

Harrison Township & City of Trotwood

Montgomery County, Ohio

Market Analysis Report

Prepared for:

City of Trotwood, Ohio

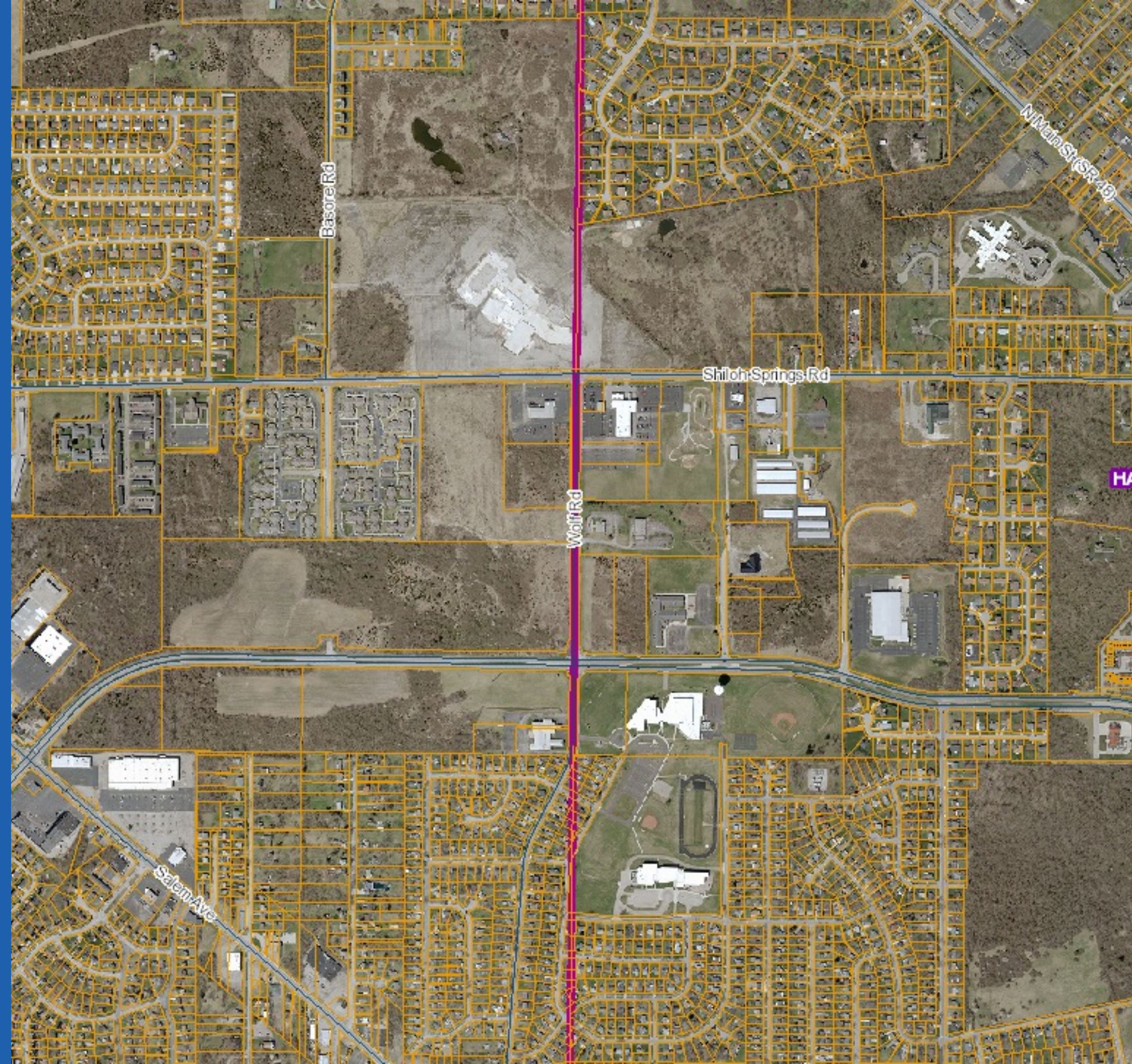
Harrison Township, Ohio

January 10, 2024

Prepared by:

