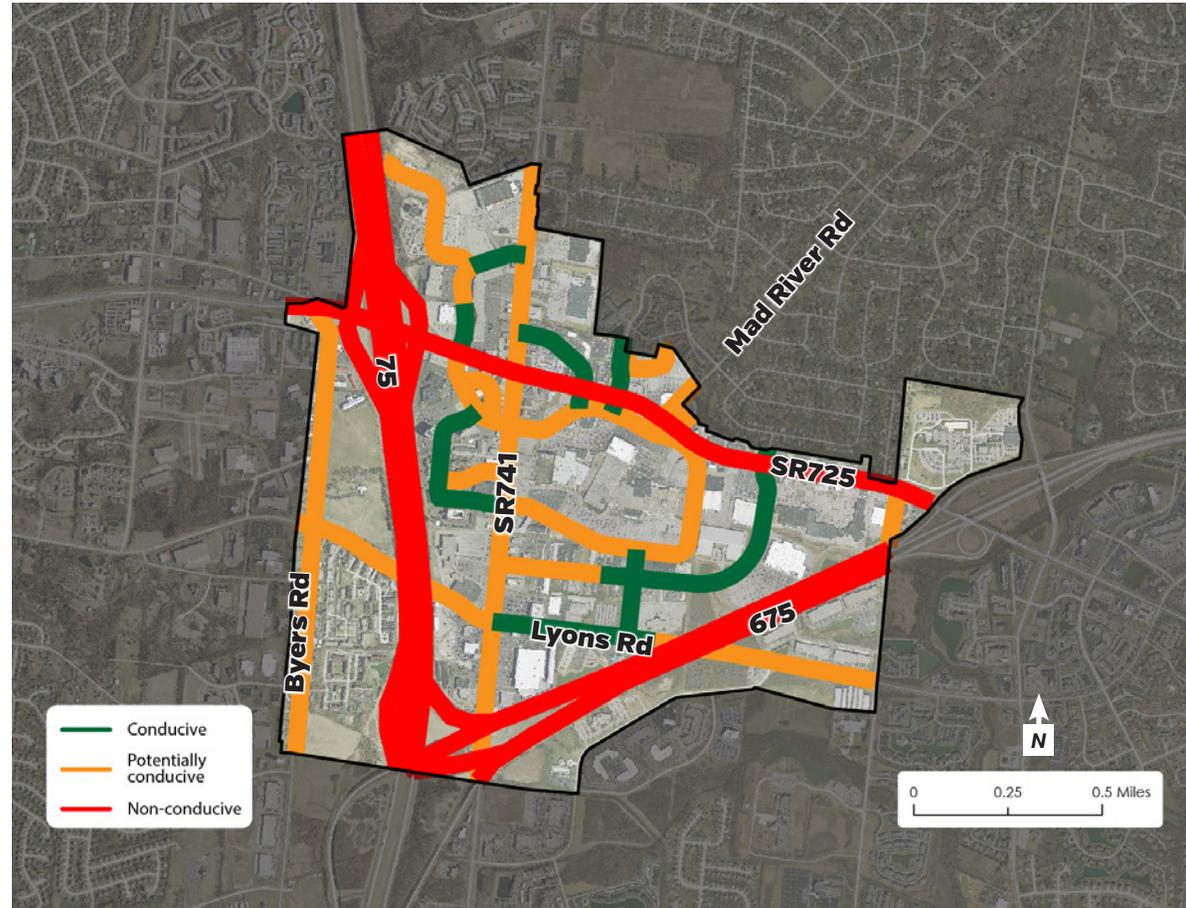
This figure-ground diagram isolates parcels smaller than 5 acres. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

Placemaking Potential

ROADWAYS' CONDUCTIVENESS TO WALKABLE REDEVELOPMENT

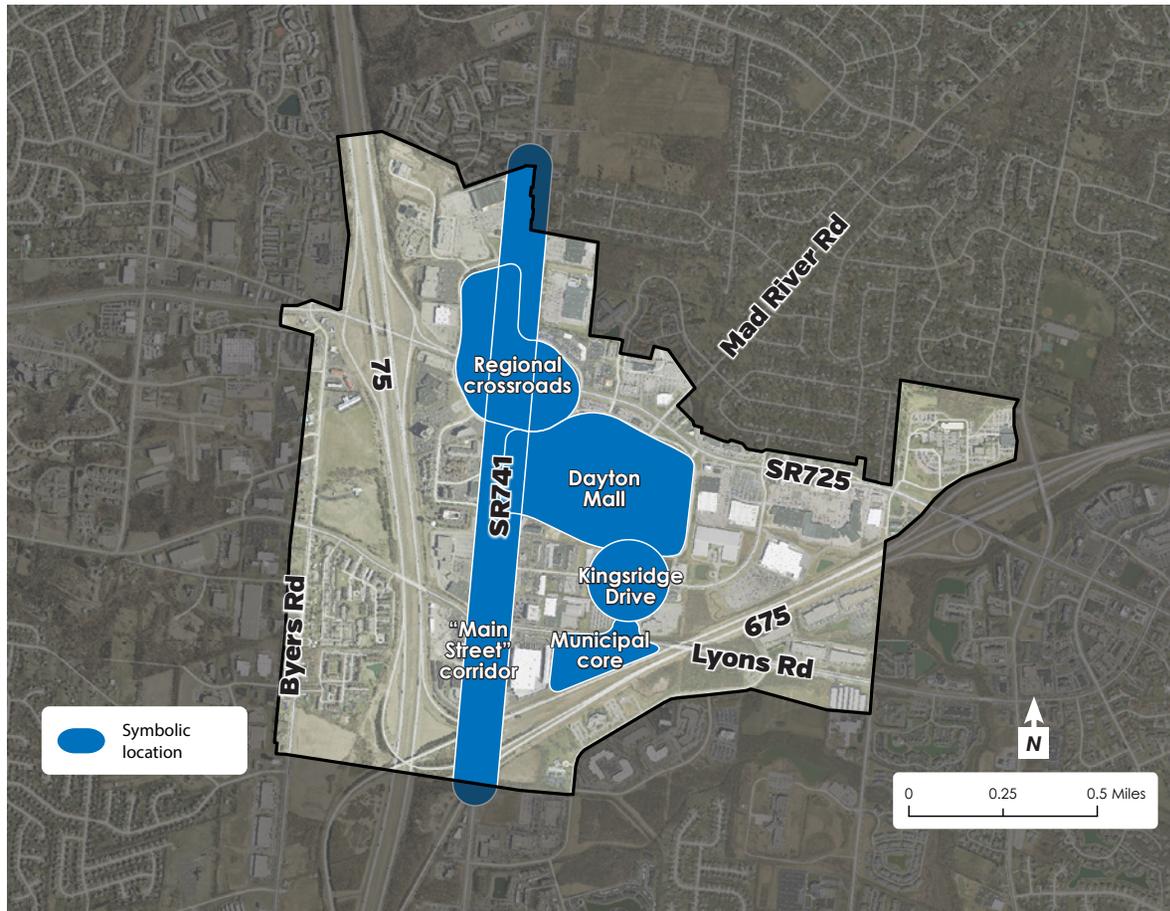


This figure-ground diagram identifies corridors that are particularly conducive [top; positively weighted] and non-conductive [bottom; negatively weighted] to walkable redevelopment. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.



Roadways' conduciveness to walkable redevelopment dictates the level of resources required to establish the pedestrian environment needed to create a livable, mixed-use district. Streets that are already conducive to such development offer a strong appeal to potential developers, because they require little or no right-of-way expense above the costs of redevelopment itself. Portions of Kingsridge, Lyons, and Lyons Ridge roads, for example, are relatively modest in scale and equipped with sidewalks. By contrast, SR725 has multiple lanes, carries heavy, fast-moving traffic, and lacks pedestrian infrastructure like sidewalks and crosswalks that would support comfortably walkable redevelopment. A developer would need to make significant added investment to change those conditions.

SYMBOLIC LOCATIONS



Symbolic locations within the Mall Area may command significant intangible value as particularly important to the community or prominent within the region’s transportation network. The Mall itself is the area’s defining asset; the cluster of municipal facilities on Lyons Road is the area’s civic core; SR741 is the most significant “main street,” connecting the Township’s and region’s most important activity centers; and the intersection of SR725 and SR741 is the area’s most regionally visible crossroads. Kingsridge Drive provides important access to the Dayton Mall. A catalytic redevelopment site that includes or overlaps one or more of these areas would build on this symbolic value to secure a higher profile in the community and region.

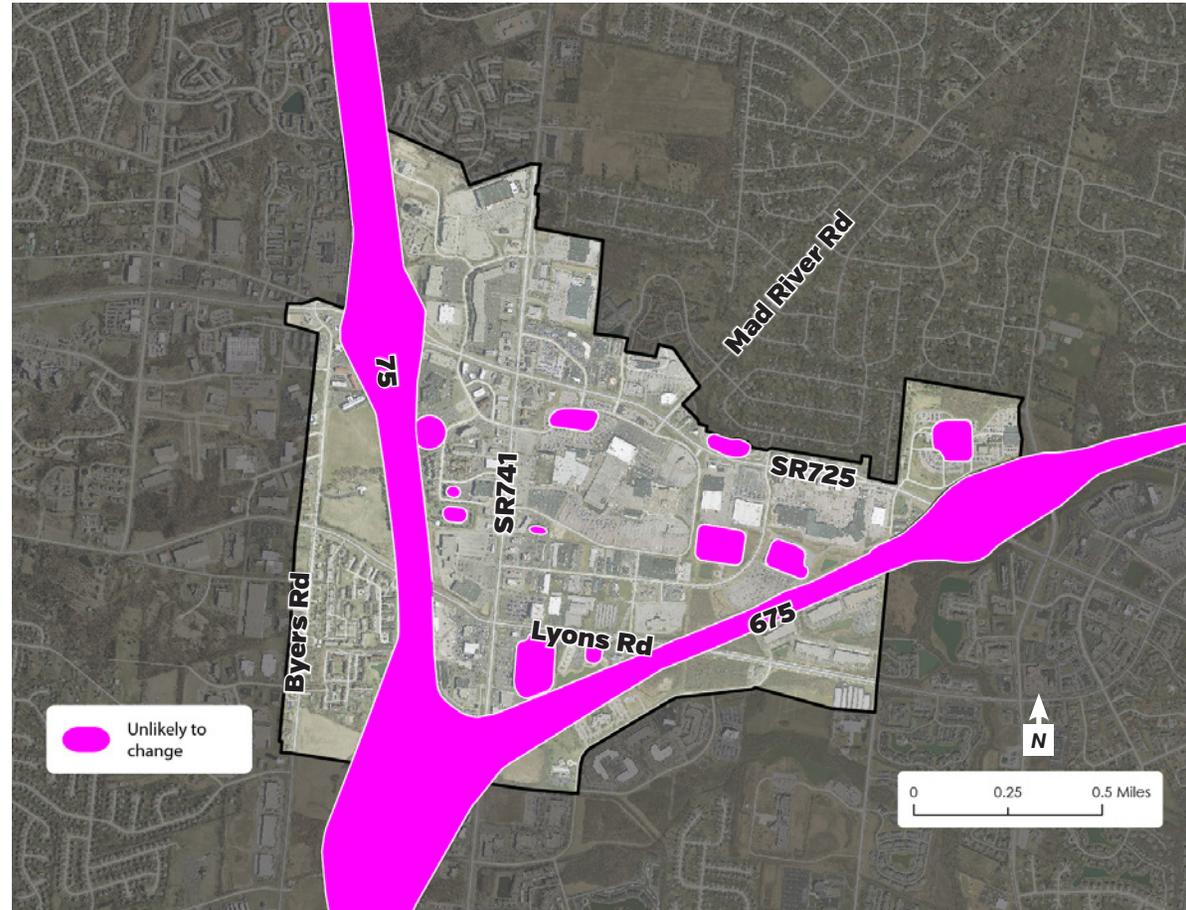


This figure-ground diagram isolates symbolic areas. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.

SITES UNLIKELY TO CHANGE



This figure-ground diagram isolates parcels unlikely to change. Only the toned areas receive weight and register in the aggregation analysis of possible catalytic redevelopment sites.



Sites unlikely to change include property recently improved and land recently redeveloped; critical regional infrastructure such as the Interstates; and the federal archives facility. While some of these properties might be candidates for transformation over the longer term, it is unrealistic to include them in near-term catalytic redevelopment sites.

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Existing Zoning

The Dayton Mall Study Area falls into three different municipalities. The majority of the site is in Miami Township, a portion of it is in Miamisburg and the Southview Medical Center lies in Washington Township.

As per the Miami Township Zoning Resolution (1972), the majority of the Dayton Mall study area is currently zoned Business District (B-2, B-3, and B-4) and Planned Development (PD-2, PD-3, PD-4, and PD-5).

The B-3 code covers the majority of the area between I-675 and SR725 and refers to “commercial and recreational activities (other than retail merchandising and service) primarily conducted within an enclosed building.” B-4 refers to “commercial and recreational activities

(other than retail merchandising and service) primarily conducted outdoors” and is concentrated west of SR741. There are also several parcels north of SR725 zoned B-2, which are intended for “business and service establishments serving the needs of consumers beyond the immediate neighborhood.” Within the Business District, the maximum height is 40 ft. or 4 stories (whichever is greater), and the minimum lot frontage is 80 ft. the minimum front yard depth is 25 ft.

The current zoning classifications do not support the mixed-use environment that the Dayton Mall Area Master Plan seeks to create. While established businesses will be grandfathered into the existing zoning, the plan recommends zoning changes and design standards for future development.

Dayton Mall Area Existing Zoning

Miami Township

-  AC-3: Austin Center Business Park District
-  B-2: Business District [Facilitating Light Indoor Commercial type Uses]
-  B-3: Business District
-  O-1: Architecturally Preserved Office District
-  O-2: General Office District
-  PD-1: Planned Residential District
-  PD-2: Planned Office District
-  PD-3: Planned Business District
-  PD-4: Planned Industrial District
-  PD-5: Planned Mixed Use District
-  R-3: Single Family Residential District [10,000 Sq. Ft. Min. Lot Size]
-  R-7: Multiple Family Residential District [10,000 Sq. Ft. Min. Lot Size]

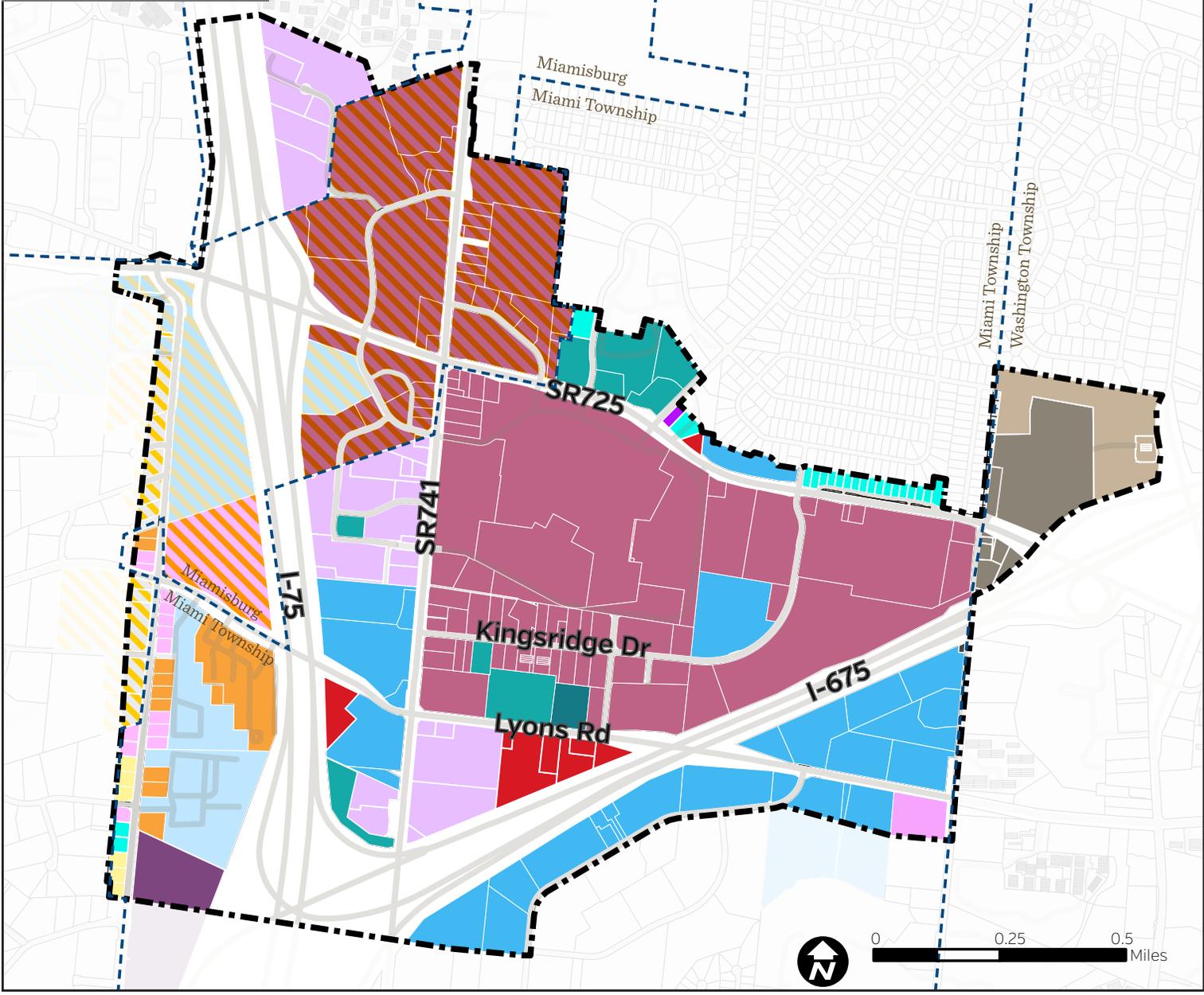
Miamisburg

-  GB-1 General Business District
-  HS-1 Highway Service District
-  I-1 Light Industrial District
-  OS-1 Office-Service District

Washington Township

-  Special Use District
-  Planned Development Office District 3

EXISTING ZONING





3



Engaging the Community

A successful planning initiative requires a transparent community engagement process. At every key stage of the plan development, residents and stakeholders alike were invited to learn about, provide input and help shape the emerging vision for the Dayton Mall area.

Community Events

November 2014: Kickoff Meeting

November 20 marked the official launch of Phase II of the Dayton Mall Area Master Plan process. The two-hour evening workshop took place at Miami Township's Government Center at 2700 Lyons Road. More than 50 residents took part, working together to provide insights into what they hope to see for the future of the mall area.

The meeting had two objectives: explaining to stakeholders the process that would create the Mall Area Master Plan and gathering comments and ideas to further sharpen outreach efforts and begin shaping the plan itself.

Participants took part in a general assembly, small-group work, and an individual visioning exercise. The goal was to develop a sense of the community's understanding of what a town center is and to encourage people to begin thinking about what they would like to see in the mall area. Working collaboratively, participants compiled lists of strengths and weaknesses within the area as it exists.

November 2014: Stakeholder Interviews and Focus Groups

To better understand issues, needs, opportunities, and challenges in the study area and the neighborhoods around it, the planning team organized meetings with stakeholders in a variety of formats.

They ranged from one-on-one interviews with property/business owners to meetings with business leaders to discussions with the mayor and staff from city departments. The groups interviewed included:

- JEDD board members
- Community leaders
- Regional Transit Authority representatives
- WP Glimcher (owner of the Dayton Mall) and other business owners
- Kettering Health Network
- Municipal employees from Miami Township, Miamisburg, West Carrollton, Dayton, and Montgomery County
- Real estate developers and brokers
- The Dayton and South Metro Chambers of Commerce
- Metro Parks

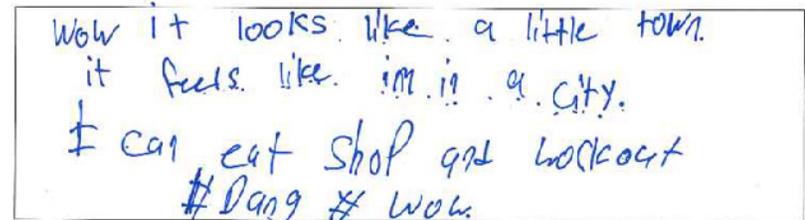
In total, more than 45 stakeholder interviews were held. These interviews built on the community input gathered at the Kickoff event and helped to shape the draft vision and principles presented to the community in February 2015. Importantly, these interviews helped to identify realistic opportunities and development possibilities within the plan area.

December 2014:
Miamisburg Middle School

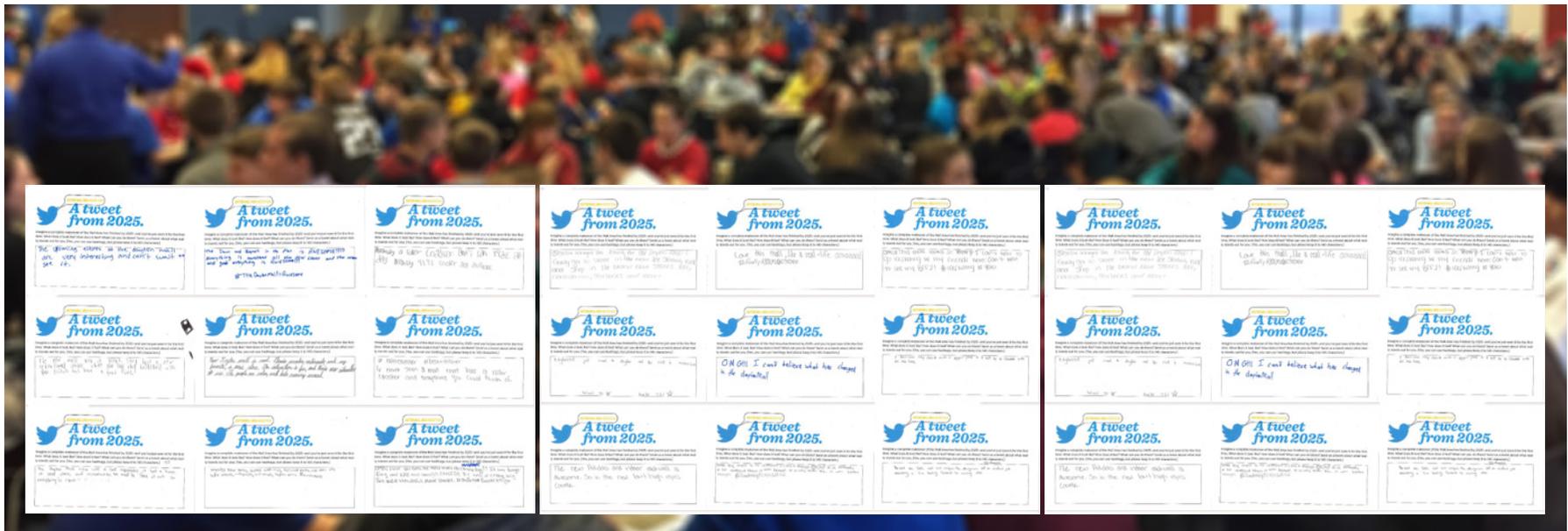
Almost 500 eighth-grade students from Miamisburg Middle School came to a presentation about the professions of planning, architecture, and landscape architecture and about the Mall Area planning process. Following the career presentation, the students worked collaboratively to identify what they wanted to see happen within the mall area. Each student also wrote a “Tweet from 2025,” resulting in hundreds of highly creative visions from a new generation of Miamisburg/Miami Township residents.



Imagine a complete makeover of the Mall Area has finished by 2025—and you’ve just seen it for the first time. What does it look like? How does it feel? What can you do there? Send us a tweet about what really stands out for you. (Yes, you can use hashtags, but please keep it to 140 characters.)



A sample “Tweet from 2025” sent by future residents of Miamisburg/Miami Township: “Wow it looks like a little town. It feels like I’m in a city. I can eat shop and workout. #dang #wow.”

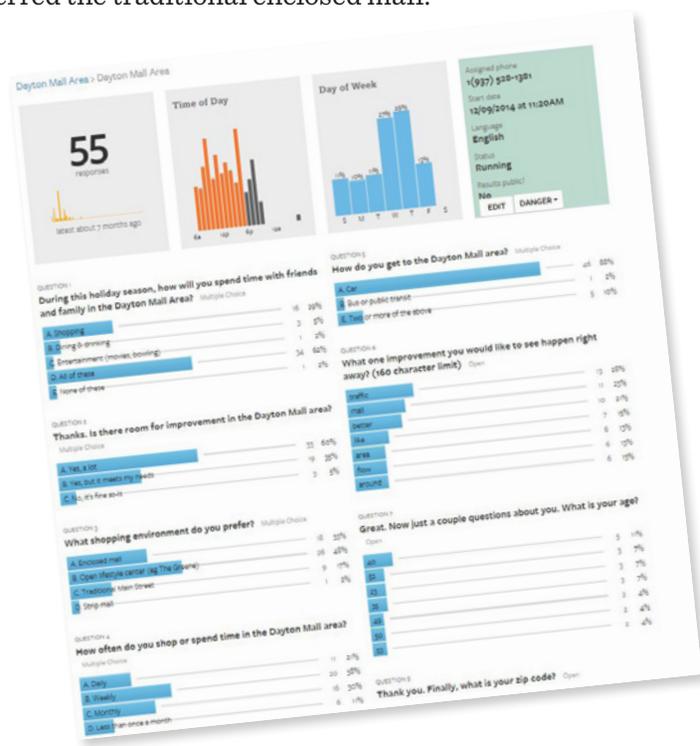


Almost 500 students from Miamisburg Middle School participated in the event, and they brought lots of creative suggestions for how the Mall Area might develop.

Community Surveys

Textizen Survey

During the months of December and January, the planning team released a text-based survey as an additional method for engaging residents who may or may not have the ability to attend a public event. Posters and flyers were created and displayed at the Dayton Mall, the Library, and other locations within the study area. Dozens of residents responded and provided input on items such as how often they visited the mall area (38% are there weekly); what they come here for (62% come to shop, dine, and for entertainment); and whether they think the area could be improved (60% said “yes, a lot”). Importantly, nearly 50% said they preferred open air lifestyle centers, while 33% said they preferred the traditional enclosed mall.

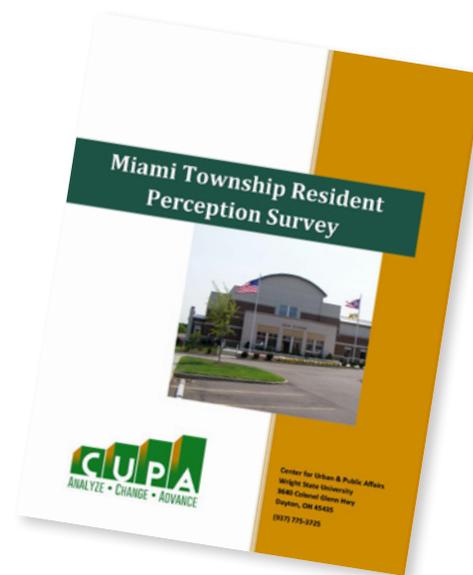


An example of the reports generated by the Textizen survey.

