

Planning for the Future:

Reuse Framework for the Behr Dayton VOC Plume Superfund Site

Dayton, Ohio

March 2011

Environmental Protection Agency Region 5

prepared for EPA Region 5 Superfund Redevelopment Initiative
and the City of Dayton, Ohio

prepared by Skeo Solutions

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Behr Dayton site community meeting (February 18, 2010) at the Kiser PreK-8 School

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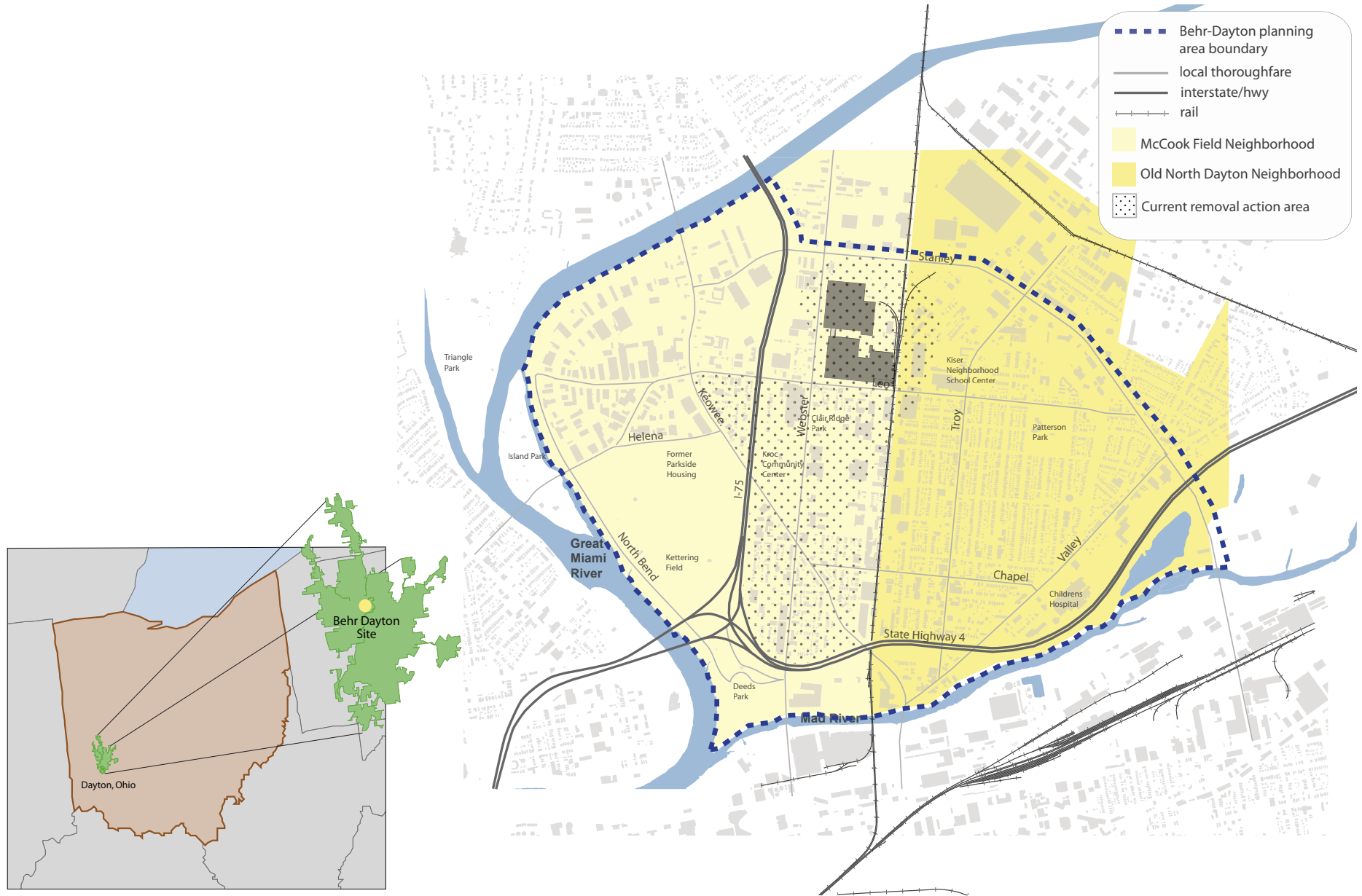


Figure 1. Site Location Map

Forward: EPA SRI Support for the North Dayton Neighborhoods

EPA has set a national goal of returning formerly contaminated lands to long-term sustainable and productive reuse. In 1999, EPA launched the Superfund Redevelopment Initiative (SRI) to offer guidance, tools and services to help communities overcome site stigma and obstacles to reuse at Superfund sites. Region 5 has been the nation's leader in supporting communities impacted by Superfund sites. For the Behr Dayton VOC Plume Superfund Site (Behr Dayton site) in Dayton, Ohio, EPA Region 5 has sponsored reuse planning assistance to the City of Dayton and community stakeholders. The purpose of the reuse planning effort is to 1) to inform the Behr Dayton site remedial planning process by identifying the anticipated future uses within the areas impacted by the ground water plume, and 2) develop revitalization strategies to mitigate potential neighborhood stigma associated with the Behr Dayton site. This section provides more background on the remedial history and reuse considerations that may inform the remedial process. The community planning overview begins on page 6.

Project Overview and Purpose

In 2009, EPA Region 5 offered assistance to the Behr Dayton site through the Superfund Redevelopment Initiative. The purpose of the project is to clarify reasonably anticipated future land uses to inform EPA's cleanup process at the Behr Dayton site and to support neighborhood and city revitalization efforts in areas affected by site contamination and areas that may be stigmatized by the perception of contamination. Skeo Solutions (formerly E² Inc.) conducted a site visit on April 14, 2009 to gather information and assess the need for reuse planning services. Skeo Solutions and EPA Region 5 staff toured the Behr Dayton site, McCook Field and Old North Dayton neighborhoods with a neighborhood representative and met with city staff to review planning initiatives and to identify key reuse considerations

for the Behr Dayton site, and surrounding neighborhoods.

In early 2010, Skeo Solutions conducted a site characterization based on available planning documents, interviews conducted with community stakeholders and city staff, and an analysis of the land uses in the McCook Field and Old North Dayton neighborhoods. The site characterization clarified anticipated future land uses for the Behr Dayton site planning area and highlighted key reuse considerations.

Based on the site characterization, Skeo Solutions developed a set of potential revitalization strategies that the community could pursue in the near-term. The site characterization and revitalization were presented at an EPA and Northeast Priority Board-hosted meeting on February 18, 2010.

Background

The Behr Thermal Products Facility is located at 1600 Webster Avenue in the McCook Field neighborhood of the City of Dayton, Ohio. The Chrysler Corporation owned and operated the facility from approximately 1937 until April 2002 and manufactured various automotive parts. Today, the facility is owned and operated by Behr Thermal Products, LLC. Past facility operations have led to the release of volatile organic compounds (VOCs), primarily trichloroethylene (TCE), into the ground water beneath the facility and the adjacent McCook Field neighborhood. Vapor intrusion is the migration of VOC's found in contaminated shallow ground water, which flows into open air pores in subsurface soils. The VOCs then flow through cracks and openings in building foundations or basements into building interiors. VOC ground water contamination can potentially affect public health through vapor intrusion into homes, businesses and institutions.



History of Response Actions

VOC contamination at the Behr Dayton site is being addressed through EPA's removal and remedial programs. Removal actions have been conducted at the Behr Dayton site to address immediate public health concerns, including the potential migration of VOC compounds from shallow ground water to soil pore gas to indoor air.

- In March 2006, elevated levels of TCE were documented in Behr Dayton site's ground water at concentrations of 3900 parts per billion (ppb). Ohio Department of Health has established a screening level of .4 ppb and an action level of 100 ppb for residential indoor air. In December 2006, EPA and Chrysler signed an Administrative Order on Consent requiring Chrysler to conduct vapor intrusion investigations and develop a mitigation strategy for 156 properties. Investigations included sampling indoor and sub-slab air; vapor intrusion is being addressed through the installation of vapor abatement systems on residential, institutional and commercial structures.
- From 2007-2009, Chrysler sampled 118 structures and installed 54 abatement systems. During the same time period, EPA conducted additional investigations of 277 structures and installed 148 vapor abatement systems. In June 2009, Chrysler filed for Chapter 11 bankruptcy and ceased work at the site on July 30, 2009. Behr Thermal Products, LLC. (Behr), now responsible for ongoing removal actions at the Behr Dayton site, has installed an additional 15 vapor abatement systems on residential properties.
- As of March 2010, 220 vapor abatement systems have been installed throughout the McCook Field neighborhood. EPA and Behr continue to work with the property owners, residents and the Behr VOC Area Leaders (BVOCAL) organization in the McCook Field neighborhood to ensure that access agreements are in place to allow for sampling, installation, inspection

and monitoring activities.

- EPA has also initiated remedial site investigations to prepare for the Behr Dayton site's long-term cleanup. On July 19, 2010, EPA held a public meeting in Dayton to share Remedial Investigation (RI) plans. The RI will identify the nature and extent of contamination in the Behr Dayton site soils and ground water. In September 2010, EPA expects to initiate the first phase of soil and ground water sampling to identify potential source areas of VOC contamination. A second phase of the RI, planned for Spring 2011, will include soil and ground water sampling to identify the extent of the VOC ground water plume at the Behr Dayton site. Once the remedial investigation is complete, EPA will conduct a Feasibility Study to evaluate a range of alternatives to address site contamination and identify a preferred remedy for the Behr Dayton site.

Behr Dayton Site Planning Area

The current Behr Dayton site removal action area, as shown in Figures 1 and 2, impacts portions of McCook Field and Old North Dayton (North Dayton neighborhoods). EPA's ongoing remedial investigation activities will identify known source areas and further delineate the extent for VOC ground water contamination at the Behr Dayton site.

