



**Mayor Rhine L. McLin**

# 2007 State of the City

**“We aim  
above the  
mark to hit  
the mark.”**

*Ralph Waldo Emerson*

Dayton, Ohio



**Wednesday, February 14, 2007**



Members of the City Commission, City staff, citizens of Dayton, friends and guests, thank you for giving me the opportunity to report on the state of our great city.

The progress we make as a community is only possible through great teamwork and collaboration, both from within our organization and throughout the greater Dayton community. Certainly, the successes we enjoy and the challenges we endure are both made better knowing I work side by side with some of the most committed and dedicated public servants in the state. A thank you to Commissioners Lovelace, Williams, Joseph and Whaley for their unwavering support and service.

I would like to recognize City Manager Rashad Young and his fine team for the excellent work they do in managing our city and providing first-rate services to the citizens of Dayton. By the same token, as I look around this room today and see faces of citizens, business owners, community activists, labor leaders and regional partners, I realize more than ever that our success as a city is truly entwined in the parallel efforts of so many diverse individuals and organizations. It is both humbling and reassuring to know our city's destiny rests with so many who love this community and choose to call Dayton home.

Today, I'd like to take you all on a little journey. Journeys typically entail traveling from one physical place to another. Our journey this morning is more about time travel – moving from where we have been to where we want to be. I think you'll agree while the

adventure can be bumpy at times, it is filled with many enlightening turns. More importantly, the destination is well worth the ride.

Let us begin our journey with a brief video that helps capture visually the many successes Dayton has enjoyed over the past year.

### (Video Presentation)

Thank you very much. I know that is quite a bit to digest in just a few minutes. Yet those images are the starting point for our journey today. They capture so well what the City of Dayton and all of its partners have been able to accomplish over the past year.

2006 started off with inauguration ceremonies in which Commissioner Joey Williams and I were re-elected to our second terms in office, and we welcomed Commissioner Nan Whaley to our team.



*Dayton City Commission: (l-r) Commissioner Joey Williams, Commissioner Nan Whaley, Mayor Rhine McLin, Commissioner Dean Lovelace and Commissioner Matt Joseph.*



*Global Mound Investments*

## **Financial Stability**

The City Commission's first order of business for the new year was to renew the City of Dayton's earnings tax. Due to prudent fiscal management and open communication with our citizens, the measure passed by an overwhelming 85 percent. We were also able to retain important property tax credits for senior citizens and disabled residents of our community. The earnings tax renewal means the City of Dayton will be able to maintain the same earnings tax rate for at least 30 years – from 1984 through 2014. This is truly a remarkable achievement. The confidence reflected in the community's vote allows the City of Dayton to remain financially stable and avoid drastic cutbacks.

We also continue to make progress on recommendations put forth by the Strategic Financial Plan Study Committee. This group of community and business partners had outlined key areas where the City could reduce expenses and increase revenues to enhance its financial stability. A number of recommendations are currently in the

process of being implemented. The key recommendation to eliminate a potential deficit in 2006 was achieved.

Our financial situation was further validated with positive announcements from two leading bond rating agencies. Moody's Investors Services confirmed Dayton's Bond credit rating at A1 and upgraded our debt rating from A3 to A2. In addition, Standard and Poor's announced that it retained Dayton's A+ rating. Both announcements signal their confidence in Dayton's financial management practices and long-term stability.

## **Economic Vitality**

Our journey through 2006 unfortunately included visits with unwelcome economic news, which included real and potential jobs losses by key community partners. While these were painful, they were by no means knock-out punches, and Dayton has rebounded with an assortment of positive development activity across the community.

For example, a Virginia-based software company, Enterprise Information Management Inc., announced plans to hire 40 new employees for its downtown headquarters, with the projection of possibly adding another 150 new jobs over the next three years.