Miami Township Resident Perception Survey

A phone survey was conducted in November-December to gauge residents’ perception about government services and general satisfaction levels with Miami Township. While this survey was not a component of the master planning process, specific questions were added to the survey to support the community engagement effort.

A total of 406 individuals participated, and the results were incorporated into the resident engagement findings of the plan. For example, nearly all residents reported being satisfied with the Township as a place to live (97.8%), and most (86.6%) believed it was a good/excellent place to entertain out-of-town guests. The data supported other findings from the existing condition analysis that indicated the overall quality and strength of the Dayton Mall area. While a majority of residents indicated their preference to maintain the current pattern of the mall, an equal amount also felt that a greater mix of office, retail, and residential uses should be encouraged (68.1%). The full survey has been included within the appendix of this report.



The Miami Township Resident Perception Survey. See the Appendix for the full survey.

February 2015: Three-Day Placemaking Workshop

A three-day public planning workshop took place from February 9 through 11 at Cox Arboretum, with over 100 residents participating. The first night involved testing and reviewing the draft vision statement and principles to make sure that the community's previous input was fully incorporated. Comments and reactions further refined the principles and guided preliminary design schemes. From 9am to 5pm on Tuesday, the planning team held an open design studio to develop a draft framework for the master plan. Throughout the day, dozens of community members stopped in to observe the work's progress and comment on the evolving designs. The evening of the third day, brought a second public meeting. During this event the community reaffirmed the plan vision and supporting principles and previewed the design ideas and graphics generated during the three days. In addition, they participated in an exercise to help create the "branding" and wayfinding strategies for the mall area.



An example 3D model scenario produced during the February workshop



Participants at the February 9-11 public planning event.

EXHIBIT 11: Visual Preference Exercise



As Residents signed in, they were asked to complete a **visual-assessment exercise** by reviewing two posters with images from town and lifestyle centers across the US. Images included outdoor eating and shopping areas, Main Streets, small public spaces, and mixed-use buildings with retail, commercial, and residential. Residents received five adhesive dots each and used them to indicate which images they found most appealing. As the images above show, the response varied widely, but some clear winners emerged.

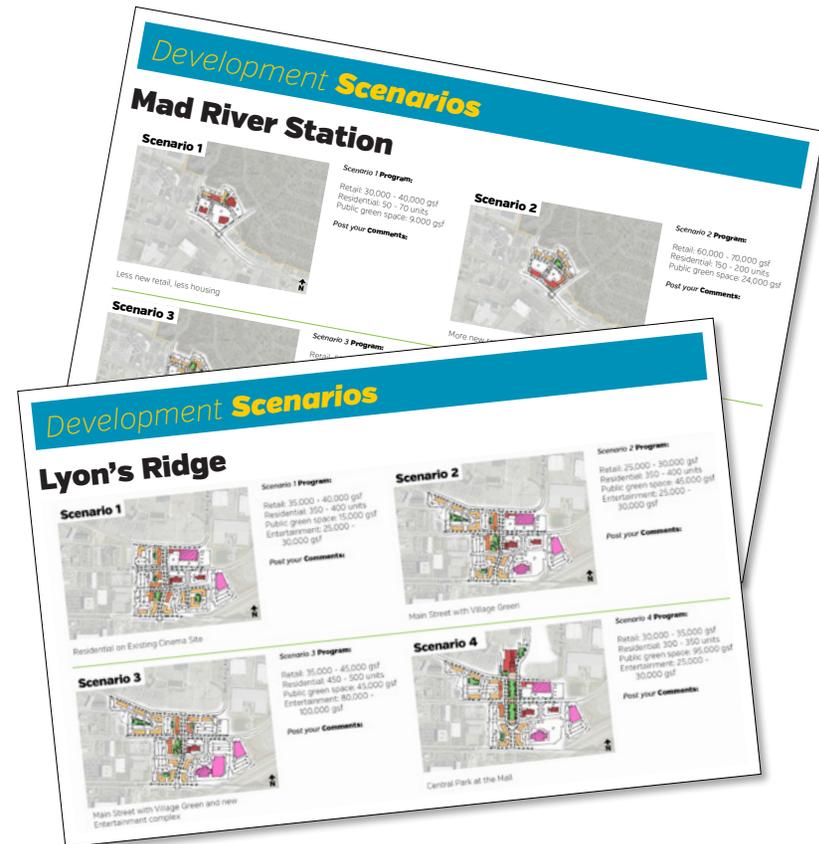
The three most popular images were:

- A plaza for outdoor eating with ground-floor retail below housing in California
- A walking/biking trail connecting to neighboring communities outside of Indianapolis
- Housing with a grocery store, adjacent to a traditional mall in suburban Washington



March 2015: Open House, Development Scenarios

The high level of participation during the placemaking workshop persuaded the planning team to add an open house in March to provide another opportunity to review progress being made on the master plan. The planning team presented multiple potential redevelopment scenarios within the mall area, and community members recorded their reactions to the strengths or weaknesses of each.



People at the March 2015 open house got a look at possible development concepts, like this one, drawn up for key parcels in the Mall Area. In comments, they told the planning team what they felt worked and what didn't in each scenario.

Open House: Draft Plan

The draft plan was presented to the community at an open house on September 14, 2015 from 4:00 – 6:00pm. Dozens of residents attended and listened to a presentation of the plan, which was given at both the beginning and end of the event. In between presentations, residents viewed presentation boards, interacted with the planning team and Oversight Committee, and identified which implementation initiatives were most important to them.





People at the September 2015 open house got a look at draft content of the Dayton Mall Area Master Plan. Visitors provided comments on the content verbally and through sticker exercises: putting stickers on their priorities of the draft Implementation Matrix (shown right).

Newspaper Articles

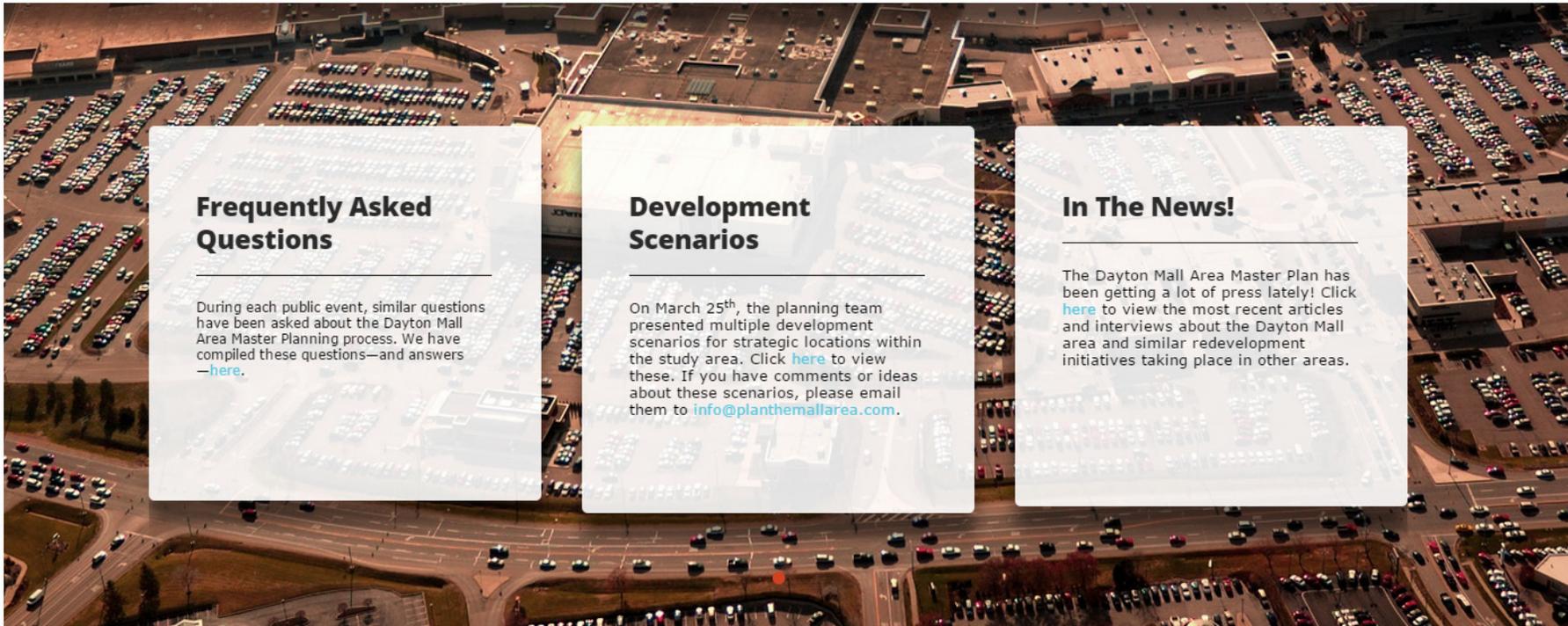
Local press covered the development of the plan and the public engagement events throughout the entire planning process. Excerpts of these press articles can be found in the Appendix.

Online Engagement

A website was designed and hosted to communicate the plan and planning process to the public. It was used to keep visitors up to date on the latest plan documents, to announce dates for public events and to advertise the general process of creating the plan.



A sample of the media attention focused on the Dayton Mall Area Master Plan, including newspaper articles, TV news spots, professional journals and online news articles.



Frequently Asked Questions

During each public event, similar questions have been asked about the Dayton Mall Area Master Planning process. We have compiled these questions—and answers—[here](#).

Development Scenarios

On March 25th, the planning team presented multiple development scenarios for strategic locations within the study area. Click [here](#) to view these. If you have comments or ideas about these scenarios, please email them to info@planthemallarea.com.

In The News!

The Dayton Mall Area Master Plan has been getting a lot of press lately! Click [here](#) to view the most recent articles and interviews about the Dayton Mall area and similar redevelopment initiatives taking place in other areas.

ABOUT THE PLAN

Miami Township began the Dayton Mall Area Master Planning Process in 2013 by creating a Request for Proposal (RFP) for consultant services to create a scope-of-work for a master plan. In 2014 the Miami Township - Dayton Mall JEDD took the next step and commissioned a second RFP based on the scope of work that was created. Below is information about each part of the process and what the Miami Township, together with the JEDD, intends to accomplish.

A screenshot of the Dayton Mall Area Master Plan website.

Miami Township also advertised each phase of the planning process and every opportunity for the public to be involved on Twitter and Facebook.



Interviews

In addition to working with and learning from the community, over 45 stakeholder engagement interviews and focus groups took place. A sample of those interviewed is shown in Exhibit 12. These ranged from public employees from Miamisburg, Miami Township and Washington Township; private developers within the commercial and residential real estate industries; and numerous other organizations.

EXHIBIT 12: *Sample of Stakeholder Interviews*

Name
Frank Ecklar, RTA
JEDD Board Members
Skip Schafer, Commercial Realty
Dayton Chamber of Commerce
Montgomery County Conventions and Visitor Bureau
Port Authority
Dave Duebber, Dayton Mall General Manager
Tony Coppock, Mad River Apartments
Greg Gaines and co-workers, West Carrollton
Chris Fine, Director of Development, City of Miamisburg
Tim Albro, Crest Realty
Surjit Singh Mattu, Amar India
Rebecca Bennà, Executive Director, MetroParks
Joe Poelking, Owner, Poelking Lanes
Steve Perez, Owner, Tiger Joes
Mark Langdon, Manager, Homewood Suites
Steve Stanley, Executive Director, Montgomery County Transportation Improvement District
Morgan Bush, Consultant, Miami Township branding
Bo Gunlock, RG Properties
Pete Nichols, CSM
Greg McCann, USC Properties, LLC
Bill Rike, South Metro Chamber of Commerce
Mark Locke, Ryan Homes
Erik Collins, Director of Community and Economic Development
Christopher Kohnen, Ackerman Group
Randy Chevalley, Deputy Director: ODOT District 7
Renee Miller, Montgomery County Sanitation
Bert Kelsey, Montgomery County Engineer

4



Defining a Vision

Visioning is the beginning of a community planning process. As residents come together to share their aspirations, concerns, and ideas, a collective story begins to emerge. **This story, or community-based vision, is an image of the future.** By working collaboratively to create this future vision, the implementation-focused steps to get there can then be built.

Community-Based Principles

During the November 2014 kickoff meeting, community members worked individually and together to begin shaping a vision for the Dayton Mall Area. Their input became

the foundation for five principles that guided the recommendations of the master plan and helped determine the implementation initiatives that are fully described in Chapter 7.

> Enhance Livability.



Offer new and expanded choices that help people of all ages, incomes, lifestyles and other distinctions lead healthier, more satisfying lives.

COMMUNITY-RECOMMENDED STRATEGIES

- Capitalize on indoor and outdoor recreational opportunities.
- Include safety bike/foot patrols.
- Plan for all socio-economic groups.
- Create more family-friendly entertainment options.
- Make sure that new developments are accessible for all.
- Prioritize traffic calming and Complete Street design.

> Build Economic Value.



In light of evolving demographic, economic, and market trends, strengthen the Mall Area's competitive position as a regional destination for shopping, working, living, and playing.

COMMUNITY-RECOMMENDED STRATEGIES

- Use recreational/entertainment uses to attract younger population.
- Improve access to regional population.
- Ensure safe retail environment.
- Blend in housing.
- Collaborative planning with all area communities.
- Engage WP Glimcher in the process.
- Get buy-in from the Chamber of Commerce.

> Improve Connectivity.



Combine safer and better auto and transit connections to the area with safer and more walkable connections to and within the area.

COMMUNITY-RECOMMENDED STRATEGIES

- Use Complete Street design.
- Improve/increase transit, both within the study area and to make strong connections to region.
- Add trolley service within study area.
- Increase walkability/bikeability between Southview and Mad River Rd.
- Add pedestrian walkway and better crosswalks over SR725/SR741.
- Expand bike paths.
- Create sidewalks along SR741.

> Promote Sustainability.



Use every building, paved area, public space and other element of redevelopment to improve the area's environmental performance and resiliency.

COMMUNITY-RECOMMENDED STRATEGIES

- Create more green spaces.
- Create pocket parks.
- Protect wetlands.
- Connect Cox/Metroparks to the planning area.
- Deploy sustainable and green infrastructure [permeable pavement, green roofs, improved stormwater].
- Maintain affordable options.
- Add trees and landscaping.

> Create Community.

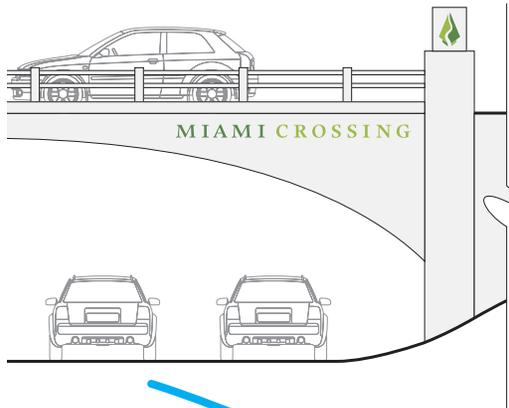


Provide a mix of private, public, and civic uses; parks, squares and walkable streets; and other attractions that invite people from all walks of life to feel welcome and enjoy shared moments.

COMMUNITY-RECOMMENDED STRATEGIES

- Make outdoor environments more attractive/green.
- Make the Mall Area more fun [outdoor festivals, community gatherings, beer garden, recreation, etc.]
- Engage community churches to play an active role.
- Create a strong identity for the area.

5



Branding



- Distinctive Junctions
- Trash & Recycling

Branding a *place*—a township, a city, or a district like the Mall Area—represents one of the most complicated forms of branding because no single entity owns or controls the place. Everyone who works, shops, or will live within that area owns and influences the brand at some level. **For a new brand to take hold, every stakeholder in an area should play a role in its creation.**

Branding

Overview

Branding is a key component to selling any product, especially when that product is a community, a district, or a destination. The Mall Area has been a regional draw for nearly 50 years and Miami Township has made some aesthetic improvements to the area, such as the waterfall park visible from I-675. Overall, however, there are few elements that create any real sense of identity for this area.

The plan recommends the creation of a *brand*—a name that identifies the Mall Area as a district and destination, clearly articulates its uniqueness, and builds on the marketability of a premier address. Creating this brand involved the public and many stakeholders; the process is described below.

The master plan includes recommendations for landscaping, decorative lighting, street furniture, and street-level detailing throughout the entire study area to reinforce the brand. The “Public Realm” section of the plan includes these recommendations.

Creating an Identity Together

Creating a branding and wayfinding strategy—and building consensus for it among businesses, other stakeholders, and community leaders—represents an especially challenging operation. A successful process draws on a wide range of ideas and opinions to winnow options systematically and reach a final choice that excites the broadest group of contributors.

For an area like this one, with no clearly defined existing identity, that process presented both added challenges and special opportunities.

December 2014: Site visit and stakeholder interviews. Daniel Aizenman, leader of Stantec’s specialized brand-development group, ViBE, conducted a two-day visit to the mall area in December. Combining his expertise, targeted research, and stakeholder interviews, he developed a preliminary assessment of the opportunities and constraints for developing a brand.

January 2015: Branding types and concepts; initial design brief. Based on the preliminary assessment and a review of community input from the kickoff event, ViBE created a design brief for the Oversight Committee to review and react to.

February: Public involvement and input. During the Placemaking Workshop, community members reviewed the design brief, which highlighted outcomes branding could produce; described strategies for unifying design elements across the district; and outlined three potential design directions for a brand. Participants provided feedback on the branding concepts through workshop exercises that helped elicit a general “feeling” most supported by the community.

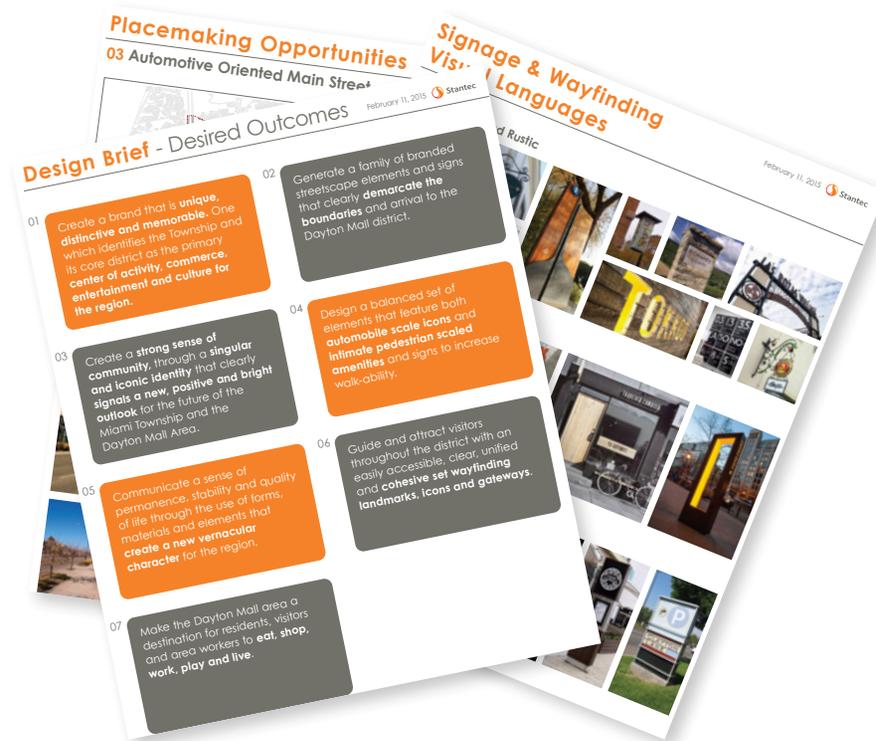
Participants favored a “Hometown Suburban” approach to the brand’s look and feel, with the “Modern” category closely following. The Design Brief is included in the Appendix.

March: Candidate names and logos based on research and community input. The branding team delivered a set of candidate logotypes and possible naming strategies for the Oversight Committee to review. Committee members narrowed the choices to several finalist concepts for the logotype and area name. (All materials used in developing the branding and wayfinding strategy appear in the Appendix.)

April: Final selection of logo and name. Working from the Oversight Committee’s recommendations, Miami Township staff presented the final choices to community leaders in both the township and Miamisburg, who helped select the final logotype and name. Miami Township recommended further refinements in the name and logo (see following pages).

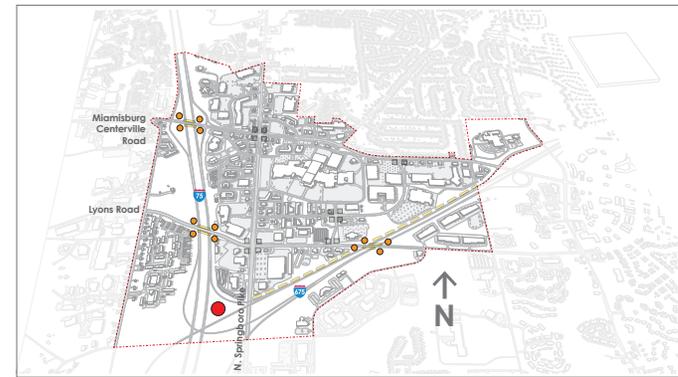
May: Oversight Committee final review. During a May meeting, Oversight Committee members reviewed and commented on the final choice.

September: Presentation to public of final logo, title, and branding/wayfinding toolkit. Oversight Committee members reviewed and confirmed the final branding material design.



Branding Opportunities

February 11, 2015 Stantec



Primary Identification

Monumentally scaled signage and/or sculptural elements that identify the area as a distinctive whole, while signifying one’s arrival within the project.



Secondary Identification

Unique elements that create relevant and distinctive gateways into and out of the area and promote universal recognition.



Design Brief: The Dayton Mall Area has an opportunity to create a unique, distinctive and memorable brand. As part of the branding process, a Design Brief was created and distributed to the public; it is included in the Appendix.

Signage & Wayfinding Visual Languages

February 11, 2015  Stantec

01 Thematic and Rustic



02 Urban, Edgy & Contemporary



03 Hometown Suburban



Feel free to leave a mark for your preferred group: Group 01 _____ Group 02 _____ Group 03 _____

Public involvement: These exercises are examples of the strategies used to gather community input on preferences for the character and identity of the Dayton Mall Area.

Rolling out a new brand and identity

Just as stakeholders helped develop the brand and identity, its implementation should be a shared effort.

Establish a branding subcommittee. It may be helpful to convene a subcommittee to choose the actual types of signs and branding elements to be used. Understanding maintenance of signs and related branding elements should be confirmed prior to roll-out.

Start with affordable but impactful initiatives. It is important for the roll-out of branding elements to be incremental and affordable. For example, banners or small signs can be located throughout the area relatively quickly. Fast and widespread deployment will increase the impact of the plan's introduction.

Choose one big action. Based on the subcommittee input, the district should pursue one larger-scale branding initiative within the first year. Possible options include a tall and prominent sign where Interstates 75 and 675 cross or new signage along the Interstate 75 bridge over SR725 East.

Encourage businesses and property owners to embrace new identity. Provide opportunities for businesses and property owners to incorporate the brand into their own signage. The JEDD should work with a signage company (local, if possible) to develop a shared set of signage types and partially subsidize the cost as an incentive to encourage businesses to choose these new alternatives. Provide window decals to businesses to help them show support of the brand.

Incorporate identity into new street furnishings. Feature the logo on all new street furnishings, including benches, trash and recycling receptacles, and kiosks.

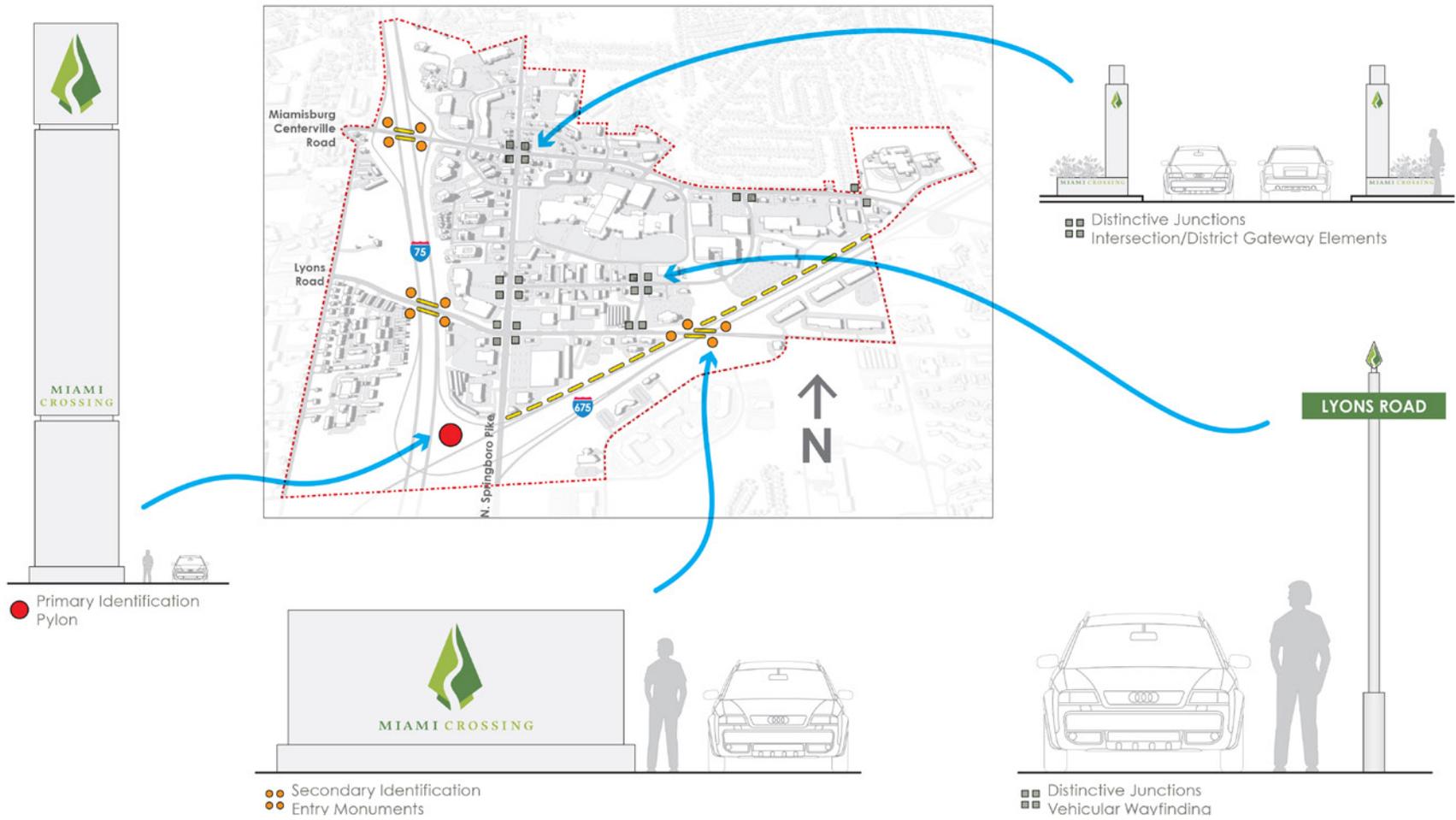
Branding and wayfinding opportunities

A brand for the Mall area and a new name for the district was established during the planning process. This new “Miami Crossing” brand will be deployed throughout the emerging district. The logo and name (shown to the right) can be incorporated into existing physical structures such as bridges and appear on street furnishings. Kiosks can be installed in areas where pedestrians and bikers are likely to congregate to assist with wayfinding throughout the area.