Reasonably Anticipated Future Land Use Considerations

Based on the stakeholder goals, land use trends and projected development opportunities, future land use in the Behr Dayton Site Planning Area is likely to continue to include residential, commercial, industrial and community uses. As the community pursues its goals for neighborhood revitalization, coordination among the City of Dayton, neighborhood organizations, community institutions and EPA will be needed to ensure that remedial processes and community revitalization efforts can move forward in parallel.

Liability and Stigma Considerations

Local stakeholders have articulated concerns that fear of liability and site stigma may deter prospective developers or limit redevelopment opportunities in the Behr Dayton Site Planning Area. EPA has a range of tools available for addressing site stigma and liability concerns. EPA may issue Site Status Letters to prospective purchasers of property affected by contamination at Superfund sites. Site Status Letters are intended to provide comfort to both prospective purchasers or lenders, by clarifying known environmental conditions and outlining, to the extent possible, EPA's anticipated regulatory efforts that may apply to the property. Such documents have been useful at other sites where contamination extends across multiple properties or neighborhoods. Liability protections are also afforded to prospective purchasers at Superfund sites through the Bona Fide Prospective Purchaser provisions of the 2003 Brownfields Act. It will likely be necessary for EPA and City departments to work together to ensure that parties are aware of and have access to the tools discussed above; a well-coordinated development process for property in the Behr Dayton Site Planning Area will be critical to ensure that future land use and remedial plans work in parallel.

Key Reuse Considerations

The Behr Dayton site's contamination and cleanup plans will likely have the following implications for on-going and future revitalization efforts.

- Future land use is likely to continue to include residential, commercial, industrial and community institutions.
- Established core residential neighborhoods could be impacted by prolonged remedy and interim mitigation measures.
- Anticipated mixed-use developments may be deterred by stigma and cost of interim and long-term mitigation measures.

- Vapor mitigation activities may continue until no longer needed and may require action on the part of property owners.

Over the next several years, EPA will complete remedial investigations, evaluate cleanup options and select a cleanup plan to address contamination at the Behr Dayton site. Site contamination and remedy considerations are factors that may impact community revitalization efforts. Close coordination among EPA, neighborhood organizations, City staff and other stakeholders will be necessary to ensure that all parties are aware of interim mitigation measures and development requirements that may be necessary in certain areas of the neighborhoods.

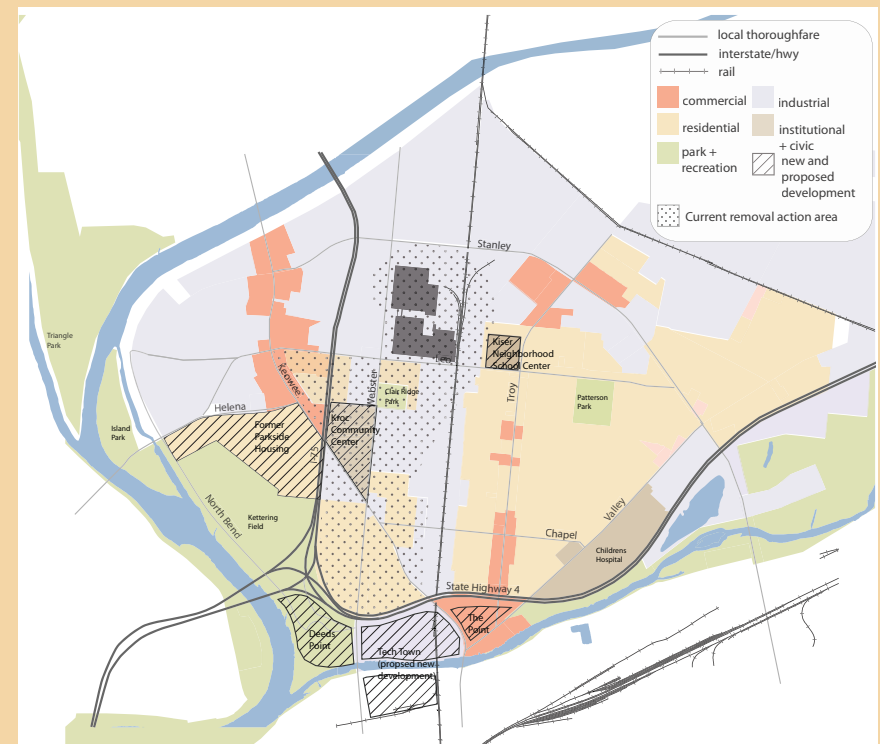


Figure 2. Reasonably Anticipated Future Land Use Map

I. INTRODUCTION

The McCook Field and Old North Dayton neighborhoods (North Dayton neighborhoods) face a number of challenges including an industrial economy in transition, associated disinvestment, and limited access to parks and open space. However, the community also includes a set of unique assets that can be leveraged to strengthen businesses, invest in housing stock, redevelop vacant and underutilized property and increase green space. Assets include an active community and engaged City staff, the new Kroc Center and Kiser Neighborhood Community Center, industrial heritage and work force, proximity to downtown and adjacency to the Great Miami and Mad River park and trail systems. This report outlines a set of revitalization strategies for community consideration based on past planning efforts, stakeholder goals, and land use analysis. To support implementation activities, an action plan is included in the Appendix to align revitalization strategies with potential funding, success stories, and upcoming initiatives.

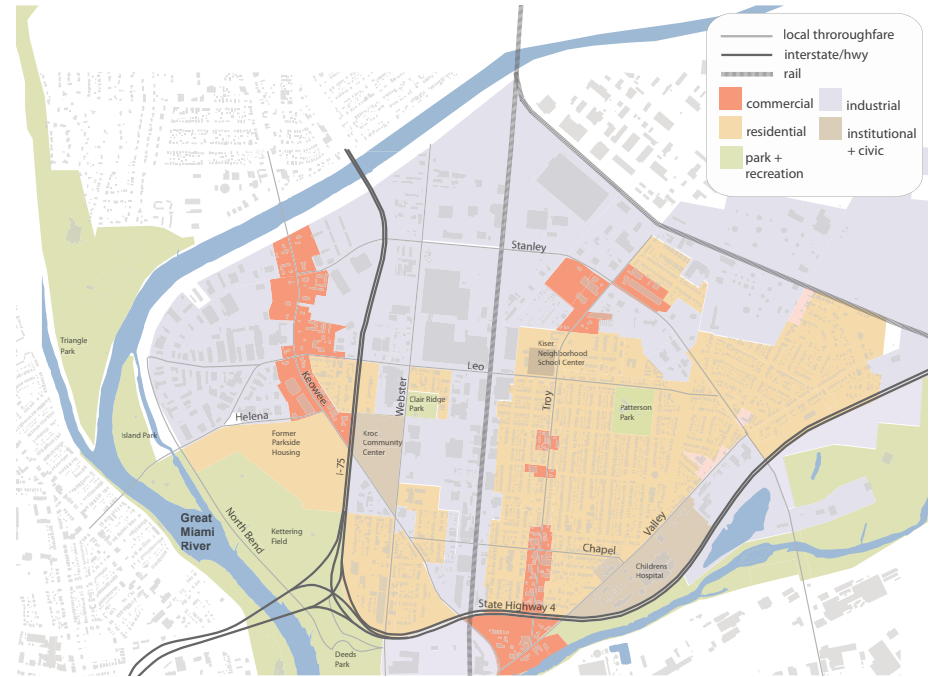


Figure 3: Existing Land Use Map

II. NEIGHBORHOOD PLANNING TO DATE

The following section summarizes planning efforts to date for the North Dayton neighborhoods.

A review of the available planning documents for the City of Dayton identified the neighborhood planning efforts listed below.

- Old North Dayton Neighborhood Plan (1991)
- McCook Field Strategic Neighborhood Development Plan (1997)
- North Keowee Street and Webster Street Corridor Study and Rehabilitation Plan (2002)

Ongoing City-led planning initiatives include the City-wide Green and Gold Approach and the emerging Davinci Collaborative. These initiatives are discussed below and on the following pages.

Dayton's Green and Gold Approach

The city is working to implement a market-sensitive, policy-based vision and strategy to guide city actions through multiple initiatives.

- Linked, asset-based economic, neighborhood and community development.
- Density reduction and transfer of physical environment.
- Housing and nuisance code enforcement.
- Land reutilization vision and strategy.

DaVinci Collaborative: North Dayton Revitalization Initiatives

The DaVinci Collaborative is a term used to describe a “community conversation” regarding key community assets and investments in the North Dayton neighborhoods. At this time, the City of Dayton’s Department of Planning and Community Development is coordinating the DaVinci Collaborative conversation. The goal of fostering a conversation is to build relationships between organizations involved in revitalization and to leverage the synergy of multiple ongoing investments in the community.

Over the past decade, the North Dayton neighborhoods have been the beneficiaries of approximately \$170 million in combined investments from the City, community members, businesses and institutions. The DaVinci Collaborative seeks to integrate the community and neighborhood revitalization initiatives summarized below.

Kroc Center – The Ray and Joan Kroc Corps Community Center (Kroc Center), opened in May 2010 and is located at the Webster and Keowee Street intersection in the McCook Field neighborhood. Construction of the \$33 million facility was funded by The Salvation Army and local matching funds and received a \$36 million endowment for operations. Dayton’s Kroc Center provides facilities and programming for child and adult education, recreation and fitness, social services, worship, and the arts.



Salvation Army’s Kroc Center on Webster Avenue

Former Parkside

Homes Property – In spring 2009, the Dayton Metropolitan Housing Authority (DHMA) demolished the aging 450-unit Parkside Homes housing project. The vacant site is situated between the Great Miami River and North Keowee Street in the McCook Field neighborhood. DMHA does not have plans for the reuse of the property, and the City and McCook Field neighborhood representatives see the large, now vacant property as a key redevelopment opportunity.



Former Parkside Homes Property

Deeds Point – Several mixed-use, high-rise redevelopment proposals have been identified for Deeds Point (located at the confluence of the Great Miami and Mad Rivers in the southern part of the McCook Field neighborhood). Although the projects have not materialized, city representatives anticipate future investment in the redevelopment of Deeds Point.