*Coco's Bistro Ribbon Cutting*

The City's economic development team worked with numerous Dayton businesses to assist in reinvestment and job creation projects. Circonix Technologies announced investments that will add 22 jobs. The Medical Center at Elizabeth Place announced an initial investment of \$4 million dollars, and the creation of at least 50 new jobs. Bitec invested over \$1 million dollars in an expansion effort, which will help retain and create 45 Dayton jobs. Improved Solutions for Urban Systems – or ISUS – is investing \$2.6 million dollars to renovate its facilities, creating 72 new jobs over the next five years.

Gem City Metal Spinning will expand its operations with a \$5 million dollar investment and add 18 new workers to its payroll. Other businesses showing their commitment to Dayton by announcing new jobs include: Assembly and Test Worldwide, Global Mound Investments, Midwest Tool & Engineering, and Sibco Building Products.

In one day this past summer, we conducted ribbon cuttings for three new Oregon District businesses: Pacchia Prima,

the 5th Street Wine & Deli, and Coco's Bistro. The three projects represent a combined investment of almost \$900,000 dollars and the creation of 40 new jobs.

I specifically wanted to identify these companies because I firmly believe the lifeblood of Dayton's business community is the hundreds of small businesses that choose to operate here. Their success may not receive the same share of attention as more high-profile companies, but they are no less important to Dayton's long-term vitality.

I'd like to recognize the support our businesses receive from the Dayton Development Coalition, Montgomery County, the Downtown Dayton Partnership, and the Dayton Area Chamber of Commerce, which is celebrating its 100th anniversary this year.

## **Quality of Life**

The journey through 2006 also included continued attention to our residents and their priority issues. One of our biggest accomplishments was completing the update of our 34-year-old Zoning Code. The Zoning Code rewrite will enable us to better preserve, protect and enhance Dayton neighborhoods and business districts.

On the public safety front, we strengthened the Dayton Police and Fire Departments by hiring new personnel. The City Commission authorized the hiring of 40 additional Firefighters in 2006, and the Police Department has hired 15 new Police Officers, including eight that were sworn in just last month. Our goal is to add even more Police



*Police Officer Graduation Ceremony*



*Firefighter Graduation Ceremony*

Officers and Firefighters this year.

The City of Dayton also kicked off a new program called the “ORION Solution,” which focuses key resources on neighborhoods that are negatively affected by quality of life issues.

The first neighborhoods targeted under the program were Riverdale, Santa Clara, Wolf Creek and Old Dayton View. Neighborhoods slated to participate in the program this year include Five Oaks, Mt. Vernon, Twin Towers, Westwood, Roosevelt and Old North Dayton.

In related efforts, the Dayton Police Department engaged in a targeted citywide crime prevention program called “Operation Safe Summer.” This effort was a joint initiative between

the Dayton Police Department, the Montgomery County Sheriff’s Office, the U.S. Attorney General’s Office, and the Montgomery County Prosecutor’s Office. Focusing mainly on known trouble spots, the program helped recover 91 illegal guns, served 43 warrants, made 320 traffic stops, issued 649 traffic citations, and made 32 other arrests.

The City Commission also enacted legislation dealing with other quality of life issues. Under Commissioner Matt Joseph’s guidance, Dayton recently adopted new regulations to help reduce the trend of individuals illegally stripping metal and other materials from buildings and construction sites and selling it to salvage dealers. I want to commend Commissioner Joseph, who spearheaded the effort after hearing complaints by residents and businesses alike. Dayton is now taking the initiative to encourage surrounding jurisdictions to enact similar laws to further reduce this criminal activity.

To help maintain the quality of Dayton’s housing stock, we recently enacted a Disclosure Ordinance for residential properties. This new ordinance will help get existing code violations resolved before a property changes hands.

During the past two years, the City of Dayton has stepped up efforts to demolish old vacant and dilapidated structures. We have seen a dramatic impact in the number of unwanted buildings that have been removed from city neighborhoods. Since the beginning of 2005, the City of Dayton has demolished 315 residential and commercial structures. Private property owners have accounted for an



additional 219 demolitions over that time period. Just as important, the Department of Building Services is adding more properties to its nuisance abatement program, which means those properties will be targeted for demolition in the future.