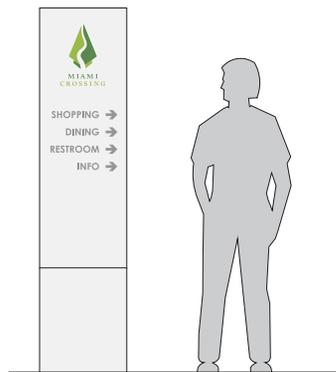
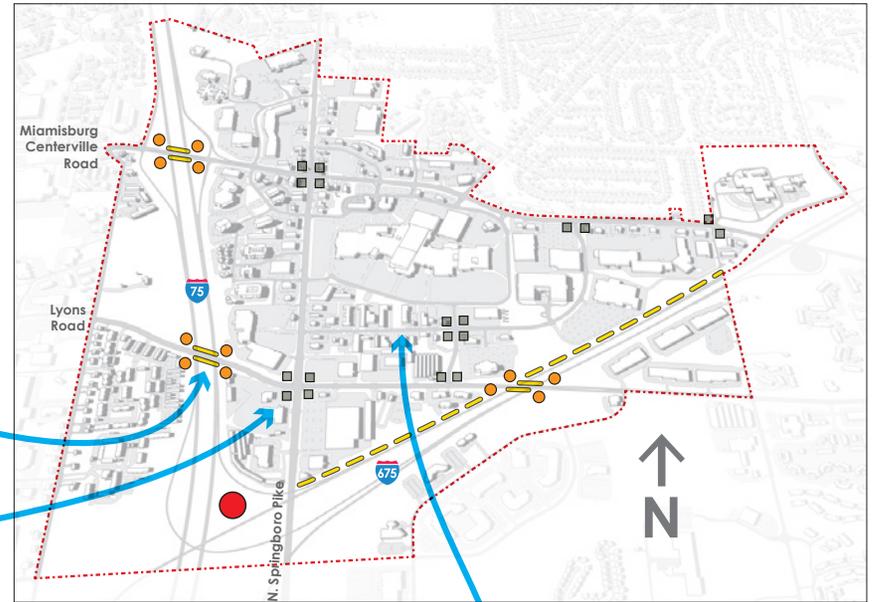
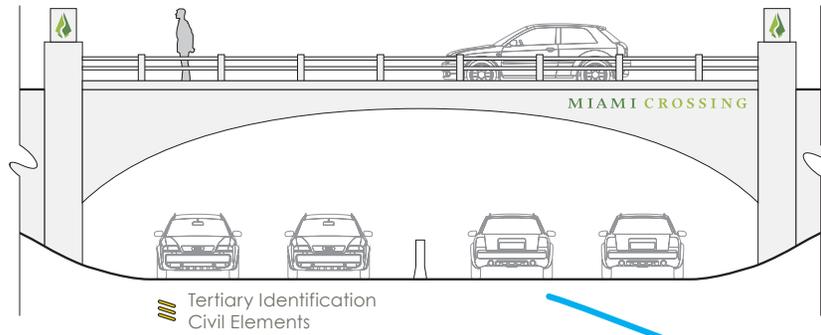
The maps on the next few pages identify key locations for new signage that supports the district’s new brand. At each location, the scale and the type of signage may change to assure appropriate visibility and effectiveness.



Miami Crossing Logo: The final logo proposed for the Dayton Mall Area. The arrowhead shape pays homage to the area’s Native American history, and the curve represents a passage through the area. The Dayton Mall Area includes many roads passing through portions of both Miami Township and Miamisburg—thus, Miami Crossing.



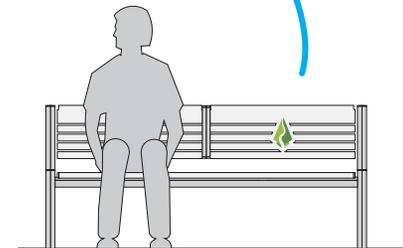
Branding: Consistent visual elements create a sense of place around the mall and help with wayfinding.



- Distinctive Junctions
- Pedestrian Wayfinding



- Distinctive Junctions
- Trash & Recycling



- Distinctive Junctions
- Street Furniture

6



The Plan

Planning for the Dayton Mall Area began in 2013 with the development of a scope of work that set the framework for a master plan. Led by the Miami Township-Dayton Mall JEDD and Miamisburg, and backed by residents, business and property owners, and other stakeholders, the master-planning process produced an implementation-focused plan for transforming the mall area into a more walkable, mixed-use community. It will become the town center that Miami Township has never had and will continue to be a regional destination. **Welcome to Miami Crossing!**

Overview

The Dayton Mall Area Master Plan builds on the area’s existing regional appeal with a step-by-step strategy for turning an auto-focused strip retail setting into a more urban and walkable town center. The goal is to cross jurisdictional boundaries to attract new and existing residents and visitors to live, work, shop, play and learn in a distinct, consistent and inviting environment with high-quality amenities. The plan aims to spur catalytic development, improve access for every mode of travel, create a welcoming and safe environment for the community and region, and incorporate sustainable principles into all future developments.

This chapter begins by exploring development concepts for three sites that were identified by the public and the planning team as focal points for initial development. The plan then explores how these catalytic development sites could influence development 10-15 years in the future. The chapter includes illustrations of different urban characteristics for different areas of the plan. The plan includes strategies for creating and enhancing open space and the public realm, and it concludes with recommendations to improve transportation access and connectivity throughout the Dayton Mall Area.



Scenarios for the Catalytic Development Sites

Evaluation Process

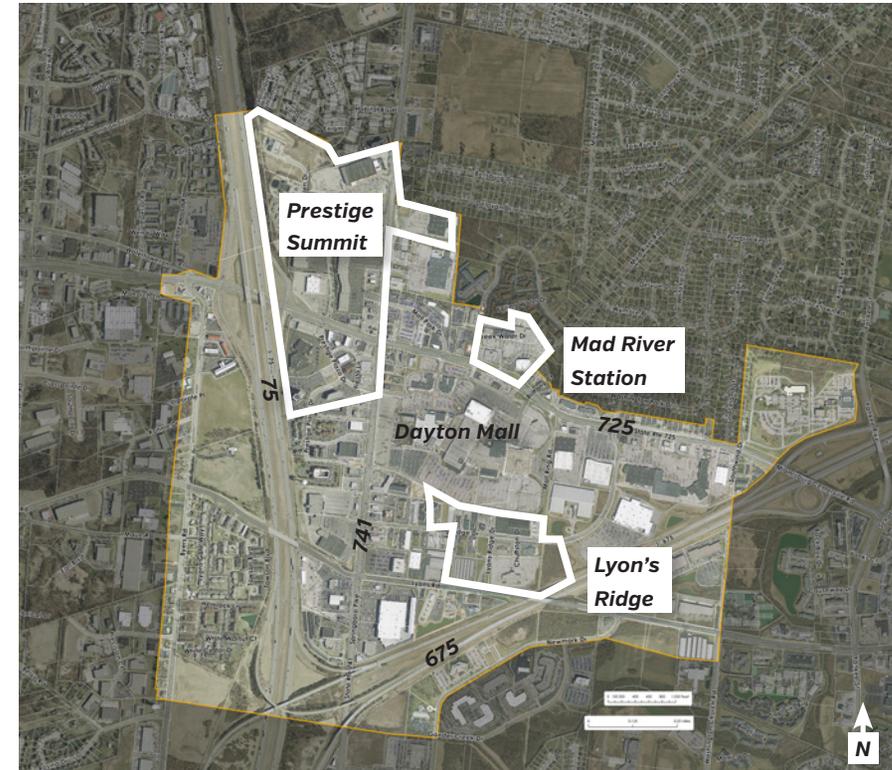
The planning team worked with Miami Township, Miamisburg, property owners and community input to evaluate potential development scenarios within the master plan study area. The public, three-day placemaking workshop in February identified three key sites as the focal points for initial development. The team produced three development-scenario concepts for each of the three, then selected a final concept for each. The final three concepts represent different but realistic approaches to development.

The three sites include:

- *Lyon's Ridge*, south of the mall along Lyon's Ridge Drive;
- *Mad River Station* at the intersection of Mad River Road and SR725; and
- *Prestige Summit*, a combination of two areas; along Prestige Plaza Drive south of SR725 and Mall Woods Drive north of SR725.

These sites emerged as the best choices because they combine many of the factors described in Chapter 2, including available land in parcel sizes that would appeal to developers; easy road access; high visibility from arterial roads; and the potential for all three sites to spur future development in the areas around them.

THREE SITES FOR CATALYTIC REDEVELOPMENT



Lyons Ridge

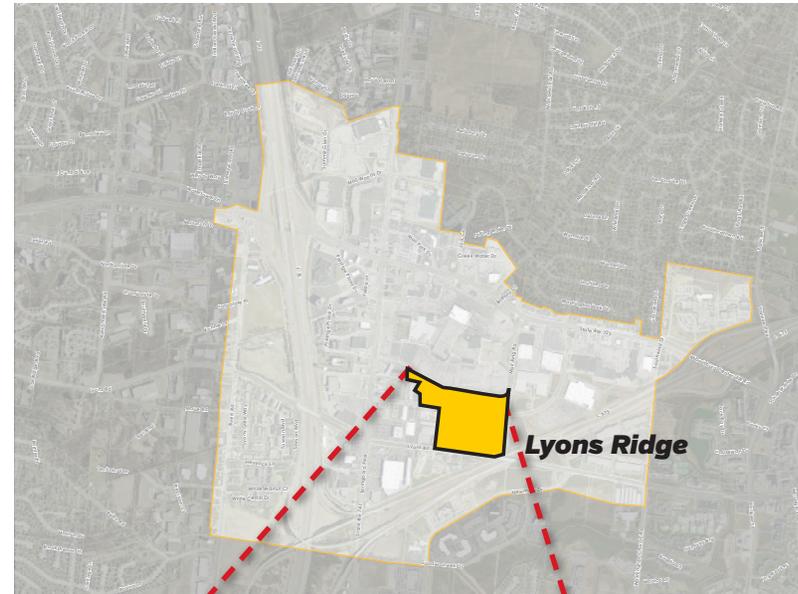
Lyons Ridge emerged as a catalytic development site for several reasons. First, combining two significant but underutilized properties along Lyons Ridge Drive, a theater and a storage facility, could create a larger site for catalytic development. Second, several properties for sale along Mall Ring Road could be added to these sites to create a larger, even more valuable parcel for mixed-use development. Finally, both Lyons Ridge and Kingsridge Drive have the right scale for creating a walking and biking environment. In terms of redevelopment potential, this location ranked the highest.

- **Scenario 1** proposes the addition of residential and mixed-use buildings along Lyon’s Ridge Drive near the existing cinema.
- **Scenario 2** proposes a similar concept but a larger public green space along Lyon’s Ridge Drive; it retains more of the parcel’s existing commercial buildings.
- **Scenario 3** proposes a new concentrated entertainment complex and features more residential use than the other scenarios.
- **Scenario 4** proposes a grand “central park” leading to Mall Ring Road that could join with an expansion of the Dayton Mall in the future.

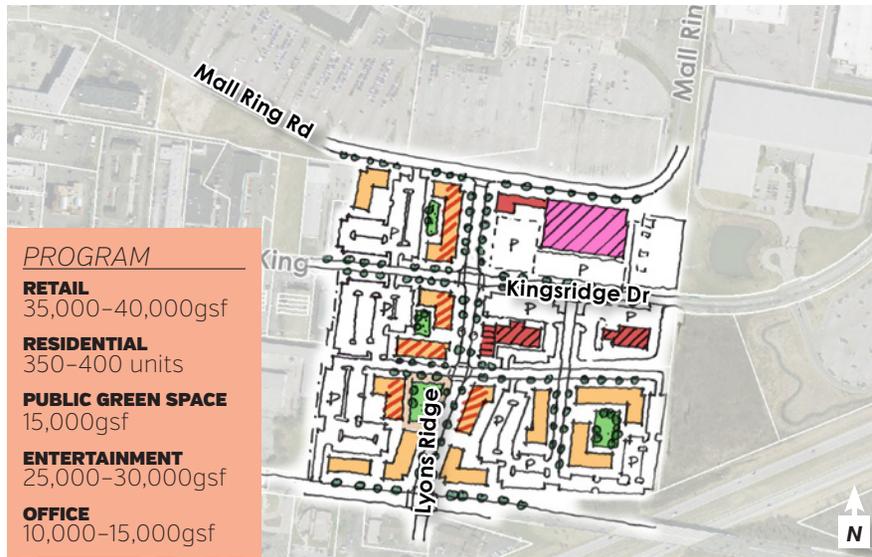
Scenarios 1 and 4 from Lyons Ridge underwent a financial analysis and feasibility testing.* Scenario 1 has a smaller scale and primarily focuses on the Township-owned parcels along Lyons Ridge and adjacent parcels. Scenario 4 envisions a significantly larger development that turns the Township parcels into a grand Town Green—a major community asset that helps attract surrounding higher-value development.

* See *Development Economics Memo in the Appendix*

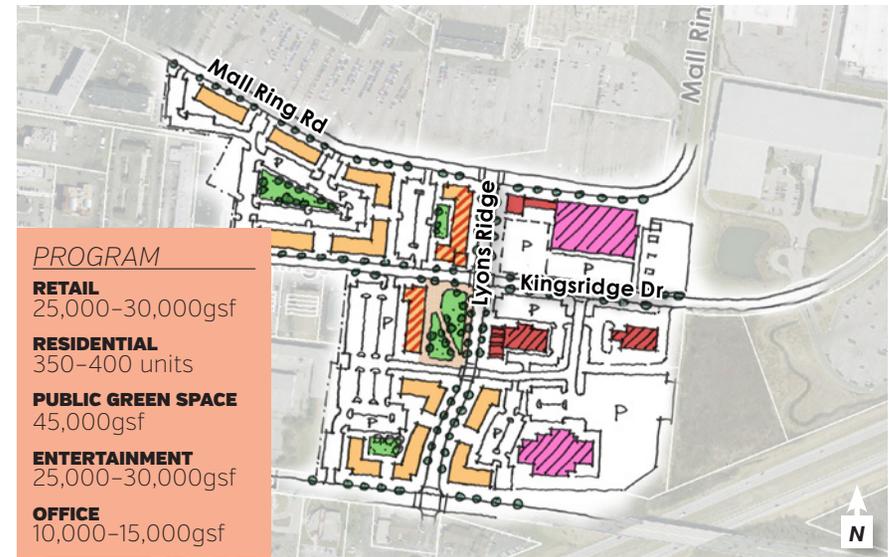
EXISTING CONDITIONS



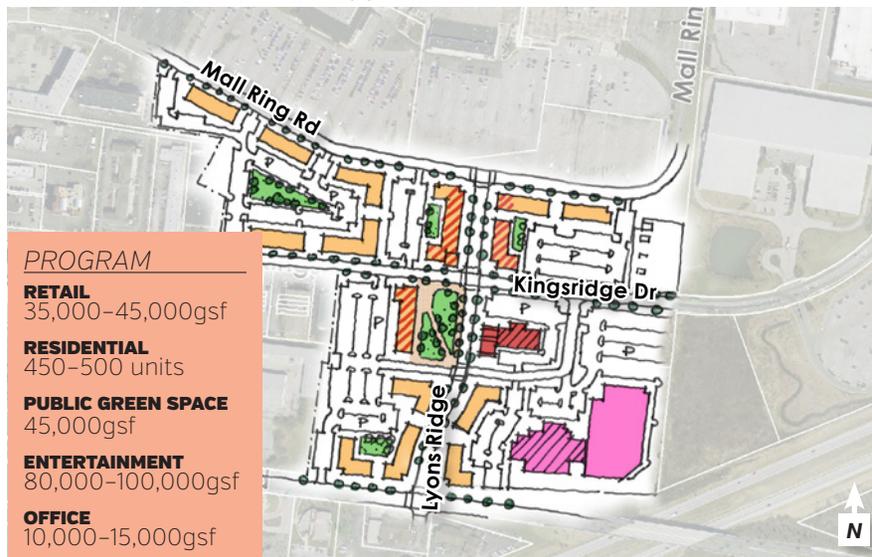
SCENARIO 1: RESIDENTIAL AT EXISTING CINEMA SITE



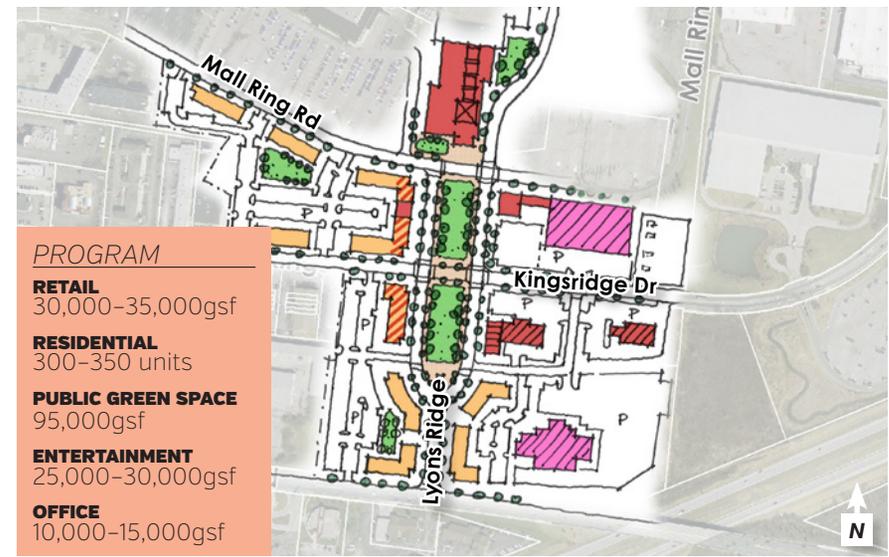
SCENARIO 2: MAIN STREET WITH VILLAGE GREEN



SCENARIO 3: MAIN STREET WITH VILLAGE GREEN AND NEW ENTERTAINMENT COMPLEX



SCENARIO 4: MAIN STREET WITH A GRAND "CENTRAL PARK"



(KEY APPLIES TO ALL SITE PLANS)

- Retail
- Existing Retail
- Entertainment
- Existing Entertainment
- Residential
- Residential with first floor retail
- Park



Lyon's Ridge Scenario 4: This view north toward the Dayton Mall shows the "Central Park" element of the proposed Lyons Ridge redevelopment.



Lyon's Ridge Scenario 2/3: This view shows the small park next to mixed-use buildings that combine retail and housing along Lyon's Ridge Drive.

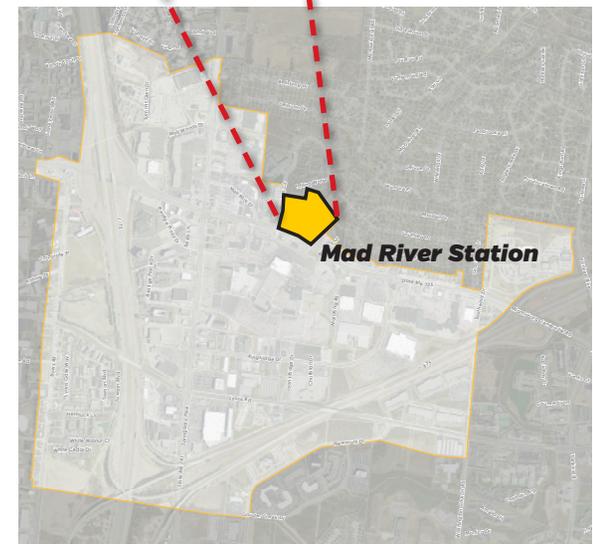
Mad River Station

Mad River Station emerged as a catalytic development site because of its location—at the intersection of Mad River Road and SR725, two main access roads to the mall area—and its availability of land. New development could include new retail and mixed use including housing and a small amount of office space.

- **Scenario 1** proposes a conservative approach to development at the site with minimal new retail and housing.
- **Scenario 2** expands on Scenario 1 with more housing, more park space and new retail along the edge of 725.
- **Scenario 3** proposes more housing than the other scenarios, located behind new retail buildings along 725, but without mixed uses.

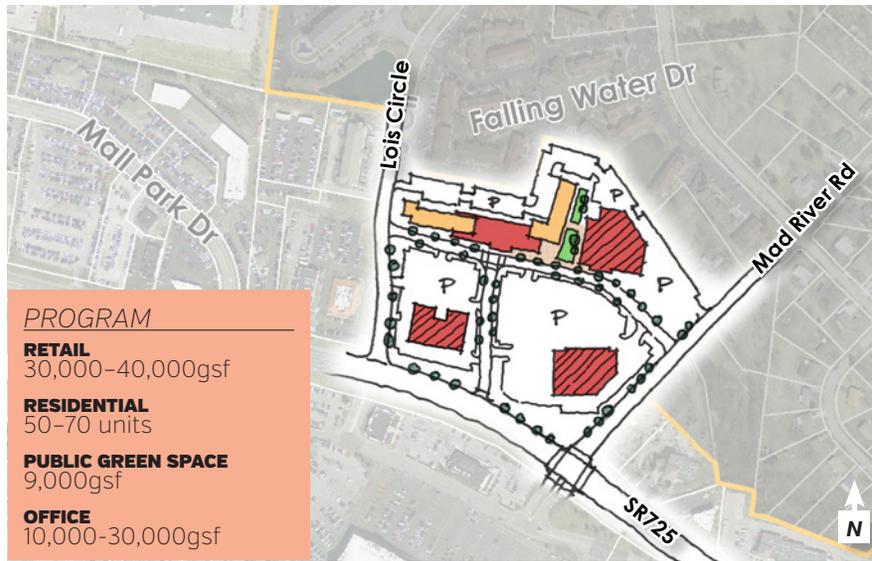
Scenario 3 was chosen as the final scenario for financial analysis because it offers the opportunity for a dramatic improvement in the auto-focused “Main Street” environment

EXISTING CONDITIONS



Mad River Station Scenario 3: View from SR725 looking into the proposed Mad River Station redevelopment.

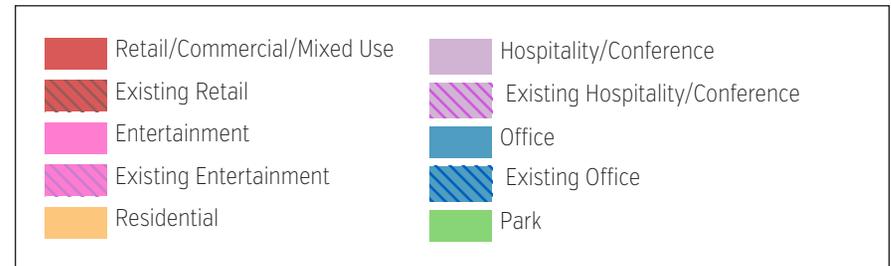
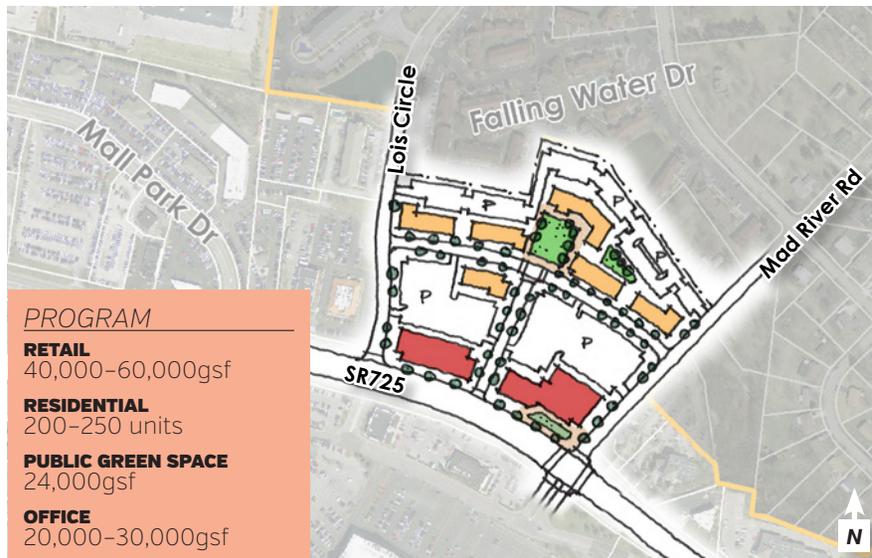
SCENARIO 1: LESS NEW RETAIL, LESS HOUSING



SCENARIO 2: MORE NEW RETAIL, MORE HOUSING



SCENARIO 3: MORE NEW RETAIL, MORE HOUSING



'Prestige Summit'

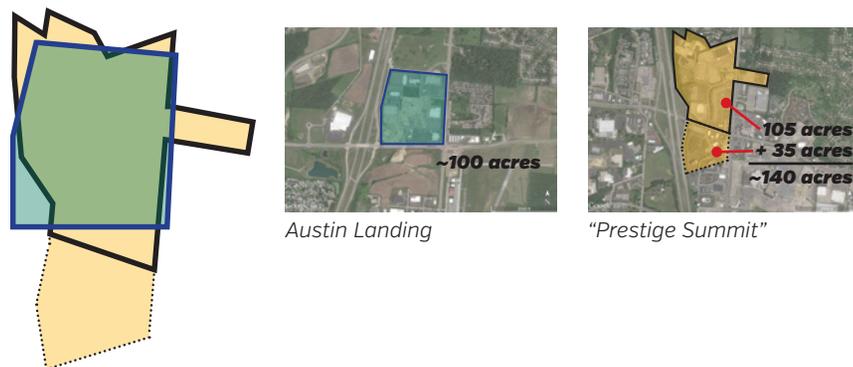
The area around Prestige Plaza Drive, dubbed “Prestige Place,” and the area north of SR725, dubbed “Summit Landing,” were combined into one area—“Prestige Summit”—to investigate because of its location at the intersection of SR725 and I-75. It includes a number of large available properties and the potential to become a gateway to the mall area.