Deeds Point Park

Kiser Neighborhood School Center – Kiser Elementary School (located in McCook Field) is the site of a neighborhood school center, a joint effort between Dayton Public Schools and community partner The Salvation Army. There are currently five neighborhood school centers across the City of Dayton. These sites are intended to anchor their communities by providing family-based events both before school and after school, which are coordinated by the community partner.



Kiser Neighborhood School Center

River Commons – River Commons, a vacant 100-unit DMHA property adjacent to Parkside Homes, will be demolished by DMHA in the near future. The Miami Valley Fair Housing Opportunity and the County Corps are partnering to build and operate a new supportive housing development on the property via a ground lease from DMHA.

TechTown and TechTown North – Dayton’s emerging technology-oriented district, known as TechTown straddles the Mad River along Webster Street. TechTown’s Creative Technology Accelerator includes research and design facilities and a business incubator to support entrepreneurship in areas of advanced materials research. TechTown North, an extension of the downtown technology district, has several lots available for redevelopment with utilities and broad band infrastructure and has one occupant - Select Tools.



TechTown Creative Technology Accelerator

Transportation Enhancements – Several transportation changes and improvements are underway in the McCook Field and Old North Dayton neighborhoods. These include: the re-construction of I-75 and closure of the North Keowee Street exit, transportation enhancements at the intersections of Valley and Troy Streets as well as Webster and North Keowee Streets. The City also anticipates that North Keowee Street will be re-built in the next five to ten years.



Intersection of Webster and North Keowee Streets

III. STAKEHOLDER GOALS

In 2009 and 2010, interviews were conducted with the City of Dayton representatives and community stakeholders in the North Dayton neighborhoods to identify neighborhood challenges, assets and revitalization goals. Interviews were carried out with the following stakeholders:

- Behr VOC Area Leaders (BVOCAL)
- Greater Old North Dayton Business Association (GONDBA)
- McCook Field Neighborhood Association
- Old North Dayton Neighborhood Association
- City Planning & Community Development Department
- City Economic Development Department
- Dayton Metropolitan Housing Authority (DMHA)
- Dayton Children's Medical Center

Challenges

Stakeholders identified the following challenges, obstacles and considerations that the community is working to overcome as it looks to the future.

- *Vacancy and disinvestment in residential areas* – Residential areas are struggling. Vacancy rates are currently around 20 percent, which is reflective of city-wide trends. Home owner occupancy rates are in decline and the rate of foreclosure is on the rise. Many vacant and foreclosed properties are owned by absentee landlords, and neighborhood leaders see this trend leading to further disinvestment in the neighborhood housing stock. More than 45 properties across the study area are slated for demolition.

- *Decline of the Manufacturing Sector* – The City of Dayton has lost a significant number of jobs with the decline of the city's manufacturing sector. Although the impact has been widespread, the concentration of tool and die industrial operations in the City of Dayton has placed a significant strain on the North Dayton neighborhoods. Vacancy in the commercial and industrial areas along Keowee, Leo, and Webster Streets is high. Neighborhood and business leaders see the need for innovation in the tool and die industry to create a new trajectory for the manufacturing sector of the local economy.
- *Crime* – GONDBA works closely with the Dayton Police Department on decreasing crime, and the area has seen the largest decrease in crime within the City of Dayton over the past year. Neighborhood leaders noted a decrease in crime following the closure of Parkside Homes and are anticipating that the closure of the I-75 exit at Keowee Street may limit the number of crimes committed by outsiders. However, most stakeholders feel that the crime level in the neighborhood is still too high. Violent crime is not generally an issue; however, property crime impacts both residents and business owners.
- *Closing of I-75 Keowee Street Exit* – The closing of the I-75 Keowee Street exit is expected to severely impact the businesses along the Keowee Street corridor. Occupancy rates along Keowee Street have fallen to around 70 percent. Keowee Street has some commercial businesses, but this is not an area that draws a significant amount of local commercial traffic. The industrial businesses surrounding the Keowee Street corridor are dependent on highway traffic.
- *Addressing Site Contamination and Public Health Concerns* – The health of community residents is a key concern for BVOCAL representatives. Stakeholders cited both interim and long-term goals for the Behr Dayton site cleanup. Residential air quality monitoring and vapor abatement systems require access agreements for hundreds of properties throughout the North Dayton neighborhoods. There is an immediate need to

ensure that homeowners and renters are informed about the reason for these access agreements. Some stakeholders also mention the need for interim measures, such as a requirement for landlords to disclose vapor mitigation issues when speaking with prospective renters. In the long-term, stakeholders indicated that the Behr Dayton site's cleanup should result in the discontinued need for vapor mitigation systems in local homes and businesses.

Assets

Stakeholders also highlighted key cultural, physical and institutional assets for the North Dayton neighborhoods.

- *Cultural Heritage* – Old North Dayton has a rich Eastern European heritage.
- *Parks and Riverfront* – The North Dayton neighborhoods are situated along the Great Miami and Mad Rivers. Riverfront parks and pedestrian trails are important neighborhood amenities.
- *Location* – The community is located just north of downtown Dayton and is accessible from regional highways I-75 and State Route 4. Wright Patterson Airforce Base and the Area B Airforce Research Lab, two emerging high-tech hubs are easily accessible from North Dayton neighborhoods via Route 4.
- *Concentration of Businesses* – Greater Old North Dayton has the highest concentration of business within the City of Dayton, according to GONDBA representatives.
- *Bridges at Webster Street and Keowee/Valley Streets* – Bridges crossing the Mad River at Webster Street and Keowee/Valley Street are the main access points for business traffic to the North Dayton neighborhoods now that the I-75 exit at Keowee Street is closing.

- *I-75 Exit at Stanley Avenue* – With the closure of the I-75 exit at Keowee Street, the Stanley Avenue exit is seen as the primary gateway to McCook Field.
- *Development Potential* – The now vacant Parkside Homes site is a redevelopment priority in the McCook Field neighborhood. Demolition of dilapidated commercial buildings and homes could create an opportunity for new infill development in the community. Additionally, some stakeholders see the interstate as an opportunity for bringing in large-scale commercial development.

Stakeholder Reuse Goals

Overarching neighborhood revitalization goals, identified through stakeholder interviews include:

- *Increase green space and improve streetscapes.*
- *Strengthen businesses and create local jobs.*
- *Invest in housing stock and neighborhood amenities.*
- *Redevelop vacant and underutilized property.*
- *Leverage institutional assets and investments.*

IV. LAND USE ANALYSIS

Skeo Solutions performed an analysis of the North Dayton neighborhoods that included identifying land use context, residential cores, commercial centers, underutilized areas, parks and open space and future land use considerations.

Existing Land Use Context

The North Dayton neighborhoods are defined by the transportation network and the river system. Major highways I-75, State Route 4 and an active rail line traverse these two neighborhoods. The Mad River and Great Miami Rivers define the North Dayton neighborhoods' northern, western and southern boundaries. Existing land uses in the North Dayton neighborhoods include industrial, commercial, residential, institutional and recreational uses.

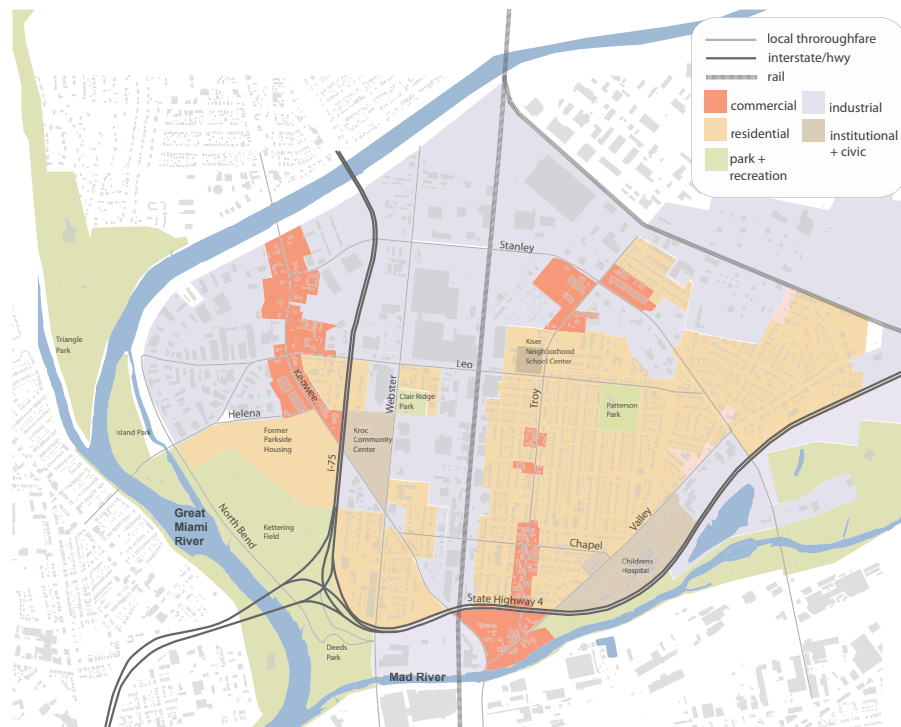


Figure 4: Land Use Context

Residential Cores

Within the North Dayton neighborhoods, two core residential areas (McCook Field and Old North Dayton) are fragmented by industrial uses along the railroad corridor. Housing conditions are in decline in southern portions of both neighborhoods and adjacent to the rail line. Vacancy rates reflect a 20 percent city-wide trend. Many vacant homes are in poor condition, tax delinquent and on the City of Dayton's demolition list.



Figure 5: Residential Cores

Commercial Centers

The North Dayton neighborhoods' primary commercial centers are located at the intersection of regional transportation corridors. Two commercial centers, one located along North Keowee Street and the other at the intersection of Stanley Avenue and Troy Avenue, are positioned between residential and industrial uses. The southern commercial area located in the "Point" area near the intersection of Troy Avenue and State Route 4 is separated from surrounding residential neighborhoods by the state highway.

