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Leadership in Building Communities: Belmont, Eastmont and Hearthstone Neighborhoods

Fitz Center for Leadership in Community, University of Dayton

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**BELMONT, EASTMONT AND
HEARTHSTONE NEIGHBORHOODS
22nd Annual Leadership in Building
Communities Seminar
MPA 526 POL 426 SOC 426**



The **FitzCenter**
for Leadership in Community

2016

December 2016

Introduction to the Twenty-second Annual Leadership in Building Communities Seminar

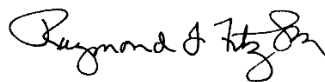
The seminar that resulted in this report is about the process of change. It is about learning together the art of leadership at the local community level. It is about working in teams to assure that the collective wisdom of the group exceeds individual insights and contributions. It is about learning to listen to people whose communities are served, to recognize their individual and organizational assets, and to structure actions that build on these assets.

Leadership in Building Communities is a University of Dayton seminar for graduate students offered by the Public Administration program and for undergraduate students offered by the departments of Political Science and Sociology, Anthropology and Social Work. Several learning strategies are combined to provide a distinctive and connected seminar opportunity. Participants are introduced to asset-based community development and learn about a neighborhood directly from its citizens, businesses, and leaders. Participants also practice the art of working in teams to achieve shared objectives.

The participants in this seminar function as a learning organization with the neighborhood. A neighborhood tour, two evening meetings in the neighborhood and individual interviews bring citizen leaders and community partners together with seminar participants to identify and explain the community's own analysis of the past, description of the present, and vision of the future. Additionally, each student participant keeps a journal of the experiences.

Learning how to build and sustain community is among the most important tasks facing our society in the 21st century. The University of Dayton has a long tradition of building community among ourselves and with the people of Dayton. This seminar is a serious attempt to transfer some of our learning to the process by which neighborhoods rebuild themselves. It is also an open admission that we have much to learn from the people and the neighborhoods among which we live and work and go to school.

Sincerely,



Bro. Raymond L. Fitz, S.M., Ph.D.
Instructor



Don Vermillion
Instructor



Hunter P. Goodman, Ph.D.
Instructor

Notice to the Reader

This report is the work of University of Dayton students enrolled in a seminar entitled Leadership in Building Communities in the Fall 2016. Although the process that resulted in this report involved participation by neighborhood leaders, citizens, and community partners, the contents of this report are the sole responsibility of the student participants. The written descriptions, analyses, and recommendations should be understood to be those of the students, in consultation with interested individuals, associations, and institutions.

Seminar Interaction with the Community Council and Neighbors



- **August 31, 2016** – The students in the seminar had a tour of the neighborhoods. The tour allowed the students to have a preliminary introduction to the neighborhoods and the neighbors. Through the tour students were introduced to “What is going well?” “What are the assets of the neighborhood?” and “What are the challenges?”
- **Throughout September** – Students interviewed individual neighbors on their perceptions on what is going well, what are assets, and what are challenges.
- **September 29, 2016** – The 1st Community Meeting was held at Belmont United Methodist Church. In that meeting students engaged members of the Community Council and three neighborhoods in a conversation about their Desired Future for the Community and their ideas on potential projects to realize the Desired Future.
- **November 2, 2016** – 2nd Community Meeting was also held at Belmont United Methodist Church. In that meeting the students presented their preliminary work with multiple poster boards. The conversations provided an opportunity for the neighbors to affirm, critique, and modify the preliminary work of the students.
- **December 7, 2016** – The Final Presentation was made at Belmont United Methodist Church. The students presented their final report to the Community Council and neighbors from the Belmont, Eastmont and Hearthstone neighborhoods.

Six Seminar Teams

- **Community Overview, Vision and Map**
Leah Ceperley, Nick Dalton, Katherine Liming, Maia McLin
- **Healthy and Active Neighborhood**
Logan Cobbs, Andrew Kramer, Erika Mrzlak, Sarah Welsh
- **Thriving/Strong Business District**
Kiara Connelly, Bryan Kinch, Bradley Petrella, Austin Hillman
- **Safe Community**
Suzan Ajlouni, Victoria Bordfeld, Brent Centers, Emma Welsh
- **Neighborhood Awareness and Engagement**
Gabriella Cipriani, Ashley Kessler-Palmer, Meghan Marth, Eva Schuller
- **Well-kept Housing and Infrastructure**
Amy Hamilton, John Marron, Margaret McAleer, Briar Smith

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Political Science

Logan Cobbs
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Psychology

Kiara Connelly
International Studies
Spanish

Nick Dalton
International Studies
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Austin Hillman
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Andrew Kramer
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Amy Hamilton
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Bryan Kinch
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RCL - Renewable Clean Energy

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Neighborhoods and Partners Since 1995