- **Scenario 1** proposes new retail and housing to complement the existing retail and housing on site, including the Rave Cinemas Dayton South.
- **Scenario 2** proposes development along Prestige Plaza Drive to mirror Summit Landing across 725.

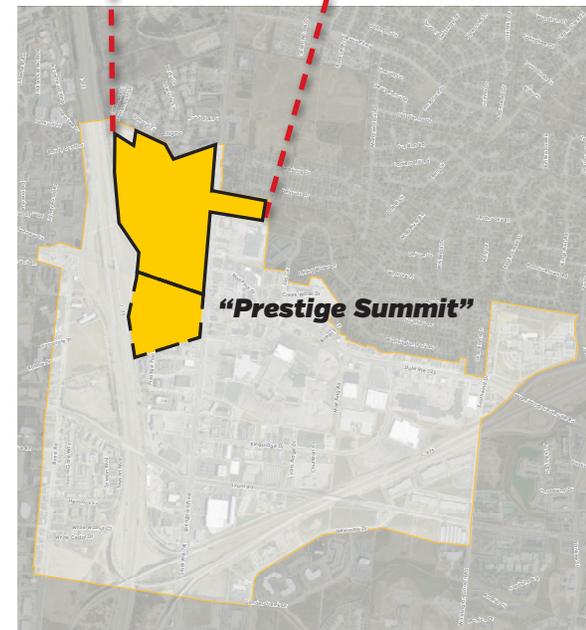
The scale and complexity of this redevelopment concept strongly suggested that it could succeed if a major private developer could be attracted or after completion of other significant redevelopment within the study area.

Visualizing Development Size

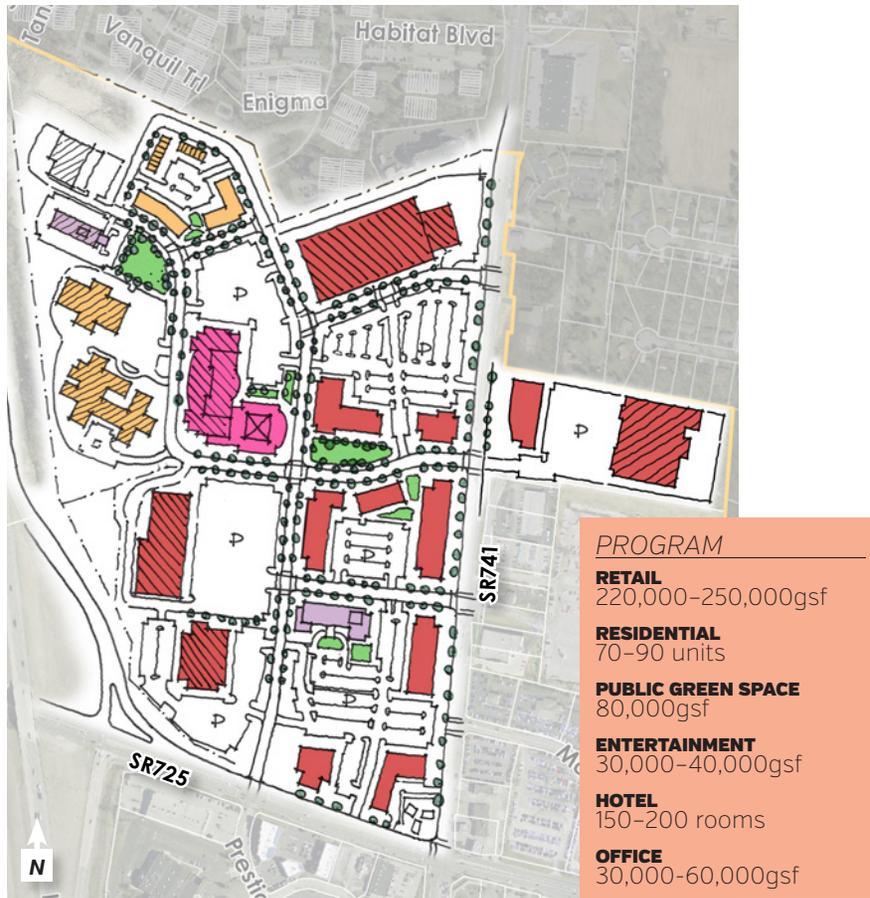
To illustrate how much potential redevelopment this scenario represents, we superimposed a diagram of Austin Landing atop the proposed “Summit Landing” site on the north side of 725. The sites are roughly similar in size.



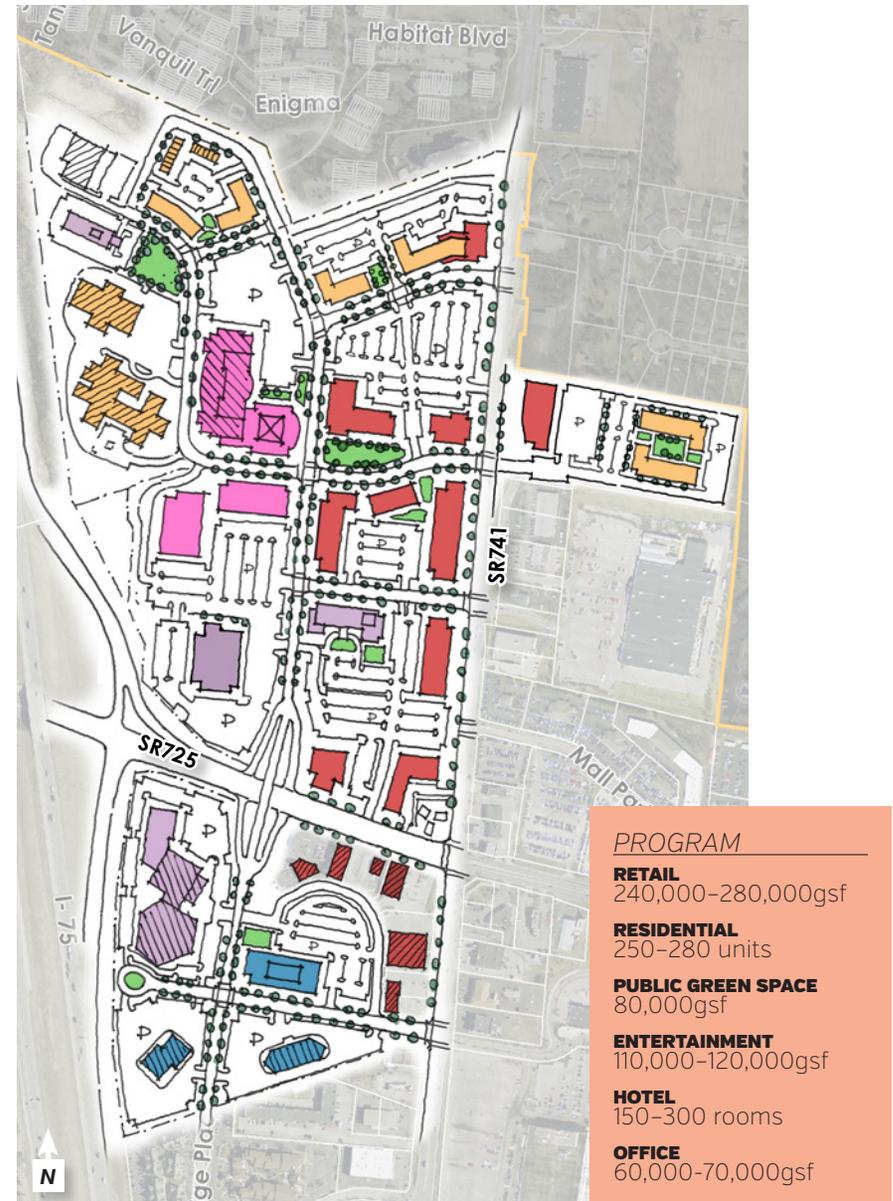
EXISTING CONDITIONS



SCENARIO 1: "SUMMIT LANDING"



SCENARIO 2: "SUMMIT LANDING" + PRESTIGE PLAZA SITE = "PRESTIGE SUMMIT"



Preferred Scenarios

The illustration on the following page shows the combination of the three “preferred scenarios” selected from the options explored by the community above. These scenarios were selected because of their ability to complement existing retail and entertainment uses while offering the opportunity to dramatically improve the area and create different types of “Main Street” environments, including auto-oriented main streets, auto/walkable mixed use districts and walkable mixed-use neighborhoods. While the design of these scenarios was intentional and realistic, they do not illustrate precisely the form of development to occur. Instead they demonstrate how a mix of new uses at strategic locations can create new neighborhoods within the Mall Area context.

PREFERRED SCENARIO PLAN



Preferred Development Scenario: The combination of scenarios above present a preferable scenario of catalytic development in the Dayton Mall Area.

Program and Phasing

In early 2015, Laurie Volk of Zimmerman/ Volk Associates conducted an analysis of current and likely future housing demand within the study area. Her report included an estimate of the number of new housing units redevelopment within the mall area might reasonably support over the next 10 years.

Analyzing various sources—including data for population mobility,

migration trends, and various target markets—she conservatively projected that demand over the first ten years of redevelopment could support construction of at least 1,200 units of multifamily rental housing and at least 100 units of multifamily ownership housing. In addition, she found demand for up to 80,000 square feet of neighborhood retail over the next ten years. While office use does not present a strong market opportunity, there is likely potential

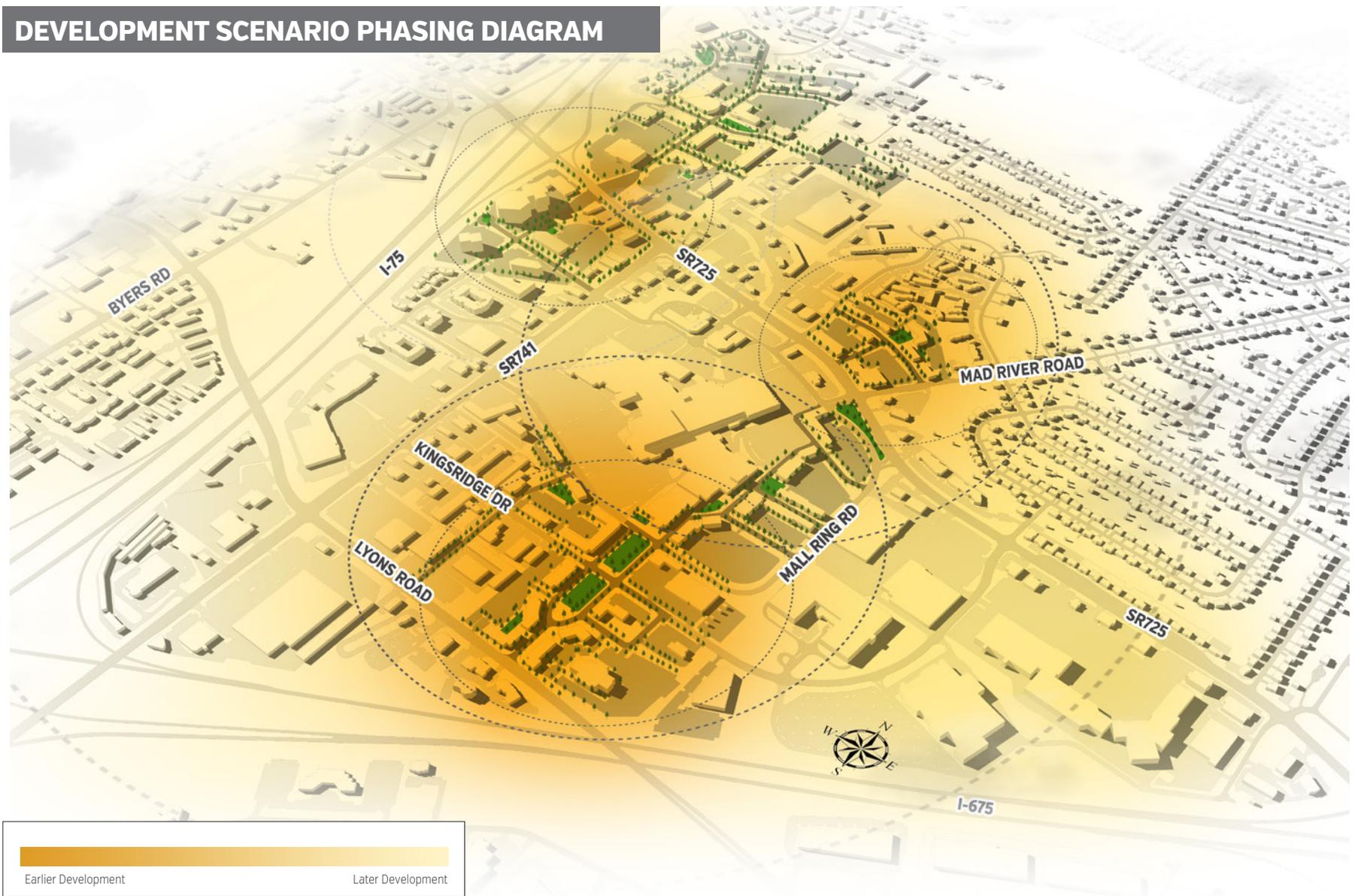
for new small office use within mixed use developments.

The accompanying table summarizes the plan’s recommended program of phased development. The near-term and mid-term phases (respectively, up to 5 years, and 5 to 10 years) focus on the Lyons Ridge and Mad River Station sites. The Prestige Summit redevelopment would occur during the long-term phase (10 to 20 years). The uses shown in the table assume that near- and mid-term development success will both demonstrate and stimulate market demand in the area around the Dayton Mall.

Housing Market Analysis, in the Appendix, provides a detailed discussion of Zimmerman Volk’s analysis of the market’s potential and capacity.

EXHIBIT 13: Recommendations for Phased Redevelopment of the Mall Area			
PHASING AND USES	LYONS RIDGE	MAD RIVER STATION	PRESTIGE SUMMIT
NEAR TERM (3-5 YEARS)			
Housing (rental, multifamily)	150-300 units	150-200 units	–
Retail	20,000SF	55,000-75,000SF	–
Office	7,500SF	7,500SF	–
Entertainment	10,000SF	0	–
Hotel	0	0	–
Public green space	45,000-95,000SF	18,000-22,000SF	–
MID TERM (5-10 YEARS)			
Housing (rental, multifamily)	150-200 units	–	–
Retail	20,000-30,000SF	–	–
Office	7,500SF	7,500SF	–
Entertainment	25,000-30,000SF	–	–
Hotel	0	–	–
Public green space	–	–	–
LONG TERM (10-20 YEARS)			
Housing (rental, multifamily)	300-400 units	–	70-250 units
Retail	20,000-30,000SF	–	220,000-320,000SF
Entertainment	25,000-30,000SF	–	40,000-120,000SF
Hotel	0	–	150-300 rooms
Public green space	45,000-95,000SF	–	80,000SF

DEVELOPMENT SCENARIO PHASING DIAGRAM



Development Scenario Phasing Illustration: Initiating new development in the areas highlighted in darker orange above will help spur ripple effects of development throughout the Mall area.

Development Economics

As part of this planning effort, preliminary development proformas were developed by the firm W-ZHA to test the financial viability of the development scenarios. To be successful in implementation, it is necessary to “think like a developer.” Therefore the team conducted an analysis from the perspective of the investor to understand whether an attractive financial return can be gained.

It is important to note that the areas identified for catalytic redevelopment are made up of smaller properties with different owners. In order to successfully redevelop these areas, a large-scale developer will have to work with individual property owners to assemble a single property. Because this can be a complex undertaking, it was determined by the planning team that the most effective development proformas should look at both a full buildout of the entire proposed area south of the Dayton Mall, and then a smaller development scenario that would include only the Miami Township properties and several adjacent properties.

The two development scenarios were highlighted. Both of these developments achieve a financial return higher than 8%, which is a typical threshold rate with investors. However, due to the fact that the larger development, Scenario 2, calls for a much larger—and more expensive—public green space, the risk factor for the investor will be higher. If there is difficulty in attracting a developer because of either this or the general difficulty of site assemblage, the smaller development scenario would still be a successful initiative that could pave the way for additional redevelopment opportunities as recommended by the plan.

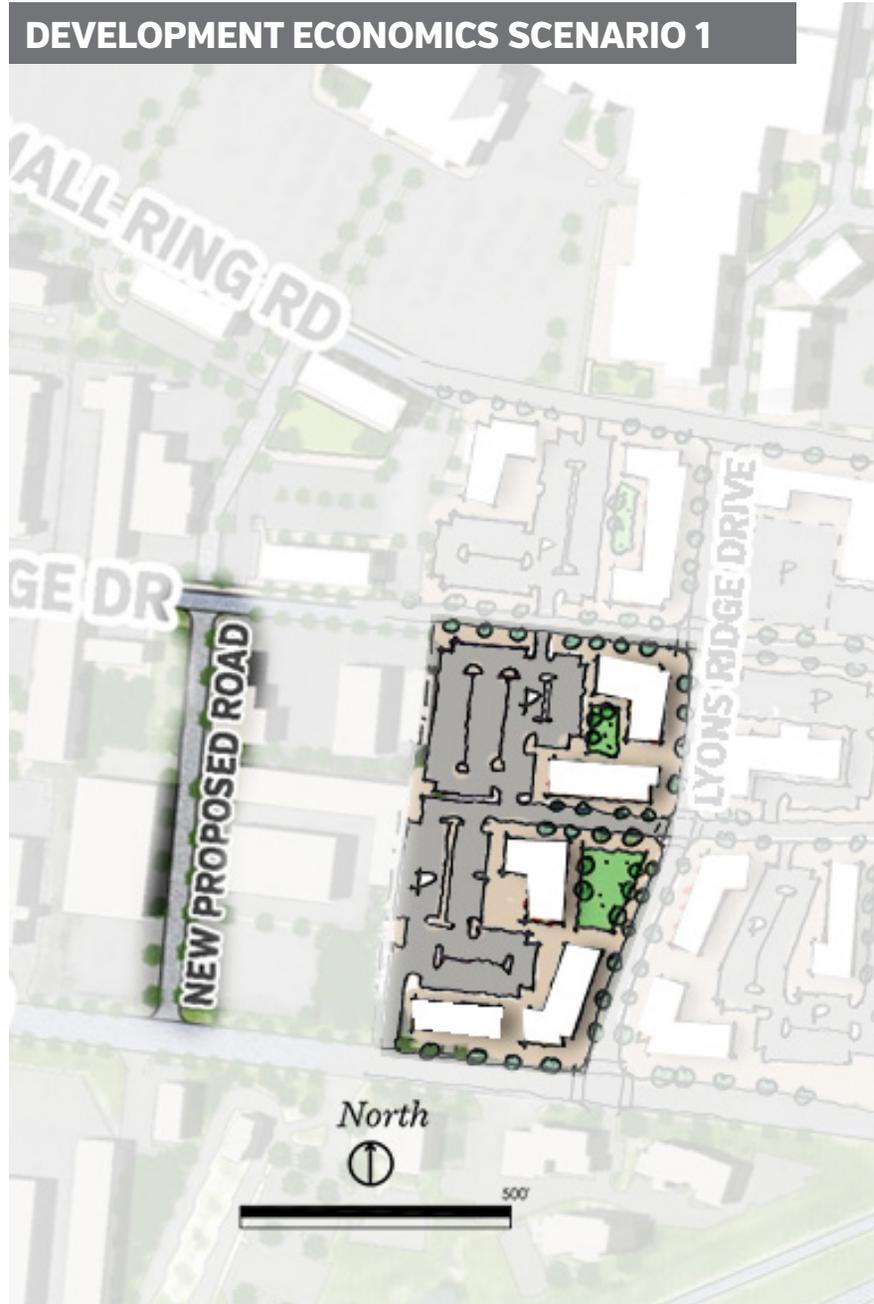
Scenario 1

Alternative Scenario 1 leverages the Township’s land holdings to create a mixed-use residential project. The Township owns approximately 3 acres of land on Lyons Ridge Drive. Alternative Scenario 1 contemplates assembling the Township’s land with an additional 6.2 acres of privately owned land. The concept plan incorporates 200 residential units, 31,000 square feet of retail and an 18,000 square foot public park. Given the residential and retail market, the project could be developed in a single phase.

Scenario 2

Scenario 2 is a more ambitious redevelopment program. Like Alternative Scenario 1, it leverages the Township’s land holdings to create a mixed-use residential project. Rather than an assemblage of 9 acres, however, the Proposed Scenario contemplates an assemblage of approximately 16 acres. The concept plan incorporates 400 residential units, 35,000 square feet of retail and a 95,000 square foot public park.

DEVELOPMENT ECONOMICS SCENARIO 1



DEVELOPMENT ECONOMICS SCENARIO 2



Long Range Redevelopment Vision

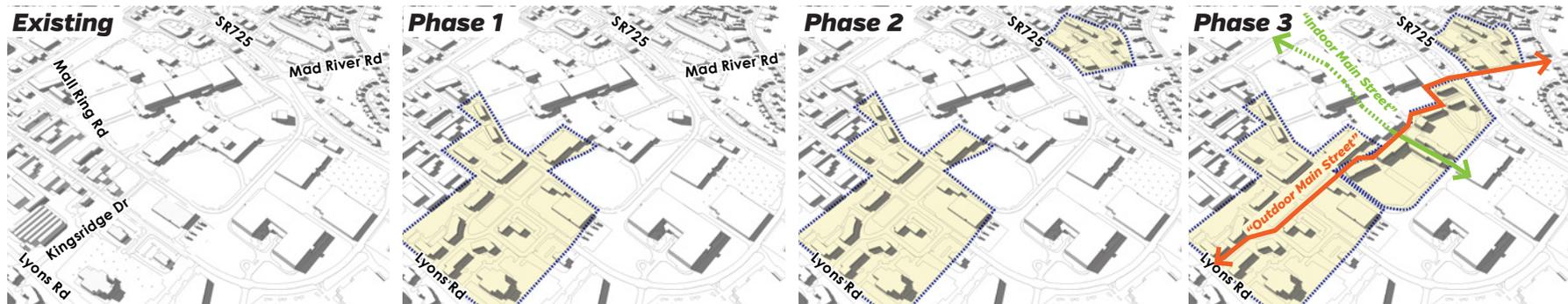
The analysis of the three catalyst sites shows their capacity to spur new development in the Dayton Mall area. But the planning team and community members also looked at potential development that could happen in the future. While these additional sites would not have the “catalytic” impact of the first three development sites, they show that other opportunities for development exist throughout the Mall area.

10-15 Year Catalytic Site Development Scenario: Mad River–Lyons Ridge Connection

One of many potential scenarios the planning process examined was a Mad River-Lyons Ridge connection. Under this scenario, future redevelopment would connect the new development on properties south (Phase 1) and north (Phase 2) of the mall. New development could some day replace part of the Mall structure (Phase 3), extending the “main street” from Mad River Road down to Lyon’s Ridge Drive, and connecting the outdoor “main street” to the indoor “main street”—that is, the interior of the mall. This connection would link the retail inside the mall with the new destinations nearby and would create synergy between new development and the already successful mall.

Dayton Mall Area Redevelopment Vision Legend

- A** Improved pedestrian connection to west entrance to Dayton Mall
- B** Improved Exit 44
- C** Expansion to existing cinema
- D** New connection across SR725
- E** Expansion to Kettering Health Network
- F** Separated multi-use path along SR741
- G** “Indoor” main street
- H** Mall expansion connecting to Lyons Ridge
- I** New Town Green
- J** New road connecting Lyons Rd and Mall Ring Rd
- K** Stormwater Garden Park
- L** Cherry Tree “Allee”
- M** Connection between new streets and Mad River Rd
- N** New housing and retail at Mad River Station
- O** New housing and retail at Lyons Ridge
- P** Improved gateways into the district

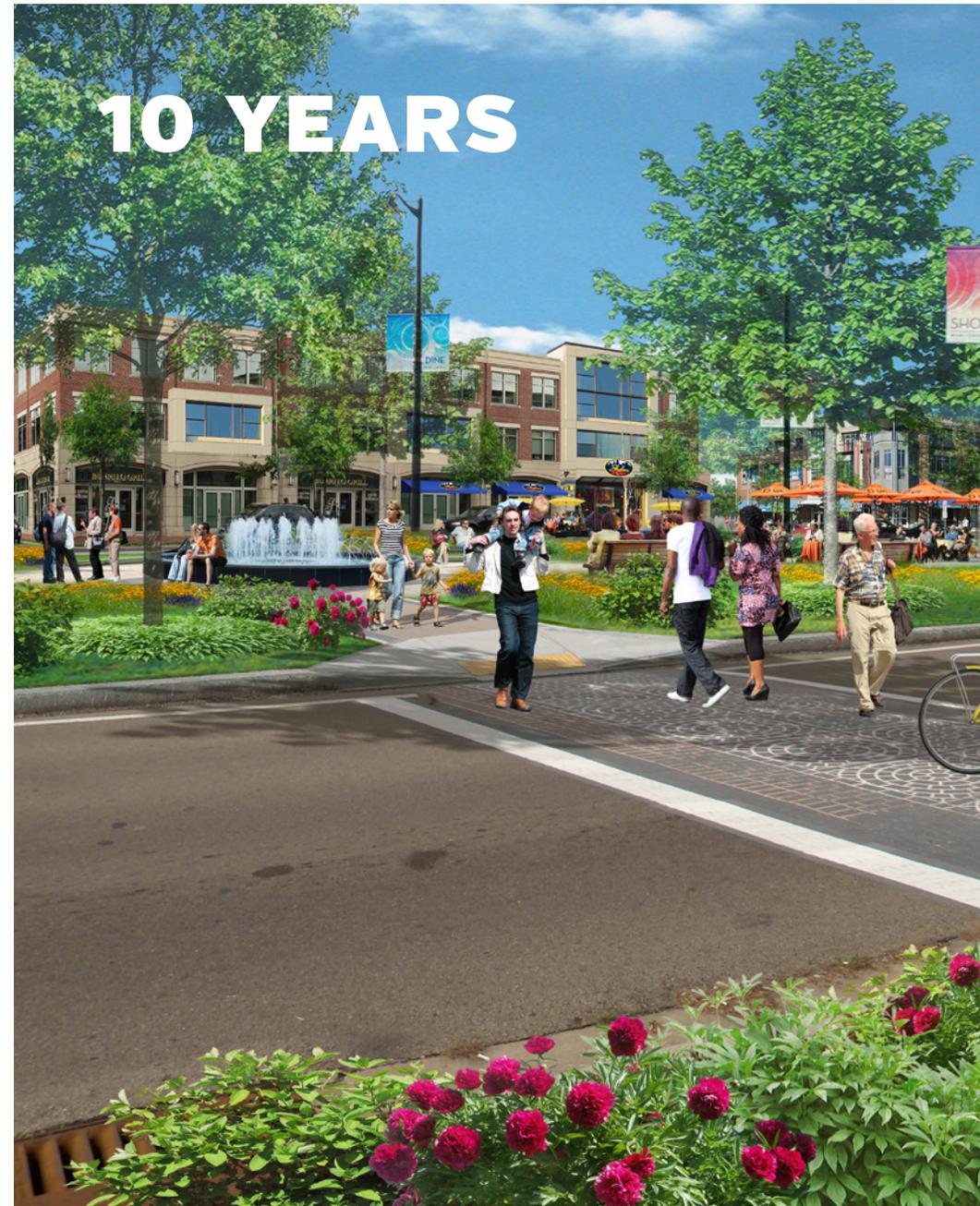


DAYTON MALL AREA REDEVELOPMENT VISION PLAN



TRANSFORMATION INTO A WALKABLE DISTRICT

The transformation of the Dayton Mall area into a redeveloped, walkable mixed-use district will not happen overnight. The area does, however, have the capacity to transform over several years into a vibrant, walkable mixed-use destination. The illustrative rendering to the right demonstrates how additional buildings, storefronts, street trees, landscaping, sidewalks and more can transform the existing conditions at Lyons Ridge Drive (shown below).