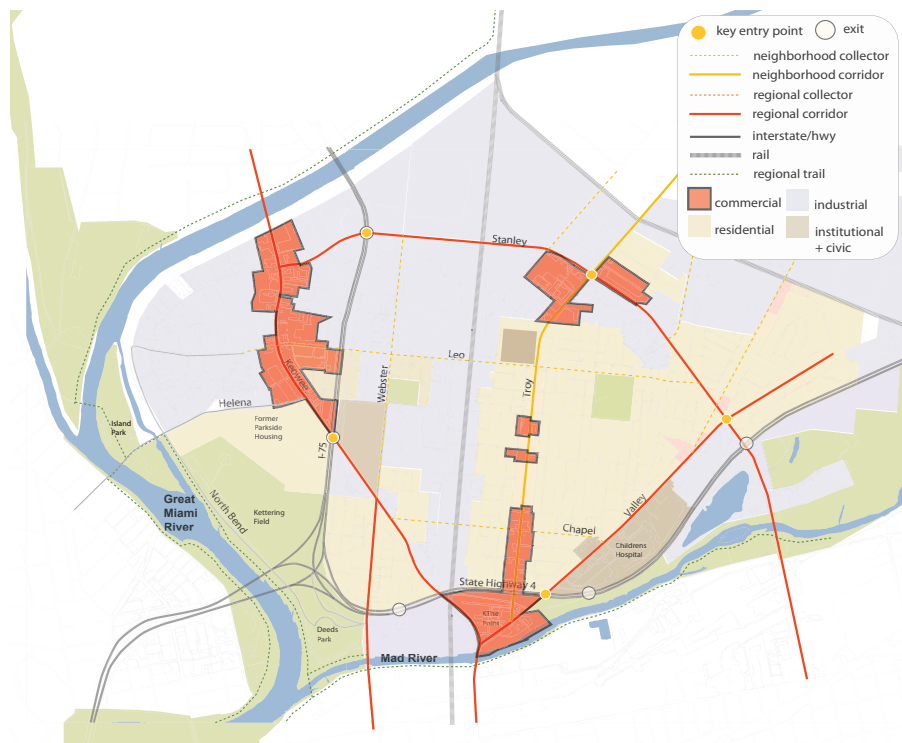


Figure 6: Commercial Centers

Underutilized Areas

Numerous vacant lots and unoccupied buildings are located throughout commercial centers and industrial areas. The North Keowee Street corridor encompasses vacant highway commercial uses and the former Parkside Homes property. Vacant industrial and neighborhood commercial services are scattered along the western side of Troy Avenue and in areas adjacent to Dayton Children's Medical Center.

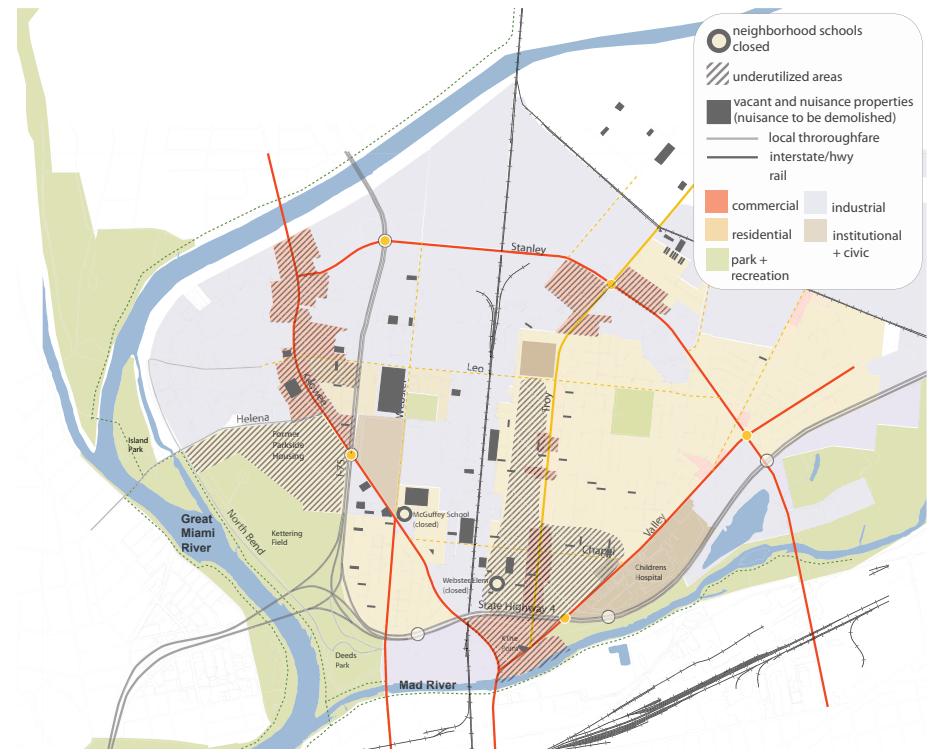


Figure 7: Underutilized Areas

Parks and Open Space

Recreation trails and park lands are located primarily along the Great Miami and Mad River corridors. The Great Miami River Greenway trail system affords access to the Great Miami and Mad River and links larger open space areas, including Island Park, Kettering Field and Deeds Park. However, core residential areas in both North Dayton neighborhoods are isolated from riverfront parks by transportation infrastructure. Neighborhood parks, Clair Ridge and Stuart Patterson, are accessible only to a portion of the residential areas.

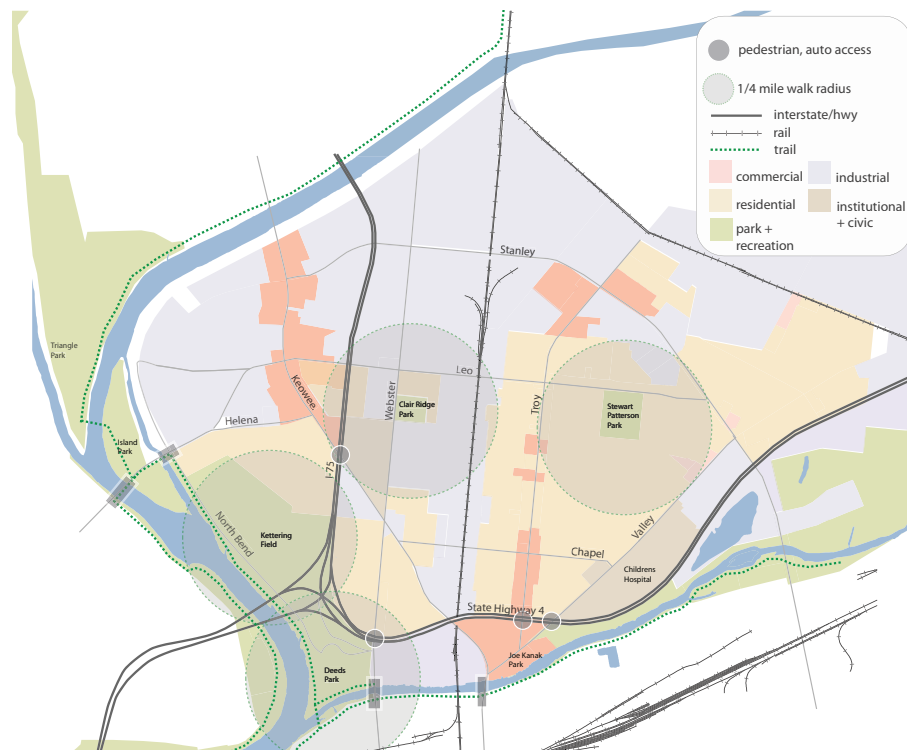


Figure 8: Parks and Open Space

Future Land Use Considerations

Based on the stakeholder goals, land use trends and projected development opportunities, future land uses in the North Dayton neighborhoods are likely to continue to include residential, commercial, industrial and community uses.

The following section outlines a set of strategies for the city and community that could help position the North Dayton neighborhoods for future revitalization and development opportunities.