Commissioner Lovelace's early advocacy for a Predatory Lending Law ultimately influenced the State of Ohio to take action. Five years after the City of Dayton tried to adopt a Predatory Lending Ordinance to protect homeowners from unscrupulous lenders, the State of Ohio passed legislation for the same purpose. The new law makes it tougher for lenders to deceive buyers with loans that are unfair or overly burdensome.

As part of the continuing focus on helping young people succeed, the City Commission last year named a Youth Development Coordinator to oversee the new "Dayton Commission on Youth." This Commission and the Youth Coordinator position were both recommendations of a Task Force organized by City Commissioners Dean Lovelace and Joey Williams.

The Department of Recreation & Youth Services also hosted a "Youth & Young Adult Trade & Skills Fair." This event attracted more than 300 young people eager for advice about education and career planning.

The City also enjoyed a partnership program with the Dayton Public Schools and Sinclair Community College that prepared high school students for a firefighting career.

In another example of providing important life skills to young people, the City teamed up with the Dayton Public Schools Construction Technologies Program to enable students to rehabilitate a property in Wright-Dunbar Village. Rehabilitating the property served the neighborhood while giving students experience with hands-on technical skills.

## **An Exciting Future**

The next leg of our journey provides insight into the future of Dayton -- where we go from here.

Certainly, one of the most defining elements of our bright future involves Ball Park Village, which was announced last November. This unprecedented \$230 million dollar development project affects a large part of the downtown riverfront property around Fifth-Third Field. This project has the potential to transform the downtown landscape to a degree few people have thought possible.

The combination of housing, retail, commercial and entertainment venues along the waterfront presents a host of opportunities for residents of Dayton and the surrounding region.

We are especially excited about once again collaborating with Mandalay Industries on this magnificent downtown revitalization project. Mandalay officials first had the vision and courage to invest in Dayton when they decided to bring the Dayton Dragons to town, and that investment has certainly paid off. We are confident that this latest redevelopment partnership will enjoy the same level of success.



*Ball Park Village Rendering*

Hot on the heels of the Ball Park Village announcement was the decision by CareSource to build a new \$55 million dollar headquarters in downtown Dayton, which means about 500 new jobs over the next few years.

The City of Dayton, the Downtown Dayton Partnership and the Dayton-Montgomery County Port Authority worked with CareSource for nearly two years to resolve the company's long-term space needs. We are thrilled that the company has decided to grow and invest downtown in the years ahead. Their recommitment to the center city is excellent news for downtown's resurgence and for one of this region's most important industries – health care.

This kind of corporate investment has also spurred individual investments as well. For example, Robert Shiffler has done a remarkable job in transforming the historic Kuhns Building near the Dayton Arcade into one of downtown's most unique office spaces. New occupants of the building include the AIDS Resource Center, Hafenbrack Marketing, Five Rivers MetroParks offices, and the

Better Business Bureau. This beautiful refurbishing project illustrates we are not just enjoying new construction activity downtown but also breathing new life into old buildings.

## **Linked Development**

Dayton's other traditional health care institutions – Miami Valley Hospital, Good Samaritan Hospital, Grandview Hospital, Children's Medical Center, Twin Valley Medical Center, and the Veteran's Administration – remain active and engaged partners in Dayton's future redevelopment activities. They also exemplify the success of our "linked development" strategy, by which we implement comprehensive redevelopment activities in concert with key community institutions and partners.

Miami Valley Hospital, in partnership with the University of Dayton, led the way in helping to revitalize the surrounding Fairgrounds neighborhood through the Genesis Project. Five years ago, who would have envisioned Brown Street as the rejuvenated corridor it is today? Similar community enhancement projects are occurring around the other hospitals as well.

Good Samaritan has assumed a prominent leadership role with the Phoenix Project, a five-year partnership with the City of Dayton and CityWide Development Corporation to revitalize and redevelop the neighborhood and commercial district surrounding the hospital. As part of that effort, a new Dayton Public School will be constructed in the surrounding Fairview neighborhood to further stabilize the community.