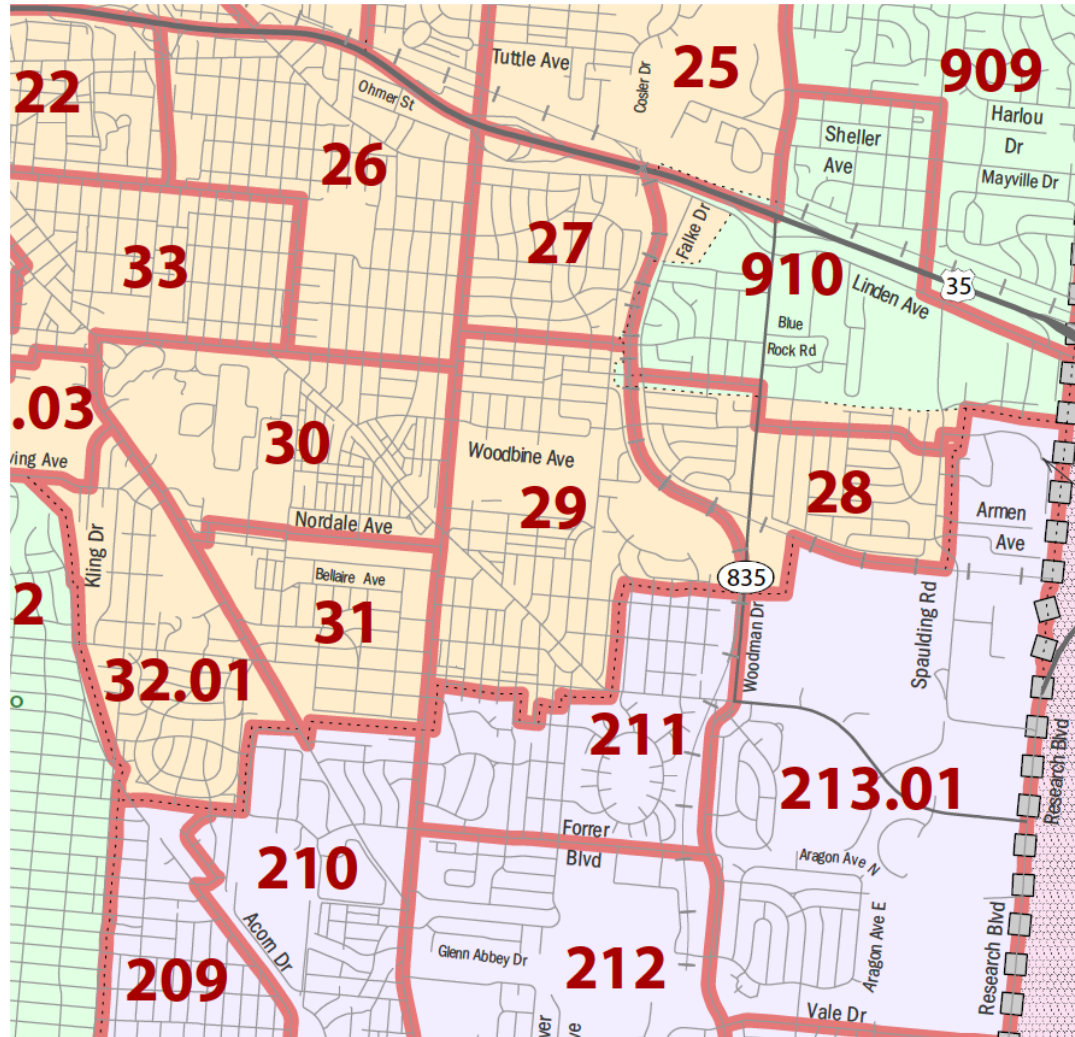
1995	Edgemont and Twin Towers	Edgemont Neighborhood Association
1996	Southern Dayton View	M. L. King
1997	MacFarlane and Springfield	MacFarlane Neighborhood St. Mary's Development
1998	Fairgrounds	Fairgrounds Neighborhood Association
1999	Rubicon Park District	Rubicon Park Master Plan
2000	Huffman and South Park	Huffman NDC and Historic South Park, Inc.
2001	Edgemont Twin Towers	Edgemont Neighborhood Coalition East End Community Services
2002	Dayton View Fairgrounds	Dayton View CDC (multiple) Fairgrounds Neighborhood Association
2003	Wright-Dunbar/Wolf Creek	Wright-Dunbar, Inc.
2004	Grafton Hills/Five Oaks/Riverdale	Grandview Hospital/Renaissance Alliance
2005	Old North Dayton/McCook Field	Old North Dayton and McCook Field Neighborhood Associations
2006	Walnut Hills	Walnut Hills Neighborhood Association
2007	Carillon	Carillon Civic Council
2008	Wright Dunbar/Wolf Creek	Wright-Dunbar, Inc. and the MacFarlane/West Third Street
2009	Comprehensive Neighborhood Redevelopment	Phoenix Project, South Park and Twin Towers
2010	Old North Dayton/McCook Field	Old North Dayton and McCook Field Neighborhood Association
2011	Wolf Creek/South Dayton View	Helping Hands Southern Dayton View, Old Dayton View, Jane Reece, Dayton View Historic
2012	Walnut Hills	Walnut Hills Neighborhood Association
2013	Westwood	Westwood Collaborative Network
2014	Carillon and Edgemont	Carillon Civic Council Edgemont Neighborhood Coalition
2015	Five Oaks	Five Oaks Neighborhood Association
2016	Belmont, Eastmont, and Hearthstone	Belmont, Eastmont, and Hearthstone Community Council

DEMOGRAPHICS

Neighborhood Demographics

Census Tracts for LBC Class 2016

CT 27 Hearthstone, CT 28 Eastmont, CT 29 Belmont East of Smithville
CT 30 Belmont West of Smithville, North of Nordale, and CT 31 Belmont West of Smithville, South of Nordale



Neighborhood Demographics

		Hearth- stone (27)	Eastmont (28)	Belmont East of Smithville (29)	Belmont West of Smithville North of Nordale (30)	Belmont West of Smithville South of Nordale (31)	Totals for Neighborhood
Population 1999		2032	2274	4208	3046	2871	14431
Population 2014		2172	2059	4016	3078	2535	13854
%Change		6.89%	-9.45%	-4.56%	1.05%	-11.70%	-4.00%
Race - White 1999		95.80%	96.40%	96.80%	93.20%	97.30%	96.60%
Race - White 2014		87.10%	92.60%	92.40%	93.20%	92.80%	91.90%
Married Couple Family '99		44.70%	46.80%	40.00%	33.00%	28.30%	37.50%
Married Couple Family '14		32.70%	34.00%	25.20%	21.30%	17.00%	24.80%
High School Graduate '99		39.30%	38.40%	36.00%	32.70%	31.00%	35.10%
High School Graduate '14		43.00%	36.50%	28.60%	29.20%	32.60%	32.80%
Unemployed 1999		3.90%	2.60%	3.40%	5.10%	2.60%	3.50%
Unemployed 2014		9.00%	14.90%	5.20%	10.10%	16.60%	10.30%
Median Household Income							
1999 in 2014Dollars		\$57,901	\$50,661	\$51,350	\$48,473	\$37,618	\$ 49,297
2014 in 2014 Dollars		\$41,432	\$39,599	\$37,826	\$33,980	\$31,092	\$ 35,742
%Change		-28%	-22%	-26%	-30%	-17%	-27%