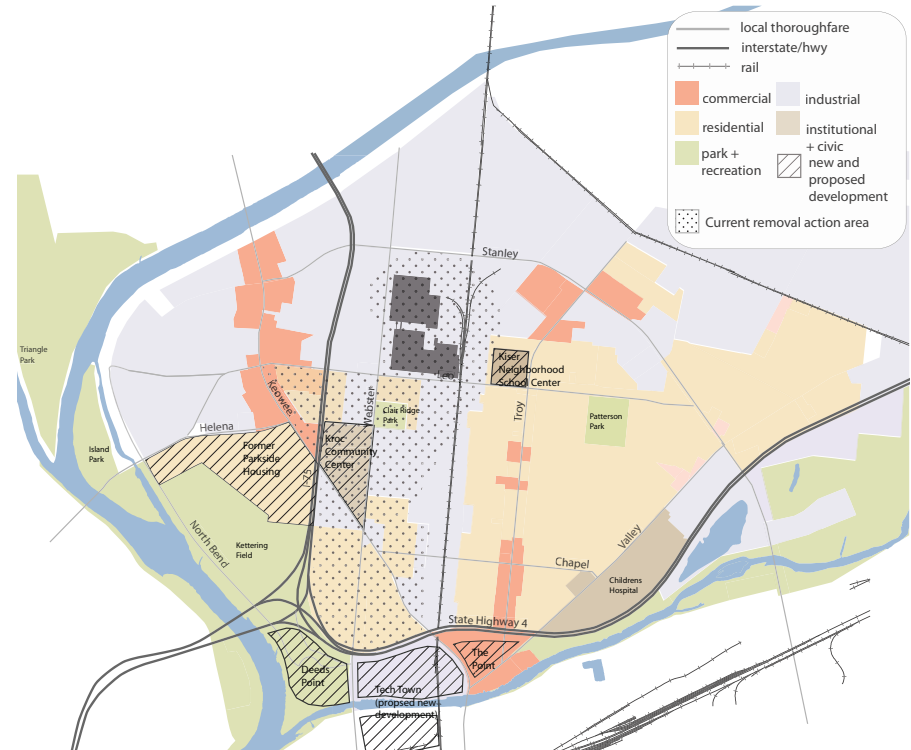


Figure 9: Future Land Use

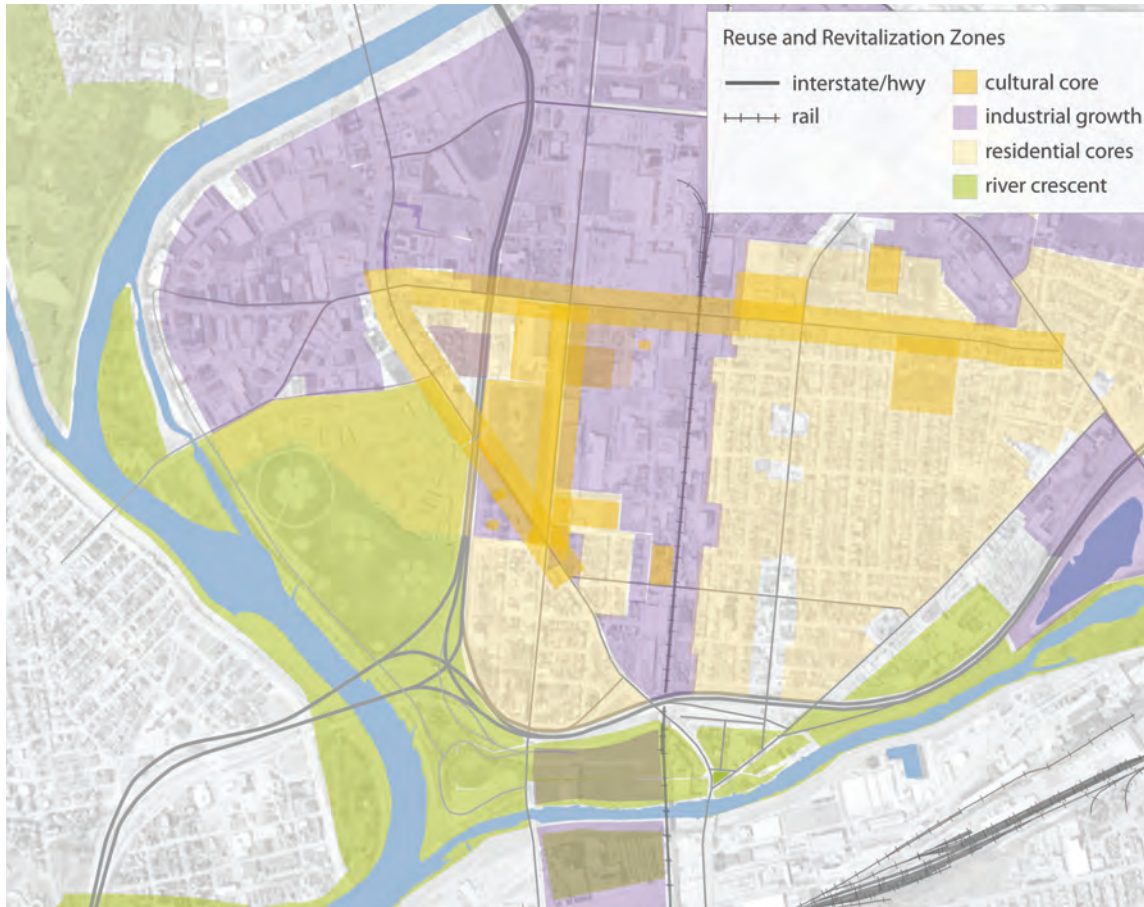


Figure 10: Neighborhood Revitalization Strategy Map

V. Neighborhood Revitalization Strategies

The following set of interim revitalization strategies are provided to assist the City of Dayton, McCook Field and Old North Dayton communities in furthering neighborhood revitalization goals in parallel with the remedial process at the Behr Dayton site. Figure 11 below is an illustrative perspective view highlighting key revitalization strategy elements. Maps and descriptions of the five revitalization strategies, along with examples of similar projects underway in other communities, and implementation considerations are provided on the following pages.

Revitalization Strategies

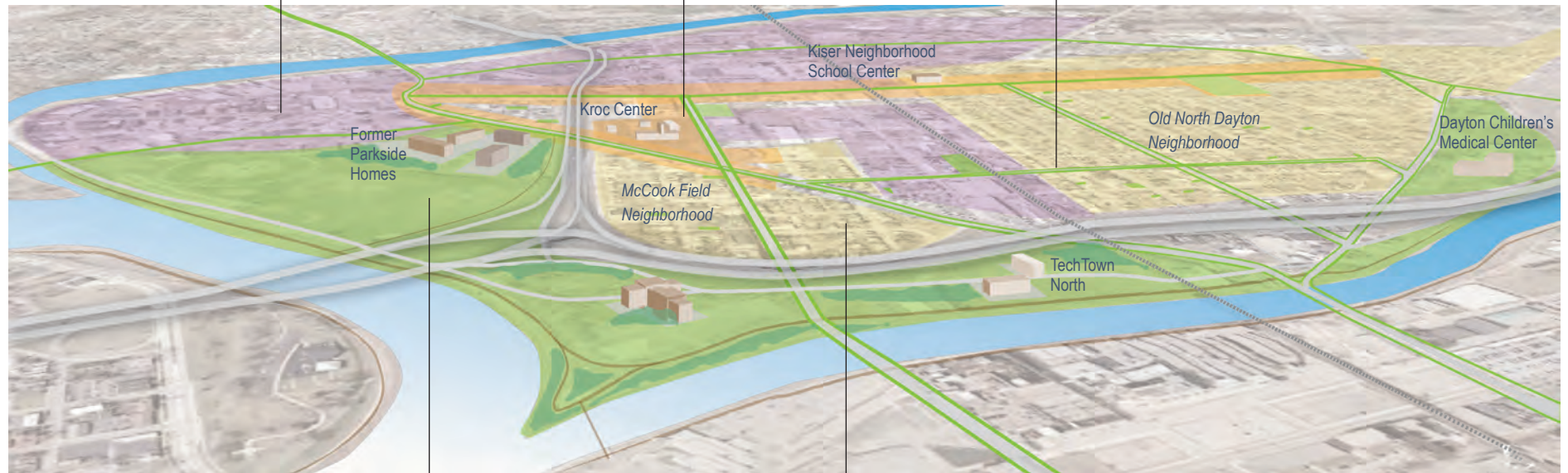
1. Develop a vision for the river crescent.
2. Build a green infrastructure network.
3. Strengthen new cultural core.
4. Protect traditional residential neighborhoods.
5. Promote industrial growth.



Promote Industrial Growth

Strengthen a New Cultural Core

Build a Green Infrastructure Network



Develop a vision for the River Crescent

Protect Traditional Neighborhoods



Figure 11: Neighborhood Revitalization Strategies Perspective Diagram

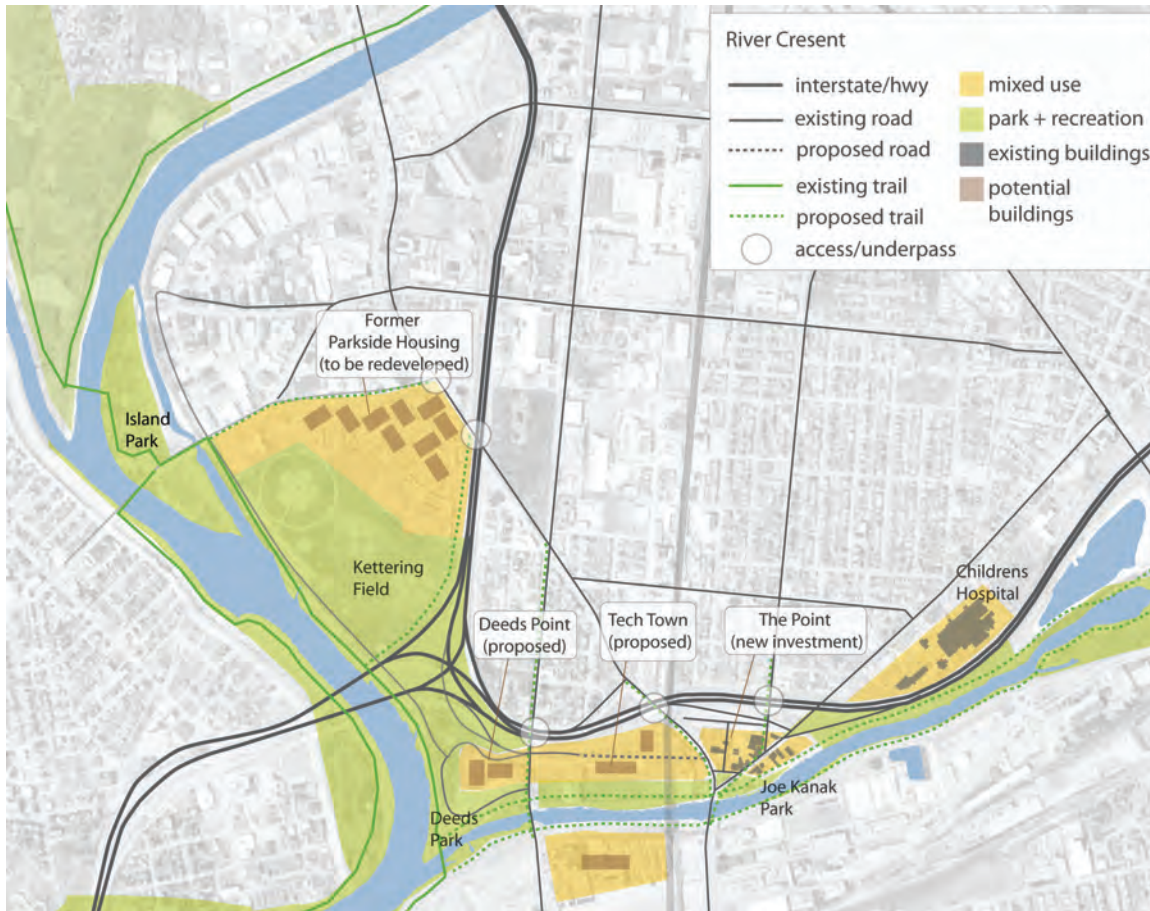


Figure 12: River Crescent Strategy Map

1. Develop a Vision for the River Crescent to guide the transformation of the North Dayton riverfront into a vibrant mixed-use area and bring new services and amenities to existing neighborhoods.