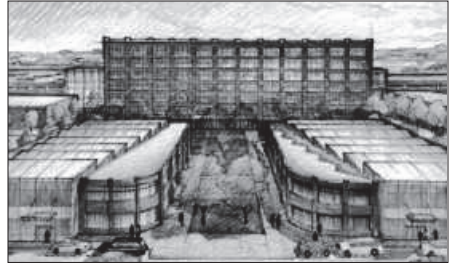
Our journey into the future shows the great strides Grandview Hospital is making with a similar community revitalization effort, called The Renaissance Alliance. And Children's Medical Center has embraced the emerging DaVinci Collaborative in its commitment to enhance the surrounding Old North Dayton neighborhood.

I see Dayton's health care base being further solidified with the evolution of Elizabeth Place, the former site of St. Elizabeth Medical Center. The site continues to attract medical and health care related businesses. At this time, the facility is 70 percent occupied.

## High-Tech Job Growth

City Manager Rashad Young, in one of his first acts in his new role, announced a stronger emphasis on economic development. The restructuring he has proposed for the City organization places a spotlight on making it easier for companies and developers to do business in the city, which in turn attracts new jobs for the future.

Many of the future jobs will result from Dayton's continued transformation into a high-tech business destination. The Tech Town campus in the northeast quadrant of downtown is moving closer to reality. Late last year, the United States Economic Development Administration awarded Dayton a \$2.55 million dollar grant to help construct the Creative Technology Accelerator. This will be the first new building erected at Tech Town. The Creative Technologies Accelerator will serve as an anchor for the site and help attract even more tenants in the future.



*Future Tech Town Campus*

In addition, the Dayton Development Coalition provided a \$1 million grant to help purchase 10 more acres of land at the site. This helps pave the way for the future phases of development. Altogether, Tech Town has attracted nearly \$13 million dollars in funding from such other sources as the State of Ohio's Department of Development, the U.S. Army Corp of Engineers, the Montgomery County ED/GE Program, and the U.S. Environmental Protection Agency. We also appreciate the role CityWide Development Corporation is playing to help nurture this project along.

We are proud to be engaged with Wright Patterson Air Force Base and the many other partners involved with the BRAC process. The new jobs we envision for the Base under this initiative will strengthen the economic foundation of the entire greater Dayton region.

Our high-tech future is brightened further with the emergence of the National Composite Center's Dayton Campus for Advanced Materials Technologies. Thanks in large measure to a \$1.8 million dollar grant from the State of Ohio's Third Frontier program, this effort has converted an old, vacant manufacturing building on McCall Street into a new business development and incubation



facility. The re-use of this once-abandoned building will generate millions of dollars in investment and create hundreds of new high-tech jobs.

Already, the facility has attracted two companies. One is an Australian-based firm called Quickstep, which will provide unique composite molding technology services for aerospace and automotive manufacturers. The second is DR Technologies, a company from California that makes a variety of composite products. Partners on this redevelopment effort include the City of Dayton, CityWide Development Corp., Montgomery County, the State of Ohio, and the Dayton Development Coalition.

As we look at how old, former manufacturing sites can be re-used, we applaud the leadership of the University of Dayton for its progress on redeveloping former NCR land along Brown Street and along the Great Miami River. These properties are being converted from their heavy manufacturing roots to potential sites for academic, research or commercial facilities. The re-use potential of this area is almost boundless.

## **Asset Development**

Dayton's future includes a heavy emphasis on protecting and enhancing our key assets, such as schools, neighborhoods and institutions. For example, the Dayton Board of Education is continuing to build beautiful new schools throughout our neighborhoods. The City of Dayton is especially proud to support four community schools in particular – Fairview Middle, Edison

Elementary, Ruskin Elementary, and Kiser Pre-K through 8. In addition to offering an appealing environment in which our young people will be excited to learn, these four schools are creating linkages with surrounding institutions that will provide additional opportunities for the neighborhood. These partnering institutions include the Fitz Center, Unified Health Solutions, Good Samaritan Hospital, the YMCA, the East End Community Services Corporation, the Dayton Urban League, and the Salvation Army through its recently announced Kroc Center.