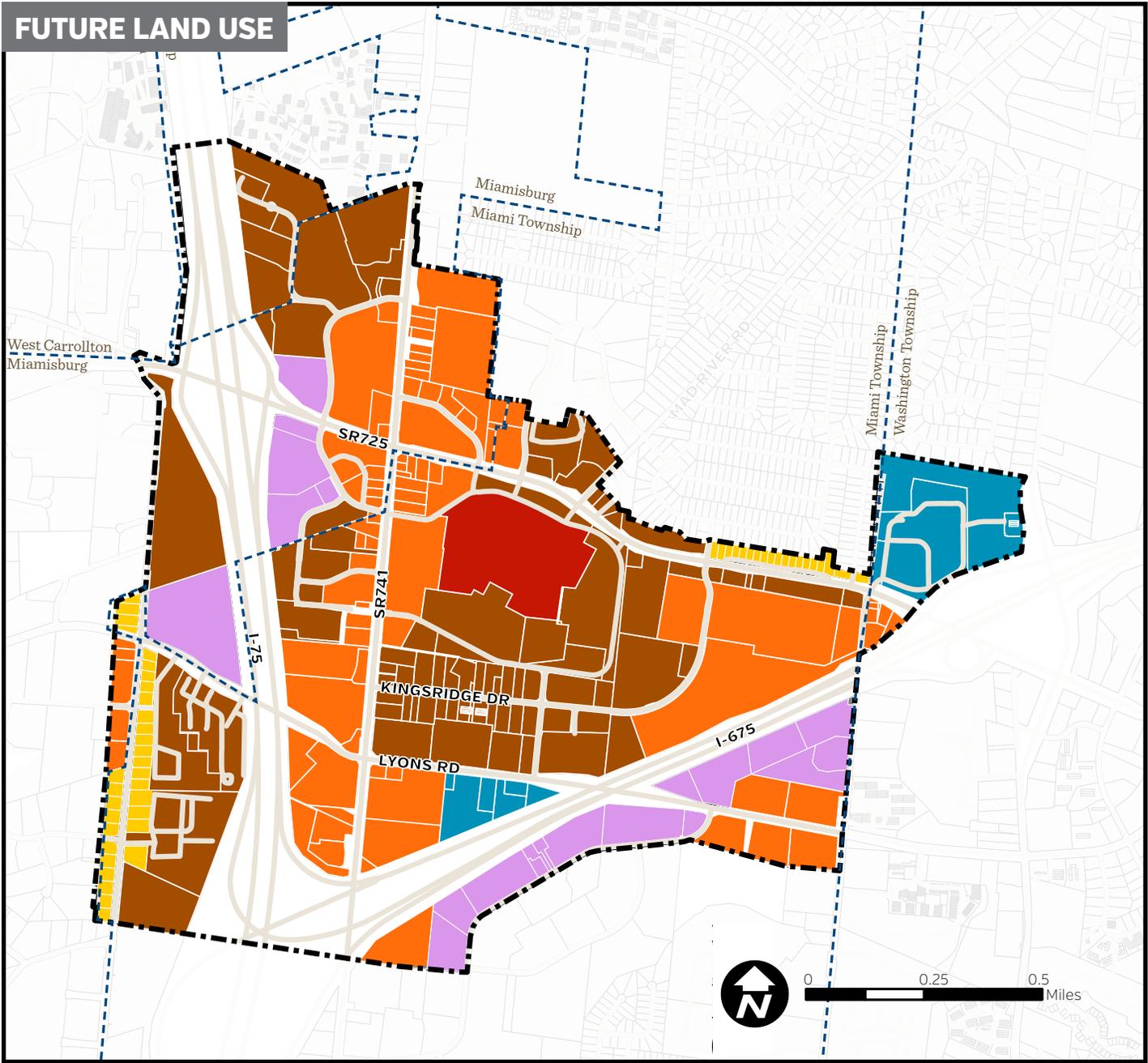
Proposed Future Land Use

The map on the following page proposes future land uses for the Mall Area. The map and the text in the associated classification table, when adopted by the Township and Miamisburg, will become land use policy and form the basis for the Township and Miamisburg’s review of land use, zoning and variance requests. Plan recommendations apply if a property owner wants to change the use of her or his property and, as indicated, a zoning variance is required. This information provides guidelines to make expectations about future development in the area as clear as possible, but it does not imply automatic approval of development proposals at the maximum allowed density or intensity.

EXHIBIT 14: *Future Land Use Classifications*

Classification	Description
MIXED-USE 1	This classification encourages mixed uses at the neighborhood level. These areas contain multiple functions and act as local centers of economic activity. Examples include smaller-scale retail, office, or mixed uses built to the urban design standards recommended by this plan. Neighborhood commercial uses shall be located at key intersections and within nodes. Residential units shall be located either above and/or directly adjacent to retail.
MIXED-USE 2	This classification encourages mixed uses at the regional level, including larger mixed use development, retail, office, and residential uses. Residential units shall be located either above and/or next to the commercial, office, or institutional uses in multistory buildings. The highest density buildings shall be located adjacent to SR 741 or I-675. Buildings along SR 725 shall be stepped down to complement the single family neighborhoods to the north; a maximum of 2-stories will be allowed when directly adjacent to single family properties. This classification also includes the more traditional existing big box stores and shopping center locations. Outlot development is to occur based upon design standards that position building close to roadways with a walkable frontage. Larger traditional stores should be placed behind the walkable outlots with clear connections to the street frontage.
MIXED-USE 3	This classification is intended to encourage the establishment of an incubator for small businesses and professional offices that permit primarily office and limited business uses to cohabitate with a residential use within the same building by the owner or employee of the business. This district is intended to permit a more intensive business use than traditionally permitted under the home occupation standards of this zone, subject to the form and design standards of this classification.
OFFICE	This classification includes office uses. Support services, residential uses, hospitality and limited retail should be evaluated on a case by case basis depending upon their integration with a larger office campus. This classification is meant to primarily support and encourage the development of higher visibility office complexes along the major interstate corridors.
COMMERCIAL AND RETAIL	This classification includes retail and commercial uses, based on current land uses and zoning classifications.
PUBLIC/ INSTITUTIONAL	This classification includes the Miami Township Government Building and Library as well as Southview Hospital. Current land use shall remain the same.

FUTURE LAND USE



LEGEND

- Mixed-Use 1
- Mixed-Use 2
- Mixed-Use 3
- Public/Institutional
- Office
- Commercial/Retail
- Outside of Study Area

Urban Design and Character

Existing conditions within the Dayton Mall Area vary and reflect the level of automobile access needed to reach a site, different development patterns, land ownership patterns, and other physical features. Even with these differences, however, the primary development goal to make the area feel more like a town center remains. As a result, while urban design and character recommendations will vary by location, certain similarities in approach can advance the plan’s overarching principles and create more cohesive redevelopment.

The Public Realm

A well-designed public realm attracts people and makes them want to stay and linger. Great sidewalks don’t just move pedestrians; they promote strolling, dining, people-watching, and bumping into friends and colleagues. They also knit together an integrated system of public spaces. Woven into this system are places for people who want to walk a dog, ride a bike, sit and talk with friends, or enjoy public space in just about any way imaginable. Design also means accounting for human comfort in every season, with an emphasis on shade in the summer and heat in the spring and fall to extend the outdoor environment.



Many elements make up a successful pedestrian environment. Enhancing the public realm with facilities like streets, sidewalks, bikeways, parks and public gathering places will create an environment that is most attractive to residents and visitors who seek a more urban and walkable environment.

Some simple strategies can enhance the public realm throughout the study area to increase a sense of community and provide an attractive, inviting, and safe environment.

Create a new town square for Miami Township: Working with private developers, ensure that a new town square or public gathering space is part of the mixed-use redevelopment south of Dayton Mall along Lyons Ridge Road.

Encourage outdoor sales: People tend to favor busy sidewalk areas with a complex visual environment, and allowing retailers to “bring the store out into the street” is one effective way to do this. The outdoor displays provide a positive visual layer as long as that they are properly managed. The key is to ensure that they don’t overwhelm the sidewalk zone. Miami Township and Miamisburg should adopt the following regulations:

- Displays shall not extend any further than 3-4 feet from the building façade
- There shall be a minimum horizontal clearance of at least 5 feet
- Displays shall be only be permitted during business hours and shall be designed to be removed from the sidewalk each evening if necessary



Activate the public realm: Temporary events help to attract users to new public spaces.

Activate the public realm: Temporary uses such as bazaars, festivals, carnivals, produce stands, food trucks, and seasonal outdoor sales are another excellent strategy for activating the public realm. These should be encouraged both in the proposed green spaces as well as within existing parking lots. While the appropriate zoning will need to be created to safely and effectively manage these events, it should be flexible and more permissive to encourage creative and lively environments.

Add streetscape amenities: Benches, trash and recycling receptacles, wayfinding kiosks, and other street amenities are important components of complete street design, but they also require routine maintenance in order to provide a high-quality environment. Consider high-quality benches and solar-powered trash and recycling systems, then identify grants and other funding sources to support their purchase and installation. The JEDD, Miami Township, Miamisburg, and other stakeholders should develop a committee to research and develop a long-term maintenance strategy.

Improve lighting. Upgrade street lights and lighting in open spaces, paying attention to both security and the aesthetic quality of



Utility lines: An assessment should be undertaken to identify the physical and financial implications of burying or relocating overhead lines along SR741, SR725, and other locations within the study area. Burying utilities has the added benefit of protecting against power outages caused by high winds and heavy snowfall.

fixtures. Install pedestrian-level lighting along Kingsridge and Lyons Ridge drives to coincide with redevelopment initiatives. Conduct an assessment for a pedestrian lighting plan along Prestige Place, Prestige Plaza Drive, and Contemporary Lane. Ensure all new development plans include a full range of lighting strategies to enhance the public realm.

Consolidate utility lines. Utility lines are buried in numerous locations within the study area, including along Prestige Place, Kingsridge and Lyons Ridge Drives, and Lyons Road. Overhead lines still exist along SR741 and SR725 and several other locations. Undertake an assessment to determine the physical and financial feasibility of moving all study-area utility lines underground or behind businesses.



Public Art: Public art creates visual excitement and will help to draw visitors.

Install public art: Public art creates visual excitement and will help to draw visitors—and activity—to the public realm. The JEDD, Township, and City of Miamisburg should develop a program of temporary public art installations that includes artwork by local and regionally/nationally recognized artists. Establish a public arts subcommittee to identify artists, locations for installation, rules for display, and funding opportunities to support the public art program.

Enforce stronger landscape standards. Adopt specific landscape standards for the Mall Area, with an emphasis on areas adjacent to arterial roads, including SR725 and SR741. Require all new developments to adhere to new standards. Encourage existing owners to upgrade landscaping through a program of partial cost subsidization. Consider a program to subsidize hanging planters on lights within new Main Street environments proposed for Kingsridge Drive, Lyons Ridge Drive, and Mad River Station.

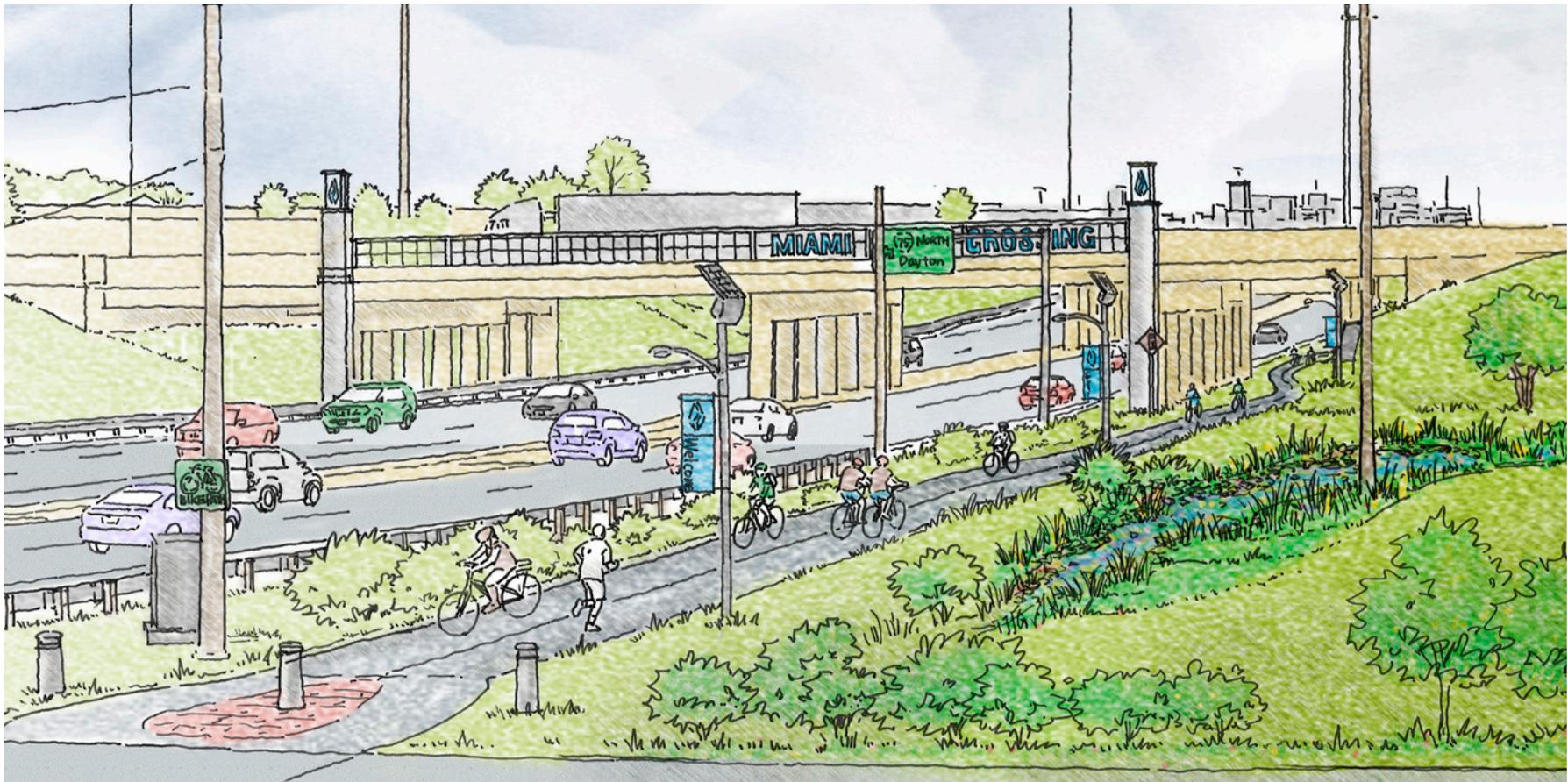
Green and screen parking lots. Parking lots and garage structures should be shielded as much as possible from sidewalks and streets through the use of hedges and other landscaping choices.



Enforce Stronger Landscape Standards: High-quality landscaping should be mandatory in all new developments. The above examples shows a level of landscape quality that should be met or exceeded across the study area.

Convert property west of Walmart into a Rain Garden Park: Create a series of rain gardens and develop a walking path that connects to the Kingsridge sidewalk (see “Sustainable Infrastructure” for the benefits of rain gardens). Set a precedent for other projects in the area that offer effective stormwater control while providing other benefits, such as wildlife habitat and recreational space for current visitors and future residents.

Enhance gateways. Install branding elements, landscaping, and other aesthetic improvements at key gateways, including the Interstate 75 bridge; SR725/Interstate 675 interchange; Lyons Road/SR741 intersection; and SR741/SR725 intersection. New and visible investment within these gateways will immediately signal that positive change is taking place within the Mall Area.

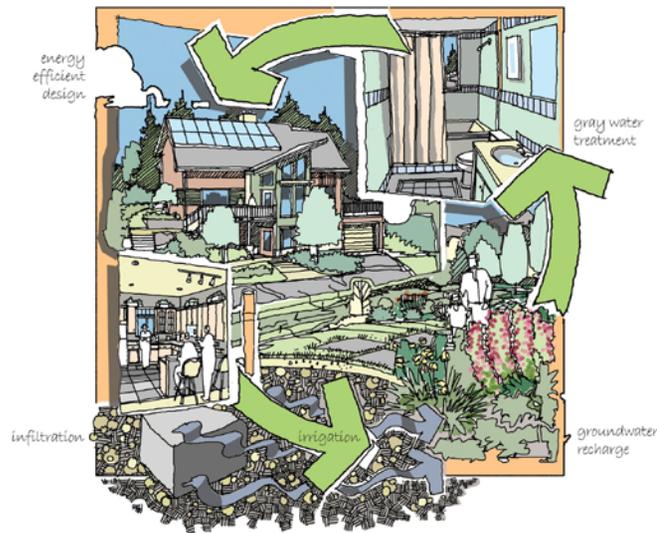


TOP: With decorative improvements, new signage, a bikeway/pedestrian way, and high-quality landscaping for key gateways, people approaching or passing the area will immediately see that improvements are under way within the Dayton Mall area.

Sustainable Infrastructure

Introduction to Green Infrastructure

Stormwater runoff is a major source of water pollution in urban areas. When rain falls in undeveloped areas, soil and plants absorb and filter the rainwater as it travels to underlying aquifers. When rain falls on our roofs or paved streets and parking lots, however, the water cannot soak into the ground. In most urban areas, it drains through engineered collection systems that deliver to nearby bodies of water. As it travels through this system, the stormwater picks up trash, bacteria, heavy metals, oil and other pollutants, polluting the receiving waters. Higher flows also can cause erosion and flooding in urban streams, damaging habitat, property, and infrastructure.



Sustainable Solutions: Stormwater management is just one of many inter-connected systems that work together to make the built environment more ecologically sustainable.

Green infrastructure (GI) is an approach to water management that protects, restores, or mimics the natural water cycle. In community planning and development, a site or development that combines multiple GI practices is often called *low-impact development* (LID). When properly designed and implemented, GI features work effectively as retrofits that can improve the quality of stormwater runoff in existing urban areas as well as new developments. GI features can treat and manage stormwater at the source. In addition to stormwater management, green infrastructure can provide many community benefits, including reduced energy consumption, better air quality, carbon sequestration, and a boost to property values.

This section explores some GI options that make sense under the Mall Area master plan. Smart selection, design, placement, maintenance and use of GI practices play a central role in preparing a stormwater management plan for an individual development. This discussion provides general background information for a general introduction to GI practices. It also provides a planning-level view of available options. It does not include recommendations for specific projects. Costs, benefits, maintenance needs and site-specific details all help zero in on viable options for a particular project. Detailed design and sizing of GI features will take place at a separate time.

Benefits of green infrastructure

Environmental Benefits

Some of the largest and most obvious benefits from GI techniques are environmental. GI can provide at-the-source treatment and storage that reduces runoff volumes, pollution of receiving waters, and erosion of property. At the same time, it increases wildlife habitat in lakes, rivers and streams. The permeable ground and vegetation designed into GI features can also yield better air quality and reduce heat island effects.



Rain Garden Park: Stormwater-control areas can be converted into amenities that provide habitat for birds and wildlife and a park experience for human visitors arriving on foot.

Economic Benefits

Sustainable design and infrastructure is not only good for the environment, but also for the bottom line. Ecological enhancements bring economic benefits like increased land values (brought by aesthetic natural improvements), reduced energy cost (brought by cooling/insulation from trees and green roofs), reduced water demands and a need for smaller water retention or storage basins, which increases land available for development.

Community/Social Benefits

An increasing number of studies suggest that vegetation and green space—two key components of green infrastructure—can have a positive impact on human health. Recent research has linked the presence of trees, plants, and green space to reduced levels of inner-city crime and violence; a stronger sense of community; improved

academic performance in students; and even reductions in the symptoms associated with attention deficit and hyperactivity disorders.

The following Open Space Plan highlights opportunities for creating new green spaces and enhancing existing ones within the Mall Area. Providing a range of such spaces will support more intense development and increase the level of amenities that new residents find appealing, which in turn helps new development projects succeed.

GREEN NETWORK

- New Public Open Space
- Work with property owners to "green" parking lots
- Increase native plant cover
- Stormwater Pond Park
- "Green Street" with stormwater infrastructure
- Bicycle or pedestrian paths



Best management practices menu

Enhancements to the built environment in the Dayton Mall area can implement a range of GI best management practices (BMPs). Improvements and redevelopment in the Mall Area will likely not use every GI BMP described below; the specifics of any site will govern how feasible any particular practice proves for that site; those decisions will occur in the design phase of any project. This list offers a general picture of the available options.

Planter Boxes

Planter boxes treat stormwater through filtration and adsorption. Once captured, the stormwater travels through the soil/planting medium and root zone—with some escaping via evapotranspiration by plants—before being discharged to the storm-drain system.

Filter Strips

Grass or vegetated filter strips improve the quality of small water flows from paved areas. These uniform swaths of dense turf or meadow grasses have minimum slope and are best suited to accept diffuse flows from roads and highways, roof downspouts, and very small parking lots. Usually the runoff continues on for collection in swales, ditches or storm drains.

Rain Gardens/Bioswale

A rain garden or bioswale is a broad, shallow channel with a dense stand of vegetation covering its sides and bottom. Bioswales treat stormwater primarily through filtration and plant uptake before the flow reaches a downstream discharge location. The vegetation lessens flow velocity to prevent erosion.



ABOVE: Streetside stormwater collection planter boxes (CarbonTalks CA).



ABOVE: Vegetated rain gardens and bioswales help filter and treat stormwater runoff from large impervious surfaces (i.e. parking lots).

Green Roofs

A green roof, or rooftop garden, is a vegetative layer on a rooftop. Green roofs provide shade and remove heat from the air through evapotranspiration, cooling both the roof surface and the surrounding air. A wide range of buildings can accept a green roof, from industrial facilities to individual houses. A green roof can be as simple as a 2-inch covering of hardy groundcover or as complex as a fully accessible park complete with trees. Green roofs have been proven to reduce the cost of heating and cooling buildings by significant amounts.

Bioretention/Constructed Wetlands

A bioretention area consists of a depression in the ground that encourages shallow pools of runoff that then percolate gradually into the soil. From there, the water either exfiltrates through underlying soils and recharges groundwater supply or enters the storm sewer system through drains buried below the surface. Bioretention features can be designed to capture and treat volumes of runoff produced during a range of storm events. They can also be designed as an accessible pedestrian amenity.

Permeable Pavement

Conventional concrete, asphalt, bricks and pavers are impermeable; water is unable to penetrate through them and instead flows over their surface. Permeable asphalt and pavers, however, feature small pores or cracks that allow rainwater to drain through or between them, allowing rainwater to filter through the ground, recharge groundwater supplies like it would in a natural setting reducing pressure on municipal drain systems.



ABOVE: The green roof at the Friends Committee on National Legislation building, designed by Stantec.



ABOVE: Constructed wetlands are artificial wetlands that not only help retain and infiltrate wastewater or stormwater, but can also treat pollutants in the water before it returns to the groundwater or freshwater supply.

Pervious Concrete Pavement

Pervious concrete pavement allows rainwater to filter through roadways, paths, parking lots and other paved areas into the underlying soil. Pervious concrete pavement acts as a water retention area, reducing the need for large separated retention ponds.

Porous Concrete Pavers

Individual porous concrete pavers are separated by joints filled with small sand and stones. As water enters the joints between the solid concrete pavers, it flows down into a base layers of crushed stone. The water then slowly infiltrates into the soil below.

Grass Pavers

Grass pavers create a structural framework that holds soil and grass roots in place, allowing grass to grow in places that would otherwise have featured impervious hardscape. The grass increases the aesthetic quality of an otherwise paved surface and helps to mitigate stormwater runoff.

Rainwater Harvesting and Storage System

Rain water can be captured by property owners and reused for multiple purposes. This helps reduce potable water use and decreases building and landscape operation cost.

Rain barrels are a form of rainwater harvesting that are simple in concept and in operation. Rain collected from rooftops is funneled into a barrel that holds water until it is released and used for purposes like irrigation.



ABOVE: Permeable pavement has a lower amount of sand compared to conventional pavement, which allows water to quickly seep through to infiltrate into the ground below.



ABOVE: Grass pavers allow grass to establish in places that would otherwise need to be hardscape [e.g. parking spaces].

Access and Connectivity

Improving mobility for all users will be a critical component for any redevelopment effort around the Dayton Mall. Walkable and bikeable development requires a network of streets that accommodate all users, not just cars. Features such as generous sidewalks, street trees, bike lanes, on-street parking, and adjacent uses built close to the street with activated storefronts will make streets come alive. Shared parking located behind mixed-use buildings will screen the parking from the street and reduce the total amount of parking required. Reducing automobile congestion along the primary routes of SR725, SR741, and Lyons Road, as well as the Exit 44 interchange will further improve the attractiveness of the area, as well as quality of life for those who visit, work, or live in the area.

Recommended improvements

Build a walkable and bikeable main street. Upgrade portions of Mad River Road and Lyons Ridge Drive and build a street to connect them.

- Include one travel lane, bike lane, and parking lane in each direction, with vegetated medians, if possible, where left turns are not provided.



ABOVE: Short blocks [300-400' in length] and access roads that look like regular streets help to create a cohesive main-street environment without limiting access to parking

- Provide curb extensions where parking is prohibited, next to driveways, crosswalks, and intersections. Install street trees in a tree lawn as well as within the medians. Streets should be uniformly illuminated with decorative fixtures.
- Locate on-street parking and 16-foot sidewalks immediately behind the back of curb, with an 11-foot walking zone (free of street trees and fixtures) and 5-foot tree lawn in the vicinity of ground-floor retail. Other areas should have six-foot sidewalks behind a six-foot tree lawn.
- Block faces should be relatively short, 400 to 500 feet in length, separated by streets or street look-alike access drives that connect to rear parking.

Make SR725 more walkable and bikeable.