Potential strategies:

- Relate building orientation and services to existing neighborhoods.
- Increase riverfront access for existing neighborhoods.
- Diversify land uses and business types, integrating neighborhood retail services in mixed-use development.
- Leverage riverfront investment to increase property values in existing neighborhoods.





Anacostia River waterfront rendering (Source: DC Office of Planning)

*Anacostia Waterfront Initiative (AWI)
Washington, District of Columbia*

The Washington, DC Office of Planning developed the AWI Framework Plan – a five-point revitalization strategy for the Anacostia River waterfront.

- Restore: A Clean and Active River
- Connect: Eliminating Barriers and Gaining Access
- Play: A Great Riverfront Park System
- Celebrate: Cultural Destinations of Distinct Character
- Live: Building Strong Waterfront Neighborhoods



Presumpscot affordable housing



Presumpscot woolen mill building

*Presumpscot River Redevelopment Project
Westbrook, Maine*

In response to a decline in the region's industrial economy, the City of Westbrook adopted a proactive revitalization strategy for its industrial riverfront, which included:

- Renovation of a woolen mill and construction of new office buildings.
- Developing affordable housing and renovating homes in existing neighborhoods.
- Establishing a riverfront boardwalk, trails, and a bike path.
- Funding through public-private partnerships, tax-increment financing, federal Brownfields and highway grants.



Figure 13: Green Infrastructure Strategy Map

2. Build a green infrastructure network that integrates a system of accessible open spaces, pocket parks, urban gardens and tree-lined streets into existing neighborhoods to improve environmental conditions, quality of life and property values.

Potential strategies:

- Expand existing riverfront greenway system.
- Improve pedestrian access to existing greenways through phased streetscape retrofits (green streets, sidewalk improvements, bike lanes).
- Convert vacant lots for reuse as pocket parks and community gardens.
- Incorporate public and private green space in commercial and mixed-use developments.



Sample Complete Street Section



Claire Ridge Park



Dayton's Great Miami River greenway trail



Re-Imagining Cleveland's "Pattern Book" provides community stakeholders with a flexible "greenprint" of re-use strategies for vacant lots

Re-Imagining Cleveland Cleveland, Ohio

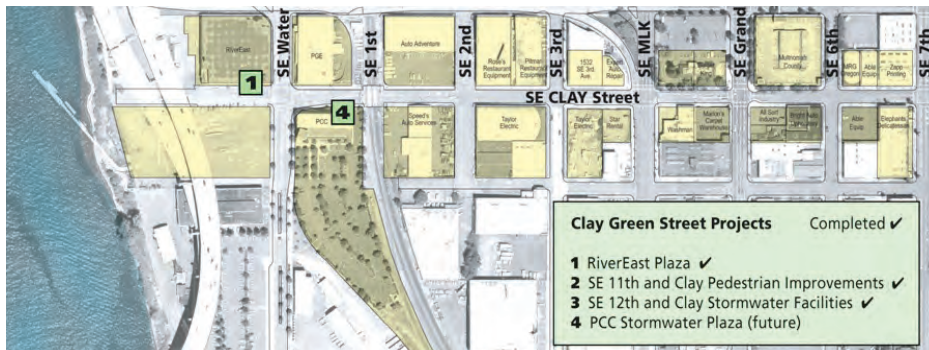
Community organization, Neighborhood Progress, the City of Cleveland and the Cleveland Urban Design Collaborative worked with residents and community leaders to develop a set of policies and actions for addressing challenges of vacant lots city-wide. The Re-Imagining Cleveland project illustrates a systematic approach for enhancing underutilized properties to create economic value, foster community connectivity, and generate environmental benefits.



Porous sidewalk pavers and stormwater planters serve as pedestrian amenities and help to reduce runoff and improve water quality

Southeast Clay Green Street Project Portland, Oregon

This streetscape improvement project integrates stormwater management strategies and accessibility improvements, providing east side Portland residents with improved and safer connections to the Willamette River and an urban greenway.



Green street retrofits along SE Clay Street link neighborhoods to the Willamette River

- Maintain freight and business needs in Central East Side Business District.
- Effectively manage stormwater runoff to improve water quality in the Willamette River and ease the burden on the city's sewer system.
- Implement safety improvements for pedestrians and cyclists, and innovative curb design for trucks in industrial areas.
- Create a route to the river supported in neighborhood plans.

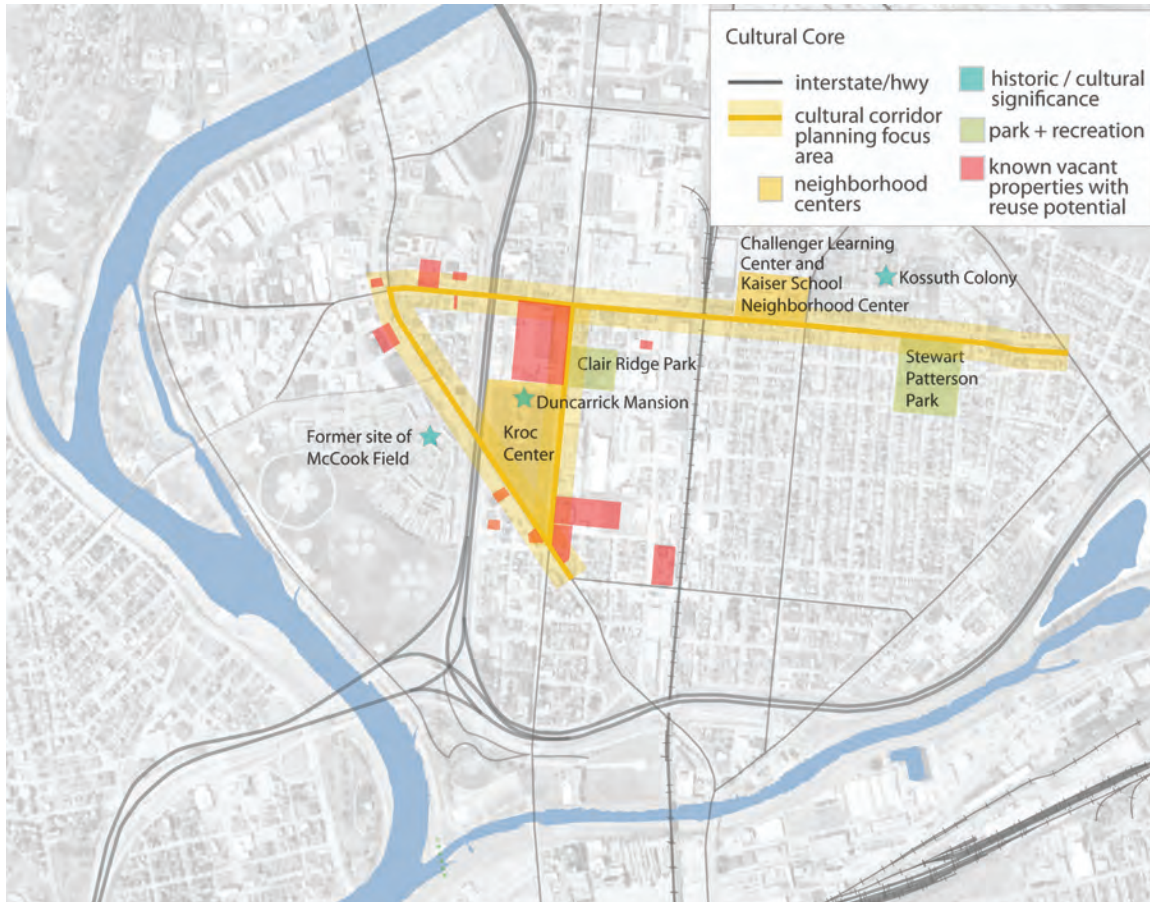


Figure 14: New Cultural Core Strategy Map

3. Strengthen a new cultural core to create a new hub of neighborhood activity, a regional destination, and a sense of renewed pride for the community. With the opening of the Kroc Center and the closure of the Keowee Street I-75 exit, a new center of the McCook Field Neighborhood is emerging along the Webster and Leo Street corridors.

North Dayton's McCook Field was home to the U.S. Army's Airplane Engineering Department – a center of Army aviation research, development, and procurement activity. These aviation facilities were relocated to Wright-Patterson, and today, the rich history of McCook Field is largely unknown to many Dayton residents.

These are opportunities to target revitalization projects and cultural programming for the neighborhood.

Potential Strategies:

- Develop a neighborhood vision to celebrate the local aviation and industrial heritage, and establish a coalition to implement the neighborhood heritage vision.
- Prioritize high-visibility vacant buildings for adaptive reuse to support local arts, industrial history and culture.
- Develop cultural event programming, such as an annual heritage festival and model aeronautics exhibitions.
- Build strategic links between the neighborhood's aeronautic history and Dayton's emerging aerospace technology sector, recognizing the significance of the NASA Challenger Learning Center located at the Kiser School.



Kroc Center



McGuffey School (vacant)



McCook Field



Valley Arts Music and Poetry Festival



Valley Arts partner, Hands Inc., renovated the former West Orange Brass Company complex.



The Brass Company building now houses live-work spaces for arts-related enterprises.



Arts Incubator

Valley Arts - Orange, New Jersey

The Valley Neighborhood is a former industrial community in transition. The Valley Arts community organization is leading a proactive approach to create a vibrant arts identity for the neighborhood. Several of Valley Arts initiatives currently underway are outlined below.

- **Annual Valley Arts Music and Poetry Festival** – This annual festival has helped to lift community spirits and project a unique neighborhood identity.
- **Central Valley Redevelopment Plan** – Mixed-use redevelopment will include 500 housing units, artist spaces, and neighborhood retail services.
- **Arts Incubator** – Adaptive reuse of a 12,000 square-foot building created an incubator for industrial arts featuring a movie theater, café, video production facilities and class rooms for visual arts and dance.