Neighborhood Demographics

			Hearthstone (27)		Eastmont (28)		Belmont East of Smithville (29)		Belmont West of Smithville North of Nordale (30)		Belmont West of Smithville South of Nordale (31)		Totals for Neighborhood
Owner Occupied Housing '99			79.30%		83.70%		78.80%		61.60%		49.60%		69.30%
Owner Occupied Housing '14			68.80%		77.00%		70.90%		48.50%		50.00%		62.10%
Vacant Housing 1999			3.40%		4.10%		4.10%		7.80%		4.90%		5.00%
Vacant Housing 2014			4.10%		11.70%		5.30%		1.10%		10.30%		6.40%

NEIGHBORHOOD MAP

Leadership in Building Community 2015
Belmont, Eastmont, and Hearthstone (BEH) Neighborhoods
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Organization of the Report

During the 2016 Fall Semester the students of the University of Dayton's Leadership in Building Community class engaged with the Belmont, Eastmont and Hearthstone Community Council and the neighbors of the Belmont, Eastmont and Hearthstone Neighborhoods in conversations around the following questions:

- What would you like to see in your neighborhood five years from now – a shared vision of the future?
- What are assets and resources the neighborhood could mobilize to realize this shared vision of the future?
- What are the problems and barriers that must be overcome to realize this shared vision of the future?
- What projects/strategies would engage the neighborhood in moving toward the shared vision of the future?

This report is the students' summary of what they heard from these conversations with the neighbors in the Belmont, Eastmont and Hearthstone Neighborhoods as well as some analytical work that they prepared for the Community Council.

The section **Current Situation in Belmont, Eastmont and Hearthstone Neighborhoods** summarizes the key strengths, assets, and challenges that describe the current situation as neighbors perceive it. Every student interviewed one or more persons and asked the following questions:

- What is going well in the neighborhood? – Strengths of the Belmont, Eastmont and Hearthstone Neighborhoods
- What are important assets and resources in the neighborhood? – Assets of the Belmont, Eastmont and Hearthstone Neighborhoods
- What are the challenges that the neighborhood should address in the future? – Challenges of the Belmont, Eastmont and Hearthstone Neighborhoods



A team of students synthesized the answers to these questions and then presented them back to the neighbors for their critique. Based on the neighbors' critique the Team revised them and the results are summarized in the Current Situation in Belmont, Eastmont and Hearthstone Neighborhoods.

The **Shared Vision: Belmont, Eastmont and Hearthstone Neighborhoods in 2020** is a list of the Key Outcomes of the Shared Vision for the Belmont, Eastmont and Hearthstone Neighborhoods. The students engaged the neighbors in a conversation on what they want for their shared future utilizing the Nominal Group tool for guiding conversations. The students took

the results of this conversation and organized these results into a preliminary list of Key Outcomes. This list was presented to the neighbors for their critique and suggested revisions. The revisions are presented in the Shared Vision: Belmont, Eastmont and Hearthstone Neighborhoods in 2020.

The **Change Frameworks and Recommended Projects** section contains an analysis of five Key Outcomes and a description of a Project to move toward that Key Outcome. The Change Framework is a 3 by 2 matrix that is used to organize the information generated in the conversations of how to realize a particular Key Outcome. The Key Outcome is listed at the top of the matrix. The top third of the Change Framework describes the gap between the realization of the Key Outcome (Indicators) and the Current Situation (descriptors that parallel the indicators). The middle third of the Change Framework contains a description of the Assets/Resources and Barriers/Problems that are contained in the neighborhood. The bottom third of the Change Framework contains a description of the Assets/Resources and Barriers/Problems that lie outside of the neighborhood. The Change Framework allows the neighbors and the students to develop strategies and projects that can realize the Key Outcome. Strategies and projects are developed by asking “What Barrier/Problems do we have to overcome or remove to realize our Key Outcome?” and “What Assets/Resources can we mobilize to realize our Key Outcome?”

The Recommend Projects provide a proposed plan to realize a Key Outcome. The projects were developed in conversation with the neighbors. A brainstorming session with the neighbors generated a large list of potential projects. From this list the students selected three potential projects that neighbors could use to move toward the Key Outcome. The students presented these three options to the neighbors and asked them which of the three options they preferred. Based on the neighbors’ choice, the students developed a more complete Project Plan.



CURRENT SITUATION IN BEH NEIGHBORHOODS

Current Situation in Belmont, Eastmont, and Hearthstone Neighborhoods

What is Going Well in the Neighborhood

During the project, the class did a number of things to examine what the neighborhood is doing well. At the beginning of the project, the class toured Belmont, Eastmont, and Hearthstone (BEH), and learned about the history and current events of the neighborhood. During the tour of BEH neighborhoods, we were able to get a better sense of what can and continues to make BEH an enjoyable place to live. Additionally, we were able to see a great sense of pride from the residents regarding what has gone well and continues to go well in BEH neighborhoods. As individual students, we interviewed individual citizens from BEH neighborhoods. In conducting these interviews, we were able to understand in a very direct sense what qualities these residents appreciated about BEH neighborhoods. These actions have allowed us to gain a better sense of what makes BEH a great place to live and will aid us in developing a foundation for moving to improve BEH.



- Overall, the citizens in BEH neighborhoods live in neighborhoods where **the residents are generally friendly, welcoming and willing to lend a hand** when needed.
- Those who do have children are **comfortable in the family atmosphere** that BEH neighborhoods conveys. The **multiple green space areas** in the neighborhood are well used and different areas contain sidewalks and bike trails which connect the BEH neighborhood assets and enables citizens to be more active.
- BEH neighborhoods are **relatively stable with longtime residents**. These long term residents have a wealth of knowledge of the history of the neighborhoods. Generations of families live in the area and often houses stay within the families.
- The BEH **community and schools are safe**. The community has a relatively low crime rate in comparison to other Dayton neighborhoods. The drug epidemic doesn't appear to be in BEH neighborhoods and the schools of Eastmont, STEM and Carroll are above average performing schools while Belmont High School is on an upward trend after renovations.

- **Houses in the area are bought or rented quickly** by both families and middle-aged residents after going on the market.