- Build a 10-foot path for walking and biking along SR725 between Byers Road and Southview Hospital.
- Provide crosswalks and full pedestrian signalization on all applicable legs at the following traffic signals: SR725 and Mad River

Using Materials to Delineate Pedestrian and Bicycle Spaces

Using distinctive pavement materials like painted concrete can help slow traffic and encourage drivers, pedestrians and cyclists to better identify where and when pedestrians may be crossing. The use of these materials can also serve as a contributing element in any district-wide branding program.



Road; SR725 and Mall Park Drive; SR725 and I-75 (NB and SB ramp signals)

- Remove existing shoulder, curb and enclosed drainage along SR725 between Kingsridge Drive and SR741, plant street trees, and uniformly illuminate the street with decorative fixtures. Construct a vegetated median to help reduce travel speeds, improve aesthetics, and control left turn movements.

Make SR741 more walkable and bikeable.

- Build a 10-foot path for walking and biking along SR741 between Cox Arboretum and Ferndown Drive, where needed, widening sidewalk to provide the wider path.
- Provide a median island crossing, with pedestrian-activated beacon (RRFB) or hybrid pedestrian beacon across SR741 at Prestige Plaza Drive; construct a sidewalk into the Dayton Mall property.
- Provide crosswalks and full pedestrian signalization on all applicable legs at the following traffic signals: SR741 and Lyons

Road; SR741 and Kingsridge Drive; SR741 and Prestige Place/Mall Ring Road; SR741 and Martins Drive; and SR741 and Mall Woods Drive (after feasibility assessment of pedestrian crossing described below).

- Continue efforts to remove the shoulder, construct curb and enclosed drainage along SR741. In addition, plant street trees and light the street with decorative fixtures. Construct vegetated median to help reduce travel speeds, improve aesthetics, and control left-turn movements.
- Assess the physical and cost feasibility of a pedestrian bridge over or tunnel under SR725. During the planning process, several residents and business owners noted that a pedestrian bridge across SR725 would greatly enhance the safety and connectivity between the mall area and the residential communities to the north. Based on examples of other pedestrian bridge projects in Ohio and other states, the cost for the bridge plus the ramp structures on either side would likely cost approximately \$1,500 - \$2,000/linear foot. While this may be cost-prohibitive given the current conditions, the success of redevelopment initiatives could make it a viable option.



Improve the Exit 44 interchange. The Exit 44 interchange is long overdue for improvements. Other interchanges, such as in Monroe and Dublin, stand as strong examples of the way improved exit conditions can greatly enhance the overall perception of a place. Landscape, signage, lighting, and other enhancements will signify that new investment is occurring within the Mall Area (see Chapter 4).

- Develop and implement a landscape redesign for the interchange.
- As recommended in the branding initiative, include Miami Crossing signage along both entrance ramps.
- Include pedestrian-scale lighting along all multi-use paths crossing the interchange.

TOP: This overpass in Monroe demonstrates how an improved exit can greatly enhance the overall perception of a place.

BOTTOM: By comparison, Exit 44 lacks the landscape features and signage that might help signify that new investment is occurring within the Dayton Mall Area.

Link Prestige Summit with new multi-modal bridge. Recent changes to SR725 and SR741 have dramatically altered access to Prestige Place. While this affects every property owner, it has created particular issues for Kettering Health Network and the area’s hotels. Preliminary assessments indicate that a multimodal bridge over SR725 would be feasible near Prestige Place Drive and Mall Woods Drive (although grade issues and proximity to the Exit 44 interchange pose challenges). While a bridge may prove costly, a major redevelopment project could help fund the project.

- Based on private interest for large-scale redevelopment, initiate a preliminary engineering study with ODOT to determine the viability and costs of bridge construction.

Implement bike facilities on the secondary network.

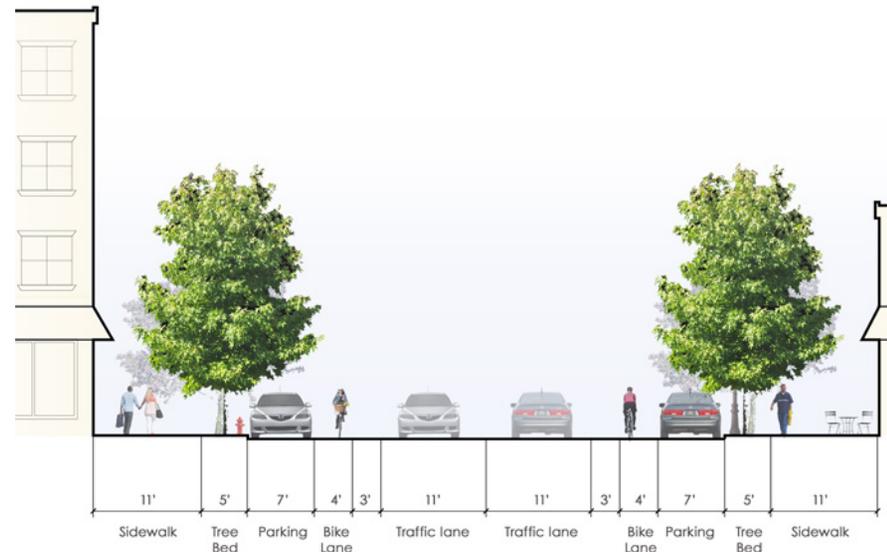
- Introduce shared-lane bike facilities on portions of Kingsridge Drive, Prestige Place, Prestige Plaza Drive, Mall Ring Road, and Mall Woods Drive.
- Create a bike station on Lyons Ridge or Kingsridge Drive similar to the recently constructed Austin Landing Bike Hub, which includes a fix-it station, pump, lockers, restrooms, and covered bike racks.
- Construct a 10-foot path for walking and biking along Lyons Road between Byers and Washington Church roads.

Promote shared-parking agreements, and parking more conducive to an urban form.

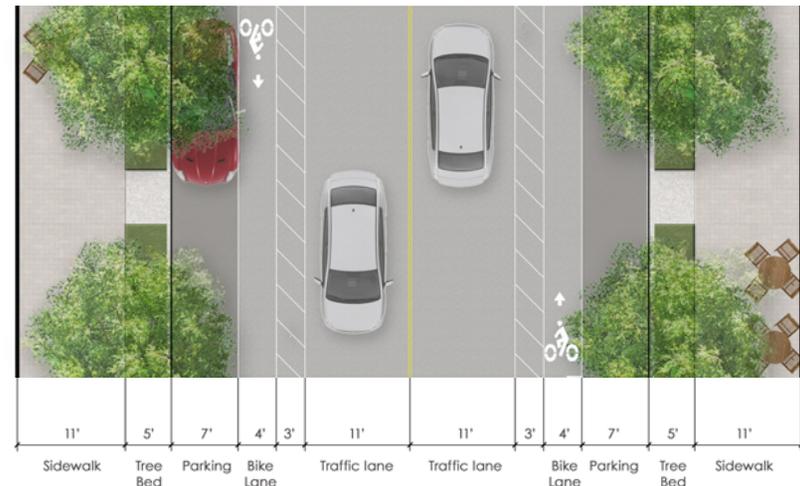
- Promote shared parking agreements to improve the usage rate of parking over the course of the day and reduce the total number of spaces required. Establish parking maximums to discourage overbuilding of parking in the study area.
- Locate parking behind pedestrian-oriented development or to its side when rear parking isn’t feasible. Structures adjacent to rear or side parking should have architectural designs for all four exterior walls.

PROPOSED KINGSRIDGE “MAIN STREET”

SECTION



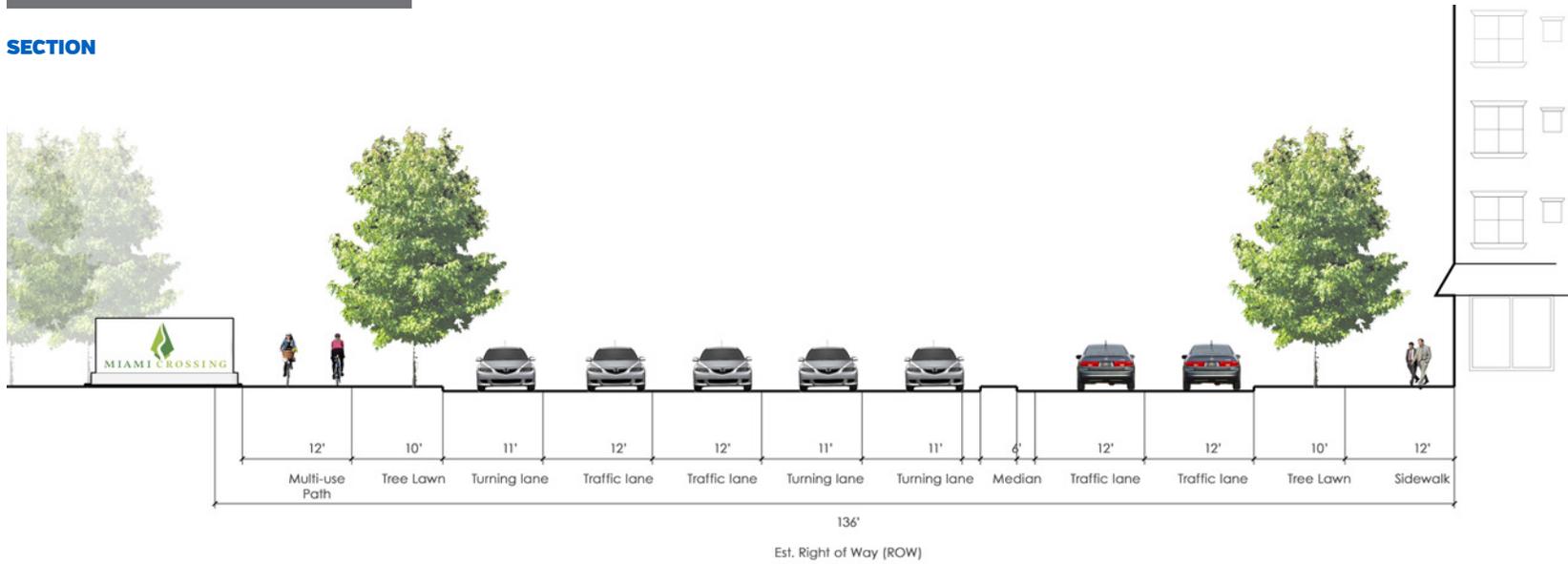
PLAN



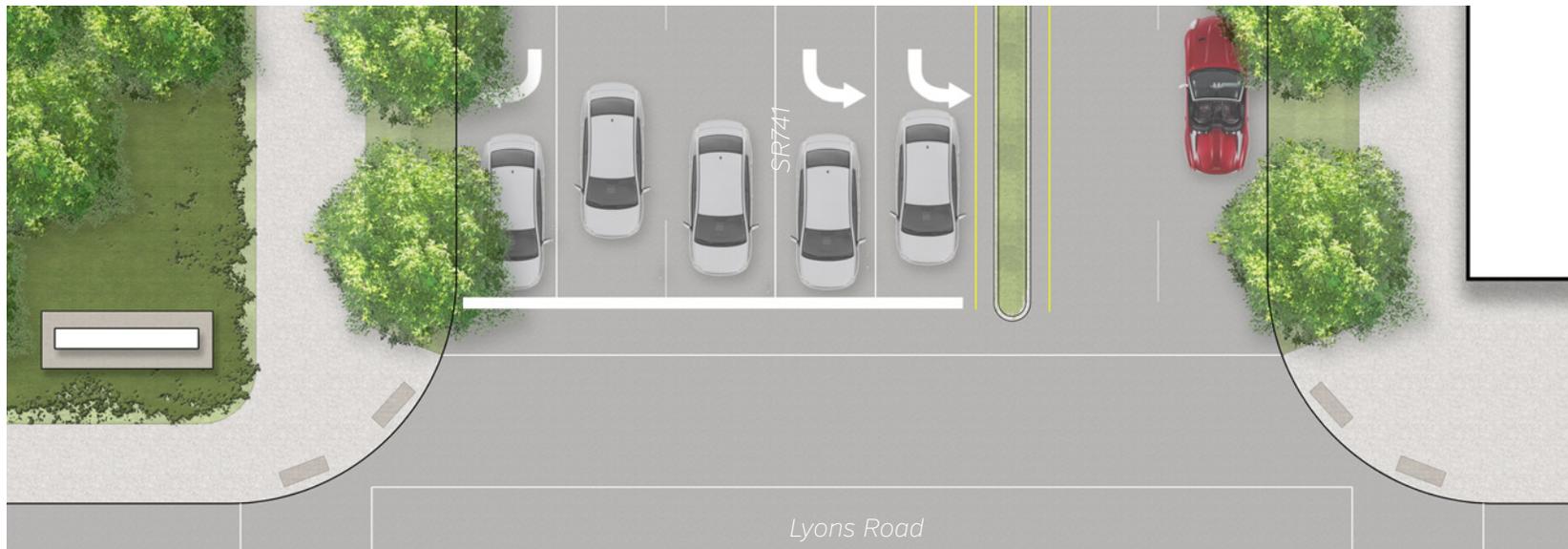
Build a walkable and bikeable main street

SR 741 AT LYONS ROAD

SECTION



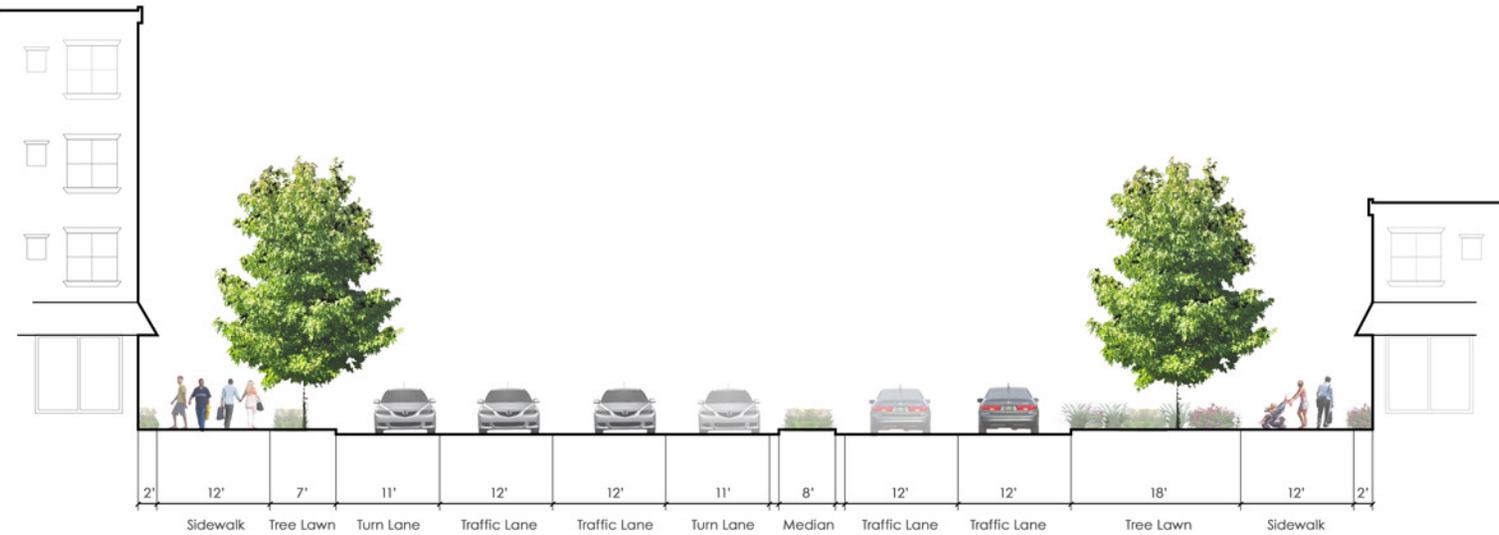
PLAN



Make SR741 more walkable and bikeable

SR 725 AT MAD RIVER ROAD

SECTION



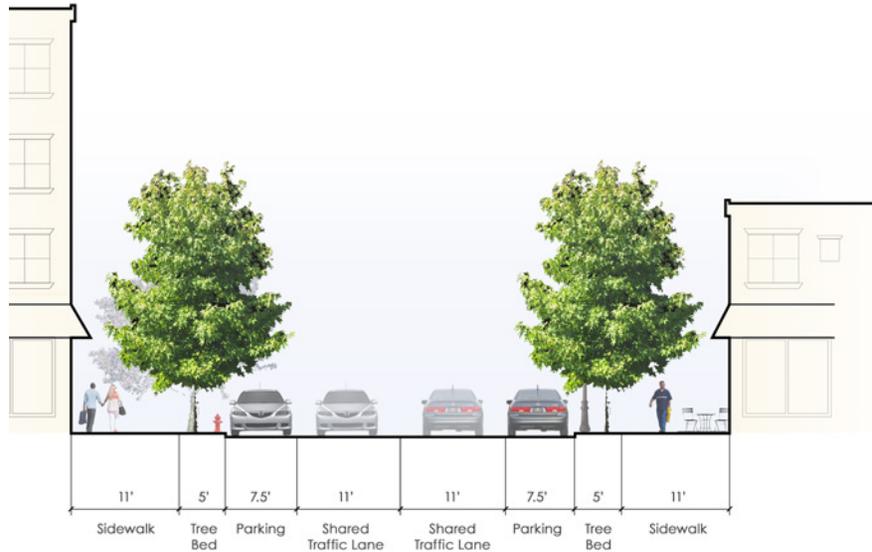
PLAN



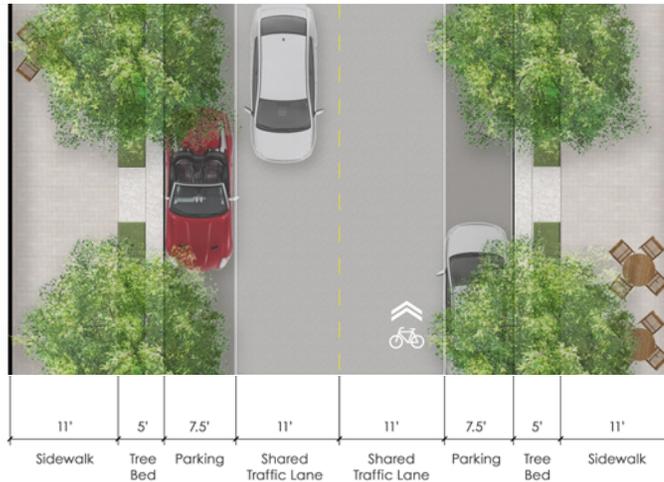
Make SR725 more walkable and bikeable

PROPOSED PRESTIGE PLAZA DRIVE

SECTION

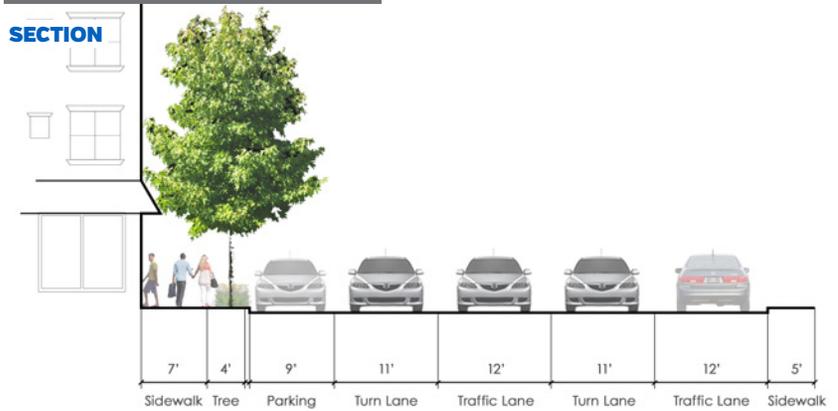


PLAN



MAD RIVER ROAD

SECTION



- Connect parking areas to adjacent structures with sidewalks or breezeways (through buildings).
- Design parking lots to drain into infiltration areas and landscaped beds with plant and tree species that can withstand parking-lot pollutants. Landscape surface lots with trees at a ratio of one per ten spaces.
- Consider using economic incentives and financing tools to help developers construct shared structured parking in priority areas as development demand warrants.

Make development more bike-friendly.

- Add bicycle lanes along corridors highlighted by the Bicycle and Pedestrian plan. If adding bicycle lanes is not feasible, clearly designate a shared bicycle route in the traffic lane.
- Provide short-term bike parking near building entrances in places that are illuminated and conspicuous. Place more parking near destinations that may attract higher volumes of users, such as ice cream and coffee shops and eating and drinking establishments. Short-term parking may be provided by placing bike corrals in some on-street parking spaces, or where parking is prohibited due to

sight-distance restrictions. On-sidewalk parking should not block the clear walking zone.

- Provide long-term bike parking in residential developments. Parking should be secured and covered, either in a garage or storage locker.
- Maintain bike parking areas year-round (for example, provide snow clearance), and racks should conform with Association of Bicycle and Pedestrian Professionals standards.
- Office buildings should have at least one shower room with lockers where staff can clean up after riding to work.

Make development more transit-friendly.

- Design new streetscapes to accommodate buses and bus stops every two to three blocks.
- Work with RTA to evaluate the feasibility of a separately branded circulator route using 40-foot buses or shuttles, running on a 30-minute loop to link the South Hub to businesses, hotels, and destinations in the vicinity. Funding could be provided by consolidating similar services as well as some revenue generation from the JEDD or other local sources. If RTA is unable to provide this service, consider a privately-managed circulator route that runs either daily, on weekends, or during the holiday season. Preliminary estimated costs range from \$50-\$65 per hour, or \$500-\$845 per day, depending on the hours of service.
- Consider a pedestrian route from RTA Transit Center to Dayton Mall. This would require a partnership among private property owners.
- Interest was raised during public meetings and interviews during the planning process for a new shuttle service to increase access to and within the district while reducing traffic and parking congestion. The Oregon Historic District shuttle in Dayton provides a positive example.

Address automobile congestion in the vicinity.

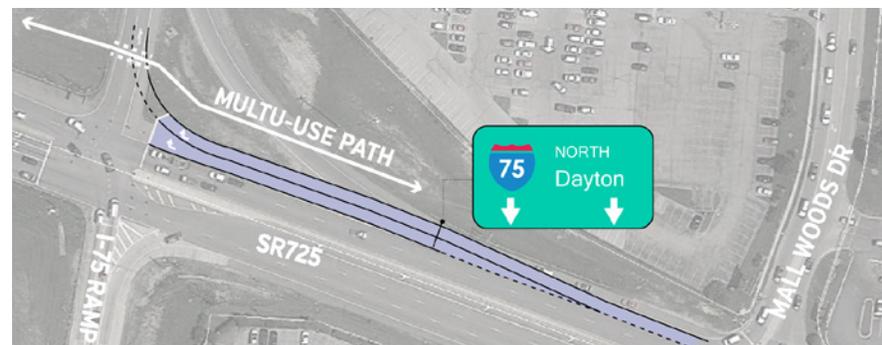
- Study options to help alleviate congestion at the SR725/SR741 intersection by providing an additional ramp to northbound I-75 off

Mall Woods Drive or Prestige Place.

- Study options to grade-separate a portion of the Mall Woods Drive/Prestige Plaza Drive/SR725 intersection to reduce congestion at the SR725/SR741 intersection.
- Consider removing the high-speed slip lane at SR725/I-75 northbound ramp and install dual right-turn lanes. This should improve lane utilization of the northbound dual left-turn lanes at the SR725/SR741 intersection and improve pedestrian bike safety if a multi-use path is placed on the north side of SR725.



ABOVE: A bicycle hub facility at Austin Landing.

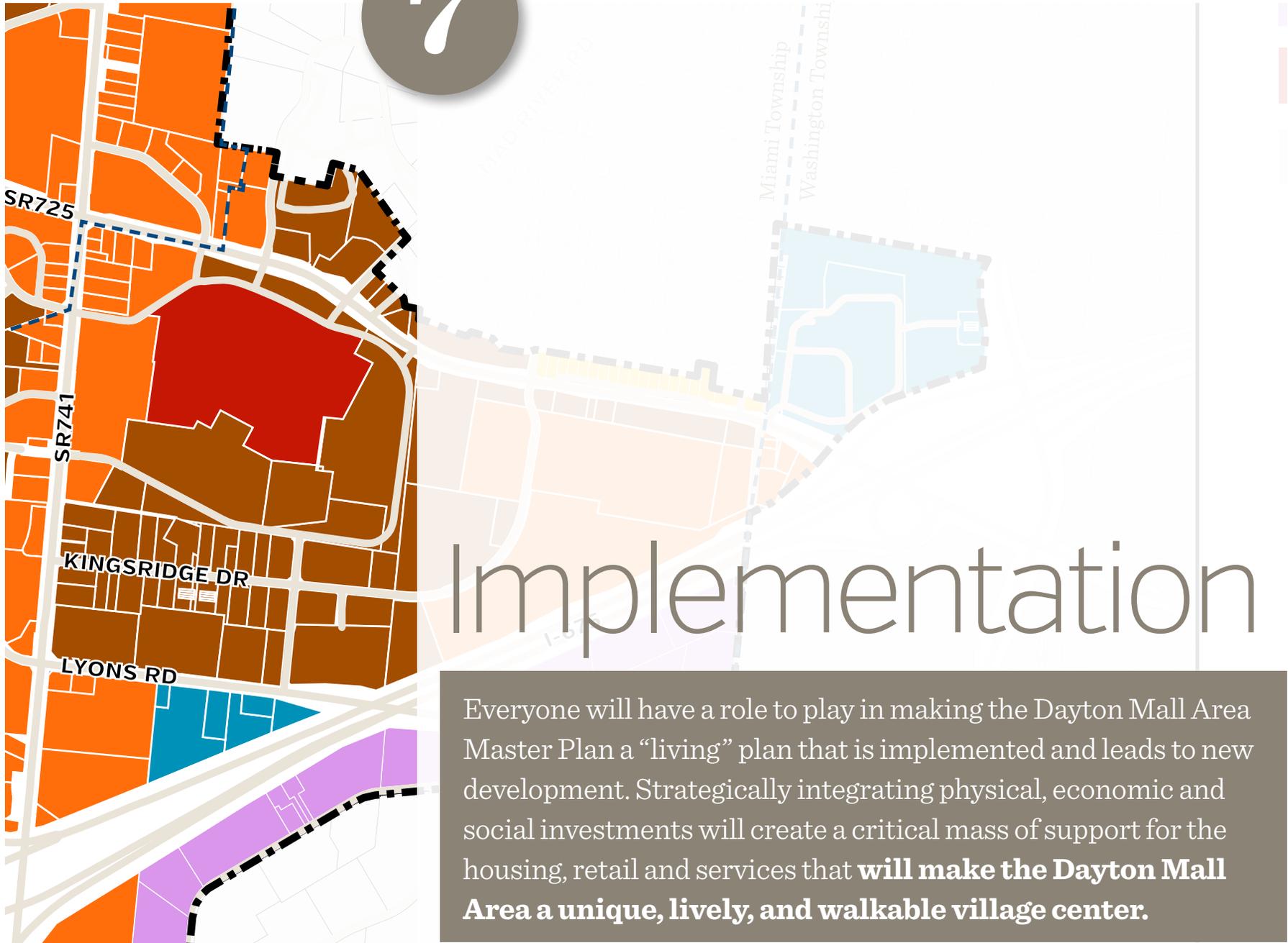


ABOVE: Installing dual right turn lanes on SR725 into the northbound I-75 ramp will improve lane utilization and improve pedestrian and bike safety if a multi-use path is placed on the north side of SR725

BICYCLE AND PEDESTRIAN PLAN



7



Implementation

Everyone will have a role to play in making the Dayton Mall Area Master Plan a “living” plan that is implemented and leads to new development. Strategically integrating physical, economic and social investments will create a critical mass of support for the housing, retail and services that **will make the Dayton Mall Area a unique, lively, and walkable village center.**

Implementation Goals

10 Triumphs in 10 Years

In order to make the Dayton Mall Area Master Plan a “living” plan that is used, implemented and that leads to catalytic redevelopment of the area, stakeholder municipalities, private-sector partners and advocacy organizations will each have a role to play. Strategically integrating physical, economic and social investments will create a critical mass of support needed to achieve the community’s goals for the Mall Area.