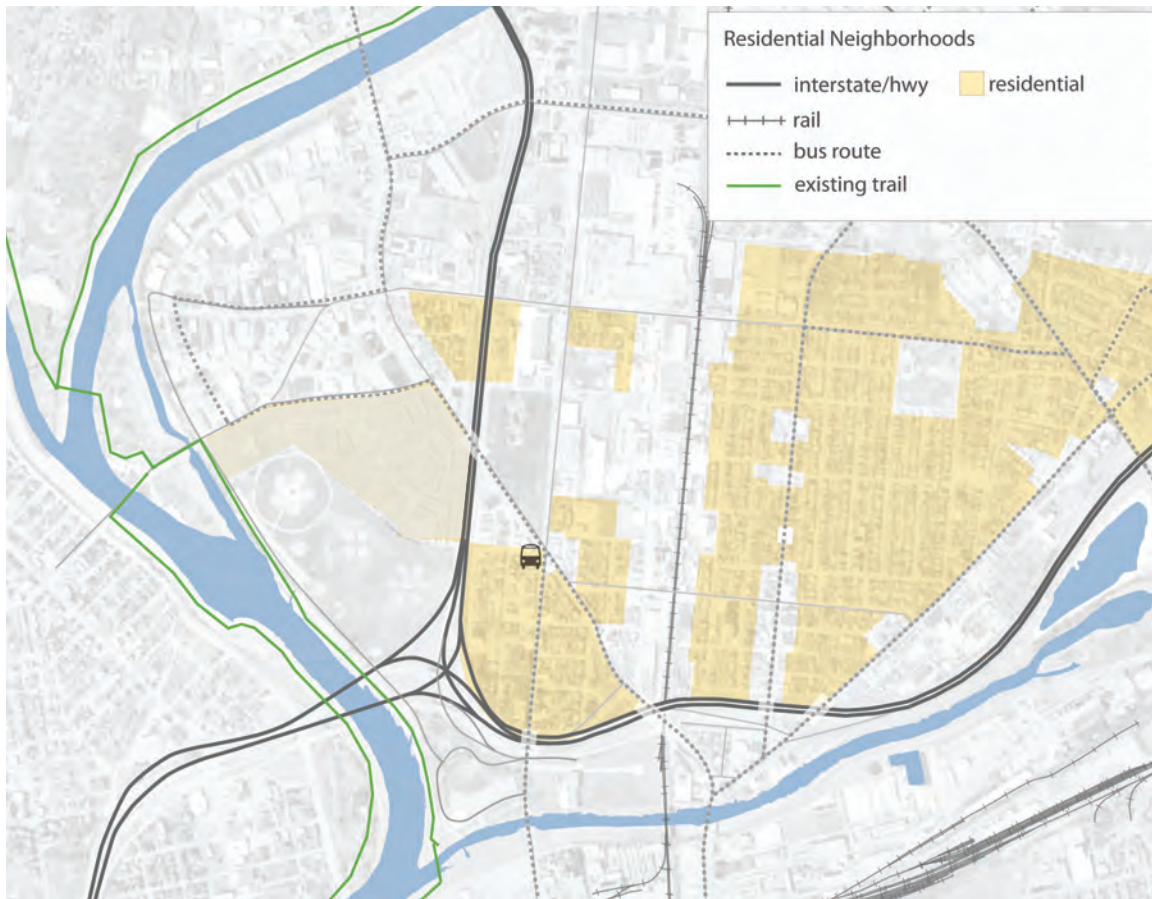


Figure 15: Residential Core Strategy Map

4. Protect Traditional Residential Neighborhoods

Proactive reinvestment in core residential neighborhoods could help mitigate challenges of vacancy, disinvestment and long-term remedy considerations.

Homeownership and Stewardship Strategies:

- Encourage neighborhood participation in renovation and rehabilitation programs targeting vacant or deteriorated structures.
- Encourage neighborhood stewardship of vacant lots.
- Develop programs to encourage landlord stewardship of rental properties.
- Promote homeownership through education and capacity building.

Core residential areas lack accessible and safe ways to access nearby parks and services and could benefit from targeted efforts to improve accessibility, aesthetics and safety at major underpasses.

Neighborhood Accessibility Strategies:

- Enhance pedestrian and bicycle safety at North Keowee, Webster and Leo Street underpasses.
- Utilize murals and artwork that celebrate industrial heritage to transform intimidating underpasses into neighborhood gateways and attractions.
- Ensure future riverfront development provides access to river and greenway system for existing neighborhoods.



Mural mosaic at Chicago, Illinois highway underpass



Pedestrian underpass



HANDS, Inc. housing rehabilitation examples in Orange, New Jersey

Housing and Neighborhood Development Services, Inc. (HANDS) Orange, New Jersey

HANDS, Inc. is a non-profit community development corporation working to revitalize neighborhoods through “high-impact development” of vacant properties. The organization has launched a program called “Operation Neighborhood Recovery” to address the impacts of the foreclosure crisis on neighborhoods in Essex County, New Jersey.

- *Bulk purchase of defaulted mortgages* - HANDS negotiated with one lender to purchase a group of 47 mortgages associated with a large real estate fraud and subsequent bankruptcy.
- *Housing Rehabilitation* - HANDS has purchased and rehabilitated 97 abandoned and deteriorated homes for re-sale to first-time homebuyers.
- *Homeowner Education* - HANDS promotes homeownership through education programs such as the “Homebuyers Club” – creating affordable homeownership for 200 families.

Lot Links Program, Dayton, Ohio

The City of Dayton’s Lot Links program provides benefits to homeowners and neighborhoods by putting selected abandoned properties back into productive use. In exchange for agreeing to maintain a property, a participating homeowner may acquire an adjoining vacant lot at a low cost. In order to be eligible, a property must be unoccupied, at least two years certified tax delinquent, and located within the Dayton city limits.

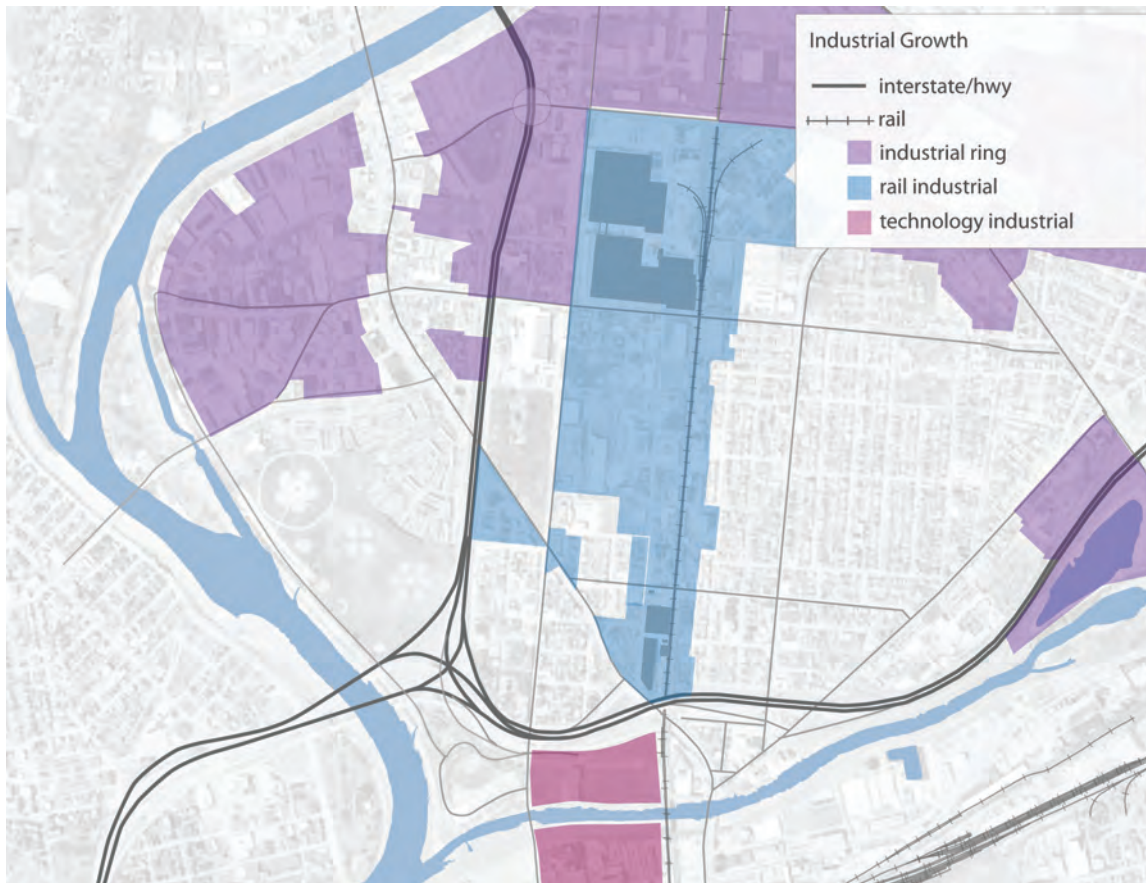


Figure 16: Industrial Growth Strategy Map

5. Promote Industrial Growth

Today's regional economy demands that North Dayton industries adapt production lines, processes and work force for emerging sectors in medical supplies, advanced materials and aerospace technology. Develop a strategic plan to support existing businesses and attract new industries.

Potential Strategies:

- Develop a strategy for long-term growth of industrial areas.
- Promote growth of new businesses on available land in Tech Town North.
- Pursue adaptive reuse and phased redevelopment of Stanley Avenue industrial areas and industrial rail corridor.

Emerging Growth Sectors and Partnership Opportunities:

- The City of Dayton can leverage its proximity to Wright-Patterson Air Force Base and University of Dayton to build a resilient manufacturing sector around advanced materials processing, aerospace and medical technology. Adapt and right-size existing tool and die shops and other manufacturing facilities in North Dayton for emerging industrial growth sectors.
- Leverage funding and support through regional economic development initiatives such as the Dayton's Aerospace Hub designation, the Wright-Patterson Base Re-alignment process and Ohio's Third Frontier Grants Program.



Behr Thermal Products facility



Select Tool facility in Tech Town North



Dayton's emerging technology-oriented district, Tech Town

- Strengthen partnerships with Dayton Development Coalition and University of Dayton Research Institute to better align North Dayton industrial facilities with regional industrial growth initiatives.
- Develop local capacity through work-force training in partnership with educational and cultural institutions, such as the Space Center at Kiser Neighborhood School Center, Kroc Center, Dayton Public Schools and the University of Dayton.