Assets in the neighborhood

In our interviews with BEH residents and the outside research conducted of the neighborhoods, we recorded a number of assets in BEH neighborhoods. These assets included a large number of physical structures and the different skillsets of the citizens of BEH neighborhoods. These assets form a foundation for strengthening the community in BEH neighborhoods. Further, these assets can enrich the qualities that already make BEH neighborhoods a good place to live. These assets can also help resolve many of the challenges currently facing BEH neighborhoods.



- There are **convenient, walkable streets, bike paths and sidewalks** that are easily accessible and safe for the citizens to get to multiple businesses in the area.
- There are many **strong local businesses and business leaders** that are involved in the community: Dot's Market, Belmont Party Supply, Angie's Firehouse Tavern, Rich's Pawn Shop, Slyder's Tavern, Hasty Tasty, Elsa's, Cassano's Pizza, Root Beer Stand, Dairy Queen, Pet Value, A-1 Trophy company, Frisbee Golf, and Archie's Shoe Repair.
- **Civic- minded amenities** in the area help unite the community. These amenities are used as meeting places, locations where the citizens go to when they have concerns, and help develop a sense of civic identity. These amenities include the Belmont Branch of the Dayton Metro Library, Lohrey Recreation Center, police and fire department, as well as multiple churches in the area (e.g. Immaculate Conception and Belmont United Methodist Church) and the Belmont High School.
- Many **community members have gifts**: skills for hands-on work, associations with the city and county, community leaders in both official and unofficial capacities, and self-motivated members that plan events like community meetings and neighborhood curfew sweeps.

- **Eastmont Elementary School special education units** have been expanded and allow for more diverse learning environments tailored to students' needs.

Challenges and Problems Facing the Neighborhood

Based on the interviews with the residents, our team assessed what challenges and problems are currently facing the BEH neighborhood. These are the aspects of the community that are keeping them from attaining their shared vision and are hindering their growth. We see various assets that have dwindled and community attitudes that have changed regarding the neighborhood. In identifying the challenges and problems, the BEH neighborhood can better move toward achieving its shared vision.

- **The housing stock is aging, lacks size diversity and property values have declined.** Families looking for larger homes move elsewhere and the housing stock in general has shifted from owner occupied to renter occupied. Renter occupants or landlords do not maintain the properties as well as owner-occupied homes in the neighborhoods. These trends are seen as indicative of both housing a transient population and increases of poverty, crime, and drugs in the BEH neighborhood.
- **Dayton Public Schools have declined in reputation,** which prevents parents from moving to the neighborhood and encourages other families to move away from the area once their children are school-aged.
- There is a **lack of community engagement** in the neighborhood. This is seen in the lack of participation in events, lack of communication about events, and dwindling numbers of community members involved actively in the neighborhood association. The age gap between youth and older people is apparent in the leadership in the community. The community leadership lacks age diversity. Reasons why may include the pressures of maintaining a certain lifestyle and just “getting by” which does not require active participation in the neighborhood.
- The **business owners are not active within the BEH community** outside of business ventures, the lack of a coalition between them and the council deprives the community of holistic leadership. The Belmont Business Association is inactive and fractured.

- Although crime is relatively low, **robberies have occurred in neighborhood businesses and homes.** Some of the residents voiced concern over the role that policing and neighborhood watch have played, which they viewed as not very effective.
- **The communication between the City of Dayton and the neighborhood is lacking** and the City focuses its efforts elsewhere. This leaves the neighborhood unaware of steps being taken by the City of Dayton and consequently, leaves the neighborhood feeling unimportant and left out.

SHARED VISION:
BEH NEIGHBORHOODS
IN 2020

**Belmont, Eastmont, and Hearthstone Neighborhoods;
The Desired Future**

Revised: November 16, 2016

In 2020 the Belmont, Eastmont, and Hearthstone Neighborhoods will have a strong positive reputation because it has the following characteristics:

Heathy and Active Neighborhood

- Develop a program that links youth and families with elderly to upkeep homes
- Lohrey Center restored with new facilities and activities
- Parks revitalized by increasing neighborhood activity
- More programs are offered for teenagers
- Expand the bike paths connecting to Downtown
- Families find renewal through spiritual and emotional healing
- Appreciation and celebration for different ethnicities

Thriving/Strong Business District

- The business districts are aesthetically pleasing and attractive to visitors
- Businesses and churches are connected in a strong, sustainable association.
- Businesses consistently communicate with residents about events, sales, coupons, etc.
- Wide community awareness, appreciation, and support of the grocery stores
- More small businesses are drawn to these neighborhoods. The existing businesses are supported and maintained
- The business districts are home to more commercial variety, especially food options.

Safe Community

- Strong police and community relationships/Effective police presence
- Safe environment and less crime
- Effective and efficient lit alleys in high crime areas

Neighborhood Awareness and Engagement

- Create better community collaboration among businesses, churches, residents, schools, and local government
- Acknowledge and invest in the success of the neighborhood by celebrating the small wins.
- Facilitate increased leadership and volunteerism amongst BEH members
- Share activities and events to increase community awareness.
- Host and sponsor more community events annually.

Well-kept Housing and Infrastructure

- Responsible driving through neighborhoods
- Signs to identify community assets and independent neighborhoods
- 70% owner-occupied houses with growth towards decreasing vacant houses
- Awareness of city ordinances and home owner's responsibilities for property maintenance
- Well maintained streets and sidewalks