We will also see one of our city's most traveled parkways – Edwin C. Moses Boulevard – blossom into a stylish corridor linking valuable institutions and neighborhoods together.

Near its southern end, there is further refinement of the University of Dayton sports complex, including the addition of the new Marriott Courtyard Hotel. The Dayton School Board has announced plans to upgrade Welcome Stadium.

Elizabeth Place expects additional growth in companies related to the medical and health care industry.

The Dayton Public Schools' new David H. Ponitz Career Technology Center is emerging at the former Reynolds and Reynolds site on Washington Street. Nearby, Central State University is looking to establish a continuing education center as an extension of its main campus.

The intersection of Edwin C. Moses Boulevard and West Third Street will



continue to be enhanced as the entryway to the Dayton Aviation Heritage National Park, which continues to promote our community's rich aviation legacy.

As part of the planned Interstate 75 upgrades, we anticipate construction of the Great Miami Boulevard connector to serve as an attractive gateway to institutions and neighborhoods in the FROC Priority Board area. In addition, four new bridges are planned for construction along the Edwin C. Moses corridor, including the Stewart Street Bridge, the Washington Street Bridge, a new bridge over Wolf Creek, as well as the Monument Street Bridge. These new bridges will surely be as attractive as the Findlay Street Bridge we dedicated last summer.

Speaking of our transportation network, the Dayton International Airport is also making big news. We look to add even more flights at the Airport in the year ahead. 2006 saw added airline service from Airtran, Continental, United, and USAirways. We expect to announce even more destination options this year, as the Airport expands its reputation for low fares and convenient services. Just as importantly, the Airport is working with interested parties to bring new jobs and operations to the former UPS facility.

## **TeamGov**

As I have noted throughout my speech today, progress only occurs with many partners at the table – be they private companies, neighborhood organizations, individuals or other government agencies. Certainly, the latter has been a primary concern of mine since we discussed the

concept of “TeamGov” during my first State of the City address five years ago.

We have witnessed excellent examples of regional cooperation and resource sharing in recent years. For example, the City of Dayton has entered into two Joint Economic Development Districts, or JEDDs – one with Miami Township and the other with Butler Township.

Several regional communities came together to sign a tax sharing agreement that will help lessen the pain of potential Delphi job losses. The Montgomery County ED/GE Program continues to provide region-wide benefits.

Various local, state and federal agencies have contributed resources to demolish the old Admiral Benbow Hotel downtown. Under the leadership of the Greater Dayton Regional Transit Authority and with assistance from Congressman Turner's office, this long-time vacant eyesore will make way for RTA's new transit pavilion. This project is just one of the many transportation-related improvements the agency is making.

After two years of hard work, a team of regional leaders presented a comprehensive 10-year plan to help reduce chronic homelessness in the Dayton area. I want to recognize Commissioner Whaley for her passion in helping to address this pressing human service need.

Later this month, the City Commission is expected to adopt an agreement that will allow City of Dayton crews to perform waste collection services for Jefferson Township residents.



Even today, numerous local communities are considering the benefits of a regional dispatch center that might save precious taxpayer dollars and enhance service delivery.

The future not only of Dayton but of the greater Dayton region lies in our ability to forge more joint alliances. Successfully competing against other communities throughout the state and across the nation requires us all to think strategically and tactically about what makes the Dayton region more attractive to businesses, residents and visitors.

Hindsight shows this region has experienced more than its share of job losses and stagnant population growth. Foresight is necessary to reverse those trends and create a climate that is appealing professionally, socially and economically.

To help reinforce the importance of regional cooperation, I have invited two special guests to make brief remarks today – City of Kettering Mayor Don Patterson and Montgomery County Commission President Debbie Lieberman. At this time, I would like to invite Mayor Patterson to the podium.