This chapter identifies specific actions and strategies that can be taken to achieve ten major “triumphs” that reflect the goals of the Dayton Mall Area Master Plan. These goals are based on the analysis, outreach, research and planning efforts presented in the previous chapters of this plan and will be catalysts for further transformation in the Mall Area.

Local municipalities, businesses, developers, community organizations and other stakeholders will each have a role to play in the transformation of the mall area into a more accessible, welcoming and green place to live, work and play. The Implementation Matrix that follows this section identifies actions that could be taken to achieve each goal, the key partners that will need to collaborate to do so, the priority of each action and a proposed timeline of completion.

Unlocking Potential: Catalytic Development

Three major triumphs for the Dayton Mall Area involve new development: the design and construction of new buildings, streets and open spaces that begin to transform the entire district.

The following Implementation Matrix includes ACTION STEPS required to accomplish each of the goals listed under every “Triumph”.

1

Build a new Township Square/public gathering space

- Ensure that new development along Lyons Ridge Drive includes a signature public open space

2

Add 500-700 Units of New Market-Rate Housing

- Actively seek out developer partners interested in and capable of developing mixed-use projects
- Obtain redevelopment assistance through hiring a mixed-use development consultant on an hourly basis
- Work with existing property owners to create a mutually beneficial redevelopment agreement
- Provide marketing resources to advertise new housing choices and attract residents

3

Connect the Dayton Mall to a Safe Main Street Environment

- Obtain urban design expertise on a regular basis for the Township and Miamisburg
- Add streetscape amenities including benches, waste receptacles, and pedestrian-level lighting
- Enhance intersections to increase ease of crossing and improve safety
- Improve lighting
- Enforce higher landscape standards
- Consolidate utility lines to reduce visible lines
- Promote parking more conducive to an urban form
- Green and screen parking lots
- Incorporate art into the public realm
- Enhance Gateways with branding signs, landscaping, and possibly public art
- Enhance pedestrian safety throughout area with improved lighting, enhanced way-finding, and programming activities that create “more eyes on the street”

Creating a District: Forming new Main Streets

A neighborhood, district or Main Street is more than just the buildings. With new development underway, the following triumphs will solidify an identity for the area, bring new residents and customers with new attractions and prepare for the continued expansion of this new Main Street environment throughout the Mall Area.

4 Launch the Miami Crossing Brand

- Establish branding team with representation from the Township, Miamisburg, and local businesses
- Initiate branding campaign at gateways and key intersections
- Encourage businesses and property owners to embrace new identity
- Incorporate identity into the public realm

5 Develop form-based standards to improve architecture and streetscape conditions in the area

- Adopt and implement the Dayton Mall Area Master Plan urban design recommendations (both Miami Township and Miamisburg)
- Adopt a proposed Future Land Use plan (both Miami Township and Miamisburg)
- Increase awareness of the Dayton Mall Area Master Plan

6 Promote greater variety and connectivity of entertainment uses

- Actively promote family-friendly entertainment businesses to relocate into the Dayton Mall Area
- Develop community-based programming activities including a farmers market, community tag sales, antique shows, festivals, etc.

7 Build a Main Street that links the Miami Township Government Center to Mad River Road

- Maintain communication with Sears to be proactive when/if Sears decides to sell or redevelop.
- Ensure that future land use map includes recommendation for mixed-use development within this location

Improving Access and Growing Greener

The triumphs below will increase multi-modal transportation access to the area and transform the district into a precedent for sustainable retrofitting of 20th Century infrastructure.

8 Build 8 miles of new bike and pedestrian pathways to interconnect the district and its surroundings

- Develop 10-year bike network implementation plan with MVRPC
- Ensure that all new development incorporates bike and pedestrian networks that connect to the greater system
- Make SR725 and SR741 more walkable and bikeable
- Implement bike facilities on the secondary street network
- Enhance bicycle connection to Cox Arboretum

9 Reduce traffic congestion and increase access to the area

- Improve multimodal connectivity with the Exit 44 Interchange area
- Link Prestige Summit with new multi-modal bridge
- Address automobile congestion in the mall area
- Make development more transit-friendly

10 Build new green infrastructure and retrofit existing infrastructure to be sustainable

- Identify funding sources for green infrastructure
- Require new development to incorporate green infrastructure
- Encourage sustainable development practices, building methods and architecture
- Ensure sustainable performance and ongoing aesthetic appearance of green spaces
- Plant more trees along streets and within open spaces
- Prioritize native plant landscaping and increase native plant cover
- Initiate program to financially encourage and assist property owners to sustainably retrofit their surface parking lots

Implementation Measures

Getting Started: The First Two Years of Implementation

Assuming that the Dayton Mall Area Master Plan is adopted by December of 2015, the following implementation initiatives should be undertaken within the first two years.

ADMINISTRATIVE INITIATIVES

- Gain adoption and endorsement of the plan by the JEDD, Miami Township and City of Miamisburg
- Update the Miami Township Comprehensive Land Use Plan to incorporate DMAMP Future Land Use Map
- Update zoning standards to adopt design guidelines and establish zoning districts to create a walkable mixed use environment
- Develop a District web site to help market district, transition implementation between new District site and Township site
 - Identify a private sector partner for the ongoing marketing of the district
 - Identify funding source
- Adopt revised standards for green infrastructure
 - Adopt renewable energy standards

REDEVELOPMENT INITIATIVES

- Market Plan and Identified Sites to Developers
- Create marketing materials for catalytic sites
- Evaluate sending out a Request for Proposals
- Discuss plan and sites with local development community
- Attend Trade Shows to direct market to development community
- Create a development agreement between the JEDD, Miami Township, and Identified Property Owners to jointly market and seek development of Catalytic Sites
- Engage community colleges and other trade schools to consider presence within new mixed use districts

DISTRICT BRANDING INITIATIVES

- Begin branding campaign
- Identify areas where branding can be jointly marketed with the business association and area businesses
- Contract with firm to finalize designs and locations of wayfinding signage in conjunction with overall marketing campaign
- Coordinate activities with the Greater Dayton Mall Regional Business Association
- Engage local design and marketing firm to plan for final wayfinding and other public amenities packages around identified branding plan – develop consistent and core components for all intersection improvements
- Identify/hire individual, organization, or firm to spearhead marketing and community events
- Develop a public art and amenities plan
- Work with the Community Foundation to evaluate fund raising options for public art installations
- Identify corporate donors to sponsor installations
- Identify preferred sites for public art installations
- Reach out to art community and schools to develop an art amenities plan

COMPLETE STREETS/STREETSCAPE IMPROVEMENTS INITIATIVES

- Begin preliminary engineering analysis of potential streetscape enhancement projects
 - > Focus on Kingsridge Drive, State Route 741, and Lyons Road CMAQ area
- Create a Street Tree Program to support enhancement of the District
 - > Identify funding source – JEDD, levy, etc.
 - > Identify staffing needs
- Enhance Exit 44 Interchange
 - > Identify firm to evaluate key engineering tasks for Exit 44
 - > Work with ODOT to seek funding
 - > Identify preliminary cost estimate to enhance pedestrian, aesthetic, and functional aspects of the interchange area
- Develop Kingsridge Drive in the area west of Lyons Ridge Drive as a Complete Street with enhanced stormwater management systems. Develop aesthetic plan around branding initiatives.
- Evaluate opportunities for creating a north-south corridor connection to Lyons Road to relieve congestion and provide an additional pedestrian route from Lyons Road to the Dayton Mall
- Conduct preliminary engineering analysis of State Route 725 to identify most appropriate locations for extended multi-use trail segments with connections to northern neighborhoods
- Improve the physical appearance of bus stop locations and amenities
 - > Develop plan with GDRTA and local businesses to support ongoing maintenance activities, including painting, trash collection, landscaping, etc.

Partners

The following groups will play important roles leading or assisting with implementation efforts:



Dayton Mall Joint Economic Development

District: Joint Economic Development Districts (JEDDs) enable townships and cities to cooperatively address concerns of the region and facilitate economic development. The Dayton Mall JEDD focuses on the development, land use, aesthetics, design and overall success of the Dayton Mall area.



Miami Township: The unincorporated territory that contains the Dayton Mall and the majority of land with the Dayton Mall Area Master Study Area. The Township controls zoning, but not building regulations for the area within its territory. Miami Township is a partner with the City of Miamisburg in the Dayton Mall JEDD. The Township maintains local roadways within the plan area, such as Kingsridge Drive, Lyons Ridge Drive, and Byers Road. The Township relies primarily upon hospitality tax, property tax, TIF, and to a lesser extent JEDD revenue to fund improvements and services within the area.



City of Miamisburg: The incorporated jurisdiction that contains much of the western portion of the study area, including the Exit 44 interchange. The City controls zoning and building regulations for the area within its territory. The City of Miamisburg is a partner with Miami Township in the Dayton Mall JEDD. The City maintains all roadways

within its territory, with the exception of portions of the interchange area. The City relies primarily upon income tax revenue to fund services within its territory.



Washington Township: The unincorporated territory that contains the eastern portion of the plan area around Exit 2 off Interstate 675. This is the area that contains Southview Hospital. The Township controls zoning, but not building regulations for the area within its territory. The Township has maintenance responsibility for a small portion of Southwind Drive. The Township relies primarily upon hospitality tax and property tax revenue to fund services within the area.



City of West Carrollton: The incorporated territory that sits outside of the plan area, but within close proximity to the northwest side of the Exit 44 Interchange on I-75. The City contains a number of apartment communities that utilize the SR725 corridor via foot to access jobs and shopping within the plan area.



Montgomery County: The entire study area is within the borders of Montgomery County. The County regulates building standards within the portion of the area that is within the unincorporated portion of the Townships. Montgomery County is responsible for maintenance of all County Roads such as Lyons Road and Mad River Road within the plan area. Montgomery County relies upon property tax and sales tax revenue to fund services within the area.



Ohio Department of Transportation: ODOT is responsible for maintenance of the roadways and signals along State Route 725 and State Route

741, as well as Interstate 675 and 75 within the plan area. The area is within District 7 of ODOT's system. Improvements to these roadways requires approval of ODOT. Access to the ODOT controlled roadways is also regulated and must be permitted by ODOT. ODOT utilizes a variety of State and Federal transportation funding sources to maintain and improve the roadway network.

Dayton Montgomery County Port Authority:

The Port has the ability to issue bonds to assist in the financing of new commercial projects. Through a variety of financing mechanisms the Port can assist in reducing the capital costs required to acquire and construct new land and buildings, facilitating economic development in the region. The Port can also assist in financing public infrastructure projects. One of the primary benefits of utilizing the Port is the ability to issue debt through the Port, reserving the communities' debt capacity for other projects.



Miami Valley Regional Planning Commission:

MVRPC is the designated metropolitan planning organization (MPO) for the receipts and disbursement of a range of Federal transportation funds to communities within the Miami Valley. Member jurisdictions are eligible to apply for funding through programs such as the Surface Transportation Program (STP), Transportation Alternatives (TA), and the Congestion Mitigation/ Air Quality (CMAQ) program. MVRPC also provides a variety of transportation and planning resources as well as local and, regional, and national advocacy for transportation projects that affect the Miami Valley. Miami Township and the City of Miamisburg are both members of MVRPC as of the time this plan was prepared.



Greater Dayton Regional Transit Authority: The GDRTA operates a public transit service throughout and connecting the plan area to other communities' within the region. The GDRTA also operates the South Transit Hub, located south of the Dayton Mall on Lyons Road. The public transit service provides a critical transportation option for those who do not have access to an automobile. This services helps link many workers to the various employment opportunities within the plan area.

Greater Dayton Mall Regional Business Association:

The GDMRBA is a regional association of businesses working to promote and improve the Dayton Mall area. The GDMRBA could be a valuable partner in the marketing and branding of the district. The GDMRBA currently relies upon volunteers and dues from individual members to fund the work and activities of the association.

Dayton Chamber of Commerce and South Metro Chamber of Commerce:

The Chambers each have members within the plan area and provide services to businesses throughout the area. In addition to the many member services provided to individual businesses and other entities, the Chambers can provide local, regional, and national advocacy for issues that may impact the future growth and development of the area.



Dayton Convention and Visitors Bureau: The CVB is one of the primary organizations devoted to direct marketing of the region. Greater partnering and coordination of marketing activities with the CVB could assist in the establishment of a new brand for the area and assist in future advocacy efforts for other improvements to the area.

Montgomery County Transportation Improvement District

(MCTID): The MCTID was created in 2001 by the Montgomery County Commissioners to expedite and finance high priority transportation improvement projects throughout Montgomery County. The MCTID has the ability to borrow funds, solicit bids, and manage a variety of transportation improvement projects to spur economic development.

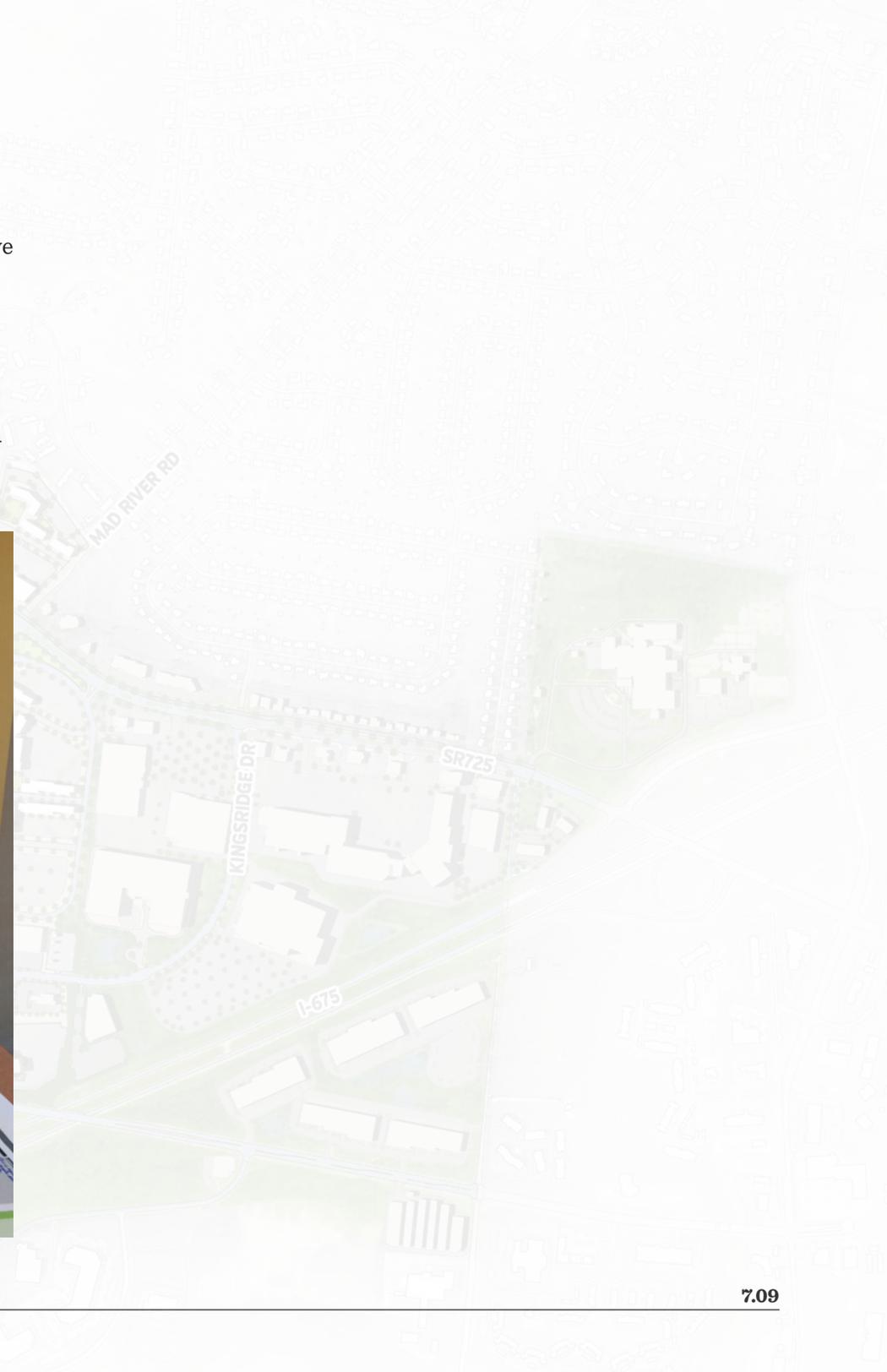
Residents: Our residents are one of the most critical stakeholders to the entire planning process and future of the area. Their continued input, support, and advocacy to improve the area will be critical in the years to come. Many of our residents serve in a volunteer capacity on planning committees, boards, and commissions both for Miami Township and other community organizations. The connections provide a valuable resource to help implement various aspects of the master plan.

Stakeholders: Numerous individual stakeholders from large corporations such as WP Glimcher (owners of the Dayton Mall) and Kettering Health Network to small businesses such as Skyline Chile and Amar India are potential partners in many aspects of the plan. The list of stakeholders includes the public organizations already identified as well as other governmental entities such as Dayton Metro Library and Five Rivers MetroParks and numerous elected and non-elected officials. The list of stakeholders will change over time, but each one can be a partner to potentially help advocate, fund, volunteer, market, and otherwise support the redevelopment of the Dayton Mall Area.



Long-Term Implementation Success

In addition to the short term implementation initiatives, the Implementation Matrix on the following pages presents a comprehensive list of actions and strategies that should be taken to achieve each of the goals of the Dayton Mall Area Master Plan. The Matrix also suggests the key partners that will need to collaborate on each Action Step, the priority of each action and a proposed timeline of completion. The “Community Priority” was established during the open house meeting in September, 2015, during which participants indicated which implementation measures were most important to them.



Implementation— Matrix

Unlocking Potential	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE	
	TRIUMPH: Build a New Township Square / Public Open Gathering Space					
	Create a new town square for the Dayton Mall Area	<i>Miami Township, JEDD</i>	<ul style="list-style-type: none"> > Ensure that a new town square or public space is part of the mixed-use redevelopment south of Dayton Mall along Lyons Ridge Drive 	*****	<i>Timing to coincide with new development</i>	
	TRIUMPH: Add 500-700 Units of New Market Housing					
Actively seek out developer partners interested in and capable of developing mixed-use projects	<i>JEDD, Miami Township, Miamisburg, Dayton Montgomery County Port Authority</i>	<ul style="list-style-type: none"> > Identify potential developers > Target new main street retail areas with financial incentives utilizing the TIF, JEDD funds, and organizations like the Port Authority, while while supporting residential development to strengthen the market > Allow infrastructure assistance and streamlined permitting for multifamily housing and mixed-use development in desired locations that meet strategic criteria > Plan events and provide media exposure to recognize and reward successful developers 	** ** * *	<i>Ongoing</i>		
Attract new residents and shoppers to the area	<i>JEDD, Business Owners</i>	<ul style="list-style-type: none"> > Transition the current website from “Plan the Mall” to “Implement the Mall Plan”; Have the website focus exclusively on promoting the Dayton Mall area as a place to live, work, and play > Expand the use of social media channels to advertise the Miami Crossing District > Increase recruitment of young adults to the boards of business, professional, civic, and philanthropic organizations, and establish committees of young adults within these organizations to cultivate new organizational leadership > Create programming including musical events, outdoor performances, film screenings, antique shows/flea markets and art festivals > Support the development and capacity of farmers markets, food truck stations, and other venues to increase access to fresh, local foods; to build community; and to support local agriculture and economic development 	** * ** *** ****	<i>1-2 years</i>		

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Unlocking Potential	TRIUMPH: Connect the Dayton Mall to a Safe Main Street Environment				
	Obtain urban design expertise on a regular basis for the Township and Miamisburg	Miami Township, Miamisburg	> Engage an architect/landscape architect/urban designer on an on-call basis to provide urban design expertise for the area	***	Ongoing
	Add streetscape amenities	Miami Township, Miamisburg	<ul style="list-style-type: none"> > Expand tree shade and shade structures > Include planted areas and stormwater best management practices in sidewalk infrastructure > Use decorative pavement to enhance sidewalk appearance > Include seating in pedestrian areas > Provide bicycle racks in pedestrian/bicycle areas and incentivize or require property owners to include bicycle parking > Incorporate pedestrian-scale signage and lighting 	<p>***</p> <p>***</p> <p>*</p> <p>****</p> <p>*</p> <p>*</p>	0-3 years; re-asses goals for free planting on annual basis
	Enhance intersections	Miami Township, Miamisburg	<ul style="list-style-type: none"> > Use bump-outs to decrease crosswalk length > Widen crosswalk widths > Require all accessible curb cuts at all intersections > Incorporate pedestrian signals and wayfinding elements at lighted intersections 	<p>*</p> <p>**</p> <p>**</p> <p>**</p>	3-5 years
	Improve lighting	Miami Township, Miamisburg	<ul style="list-style-type: none"> > Ensure comprehensive and safe coverage of lighting during evening and night > Use appropriately scaled lighting in roadways and pedestrian areas > Use warmer lights to create neighborhood character in pedestrian areas > Employ consistent lighting fixture design throughout new and existing development > Prioritize areas directly adjacent to new development to create larger impact 	<p>**</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	Ongoing

Implementation— Matrix

Unlocking Potential	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
	Enforce higher landscape standards	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Develop a basic landscape maintenance program through a public process so that expectations are understood by leadership, staff, maintenance workers, and the public > Increase number, diversity and health of street trees (see Green Places and Sustainable Infrastructure for more) > Require cohesive landscape details in all new plantings 	* * *	<i>1-5 years</i>
	Consolidate utility lines to reduce visible lines	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Work with utilities to phase consolidation with new development > Assess viability and cost in areas within the catalytic redevelopment sites within the first two years, then around other developments as they occur 	* *	<i>Catalytic sites: 1-2 yrs Other sites: Ongoing</i>
	Green and screen parking lots	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Employ natural stormwater management best management practices, lines of trees and "green wall" lattices on structures to mask large gray surfaces 	*	<i>Ongoing</i>
	Incorporate art into the public realm	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Commission public artists for temporary and permanent installations > Coordinate thematic public art that relates to other branding initiatives 	** **	<i>2-5 years</i>
	Enhance gateways	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Include large branding and identity features at major intersections and entrances to the Mall area > Increase frequency, clarity and consistency of signage > Use landscape features like street trees and planted beds to frame vehicular and pedestrian entrances to the area 	**** *** **	<i>1-2 years</i>
	Enhance pedestrian safety	<i>JEDD, Miami Township, Miamisburg, ODOT</i>	<ul style="list-style-type: none"> > Enhance pedestrian safety throughout area with improved lighting, enhanced way-finding, and programming activities that create "more eyes on the street" > Collaborate with local police and security to reduce opportunities for crime within the area 	***** *****	<i>0-2 years</i>

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Creating a District	TRIUMPH: Launch the Miami Crossing Brand				
	Establish branding team	<i>JEDD, Miami Township, Miamisburg, Dayton Mall, Area Businesses</i>	<ul style="list-style-type: none"> > Convene a subcommittee with representation from Miami Township, Miamisburg, the business community, the Dayton Mall, and a resident representative > Determine types of signs and branding elements that should be used > Educate and encourage the sharing of the branding identity 	** ** **	<i>1-2 year</i>
	Initiate branding campaign at gateways and key intersections	<i>JEDD</i>	<ul style="list-style-type: none"> > Dedicate JEDD funding for branding > Identify branding elements such as banners or small signs that can be located throughout the area within a short timeframe > Implement one larger-scale branding opportunity within the first year: possible options include a tall and prominent sign where Interstates 75 and 675 cross, or along the Interstate 75 bridge over SR725 East 	* * *	<i>1 year</i>
	Encourage businesses and property owners to embrace new identity	<i>JEDD</i>	<ul style="list-style-type: none"> > Provide opportunities for businesses and property owners to incorporate the “Miami Crossing” brand into their own signage > Provide electronic branding files to all interested participants > Subsidize logo-branded umbrellas, seating and other components for restaurant cafes and other retail stores > Work with a signage company (local, if possible) to develop a shared set of signage types and partially subsidize the cost to further encourage businesses to choose these new alternatives 	* * * *	<i>1-3 years</i>
	Incorporate identity into the public realm	<i>JEDD, Miami Township</i>	<ul style="list-style-type: none"> > The “Miami Crossing” logo should be included on all new street furnishings including benches, trash and recycle receptacles, and kiosks > Create rotating seasonal banners and signage 	** **	<i>1-5 years</i>

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Creating a District	TRIUMPH: Develop form-based standards to improve the architecture and streetscape conditions in the area				
	Adopt and implement the Dayton Mall Area Master Plan urban design guideline	<i>JEDD, Miamisburg, Miami Township</i>	<ul style="list-style-type: none"> > Adopt the urban design guidelines presented in this plan > Create an Urban Design Advisory Committee to provide advice to Miami Township/Miamisburg on how to improve the quality of the Dayton Mall area's public realm and private development to enhance quality of life and help retain and attract residents > Train permitting staff to review for design standards > Ensure that all private projects that have public financing, tax abatements, or other public assistance meet design standards and guidelines for urban design and fit > Schedule periodic reviews (at least every five years) to examine and, if necessary, revise current policies and in light of changing local circumstances > If sites are purchased by the JEDD or otherwise made available for redevelopment, identify preferred land uses that are consistent with the Dayton Mall Area Master Plan vision and goals > Take advantage of opportunities to apply for federal funding that can support the Dayton Mall Area Master Plan implementation 	<p>***</p> <p>**</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>***</p>	<i>0-2 years</i>
	Adopt a proposed Future Land Use plan	<i>Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Coordinate the Future Land Use plan with Miamisburg and Miami Township > Incorporate Future Land Use plan language into municipal policies and guidelines > Consult the land use categories defined in the Future Land Use map when making land use decisions and consider the future desired character of the Dayton Mall area when making land use and zoning decisions 	<p>****</p> <p>***</p> <p>*</p>	<i>< 1 year</i>
Increase awareness of the Dayton Mall Area Master Plan	<i>JEDD, Miami Township</i>	<ul style="list-style-type: none"> > Provide all Township and City departments with information on preferred locations for investment and organize a system for sharing information about future actions on facilities > Create materials for digital and print dissemination, in addition to planning documents, with examples and references that promote good housing and retail design 	<p>**</p> <p>**</p>	<i>< 1 year</i>	