CHANGE FRAMEWORKS AND RECOMMENDED PROJECTS

Key Outcome: Healthy and Active Neighborhood	
Current Situation	Desired Future
The elderly need assistance with the upkeep of their homes.	Develop a program that links youth and families with elderly to upkeep homes.
There is a poor perception of Nordale Park.	Park is revitalized by increasing activities and renovations.
There is a lack of community meeting spaces at the local parks.	There are places and spaces where families and teenagers can gather.
There is a lack of bike path linked to downtown.	Expand the bike paths.
There are some fragile families in the neighborhood.	These families find renewal through spiritual and emotional healing.
There is some appreciation for other cultures throughout parts of the community.	There is an appreciation for different ethnicities as well as a celebration of them.
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>The Disc Golf Course is a unique asset to the BEH neighborhood that encourages participation in sports and exercise.</p> <p>Belmont Park, the Lohrey Center, and Woodman Fen serve as areas for children and adults to be active.</p> <p>The church is a local resource that assists with spiritual and emotional health.</p> <p>There are bike paths which help to instill a healthy community.</p> <p>The Belmont Library keeps BEH community members mentally healthy and active.</p>	<p>Neighborhood members have difficulties being active with lack of updated facilities and parks.</p> <p>The lack of assistance for the elderly presents problems inside of the neighborhood.</p> <p>Vacant houses present difficulties in growing the neighborhoods.</p> <p>Lack of resources to support families.</p> <p>Low achieving schools affect the children in the neighborhood.</p> <p>Lack of transportation for after-school activities and programs.</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Link Bikes and Bike Paths allow exercise and transportation throughout Dayton.</p> <p>Metro Parks located throughout all of Dayton.</p> <p>Dayton has high attendance at local athletic events like the Dayton Dragons and University of Dayton Basketball games.</p> <p>Schuster Center and Dayton Art Institute are assets to the Dayton community member.</p>	<p>Vacant homes outside of the neighborhoods still cause a poor image throughout the community.</p> <p>The lack of busing for high schools students creates issues with academics, after school activities, and causes strain on the families.</p>

Project Description

Project Title: A Healthy and Active Neighborhood - A Community Garden

Project Description: In listening to the community, there was great feedback and excitement in regards to a community garden. Therefore, our project suggestion is a community garden in Nordale Park. Neighbors feel that the benefits of a garden will be diverse and great; youth who are involved in the growing process will learn the skills needed to start something and see it through to the end, which neighbors feel is rare in today's instant world. Also, the garden will provide fresh food and contribute to healthy eating in the neighborhood.

Additionally, the youth involved will learn how to garden from experienced growers through collaboration with garden clubs and organizations. Lastly, a community garden in a public space like Nordale Park can bring people together and help form relationships that can last. The timing of the project is also convenient, as parks can gain additional funding because of the passage of a tax increase this past November. In the end, a community garden could be a strong asset in creating a healthy and active neighborhood by providing healthy food, lessons for youth, and relationships for the future.

Project Objective: The desired outcome for this project is to promote a healthy and active lifestyle and bringing generations of the community together. A community garden at Nordale Park will allow community residents to teach youth how to grow their own food and the importance of eating healthy. We hope the community members and the students partnering in the project find a sense of pride toward their work.

Project Champion: The project champion will be a local neighborhood volunteer that has a passion for gardening and teaching children. This person will be in charge of the project, lessons to teach the students, and making sure the garden is sustained. It would be ideal if the project champion had a connection to Horace Mann Elementary School and a local garden club.

Assets to Mobilize: This project will utilize institutions such as Horace Mann, Nordale Park, the Lohrey Center, Mission of Mary Farm, and local gardening clubs to start the community garden and maintain it. Nordale Park would be a good place to have a community garden because it is a central location and has a lot of open area for planting. The main concept would be to utilize the school for volunteers and Mission of Mary Farm and local gardening clubs for their expertise.

Barriers to Overcome: Potential barriers to overcome with the project is getting volunteers, sustainability, and respect for the park. Initially getting volunteers enthused and ready to serve could present a problem with any new project. With the majority of the volunteers ideally being from school and gardening clubs, it's imperative to have their support. It can also be difficult to keep volunteers committed and children involved over a long period of time. Lastly, once the

garden is operating, people could steal food from the garden, vandalize it, etc. Nordale Park has had a poor perception and this garden could be an opportunity to alter people's impression.

Project Partners: Important partners to help the Belmont, Eastmont, and Hearthstone Community Council accomplish this project include the Dayton City Commissioners, Horace Mann Elementary School, Dayton Metro Parks, Belmont United Methodist Church, Mission of Mary Cooperative, and The Garden Club of Dayton.

Action Plan: The following action items are the steps that need to be taken to implement this project:

Action Steps	Responsibility
Appoint a Neighborhood Champion for the project.	Belmont, Eastmont and Hearthstone Community Council
Approach the Dayton City Commissioners about possible funding the project from the revenue of recent tax increase.	Neighborhood Champion and BEHCC
Contact the Garden Club of Dayton and Mission of Mary Cooperative in order to collaborate and learn about gardening.	Neighborhood Champion
Find an area within Nordale Park to implement the garden.	Neighborhood Champion works with the Garden Club and Mission of Mary Cooperative
Coordinate with Horace Mann Elementary School in order to recruit volunteers to begin gardening.	Neighborhood Champion
Plan and host a “Kick Off” event with members of the community.	Neighborhood Champion, BEHCC, Horace Mann students and faculty
Maintain the community garden with consistent visits.	Neighborhood Champion, Volunteers, BEHCC, Horace Mann students and faculty

Key Outcome: Thriving/Strong Business District	
Current Situation	Desired Future
There is a lack of collaboration among businesses.	Businesses and churches are connected in a strong, sustainable association.
Residents do not regularly hear from businesses.	Businesses consistently communicate with residents about events, sales, coupons, etc.
The business districts are not physically attractive. Empty and rundown storefronts detract from their physical appearance.	The business districts are aesthetically pleasing and attractive to visitors. There are no empty lots or buildings, and businesses or organizations fill each area.
The neighborhoods are home to multiple grocery stores, such as Dot's Market and two Save-a-lot locations.	There is wider community awareness, appreciation, and support of the grocery stores.
Multiple, well-known small businesses, such as Slyder's, Hazy Shade, Elsa's, Hasty Tasty, Village Discount Outlet, and Dot's Market, exist throughout the neighborhoods.	More small businesses are drawn to these neighborhoods. The existing businesses are supported and maintained.
Neighbors are dissatisfied with the number of restaurant options in their neighborhoods.	The business districts are home to more commercial variety, especially food options. There are more restaurants that attract outsiders to the community, offer healthy food choices, and even employ community members.
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Strong Business Leaders</p> <p>Business managers who give back to the community through volunteer efforts.</p> <p>Small businesses: Dot's Market, Save-a-Lot (2 locations), Hasty Tasty, Elsa's, Hazy Shade, Slyder's, Belmont Party Supply, etc.</p>	<p>Business owners/managers do not work together.</p> <p>Declining median household income.</p> <p>Young residents with short term residency.</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>University of Dayton</p> <p>US 35, Woodman Drive, Linden Avenue (Main Roads) leading to businesses in Hearthstone.</p>	<p>Negative perceptions by other communities.</p> <p>Competition from popular business districts in other communities that attract customers.</p>

Project Description

Project Title: Reestablish a Business Association

Project Narrative: After the dissolution of the Belmont Business Association in 2015, this project aims to reestablish a business association with the goal of greater collaboration and partnership among businesses in the Belmont neighborhood. In order to make this business association more sustainable, there would be a representative from the BEH Community Council involved, and the BEH Community Council could serve as an intermediary.