## **MAYOR PATTERSON:**

Thank you, Mayor McLin. I appreciate your invitation to be here today to share my thoughts and express my support. As an elected official with the responsibility of protecting the best interests of the public, I am confronted

daily with the same challenges facing most jurisdictions today. The pressure on individual city and county governments today come from many fronts: shrinking revenues from local income taxes; increasing personnel costs; escalating health care and related employee benefits; aging infrastructure; shifting population bases; declining financial support from once-reliable state and federal sources; abandoned industrial properties, and increasing services demands by citizens.

These threats require elected leaders and citizens at large to re-examine the status quo and see if any new approaches can ease the burdens we all bear.

Now, more than ever, it's clear we need to consider how governments can work smarter, share resources and reduce community distress. Failure to do so will only result in worsening conditions, to the detriment of the businesses and citizens we serve.

It is true that we, as a region, have indeed experienced some success with our regional cooperation efforts. Yet more opportunities remain untapped.

I believe each successful example of regional cooperation paves the way for similar joint ventures in the future. Consequently, we have the obligation to at least seek out and consider additional partnership opportunities wherever and whenever we can. The goal is more effective and efficient government operations for the benefit of all residents in the greater Dayton area.

Thank you.



## **MAYOR McLIN:**

Thank you, Mayor Patterson. At this time, I would like to introduce Montgomery County Commission President Debbie Lieberman.

## **COMMISSIONER LIEBERMAN:**

Thank you, Mayor McLin.

On behalf of my colleagues on the County Commission, we certainly share your passion for the future of Dayton and this region. We also agree that true success and progress can only come with a unified approach to attracting quality jobs, maintaining good schools, providing diverse housing options, and offering exciting entertainment choices.

The time when individual communities might thrive and prosper in isolation from neighboring jurisdictions has passed.

As I look at Dayton and the individual communities throughout our region, I see a great deal of similarities in the shared challenges. The issues Mayor Patterson outlined a moment ago surely don't stop at the border of any one city. Addressing these shared threats together, in unison, has a greater chance of success than attacking them piecemeal on a city-by-city basis.

The progress that Mayor McLin has articulated today illustrates what can be achieved when this region works jointly with local, state and federal partners. When it comes to attracting assistance

from the State House or the White House, our collective regional voice resonates more clearly than the disjointed noise of many separate communities clamoring to be heard. We have many examples of that fact right in front of us: the Schuster Performing Arts Center, the Dayton Dragons baseball team, RiverScape, Wright Patterson Air Force Base, the ED/GE program, Five Rivers MetroParks, regional highway projects, the creation of the Port Authority, Tech Town, and many more.

Dayton's future, and the future of this region, are bright. We at Montgomery County are proud to have played a role in what has been and in what is yet to come.

Thank you.

## **MAYOR McLIN:**

Thank you, Commissioner Lieberman. I thank you and Mayor Patterson for taking time to share your insight this morning.

Let me conclude by expressing my undying optimism for Dayton. As I work with colleagues from across the country, I see areas where Dayton is leading the way in many respects. And where possible, we are banding with other communities to address common problems. For example, I joined other mayors recently to fight illegal guns; I joined Mayors for Climate Protection to help Dayton become a "Cool City;" and we have joined with other communities to protect Home Rule authority on such issues as residency and red light photo enforcement cameras.



I am happy to say that I have added renewed emphasis to community service efforts by recognizing our volunteers as “superheroes.” And we are employing technology to make government services easier for the public. For example, wi-fi technology will encompass the entire city; video streaming and podcasts are available through our web site; the Department of Public Works’ new Call Center improves customer service; newsletters and communications are available electronically; and permitting applications and tax filings are among the departmental processes that have been made simpler.