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Creating a District	TRIUMPH: Promote greater variety and connectivity of entertainment uses				
	Actively promote family-friendly entertainment businesses to relocate into the Dayton Mall Area	<i>JEDD, Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Solicit new entertainment tenants as development occurs and continues. > Work with developers to ensure that potential tenants meet the style of entertainment businesses desired. 	* ***	
	Develop community-based programming activities including a farmers market, community tag sales, festivals, etc.	<i>JEDD, Miami Township, Miamisburg, Local Organizations</i>	<ul style="list-style-type: none"> > Collaborate with local organizations, business groups, existing farmers markets and festivals to utilize new or existing open space areas for programming. 	****	
	TRIUMPH: Build a Main Street that links the Miami Township Government Center to Mad River Road				
	Maintain communication with Sears	<i>JEDD, Miamisburg, Miami Township</i>	<ul style="list-style-type: none"> > Establish communication with Sears and remain proactive in the case that Sears plans to redevelop. 	**	<i>0-2 years</i>
	Ensure that future land use map includes recommendation for mixed-use development within this location	<i>JEDD, Miamisburg, Miami Township, Dayton Mall, Business Owners, Stakeholders, Residents</i>	<ul style="list-style-type: none"> > Include mixed-use development within this area in the Future Land Plan. > Update and later the Future Land Use plan as necessary as development occurs. 	* *	

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Improving Access and Growing Greener	TRIUMPH: Build 8 miles of new bicycle and pedestrian pathways to interconnect the district and its surroundings				
	Plan for a connected network of open spaces	<i>Miami Township, Miamisburg</i>	<ul style="list-style-type: none"> > Hire a shared landscape architect on-call to provide ongoing consultation on an interconnected open space plan > Require, where appropriate, contributions to a network of open spaces through the development approval process 	** *	<i>Ongoing</i>
	Develop 10-year bike network implementation plan with MVRPC	<i>ODOT, Miamisburg, Miami Township, MCEO, MVRPC</i>	<ul style="list-style-type: none"> > Adopt and follow the Bicycle and Pedestrian Plan to guide construction of new infrastructure phased with redevelopment > Establish a multi-modal Level of Service [LOS] standard and a generalized capacity analysis monitoring process that uses annual count data to guide decision-making 	**** **	<i>Ongoing</i>
	Ensure that all new development incorporates bike and pedestrian networks that connect to the greater system	<i>ODOT, Miamisburg, Miami Township, JEDD</i>	<ul style="list-style-type: none"> > Incorporate ADA compliant improvements where required into all infrastructure improvement projects > Include one travel lane, bike lane, and parking lane in each direction on new streets, with vegetated medians where left turns are not provided > Provide curb extensions where parking is prohibited, next to driveways, crosswalks, and intersections. Install street trees in a tree lawn as well as within the medians. Streets should be uniformly illuminated with decorative fixtures > Regulate the spacing of curb cuts to preserve sidewalk continuity for pedestrians and preserve on-street parking spaces in districts where highly pedestrian-friendly conditions are needed and desired > Locate on-street parking and 12-foot sidewalks immediately behind the back of curb, with a 7-foot walking zone (free of street trees and fixtures) in the vicinity of ground-floor retail. Other areas should have six-foot sidewalks behind a six-foot tree lawn > Block faces should be relatively short, 400 to 500 feet in length, separated by streets or street look-alike access drives that connect to rear parking 	* *** * * * *	<i>1-5 years</i>

Implementation— Matrix

Improving Access and Growing Greener	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
	<p>[Cont.] Ensure that all new development incorporates bike and pedestrian networks that connect to the greater system</p>	<p><i>ODOT, Miamisburg, Miami Township, JEDD</i></p>	<ul style="list-style-type: none"> > Introduce shared-lane bike facilities on portions of Kingsridge Drive, Prestige Place, Prestige Plaza Drive, Mall Ring Road, and Mall Woods Drive > Create a bike station on Lyons Ridge or Kingsridge Drive similar to the recently constructed Austin Landing Bike Hub, which includes a fix-it station, pump, lockers, restrooms, and covered bike racks > Construct a 10-foot path for walking and biking along Lyons Road between Byers and Washington Church roads > Continue to develop a bicycle and pedestrian network that connects the Dayton Mall area to other destinations and update municipal transportation plans 	<p>**</p> <p>**</p> <p>**</p> <p>**</p>	
<p>Make SR725 more walkable and bikeable</p>	<p><i>JEDD, ODOT, Miamisburg, Miami Township, MCEO</i></p>	<ul style="list-style-type: none"> > Build a 10-foot path for walking and biking along SR725 between Byers Road and Southview Hospital > Provide crosswalks and full pedestrian signalization on all applicable legs at the following traffic signals: SR725 and Mad River Road; SR725 and Mall Park Drive; SR725 and I-75 [NB and SB ramp signals] > Eliminate a travel lane along Kingsridge Drive east of Lyons Ridge to provide bike lanes in both directions to near SR725. If bicycle lane is not feasible, clearly designate a shared bicycle route within the outermost travel lane > Remove existing shoulder, curb and enclosed drainage along SR725 between Kingsridge Drive and SR741, plant street trees, and illuminate the street with decorative fixtures. Construct a vegetated median to help reduce travel speeds, improve aesthetics, and control left turn movements. > Assess the physical and cost feasibility of a pedestrian bridge over SR725. 	<p>**</p> <p>*****</p> <p>*</p> <p>**</p> <p>*</p>	<p><i>Ongoing</i></p>	

Implementation— Matrix

Improving Access and Growing Greener	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
	<p>Make SR741 more walkable and bikeable</p>	<p><i>JEDD, ODOT, Miamisburg, Miami Township</i></p>	<ul style="list-style-type: none"> > Build a 10-foot or wider path for walking and biking along SR741 between Cox Arboretum and Ferndown Drive > Provide a median island crossing, with pedestrian-activated beacon [RRFB] across SR741 at Prestige Plaza Drive; construct a sidewalk into the Dayton Mall property > Provide crosswalks and full pedestrian signalization on all applicable legs at the following traffic signals: SR741 and Lyons Road; SR741 and Kingsridge Drive; SR741 and Prestige Place/Mall Ring Road; SR741 and Martins Drive; and SR741 and Mall Woods Drive > Continue efforts to remove the shoulder, construct curb and enclosed drainage along SR741. Construct vegetated median to help reduce travel speeds, improve aesthetics, and control left-turn movements. 	<p>*****</p> <p>****</p> <p>*****</p> <p>**</p>	<p><i>Ongoing</i></p>
<p>Make development more bicycle-friendly</p>	<p><i>JEDD, Miamisburg, Miami Township, Developers</i></p>	<ul style="list-style-type: none"> > Provide short-term bike parking near building entrances in places that are illuminated and conspicuous > Place more parking near destinations that may attract higher volumes of users, such as ice cream and coffee shops and eating and drinking establishments. Short-term parking may be provided by placing bike corrals in some on-street parking spaces, or where parking is prohibited due to sight-distance restrictions. On-sidewalk parking should not block the clear walking zone > Provide long-term bike parking in residential developments. Parking should be secured and covered, either in a garage or storage locker > Maintain bike parking areas year-round (for example, provide snow clearance), and racks should conform with APBP standards > Office buildings should have at least one shower room with lockers where staff can clean up after riding to work 	<p>***</p> <p>**</p> <p>*</p> <p>*</p> <p>*</p>	<p><i>1-5 years</i></p>	

Implementation— Matrix

Improving Access and Growing Greener	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
	Make development more transit-friendly	<i>Miamisburg, Miami Township, Developers, RTA</i>	<ul style="list-style-type: none"> > Design new streetscapes to accommodate buses and bus stops every two to three blocks. > Consider the feasibility of relocating the South Hub inside a plaza or public space in the redevelopment area with the goal of moving it closer to pedestrian-oriented businesses. > Work with RTA to evaluate the feasibility of a separately branded circulator route using 40-foot buses or shuttles, running on a 30-minute loop to link the South Hub to businesses, hotels, and destinations in the vicinity. Funding could be provided by consolidating similar services as well as some revenue generation from the JEDD or other local sources. If RTA is unable to provide this service, consider a privately-managed circulator route that runs either daily, on weekends, or during the holiday season. Preliminary estimated costs range from \$50-\$65 per hour, or \$500-\$845 per day, depending on the hours of service. > Consider a pedestrian route from RTA Transit Center to Dayton Mall. This would require a partnership among private property owners. 	<p>***</p> <p>*</p> <p>****</p> <p>*</p>	<i>2-5 years</i>
	Create a Rain Garden Park	<i>Miami Township, JEDD</i>	<ul style="list-style-type: none"> > Work with property owners and managers to convert the property west of Walmart into a publicly accessible Rain Garden Park 	<p>*</p>	<i>3-5 years</i>
	Create a Cherry Tree Allee on Mall Ring Road	<i>Montgomery County, JEDD</i>	<ul style="list-style-type: none"> > Work with property owners, Montgomery County and other stakeholders to raise funds for to plant cherry trees and build high quality separated pedestrian and bicycle paths along the Ring Road west of the Mall 	<p>*</p>	<i>2-3 years</i>
	Enhance connection to Cox Arboretum	<i>ODOT</i>	<ul style="list-style-type: none"> > Work with ODOT to improve biking and walking connections to Cox Arboretum > Create new trails signage and landscaping that connect the Prestige Summit area to the Cox Arboretum to the north 	<p>***</p> <p>*</p>	<i>1-2 years</i>

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Improving Access and Growing Greener	TRIUMPH: Reduce traffic congestion and increase access to the area				
	Improve the Exit 44 Interchange	<i>JEDD, Miami Township, ODOT, Miamisburg</i>	<ul style="list-style-type: none"> > Develop and implement a landscape redesign for the interchange > As recommended in the branding initiative, include Miami Crossing signage along both entrance ramps > Include pedestrian-scale lighting along bike and pedestrian lane along SR725 	<p>*</p> <p>***</p> <p>**</p>	<i>1-3 years</i>
	Link Prestige Summit with new multi-modal bridge	<i>ODOT, Private-public partnership</i>	<ul style="list-style-type: none"> > Based on private interest for large-scale redevelopment, initiate a preliminary engineering study with ODOT to determine the viability and costs of bridge construction 	<p>*</p>	<i>1-3 years, depending on development opportunities</i>
	Address automobile congestion in the vicinity	<i>ODOT, Miamisburg, Miami Township, MCEO</i>	<ul style="list-style-type: none"> > Study options to help alleviate congestion at the SR725/SR741 intersection by providing an additional ramp to northbound I-75 off Mall Woods Drive or Prestige Place > Study options to grade-separate a portion of the Mall Woods Drive/Prestige Plaza Drive/SR725 intersection to reduce congestion at the SR725/SR741 intersection > Consider removing the high-speed slip lane at SR725/I-75 northbound ramp and install dual right-turn lanes. This should improve lane utilization of the northbound dual left-turn lanes at the SR 25/SR741 intersection and improve pedestrian bike safety if a multi-use path is placed on the north side of SR725 > Develop and incorporate traffic calming design standards, including roundabouts, super streets, and pedestrian signals 	<p>*****</p> <p>*</p> <p>*</p> <p>***</p>	<i>2-5 years</i>
TRIUMPH: Build new green infrastructure and retrofit existing infrastructure to be sustainable					
	Identify funding sources for green infrastructure	<i>JEDD, Miami Township, ODOT, Miamisburg, Property Owners</i>	<ul style="list-style-type: none"> > Explore public-private partnership to fund large-scale sustainability projects in areas with retail, entertainment and residential uses > Seek out state and federal grants for sustainable infrastructure improvements 	<p>*</p> <p>*</p>	<i>Ongoing</i>

Implementation— Matrix

	PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Improving Access and Growing Greener	Require new development to incorporate green stormwater infrastructure	Property Owners	<ul style="list-style-type: none"> > Require new development to retain stormwater using strategies like sidewalk planter boxes, filter strips, rain gardens, green roofs, constructed wetlands, permeable pavement and rainwater harvesting and storage systems > Encourage stormwater retention and treatment strategies to be designed as amenities (e.g. rain gardens, wetland parks, accessible green roofs, etc.) 	* **	Ongoing
	Encourage sustainable development practices, building methods and architecture	Property Owners	<ul style="list-style-type: none"> > Encourage sustainable building strategies and Include requirements for Energy Star-rated appliances, water conservation plumbing and similar building choices in assistance documents > Provide information to builders on the advantages of cool roofs, which will benefit new owners and the city as a whole by mitigating the “heat island” effect caused by the concentration of impervious and dark surfaces in cities > Permit solar collectors as an accessory use but with the proper zoning standards in place to minimize negative aesthetic impacts; create building-siting guidelines for larger developments to allow for passive solar systems > Establish an annual award for the “greenest” or most sustainable building or development projects, including retrofits 	* *** * *	Ongoing
	Ensure sustainable performance and ongoing aesthetic appearance of green spaces	Miami Township, Miamisburg, JEDD, MetroParks	<ul style="list-style-type: none"> > Create a sustainable landscape committee > Monitor performance of green infrastructure and recommend adaptations based on local performance of different strategies 	** **	1-2 years
	Plant more trees	Miami Township, Miamisburg, JEDD	<ul style="list-style-type: none"> > Inventory public trees and the overall tree canopy and evaluate the benefits of trees to the city > Create a Tree Planting Program and strict guidelines for street tree maintenance > Set goals for planting street trees (e.g. plant 50 trees in the district each year for five years) > Identify priority collector and arterial roads for street-tree planting along sidewalks > Use sustainable street tree planting methods that allow healthy root growth, breathability for roots and retention of water that will lead to faster-growing, healthier shade trees 	* *** * * *	1-5 years; re-asses goals for free planting on annual basis

Implementation— **Matrix**

PROJECT / DEVELOPMENT	KEY PARTNERS	ACTION STEPS	COMMUNITY PRIORITY	TIMELINE
Increase native plant cover	<i>Miami Township, Miamisburg, ODOT</i>	> Work with ODOT to increase native plant cover in roadway ditches and medians	*	<i>Ongoing</i>
		> Encourage property owners to use native plant mixes in undeveloped space between properties	**	
		> Include native plant suggestions within landscape design recommendations	***	
		> Plant trees and other appropriate plants in green drainage swales that can provide habitat for birds and other wildlife	***	
Sustainably retrofit parking lots	<i>Property owners, Miami Township, Miamisburg, JEDD</i>	> Encourage on-site natural stormwater management strategies in and near existing parking lots	***	<i>1-5 years</i>
		> Encourage street and shade trees, vegetated medians and permeable pavement in existing parking lots	***	

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Incentivizing Development

Development incentives are an important source of leverage to bring new construction as well as ensure control of the design and quality of changes in the area. These incentives should be used to accomplish the goals within each Triumph of the Implementation Matrix and should be targeted within the catalytic redevelopment sites as identified in Chapter 6. Below is a list of potential development incentives that can support implementation initiatives.

Funding Sources

Tax Increment Financing District (TIF)

A TIF is a form of a subsidy for development in which municipalities can dedicate the future tax revenues of an area toward economic development. A TIF:

- Can fund public infrastructure
- Cannot fund ongoing, routine maintenance
- Can fund demolition of existing buildings
- Is already in use in the Dayton Mall Area
- Does not impact property owners
- Impacts other levies

Joint Economic Development District (JEDD)

A JEDD is an agreement between one or more municipalities to collaborate to develop land. A “Miami Township Dayton Mall” JEDD currently exists and operates on several parcels within the Dayton Mall area. Funds come from taxes levied in the area, without the JEDD having to annex any land. A JEDD:

- May use funds for a range of ongoing economic development activities including maintenance and salaries
- Has a relatively small number of members
- Impacts workers in the area

Special Assessments

Special assessments are unique charges that a governing body can assess against real estate parcels for certain projects. Special Assessments:

- Are currently used for street lighting in Miami Township
- Directly bills costs of lighting to adjoining property owners through regular property tax bills
- Historically has been limited to residential areas

Community Foundations

The Miami Township Community Foundation is a non-profit entity that is capable of receiving, raising, and distributing funding for projects within the community. The Foundation:

- Is funded through private and corporate donations
- Is a separate legal entity completely independent of Miami Township

Community Improvement Corporation

The Miami Township Community Improvement Corporation has the ability to purchase real estate, borrow funds, make loans, and act as an administrator for grant programs. The purpose of the CIC is to advance, encourage, and promote the industrial, economic, commercial, and civic development of the Township.

Developer Incentives

Permit Fee Reduction, Development Fee Reduction or Waivers

Used in targeted areas, reduced-cost permit fees entice developers to pursue new projects.

Allow Developer Master Plans

Allow developers to create mixed-use master plans to set the development framework, followed by administrative review of specified phases of the master plan.

Allow Adjustments to the Code Standards

Instead of variances, allow developers to adjust code standards in the context of discretionary review.

Regulatory Strategies

The following recommendations are based on detailed review of existing regulations for both Miami Township and Miamisburg and an assessment of the various best practices from around the country. These selected strategies can be implemented in order to achieve the character of development expressed in this plan and delineated in the Future Land Use plan.

Potential Approaches to Regulating Development in the Dayton Mall Area

In order to shepherd development that meets the goals of this plan, Miamisburg and Miami Township can either:

- modify existing regulatory language (zoning);
- establish new overlay district language that is consistent with existing codes;
- create new form-based zoning codes; or
- create urban design guidelines.

Urban design guidelines and form-based codes are both tools to guide growth in ways that create the types of main street environments envisioned in this plan. *Urban design guidelines* apply to the arrangement and scale of buildings, streets and open spaces and may either be mandatory or voluntary. They can be included in zoning districts or overlay districts. *Form-based codes* provide guidelines for the specific shape of buildings, design of streetscapes, length of setbacks, strategies for parking and more. Form-based codes concern the form of the built environment, not the use or activities within properties.

General Recommendations

Be clear

Regardless of what regulatory strategies are employed, any development standards, requirements or guidelines should be written and presented in a clear and easily interpreted format. This includes not only written language but also graphics, photographs and layout of reports.

Use a form-based approach

Use a form-based *approach* to regulation, even if form-based *codes* are not being employed. Guide the general physical appearance, density and quality of buildings and the public realm rather than the use of land. Some form-based principles include:

- Plan the form, not use
- Build up to the street
- Hide the parking
- Create quality open/public spaces
- Create pedestrian, bicycle and transit-friendly streets (bike lanes, parking)
- Encourage street-level activity
- Building facades should have a base/ground level, middle and top
- Spend money on the facade, not on the parking
- Neighborhoods should be compact and mixed use

Facilitate permitting

In order to incentivize “good development,” allow for an expedited permitting process for developers that abide by intensive project design standards and meet performance criteria. Developers will be more attracted to projects that include intensive design standards if they know that they will be granted a permit upon compliance.

Illustrating Form-Based Code

Form-based zoning district classifications are intended to promote a more pedestrian-oriented development pattern within the Dayton Mall area, but they must balance the fact that the majority of visitors arrive by automobile and traffic counts along these street are significant. Along with the written zoning classifications, illustrations will detail the form that new development should take and how it should be sited in order to create a more urban environment. The following example from Berwyn, Illinois*, is an excellent example of the type and level of detail that Miami Township should include in the form-based illustrations or the revised zoning.



ABOVE: Example of a form-based illustration accompanying zoning code for buildings with 50-60% building transparency and entrance doors adjacent or within 15 feet of the Build-to-Line.



LEFT: Example of a form-based illustration accompanying zoning code for buildings with 80% street frontage within a pedestrian district.

*The full form-based code document can be found at: <http://formbasedcodes.org/content/uploads/2014/08/Form-Based-Code-FINAL-Approval-BERWYN.pdf>



ABOVE: Example of a form-based illustration accompanying zoning code for a 70%/40% frontage ratio.

LEFT: Example of a form-based illustration accompanying zoning code for a 60%/50% frontage ratio.

Essential Elements for New Ordinances

The following are general elements that should be employed in a form-based planning approach.

- Clarify use definition tables
- Encourage higher buildings (the zoning category for most of the Dayton Mall area, “Business District 3,” currently only allows for 40’ or 4 stories, and the O1 Office district only allows for 20’ or 2 stories. Development in this plan’s Mixed-Use 1 District is envisioned as high as 10 stories)
- Decrease setbacks, minimum lot frontage and minimum front yard depth; increase maximum lot coverage
- Reduce parking requirements and create on-street parking
- Reduce visual impact of parking
- Reduce visual blight caused by signage
- Manage stormwater
- Focus on building design (especially ground level)
- Focus on building entrances
- Allow for reasonable thresholds for non-conformities
- Incentivize development
- Provide transitions between high traffic streets and neighborhoods
- Facilitate development (land use mix, density and design) that supports public transit, where applicable

Urban Design Guidelines

Urban Design Guidelines for Mixed-Use Districts

The Future Land Use Plan in this chapter identifies two different types of main-street, mixed-use districts that can be created within the Dayton Mall area: Mixed-Use 1, a Walkable Mixed-Use Neighborhood with lower densities, pedestrian-only areas and lower vehicular

traffic; and Mixed-Use 2, an Auto-Oriented Main Street along major thoroughfares. The following design guidelines can be used to guide new development to match the character of these neighborhoods.

Mixed Use 1: Walkable Mixed-use Neighborhood

- Mixed-use with higher number of residential uses
- Building heights: 2-4 stories
- Setbacks should be 0 feet to encourage development up to the road.
- Pedestrian walkways through sites, connecting entrances, buildings, and the public sidewalk, with safe crossings of streets, drives, and parking areas.
- Neighborhood serving retail
- Pedestrian-only areas including plazas, parklets and pedestrian friendly streets and walkways
- Outdoor restaurant/cafe seating
- A main street environment, located away from arterial roads.
- Tree shade and shade structures
- Use of materials (paving, color) to delineate pedestrian and vehicular space
- On-street parking; surface parking hidden behind buildings, never on corner; encourage shared parking
- Reduce or waive minimum off-street parking requirements
- Encourage shared parking
- Parking and vehicle drives located away from building entrances, and not between building entrances and streets with pedestrian activity
- Reduce or waive minimum off-street parking requirements / allow applicants to request parking standard reductions based on parking impact study

Mixed-Use 2: Auto-Oriented Main Street

- Mixed-use with higher number of commercial/retail uses
- Building heights: 2-10 stories
- Setbacks should be 0 feet to encourage development up to the road.

- Pedestrian scale sidewalks with a street furnishing zone (for trees, seating, trash cans, signs, etc.) Wide sidewalks at storefronts (minimum 7' walking zone free of street trees and fixtures)
- Storefronts visible from road
- Pedestrian crossings through/between sites
- Building entrances oriented to streets; corner buildings should have corner entrances where appropriate;
- Bicycle access separated from high traffic roads
- Mix of larger and smaller retail stores
- Street trees and 10% minimum interior landscape requirement for parking lot
- Landscape buffer between parking lot and adjacent pathways and streets (6' wide planter with 3' minimum vertical growth; or 3'-4' average height masonry or living wall with 3' wide planter and 2' minimum vertical growth.)
- Parking lot improvements/sustainable retrofits, stormwater management requirements
- Outdoor gathering spaces: Require developments to integrate usable public space whenever possible, and require that they recognize and respond appropriately to existing or planned public spaces on or near the site (e.g., parks, civic buildings and spaces, transit stops, sidewalks, plazas, and similar spaces).
- Free parking zones for shoppers
- Landscape buffering between parking lots and adjacent sidewalks

equally important. Outreach to developers, both local and national, will build interest and new development opportunities. All of these efforts should be noted, celebrated, and assessed for their impact on revitalization.

The JEDD along with Miami Township and Miamisburg will oversee the implementation efforts. The Oversight Committee, who was essential in the development of this Master Plan, will play an important role in measuring the overall success of implementation. It is recommended that they meet at least twice in 2016 and on an annual basis going forward.

Through these combined efforts, and with the support of the community, local businesses, and the surrounding region, Miami Crossing will emerge and reshape the Dayton Mall area in the years to come.

Next Steps

Several implementation initiatives, such as securing funding for additional bike lanes and engagement with property owners to assess redevelopment interest, have already begun, and more are on the way. Some activities will be highly visible. A new branding campaign will get underway in 2016. Other efforts may be less visible but nonetheless

THANK YOU!

The Dayton Mall Joint Economic Development District Board of Directors would like to thank the many residents, business owners, and other community stakeholders that participated in and contributed to the creation of this document.

This plan was adopted by the JEDD on December 8, 2015.



**RESOLUTION #3-2015
OF THE BOARD OF DIRECTORS OF THE MIAMI TOWNSHIP-DAYTON
MALL JOINT ECONOMIC DEVELOPMENT DISTRICT (JEDD)**

**RESOLUTION TO PROVIDE FOR THE APPROVAL OF THE MASTER PLAN
FOR THE DAYTON MALL AREA**

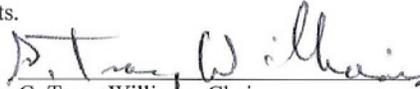
WHEREAS, pursuant to actions taken by their respective legislative authorities Miami Township, Montgomery County, Ohio (the "Township"), Montgomery County, Ohio (the "County"), and the City of Miamisburg, Ohio (the "City") have made and entered into the Miami Township-Dayton Mall Joint Economic Development District Contract (the "Contract"), dated as of June 11, 2009; and

WHEREAS, Section 3 of the Contract provides that the District shall facilitate the economic development of the district to create and preserve jobs and employment opportunities; and

WHEREAS, the District contracted with Stantec Consulting Services, Inc. to prepare a Master Plan for the Dayton Mall Area to facilitate the future growth and development of the area; and

WHEREAS, a plan has been prepared and reviewed through a public process, involving numerous stakeholders including residents, businesses, public agencies and others; and

NOW, THEREFORE, BE IT RESOLVED, the Board of Directors hereby adopts the Dayton Mall Area Master Plan and encourages all participating jurisdictions to incorporate the plans and recommendations of the Dayton Mall Area Master Plan into their respective planning and development efforts.



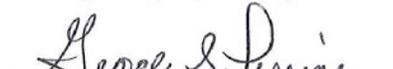
G. Tracy Williams, Chairman



Chris E. Fine, Vice Chair



Christopher Snyder, Secretary-Treasurer



George Perrine



Gregory S. Rogers

Passed: December 8, 2015