Potential benefits for a newly established business association are plentiful. The business association could help facilitate consistent communication between businesses and neighborhood residents. In turn, the business association could plan and promote joint events between businesses, such as multiple store sale events and outdoor market days. To further efforts on the appearance of the Belmont business district, the business association could determine future goals for beautification and work together in accomplishing these. Long term, the business association could work to recruit new businesses to the neighborhood based on their mutual interests and the desires of residents. To do this, the association could consider exploring Dayton's Pop-Up Project and determining if similar initiatives could be implemented in the Belmont neighborhood.

Project Objective: The desired outcome is the creation of a long-lasting Belmont business association that will create a strong relationship between businesses and BEH residents and will lead future economic development in the community.

Project Champion(s): The best champion of this project would be a local business owner who is involved in the BEH Council and is interested in greater collaboration and communication among businesses. The Project Champion should be willing to take initiative. It would also be beneficial if he or she possessed a vision for the future of the Belmont business district.

Assets to Mobilize: This project will utilize the many popular small and local businesses in Belmont and the knowledge of their owners, as well as the consistent leadership of the BEH Community Council. The desires of dedicated BEH residents for improvements to the Belmont business district and business community, as a whole, could be used to help persuade businesses of the importance of the business association. Outside the neighborhood, the active Greater Old North Dayton Business Association may be willing provide advice and guidance for this project.

Barriers/Problems to Overcome: The initial barrier for this project will be identifying the Project Champion. Another early issue may be overcoming the reasons that led to the dissolution of the Belmont Business Association in 2015. As with any group, differing opinions and goals could be a challenge. Since the Project Champion would likely be a part of the BEH Community Council, the BEH Community Council could act as an intermediary to help solve disagreements and keep the business association accountable on its agreed upon mission. Another problem may occur in deciding what type of organization the business association should be. Possibilities include “a volunteer organization” as the Belmont Business Association Facebook pages says, or a non-profit like the Greater Old North Dayton Business Association.

Project Partners:

- BEH Community Council
- Small Business Owners

Action Steps:

Action Steps	Responsibility
Decide on a leader from the BEH Community Council to take initiative in recreating the Business Association and to later serve as a representative of the BEH Community Council for the Business Association.	BEH Community Council
Identify several key businesses in the community that the BEH Community Council or designated leader can reach out to about joining the planned Business Association.	Appointed Business Association Leader
Convene a meeting with the business owners and the leader/representative from the BEH Community Council.	Appointed Business Association Leader
Develop a structure of organization, which could include by-laws, for the Business Association at the first meeting.	Business Association
Set preliminary future goals for the Business Association, including a meeting schedule.	Business Association

Project Description

Project Title: Beautification of Central Business District

Project Description: This project involves actively working to increase the physical attractiveness of the central business areas. By promoting collaboration between the new Business Association and the City of Dayton, this project could encourage an incentive program for storefront face-lifts in one of the business districts. Increasing the physical attractiveness of the business district should help to attract new businesses and customers.

The installation of decorative banners on poles along a street in one of the business areas is another task that could be taken on simultaneously to showcase the district and highlight community events. These banners can be modeled after the banner at the corner of Watervliet and Mundale. These banners can be created utilizing neighborhood partners, local artists, or even college students at one of the local universities. Other ideas should be sought from both the Business Association, as well as other interested members of the community.

Project Objective: The purpose of this project is to provide a better looking street environment that will increase the walkability of the business district and encourage people to gather in the district for events and shopping. This project should also work to attract the investment in and creation of additional small businesses.

Project Champion(s):

- BEH Community Council
- BEH Business Association

Assets to Mobilize: To accomplish this beautification, the Neighborhood Council should reach out to city government to request funds. If a Business Association has been created, the Neighborhood Council and Business Association could jointly reach out to the city.

Barriers to Overcome: Right now, the central business districts in BEH neighborhoods are not well known throughout the Dayton area. This beautification project must overcome negative perceptions of the district as well as effectively market the beautification in an effort to attract more shoppers and clients.

Project Champion: The neighborhood will need a dedicated and inspired individual or group of individuals possessing a passion for small business development to lead this project. The champion or champions must be willing to work with a diverse group of stakeholders, from local business owners to community members, to develop a beautification vision that captures the essence of the neighborhood.

Project Partners:

- BEH Community Council
- Business Association
- City of Dayton mini-grants
- Local business leaders and artists
- Graphic design students at the University of Dayton or Sinclair Community College

Action Steps:

Action Steps	Responsibility
Identify the needs of the business district that could be addressed to create a more attractive district.	BEH Community Council or Business Association
Create a committee of passionate and engaged citizens and business leaders to develop strategies that will address these needs.	BEH Community Council or Business Association
Start with a small project that has the potential to have a quick impact. A good example of such a project would be the streetlight banners.	Beautification Committee
Consider community and outside partners that could bring unique perspectives and resources to beautification projects. Consider contacting the graphic design programs at Sinclair or the University of Dayton.	Beautification Committee
Find and apply for funding from outside organizations, such as the City of Dayton mini-grants, to implement larger projects.	Beautification Committee

Key Outcome: Safe Community	
Current Situation	Desired Future
Weak relations between community and law enforcement.	Strong police and community relationships/effective police presence.
No active neighborhood watch.	Safe environment and less crime.
Dimly lit alleys and lack of security cameras.	Effective and efficient lit alleys in higher crime areas.
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
Interest of community. Willingness of police to engage with the community.	Budget issues/funding. Lack of initiative. Lack of involvement of a majority of the community. Size and demographics of each of the neighborhoods in focus.
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
Effective models and examples from other neighborhoods who have implemented similar programs. Grants to help reduce drug epidemic from state and national levels.	Lack of communications between all of the neighborhoods outside of the communities in focus.

