

Neighborhood Redevelopment Strategy

Twin Towers Crossing

Executive Summary

November 2005



Twin Towers
Dayton, OH
45410



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Introduction

The mission of East End Community Services is to “listen to and work with the people of Twin Towers and East Dayton to build a prosperous, healthy and caring community.” As part of this commitment, East End Community Services has worked with neighborhood residents to meet identified priorities:

- Assist youth and young adults to achieve their life goals.
- Assists families in achieving self-sufficiency.
- Facilitate community building and strong diverse neighborhood leadership
- Improve community housing.

Consistent with the priority placed on community housing improvement, East End developed a Housing Research Team with representation from East End board and staff, neighborhood residents, Montgomery County Department of Community and Economic Development, City of Dayton and County Corp. The Team completed the following tasks:

- Engaged residents in housing planning and toured successful housing development.
- Identified existing neighborhood conditions and completed market analysis.
- Created housing opportunities maps.
- Recommended housing products.

The Housing Research Team was assisted in their work by University of Dayton students and a graduate student from Wright State University, who assisted in the planning process. After all information was collected and reviewed, the Housing Research Team delineated the 12 developmental principles that would guide housing efforts.

1. Maintain existing homeowner base and encourage resident involvement.
2. Encourage social and income diversity by offering a range of housing choices.
3. Create new affordable rental housing.
4. Identify housing products for emerging populations.
5. Identify new models for housing for Twin Towers Seniors.
6. Capitalize on stakeholder investments.
7. Add design principles and amenities, promoting health and social capital.
8. Reduce density in neighborhoods by removing obsolete, vacant structures.
9. Integrate community organizing in support of physical development plans.
10. Build deliberate connections between physical development and social services.
11. Identify roles for youth in development projects to seed civic interest.
12. Pick partners that share our vision and respect the neighborhood.



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Target Markets

Consistent with the 12 developmental principles, the Housing Research Team identified the following target markets for housing that would be created or improved as part of the implementation of this strategy. \

1. **Existing homeowners.**
2. **First time home buyer families** —80% or less of area median income.
3. **Young professionals** looking to own homes.
4. **Working families** in need of quality rental housing.
5. **Seniors** “aging in place” who want to remain in the neighborhood.

Action Plan

The Housing Research Team created an action plan that would drive a multi-year strategy for redevelopment of the Twin Towers Neighborhood. The following steps are an integral part of the plan.

1. **Continue engagement of Twin Towers neighborhood leaders as key investors in the strategic planning which include their involvement in all area development projects including: Ruskin School, housing, economic development and the proposed project at the Glen.** The first step in the continuation of the engagement of the community will be public forums to discuss the proposed housing strategy.
2. **Conduct predevelopment activities that bring further clarity to the housing plan which includes development of a business plan for the financing of the strategy, ownership/management of housing and governance issues.** The next step focuses on identifying key housing partners/funders and secure partnership agreements which clearly delineate roles and responsibilities. The final step of predevelopment activities is to capitalize a Twin Towers Investment Fund that will allow East End and its partners to be agile in the tasks of land assembly, project financing, subsidy use, marketing, management and partner coordination.
3. **Develop and promote incentives for owner occupied rehabilitation that encourage owner investment.** Possible incentives to spur such efforts include: design services, interest rate buy downs, credit counseling, matching grant programs and forgivable loans.
4. **Create new affordable, quality rental housing.** This step includes building upon existing knowledge regarding the housing needs of the rental population, size of units,



amenities and rent structure. In addition, East End will identify and establish partnerships with developers for production of new, high quality, competitive, and affordable rental products.

- 5 **Remove blight and strategically demolish substandard housing that is cost prohibitive to repair in order to lower density and improve overall neighborhood conditions.** As part of this process, East End will work with housing inspectors to identify nuisance properties and to have the city provide demolition services as an in-kind commitment to the project.
- 6 **Land bank and assemble parcels for redevelopment.** As part of this step, East End shall identify lots that are eligible for REAP and work with the Montgomery County Treasurer to secure these properties for redevelopment with the goal of strategically assembling parcels so that a critical mass of redevelopment can occur within specific blocks—thus encouraging maximum investment by new buyers and current owners within this areas first—and then spreading throughout Twin Towers.
- 7 **Develop opportunities for new owner occupied homes.** This action step will require identification of development partners for new affordable in-fill housing and development plan for the Lincoln School and other future site that would offer new market rate homeownership projects.
- 8 **Facilitate the development of key infrastructure projects.** This step includes developing an inviting gateway on Keowee that connects the South Park and Twin Towers areas, improving the Xenia Avenue thoroughfare, and creating a scenic McClure Street Bridge that improves the linkages between Historic Inner East and Twin Towers Neighborhood. A key component of this plan is the creation of the new Ruskin School with a new presence on Xenia Avenue which facilitates pedestrian connection to the neighborhood. Another integral part of this effort is to accomplish further improvements in the southern border of the neighborhood in conjunction with the proposed urban renewal along the Wyoming Corridor. Throughout, there would be a focus on streetscape enhancements including lighting, trees, etc. for aesthetic improvement, walk-ability and safety.
- 9 **Strategically organize Twin Towers neighborhood in support of housing development.** This part of the action plans calls for crime reduction through cellular patrols, targeting existing drug houses, building social capital through an assets based volunteer program that creates a database of neighborhood talents for projects, promotes housing loan programs and provides preparation and education to homeowners.