Red Tiger

DLK Management



Executive Summary

Background, Findings & Recommendations

The past fifty years, both Trotwood and Harrison Township have faced significant economic challenges. In planning the future, it is crucial for the city and township to anticipate and mitigate potential economic disruptions. The 2019 tornado and COVID have underscored the importance of having a resilient economy. To ensure long-term economic stability and prosperity, the city and township must cultivate a diverse range of thriving industries and establish a unique identity that can withstand economic downturns.

Study Objectives

Land Use Feasibility & Market Analysis

- Existing conditions in Harrison Township & the City of Trotwood
- Critical trends and economic drivers impacting Harrison Township & the City of Trotwood
- Strengths and assets in Harrison Township & City of Trotwood
- Potential target industries

Land Valuation

- Existing real estate and infrastructure
- Existing and potential obstacles to maximize preferred reinvestment
- Valuation compared to feasibility of target industries under current conditions
- Valuation compared to feasibility of target industries under best practices conditions

Policy Recommendations

- Policies to support viable uses of development to guide investment of resources
- Reports, charts, and illustrations to communicate recommendations
- A task list of next steps to take to make the recommendations a reality
- Cost of best practices implementation

City of Trotwood and Harrison Township, Ohio

Trotwood and Harrison Township are diverse communities with residential, commercial, and industrial areas, that benefit from their accessibility to highways. However, they are faced with an aging population and economic challenges, leading to population decline and deteriorating infrastructure. The presence of blighted buildings and absentee landowners exacerbates the issue. To address this, there must be an aggressive approach to economic development through revitalization and industrial development.

Regional Strengths & Assets

- Strategic location to City of Dayton, Cincinnati Region, and Columbus Region
- Good highway and airport proximity
- Previous Planning and Studies
- Focus is on revitalization, activation and implementation
- Fostering Public-Private Projects
- Collaboration between township and city
- Borders City of Dayton with access to the Great Miami Riverway and the largest off-road paved trail network in the county

Culture, Heritage, & Localism

The city and township have rich histories that can be utilized to promote local initiatives. By focusing on localism and collaboration, both can leverage their history to foster entrepreneurship, sustainability, and the growth of existing businesses. The tornado and pandemic accentuated the importance of supporting local businesses while planning the future. Localism promotes economic resilience, community engagement, sustainability, and the preservation of local culture.

Trotwood Strengths & Assets

- Availability of land for development
- Aggressive approach to economic development
- Aggressive approach to redevelopment and infrastructure
- Successful approach and momentum around industrial and commercial development
- Wolf Creek Trail connects to the Dayton River Front Plan along the Wolf Creek, part of the region's paved bike network

Harrison Township Strengths & Assets

- Adjacency to I-75
- Wagner Ford Area, with I-75 adjacency, is gateway to twp. and a prime redevelopment opportunity
- Webster St. Area offers a stable industrial niche
- Redevelopment opportunities (e.g., Forest Park and Twin Dixie)
- Twin Dixie Area provides an opportunity for a community and destination project
- Sinclair Park, Shiloh Park, and Natural Amenities
- Stillwater River Trail connects to the Dayton River Front Plan along the Stillwater River, part of the region's paved bike network

Tremendous Economic Fluctuations Over Last 50-Years

- First ring flight, resulting in departure of residents and businesses.
- 2019 tornados resulting in extensive damage to infrastructure.
- COVID-19 exasperated departure of residents and businesses.
- Decrease in home ownership.
- Rise in disinvestment.
- Property taxes will rise 4-12% next year (2024) as residential values soar 34%.
- High crime rates.