Project Description

Project Title: Coffee with a Cop

Project Description:

Coffee with a Cop is a monthly meeting between community members of the Eastmont, Belmont, and Hearthstone neighborhoods and the City of Dayton police officers. The program is designed to increase positive community relationships between police officers and community members. Residents of the neighborhood and law enforcement would come together on a monthly basis for casual conversation and dialogue in order to foster stronger relationships.

The location for *Coffee with a Cop* would change from month to month in order for residents to visit and learn about the City of Dayton. The meeting times would change monthly in order to hopefully accommodate most schedules as well as create an environment where every voice can be represented.

Project Objective: These meetings would help to build stronger relationships between local police officers and the community.

Project Champion: The City of Dayton Police would be the champion of the project, because of their interest in proactively engaging with the community members and would be responsible for coordinating the events.

Assets to Mobilize: This project would utilize the willingness of police to engage with the community.

Barriers to Overcome: The size of the neighborhoods could present problems in choosing locations that are accessible to everyone. Additionally there might be time and budget constraints on the City of Dayton Police Department.

Potential Partners:

1. Residents of the Eastmont, Belmont, and Hearthstone
2. Potential hosts:
 - Belmont Methodist Church
 - Belmont High School
 - Five Rivers MetroParks-Woodman Fen Location
 - Immaculate Conception Church
 - Lohrey Physical Fitness Center

Action Steps	Responsibility
Contact Community Stakeholders.	Dayton Police Department
Schedule meeting locations and times.	Dayton Police Department and Community Hosts
Establish who is purchasing refreshments.	Dayton Police Department and Community Hosts
Promote on social media, flyers, email, and/or word of mouth.	Dayton Police Department and Community Hosts
Secure a host from potential location to facilitate/mediate the dialogue.	Community Hosts



Key Outcome: Neighborhood Awareness and Engagement	
Current Situation	Desired Future
Lack of collaboration between school (elementary), businesses, and residents.	Create better community collaboration among businesses, churches, residents, schools, and local government.
Titled officials are the only identified leaders within the community.	Facilitate increased leadership and volunteerism among community members.
No current community newsletter/Lack of neighbor communication.	Share activities and events to increase community awareness.
Lack of community events.	Host and sponsor more community events annually.
Negative reputation among communities outside of the BEH.	Acknowledge and invest in the success of the neighborhood by celebrating and sharing the small wins.
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Low crime rates compared to other Dayton neighborhoods.</p> <p>Lohrey Center.</p> <p>Soon-to-be new library.</p> <p>Well-sustained and invested independently owned businesses.</p> <p>Well-kept homes in good condition.</p> <p>Metro parks, green spaces, bike paths.</p> <p>Access to fresh foods.</p>	<p>Shrinking population.</p> <p>Increasing unemployment.</p> <p>Increasing poverty rates.</p> <p>Overall increase in vacant homes.</p> <p>Dramatic decrease in median household income.</p> <p>Current leadership spread too thin.</p>
Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Grants.</p> <p>Dayton Delivers→ Phone app for reporting community issues from the city of Dayton (ex: trash and recycling, vacant lands, etc.).</p> <p>Potential role models in other community councils.</p>	<p>Reputation.</p> <p>Vandalism and petty crime.</p>

Project Description

Project Title: Belmont/Eastmont/Hearthstone Community Newsletter

Project Description: Create and distribute a community newsletter which will be shared with the Belmont/Eastmont/Hearthstone Community.

The creation of the newsletter will be led initially by the Community Council, with contributions made by any community member, business, church, school, and community organization. This effort will attempt to connect all channels of communication throughout the neighborhood. The council will lead the process at first, and the hope is that community members will form a team, and take the lead to continue to produce and distribute a newsletter in the community each quarter.

The newsletter will be distributed quarterly via postings on the BEH Nextdoor website, and the BEH Community Council Facebook page. It will also be emailed to any community member who wishes to receive it, and shares their information. The newsletter will also be made available in hard copy form at all local businesses, churches, and community organizations. The BEH Community Council has an option to apply for a grant through the City of Dayton to assist with the costs for printing and distribution.

Project Objective: This community newsletter will strengthen the neighborhood by establishing a network of informed and engaged citizens. The newsletter will aim to increase community awareness and participation in neighborhood events and happenings, as well as increase the number of citizens who engage in volunteer and leadership positions in the community. By increasing awareness and engagement, the community newsletter will increase the frequency of scheduled community events. An important first step to accomplishing this goal is to establish clear, consistent communication between all facets of the neighborhood.

Project Champion: The Community Council, along with an engaged citizen with a desire to unify the community and increasing neighborhood engagement through events, and gatherings.

Assets/Resources to Utilize: This project will utilize community spaces such as Metro Parks and bike paths, the abundance of locally owned businesses within the community, and social networking sites such as Facebook and Nextdoor. Grants through the City of Dayton serve as a potential resource to aid in any costs associated with the printing and distribution of a community newsletter.

Barriers/Problems to Overcome: A potential barrier to overcome with the creation of a community newsletter could be the need for a dedicated team of volunteers to pull the final pieces together and distribute to the community.

Potential Partners: These partners will serve to create, implement, and support the efforts to create and sustain a community newsletter:

- BEH community members
- Local businesses, churches, and community organizers
- City leaders and officials in the BEH and City of Dayton.