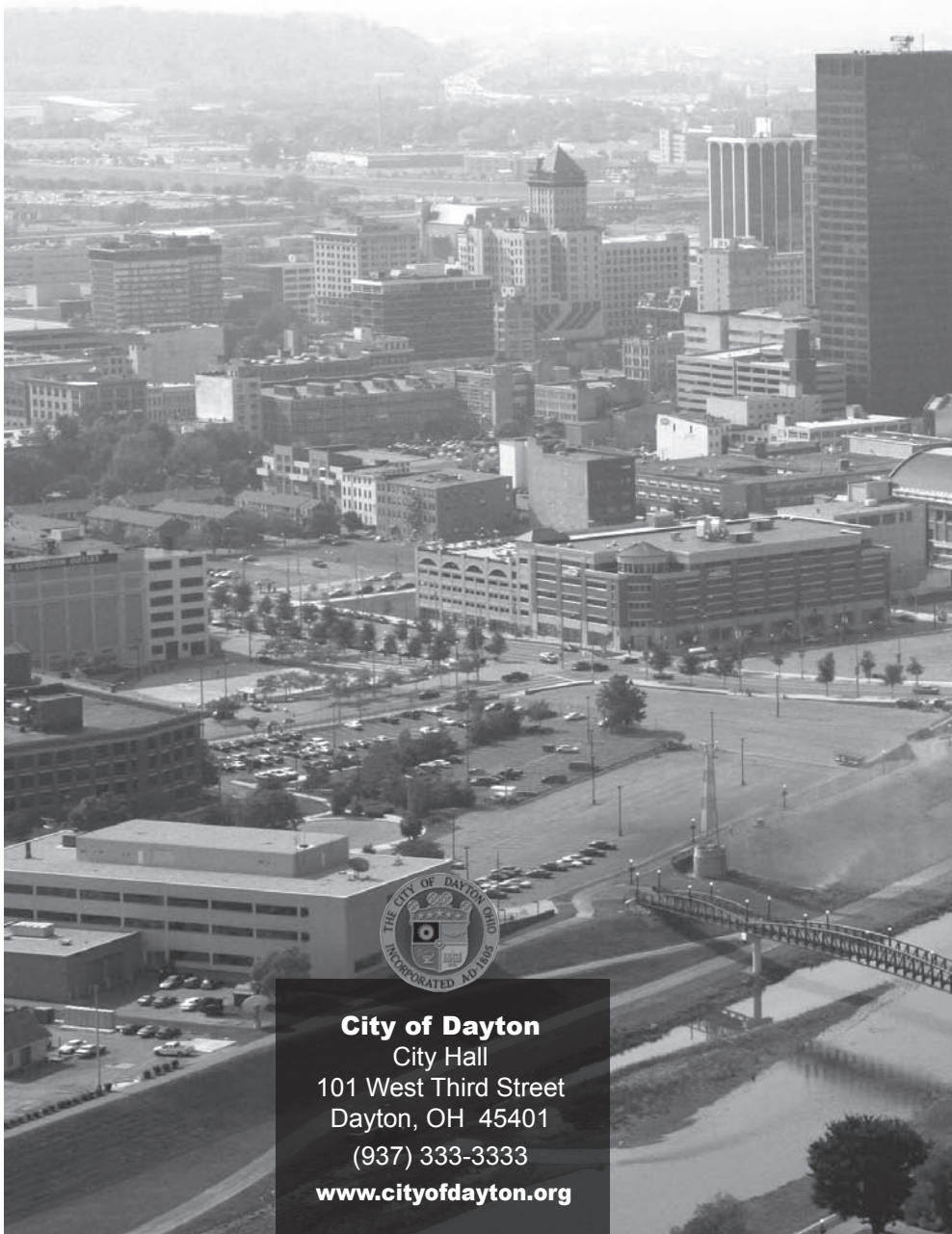
In our quick travels this morning, I have tried to show you the many examples of growth and success that are occurring across our community – in our

neighborhoods, around downtown, within our business districts, inside our schools, along our riverfront, with our youth, and between our governments. Yet, as much as I have tried to share in our brief time together, I have left much unsaid.

The bottom line is this: for all of the struggles that virtually every major Midwest city has had to face in recent years, Dayton is in excellent shape. We are poised to emerge stronger for the adversity we have shouldered and overcome. I am proud to be a Daytonian, and I am excited about our city’s future.

Thank you very much for joining me this morning, and may God Bless you all.





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