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The Glen Area



The primary goal within the Glen area is to maintain the existing homeownership base and encourage investment into owner occupied homes. The rationale for this goal is that the Glen area has the highest percentage of owner-occupied structures that are well maintained and it is adjacent to the Glen anchor development that is being planned for the campus that was part of the St. Joseph's Children's Treatment Center.

Objective

- Rehab 25% of the homes. It is estimated that this will be 43 homes that are renovated with an average cost per renovation of \$15,000. No ceiling is set for maximum renovation, although this will be determined by the appraised value of each home.



Strategy

East End will work with partners to identify, develop and promote special incentives to encourage homeowner investment in the neighborhood. Possible incentives include forgivable loans to home owners that would extend the loans that they might receive from banks or from CityWide Development Corporation. Home owners would complete an orientation and be provided with needed credit counseling. As part of this program the terms of the loans would be approved, specs for the renovation would be developed and approved, at least three bids would be secured--with an understanding that the owner must take the lowest/best bid, and the draw down of funds would be approved after the work is completed and inspections are satisfactory. The forgivable loan could not be subordinated to other future financing and would come due at such a point. It is anticipated that the loan would be forgiven over a five year period.





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Lincoln View

The main goal within this neighborhood is to create market rate and affordable housing within the area that is now occupied by Lincoln School. The rationale is that there is a high concentration of boarded/vacant houses and lots that provide the opportunity to scattered site in-fill that will be consistent with new development on the school site.

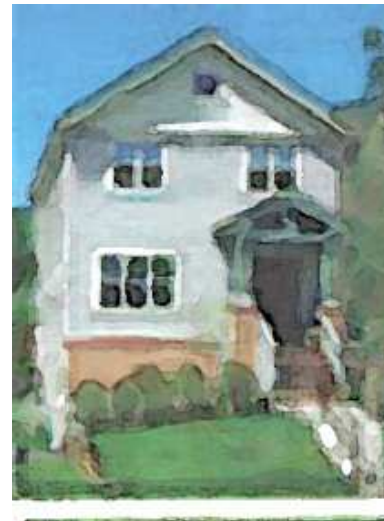


Objectives

- Acquire 75% of the vacant lots. The plan is to acquire 24 lots.
- Remove 10% of deteriorated housing inventory. The plan is to remove 5 structures that would not be replaced. Another 51 structures may be removed permanently or replaced.
- Rehab 25% of homeowner property. 36 units are planned to be rehabbed.
- Construct 10-20 new in-fill affordable and market rate homes.
- Construct new market rate homes on school site or consider redevelopment of Lincoln School.

Strategy

The strategy for the Lincoln Heights redevelopment is to aggressively acquire vacant land and vacant deteriorated priorities as well as build a partnership with market rate home developers. As part of this process, the Lincoln School site will be secured from Dayton Public Schools and will be redeveloped or used for new construction of market rate homes. As part of this process, incentives will be provided for owner occupied rehab—using some of the same incentives as noted in the Glen area plan.



New in-fill home development would be made more affordable by a mixture of financing from banks, development corporations, HOME dollars, and other grants. Some of the funds may be set up as forgivable loans after a period of five or more years. These loans will not subordinate to other financing thus protecting home owners from predatory lenders. Home buyers will receive credit counseling and other supports. These developments will be part of collaborative between East End, local funding institutions and developers including CityWide etc.



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Wyoming Corridor—Quitman Area

The goal within this area is to remove blight and develop new, quality, affordable rental housing. The rationale for this goal is that the Wyoming Corridor which has been targeted for urban renewal has the highest percentage of deteriorated rental properties and the most boarded, vacant houses in the Twin Towers area. The commercial development in the area makes rental housing a good match for existing needs of the current leasing population. This redevelopment also serves as a catalyst for resolving the problems with the topography/soil structure that is affecting the current Hawker street housing.