Michigan Alternative and Renewable Energy Center in Grand Rapids



Detroit Diesel - Redford Redevelopment Project
(Photo credit: Harvey Ellis Devereaux)

The Right Place - Grand Rapids, Michigan

The Right Place, Inc. is an economic development organization promoting economic growth in the areas of quality employment, productivity and innovation in West Michigan. Strategic focus areas include:

- Building a green economy by repositioning metals and plastics industries for development of alternative energy technologies, such as wind turbines.
- Aligning regional industrial sites, facilities and infrastructure for the needs of emerging growth sectors and businesses.
- Supporting development of industrial micro-clusters of technology-oriented businesses by utilizing tax-incentives provided to businesses locating in designated SmartZones.

Detroit Diesel, Redford Renaissance - Redford, Michigan

The Detroit Diesel Corporation is a manufacturer of on-highway diesel engines for the U.S. commercial truck market. The company recently completed a \$275 million facility upgrade through an innovative approach that:

- Addressed site contamination to enable plant expansion.
- Upgraded plant capacity to produce next-generation diesel engines.
- Established a globally competitive market identity.
- Leveraged a multi-million dollar grant from the Michigan Economic Development Corporation.

VI. Implementation Considerations

The site characterization and future use scenarios were presented to the community at a public meeting, hosted by EPA and Dayton's Northeast Priority Board on February 18, 2010 for review and feedback. Responses included input on refining revitalization strategies, and the need to identify ways to finance the implementation of the recommended strategies.

Implementation Considerations

The McCook Field and Old North Dayton neighborhoods, community institutions and the City of Dayton can leverage a range of ongoing and planned initiatives to help implement the revitalization strategies presented in the previous section. Table 1 summarizes the five revitalization strategies; outlines action items for each strategy; identifies potential funding sources, programs and projects that could potentially help to implement a neighborhood revitalization framework; and includes links to revitalization strategy case studies presented in section V.

Future planning efforts, such as DaVinci Collaborative conversations and Dayton's forthcoming update to the master plan for the North Dayton neighborhoods, are opportunities to build on, adapt and refine the revitalization strategies. Near-term efforts of neighborhood residents, businesses and organizations can take small steps to recognize and celebrate neighborhood history and culture. The May 2010 grand opening of the Kroc Center created a locus of community pride, and this summer's Fantastic Friday festival, hosted at the center, reflects a new sense of neighborhood vitality.

Conclusion

Although the McCook Field and Old North Dayton neighborhoods face a number of challenges, the communities also have a set of unique assets including an active

community, the Kroc Center and Kiser Neighborhood School Center, proximity to downtown and the riverfront open space, and a strong industrial heritage and work force. This report outlines a set of revitalization strategies to help achieve the community's goals to strengthen businesses, invest in housing stock, redevelop vacant and underutilized property and increase green space. To support implementation activities, an action plan is included in the Appendix to align revitalization strategies with potential funding, success stories, and upcoming initiatives.

APPENDIX – Implementation Strategy

Action Items	Implementation Resources / Initiatives	Case Studies
1. Develop a Vision for the River Crescent		
Increase riverfront access for existing neighborhoods.	Transportation Enhancements at the Point	<p>Anacostia Waterfront Initiative, Washington, DC http://planning.dc.gov/planning/cwp/view.a.1285,q.582193.planningNav_GID,1708.asp</p> <p>Presumpscot River – Westbrook Riverwalk, Westbrook, Maine www.epa.gov/newengland/brownfields/success/westbrookRiverwalk.htm</p>
Relate building orientation and services to existing neighborhoods.	Dayton Children’s Medical Center Expansion / Tech Town North / Deeds Point / Former Parkside Homes	
Diversify land uses and business types, integrating neighborhood retail services in mixed-use development.		
Leverage riverfront investment to increase property values in existing neighborhoods.		
2. Build a Green Infrastructure Network		
Expand existing riverfront greenway system.	Clean Ohio Trails Fund D’Juan Hammonds, Grant Manager Ohio Department Natural Resources Division of Parks and Recreation Phone: (614) 265-6417	<p>Re-Imagining Cleveland, Cleveland, Ohio http://www.cudc.kent.edu/shrink/landlab.html#</p> <p>Southeast Clay Green Street, Portland, Oregon http://www.portlandonline.com/bes/index.cfm?c=47012&</p>
Improve pedestrian access to existing greenways through phased streetscape retrofits (green streets, sidewalk improvements, bike lanes).	Planned Reconstruction of North Keowee Street; opportunity to fund pedestrian and bicycle facilities, streetscape improvements and natural drainage. Ohio Department of Transportation Transportation Enhancements Program Donna Slagle, Coordinator (937) 497-6930 http://www.dot.state.oh.us/divisions/transsysdev/programmgt/projects/pages/transportationenhancementprogram.aspx	
Convert vacant lots for reuse as pocket parks and community gardens.	Dayton Lot Links Program City of Dayton – Division of Housing & Neighborhood Development 937-333-3670 / lotlinks@cityofdayton.org	
Incorporate public and private green space in commercial and mixed-use developments.	City of Dayton Planning Department; approval conditions for new development in River Crescent area. Trust for Public Land - Ohio State Office The Hanna Building (216) 928-7518 http://www.tpl.org/tier2_rl.cfm?folder_id=251	

Action Items	Implementation Resources / Initiatives	Case Studies
3. Strengthen a New Cultural Core		
Develop a neighborhood vision to celebrate the local aviation and industrial heritage, and establish a coalition to implement the neighborhood heritage vision.	Preserve America Grant Program, National Park Service http://www.nps.gov/history/hps/hpg/index.htm	Valley Arts, Orange, New Jersey http://www.handsinc.org/ValleyArts.htm
Prioritize high-visibility vacant buildings for adaptive reuse to support local arts, industrial history and culture.	Preservation Dayton, Inc. http://www.preservationdayton.com/	
Develop cultural event programming, such as an annual heritage festival and model aeronautics exhibitions.	Academy of Model Aeronautics http://www.modelaircraft.org/education/TAG.aspx Ohio Arts Council Grant Program http://www.oac.state.oh.us/grantsprogs/	
Build strategic links between the neighborhood's aeronautic history and Dayton's emerging aerospace technology sector, recognizing the significance of the NASA Challenger Learning Center located at the Kiser School.	Challenger Center for Space Science Education http://www.challenger.org/clc/traditionalclc.cfm	
4. Protect Traditional Residential Neighborhoods		
Encourage neighborhood participation in renovation and rehabilitation programs targeting vacant or deteriorated structures.	Dayton's Citywide Development Corporation – Rehabilitation Loan Program http://citywidedev.com/housing-program/rehabilitation-loans	Housing and Neighborhood Development Services Corporation, Inc. (HANDS), Orange, New Jersey http://www.handsinc.org/our%20strategy.htm
Encourage neighborhood stewardship of vacant lots.	Dayton's Lot Links Program City of Dayton – Division of Housing & Neighborhood Development 937-333-3670 lotlinks@cityofdayton.org	
Develop programs to encourage landlord stewardship of rental properties.	Dayton's Citywide Development Corporation - Housing Program http://citywidedev.com/housing-program	
Promote homeownership through education and capacity building.	Dayton's Citywide Development Corporation – Rehabilitation Loan Program http://citywidedev.com/housing-program/home-buyers-education-classes	

Action Items	Implementation Resources / Initiatives	Case Studies
Enhance pedestrian and bicycle safety at North Keowee, Webster and Leo Street underpasses.	<p>Planned transportation enhancements at Webster Street / North Keowee Street and the Point</p> <p>Ohio Department of Transportation Transportation Enhancements Program Donna Slagle, Coordinator (937) 497-6930 http://www.dot.state.oh.us/divisions/transsysdev/programmgmt/projects/pages/transportationenhancementprogram.aspx</p>	
Utilize murals and artwork that celebrate industrial heritage to transform intimidating underpasses into neighborhood gateways and attractions.	Ohio Arts Council - Grant Program http://www.oac.state.oh.us/grantsprogs/	Chicago Public Art Group - Underpass Murals http://www.muralart.org/ http://www.cpag.net/
Ensure future riverfront development provides access to river and greenway system for existing neighborhoods.	City of Dayton Planning Department; approval conditions for new development	
5. Promote Industrial Growth		
Develop a strategy for long-term growth of industrial areas.	City of Dayton Master Plan for North Dayton neighborhoods.	Case Studies: The Right Place, Grand Rapids, Michigan http://rightplace.org/
Promote growth of new businesses on available land in Tech Town North.	Tech Town http://www.daytontechtown.com/Facilities/Land	
Pursue adaptive reuse and phased redevelopment of Stanley Avenue industrial areas and industrial rail corridor.	City of Dayton Office of Economic Development http://www.cityofdayton.org/departments/ed/Pages/default.aspx	
Leverage proximity to Wright-Patterson Air Force Base and University of Dayton to build a resilient manufacturing sector around advanced materials processing, aerospace and medical technology.	<p>Wright Patterson AFB Base Re-Alignment http://www.wpafb.af.mil/brac.asp</p> <p>University of Dayton Research institute http://www.udri.udayton.edu/AboutUDRI/Pages/History.aspx</p>	
Adapt and right-size existing tool and die shops and other manufacturing facilities in North Dayton for emerging industrial growth sectors.	City of Dayton Office of Economic Development http://www.cityofdayton.org/departments/ed/Pages/default.aspx	Detroit Diesel – Redford Renaissance, Redford, Michigan http://www.archiplanet.org/wiki/Detroit_Diesel_Redford_Michigan

Action Items	Implementation Resources / Initiatives	Case Studies
<p>Leverage funding and support through regional economic development initiatives such as the Dayton's Aerospace Hub designation, the Wright-Patterson Base Re-alignment process and Ohio's Third Frontier Grants Program.</p>	<p>Dayton Aerospace Hub http://www.daytontechtown.com/Technology/AerospaceHub</p> <p>Ohio Third Frontier Grant Program http://www.development.ohio.gov/ohiothirdfrontier/</p>	

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