Action Plan:

Action Steps	Responsibility
Creation of the first community newsletter.	Community Council
Identify project leader.	Leadership team
Create newsletter.	Community council and citizens
Apply for grants.	Community council
Distribute newsletter.	Community council, volunteers, and local businesses and organizations
Establish system for newsletter continuation.	Community council and volunteers

Suggestions for Content:

The newsletter will include ways for neighbors to get more involved in the community. The type of events could be social, service oriented, sports focused, or specifically for children and young families. The newsletter will include information for available community resources, postings for leadership positions available throughout the neighborhood; resources for young families and children, and any upcoming neighborhood or targeted group meetings.

Key Outcome: Well-Kept Housing and Infrastructure	
Current Situation	Desired Future
Lack of parking near bike paths, lack of signage of bike paths, and perception that bike paths are unsafe due to crime.	Labeled and accessible bike paths connecting to Downtown.
Cars speeding through streets.	Responsible driving through neighborhoods.
Lack of signage creating confusion and lack of awareness for community assets.	Signs to identify community assets and to distinguish between the Belmont, Eastmont, and Hearthstone neighborhoods.
62.1% owner-occupied homes and 6.4% vacancy rates.	70% owner-occupied houses with growth towards decreasing vacant houses.
Lack of understanding of resident versus city responsibilities.	Awareness of city ordinances and home owner's responsibilities for property maintenance.
Uneven streets and sidewalks.	Well maintained streets and sidewalks.
Resources and Assets within the Neighborhood	Problems and Barriers inside the Neighborhood
<p>Fair amount of existing infrastructure (signs, bike paths, and sidewalks).</p> <p>Bike paths connect to very popular trails.</p> <p>Large amount of well-maintained homes.</p> <p>Low amount of vacant homes.</p> <p>Affordable homes.</p>	<p>Lack of neighborhood engagement.</p> <p>Lack of consistent communication with the City of Dayton.</p> <p>Lack of education on resident responsibilities vs. city responsibilities.</p> <p>Lower median household income than in the past.</p> <p>Lack of readily available financial resources for signage and infrastructure updates.</p>

Resources and Assets outside the Neighborhood	Problems and Barriers outside the Neighborhood
<p>Grant money available for neighborhood associations from the City of Dayton.</p> <p>City of Dayton is interested in working with and assisting the BEH neighborhoods.</p> <p>Dayton Delivers App alerts the City of Dayton to infrastructure needs.</p>	<p>Reputation that living in Dayton is unsafe and lack amenities.</p> <p>Drug use is increasing in the Dayton area.</p> <p>Other Dayton neighborhoods may have greater needs, taking priority away from BEH.</p>



Project Description

Project Title: Dayton Delivers App Night

Project Description: The community council will set up a night where the community can be informed about the uses and utilities of this app. The use of the Dayton Delivers app will keep the city more in tune with its needs, allowing for resources to be used more efficiently. In order for an information night to work there will need to be people spreading awareness about the app and advocating for it.

Project Objective: Encourage healthy community infrastructure by educating and empowering residents to report city maintenance issues and potential ordinance violations via the Dayton Deliver mobile application or website.

Project Champion: A neighborhood member volunteer, who has an interest in community responsibility for infrastructure and currently utilizes the Dayton Delivers app or website on a regular basis. This champion will be responsible for facilitating that this event happens, including organizing potential partners.

Potential Partners:

- Pastor Coleman, Belmont United Methodist Church
- BEH Community Council
- City of Dayton-Public Works and city officials
- Police and Fire
- Community members that have used the app

Action Plan:

Action Steps	Responsibility
Appoint Champion.	BEH Community Council
Secure location.	Pastor Coleman
Contact city partners.	Connie Nisonger
ID neighbors to teach.	BEH Community Council
Promote event.	Community Council, Business, church



Project Description

Project Title: Neighborhood Asset Signs

Project Description: There are many important assets in the Belmont/Eastmont/Hearthstone neighborhoods. Some of these locations are not currently well marked. To help make these assets more visible, new decorative signs should be created. When practical, landscaping could also be planted around the signs. This would help people new to these neighborhoods recognize assets and hopefully utilize them more. Ideally this could be an opportunity to get the community involved and also increase neighborhood pride.

Project Champion: A neighborhood member who understands the importance signs play in the community to identify neighborhoods and assets. The project champion will be responsible for communicating the neighborhoods needs to BEH Community Council and engaging the high school.

Assets to Mobilize: This project will require the cooperation of community residents, the project champion, BEH Community Council and Belmont High School, in particular, the art and woodshop programs.

Barriers to Overcome: A potential barrier to this project is the possibility of a project champion not stepping up to the plate. Without a neighborhood champion the project will not get off the ground. Another possible barrier could be Belmont High School not participating in the project.

Potential Partners:

- Belmont HS woodshop & art classes
- City of Dayton (Connie Nisonger)
- Public Works

Action Plan:

Action Steps	Responsibility
Identify sign locations.	Residents
Apply for Mini-Grant.	BEH Community Council
Engage High School.	Project Champion
Sign creation.	Belmont High School
Install signs.	Public Works



APPENDIX

Acknowledgements

Reggie Swickard, Community Council President
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Marilyn Martel, neighbor
Lynn Phillyss-Birchhill, neighbor
Bill Montgomery, neighbor
John & Jeanne Schoenharl, neighbors
Sandy Frommeyer, Community Council Exec Committee
Maureen Swarts, Hospice of Dayton Volunteer Coordinator
Karl Keith, Montgomery County Auditor and Belmont resident
Jeremy Pennucci, Manager Hazy Shade Disc Golf
Shandah Brannen, Community Council Exec Committee
Mike Schwartz, Owner Belmont Party Supply
Connie Nisonger, City of Dayton Planning Department
Charles White, neighbor
Sandra Barnum, neighbor
Joe Granito, Owner Slyders Tavern
Sabine Clowers, Manager Eastown Save A Lot Grocery
Rev. Randy Coleman, Pastor Belmont United Methodist Church
Stephanie Black, Youth Leader Belmont United Methodist Church
Angie and Kenny Albers, neighbors
Celeste Hoerner, Eastmont School Principal
Kelly Bohrer, neighbor and Fitz Center staff
Jamie Bullens, neighbor and Security Chief Dayton Schools
Glenn Alexander, former Belmont resident
Officer Jason Olson, Dayton Crime Prevention Officer