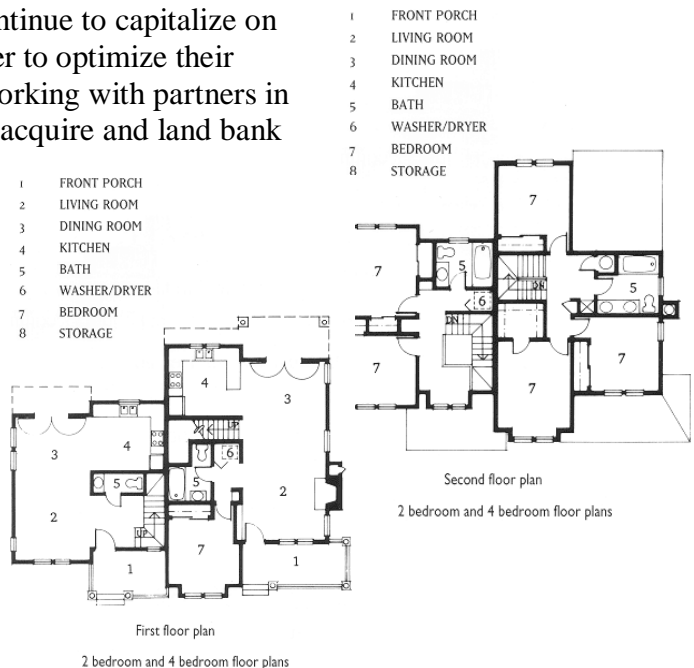
Objectives

50% of the dilapidated structures are to be removed, or rehabbed or backfilled with new affordable in-fill rental housing or left as green space. It is anticipated that 15 structures might be removed and replaced.



Strategy

An integral part of this plan is to continue to capitalize on the growing relationship with Kroger to optimize their investment in this area. East End working with partners in the community should aggressively acquire and land bank as needed properties that are not part of the proposed urban renewal. Financing should include tax credits for lease and then purchase of affordable single homes, offering incentives for owner occupied rehabilitation, and reaching out to residents being displaced by development to resettle within the new housing created.

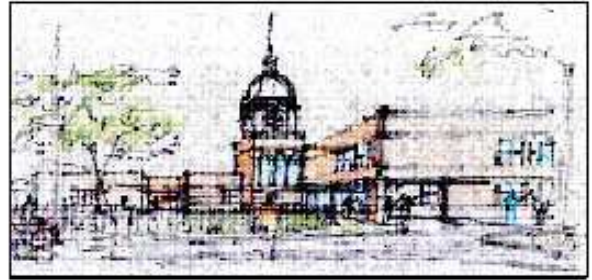




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Twin Towers Crossing

The primary goal is to maintain the existing homeowner base while creating desirable housing and physical amenities that attract new families. The rationale for this goal is that the Twin Towers Crossing as the second highest concentration of owner occupied housing in the neighborhood. The planned public investment in the construction of a new Ruskin School will anchor development in the area and will encourage new private investment.



Objectives:

- Rehab 25 percent of owner occupied structures. An estimated 39 units would be rehabbed.
- Remove 10% of dilapidated structures. Three structures are targeted for removal.
- Develop 10% of vacant land with affordable housing for families. Two additional houses are planned.



Strategy

The plan is to work with the City of Dayton and Dayton Public Schools to create attractive corridors and streetscapes that link the new school with the surrounding neighborhood in way that encourages a sense of connection and pride within the community. An attractive, lighted pedestrian way through the school campus will connect George and Church Streets. A new gateway at McClure Street will further encourage pedestrian traffic. The school will not only serve as a resource for education and community gatherings, but will also have a soccer field, a baseball diamond, a basketball court and a playground to provide healthy recreation for the neighborhood.





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Xenia Avenue

The goal for this part of the neighborhood is to strengthen the commercial strip from Keowee to the Steve Whalen Boulevard. This corridor includes only the properties on each side that directly face Xenia Avenue. The rationale is that this is the traditional business strip for East Dayton residents that provides jobs, shopping and other amenities within walking distance for area residents. The goal is to create “destination” retail to attract potential home buyers, and which is compatible with and not competing with development efforts along Wayne and Wyoming.



Objective

Improve physical appearance of at least 25% of the businesses and residential properties in this vicinity. Attract new businesses to fill vacant commercial structures.

Strategy

As part of this redevelopment of the business strip, East End will work with the City of Dayton and CityWide Development Corporation to explore facade improvement incentives for businesses. The City of Dayton will be partner in this process by improving the streetscape. The strategy will offer incentives for homeowner-occupied rehab in the residential streets off of Xenia Avenue.