	Priorities	Challenges
1.	Economic Stability: To attract investment and sustain economic growth, it is essential to have flexible economic strategies that can adapt to national and global economic fluctuations and market instability. This includes diversifying the economy to reduce dependency on a single sector and actively pursuing emerging industries and investments that align with the area's strengths.	Economic Challenges: Low incomes or a struggling economy hinder improvements and attracting businesses. Decline of Brick-and-Mortar Retail: The ongoing decline in brick-and-mortar retail presents a challenge for both communities, as they have a significant inventory of such spaces Housing Affordability: Older housing presents challenges for lower-income households due to costly maintenance. High construction costs prevent affordability of new housing, while low property values hinder development of higher-end options. High tax rates further impact housing affordability.
2.	Urban Blight: The aftermath of tornado damage, urban blight, and underutilized land poses significant challenges. Revitalization efforts should be prioritized to address blighted areas, including partnerships with community organizations and leveraging available resources such as grants and funding. Strategies should focus on redeveloping these areas to enhance livability and attract businesses and residents.	Curb Appeal: The tornado damage and underutilized land pose significant challenges. Deteriorating Infrastructure: Deteriorating infrastructure has been exasperated by the tornado. Perception Problems: Negative perceptions exist for the city and township. Lack of Amenities: The lack of amenities reduces area appeal and activity. Taking the First Thing to Come: During challenging economic times, there is often a temptation to quickly accept the first available option.
3.	External Factors: Unforeseen external factors, such as economic downturns, natural disasters, or changes in government policies, can impact improvement efforts. Developing contingency plans, maintaining disaster preparedness protocols, and building relationships with state and federal agencies can help mitigate the impact of these external factors.	Pervasive Crime: High crime rates deter visitors and residents, impacting safety. Lack of Funding: Lack of funding hinders infrastructure improvements, amenity development, and business attraction. Resistance to Change: Resistance from residents and stakeholders.

Key Findings & Recommendations
A. City & Township Collaboration: City and township collaboration provides opportunities for unique projects and state and federal funding incentives. B. Public Private Partnerships: Partnering with private entities can leverage additional resources and expertise, increasing the chances of successful project implementation and securing grants. C. Community Improvement Corporation as the Catalyst: Trotwood should continue utilizing its CIC to drive economic development, while Harrison Township should take inspiration and establish its own CIC as a model for its economic growth. D. Replace Old Infrastructure: Reliable infrastructure is the spine for economic development. E. Focus on Emerging Industries: Actively seek emerging industries and investment that align with the region's strengths. F. Property Control, Site Readiness & Industrial Focus: Due to economic forces like onshoring and e-commerce, there is a shift towards emerging industries and the demand for industrial buildings. As a result, state and federal incentives now give priority to preparing sites for industrial use. G. Joint Economic Development District: The formation of a JEDD would allow the city and township to collaborate and pool resources to promote economic development and attract businesses. H. Zoning Flexibility, Streamline Procedures and Incentives: Implement policies and programs that attract developers to invest. I. Commitment & Patience: To maximize a project's potential, it is essential for local government leadership to remain dedicated to the vision and process, while demonstrating patience. J. Establish a Bold & Impactful Project: Establish an Innovation & JEDD district around the former Hara Arena, Shiloh Springs, and Turner Road areas. This collaborative approach can leverage shared resources and expertise. K. Diversify Housing Options: To serve aging residents and attract a younger population, provide a range of housing options, including affordable housing, modern apartments and townhouses, proximity to recreational areas or amenities, and mixed-use. L. Incorporate Crime Prevention Strategies in Design & Planning Process: New development in the city and township can play a role in mitigating crime by incorporating crime prevention strategies into the design and planning process.

After analyzing the current economic forces, trends in commercial and residential sectors, as well as the strengths and challenges present in the city and township, Red Tiger has identified (a) Recommended Industries, (b) Priority Development Areas, and (c) the Optimal Development Opportunity.

Recommended Industries
1. Advanced Manufacturing
2. Aerospace and Defense
3. Automotive
4. Electric Vehicle (EV) Industry & EV Battery Supply Chain
5. Food Processing
6. Logistics and Distribution

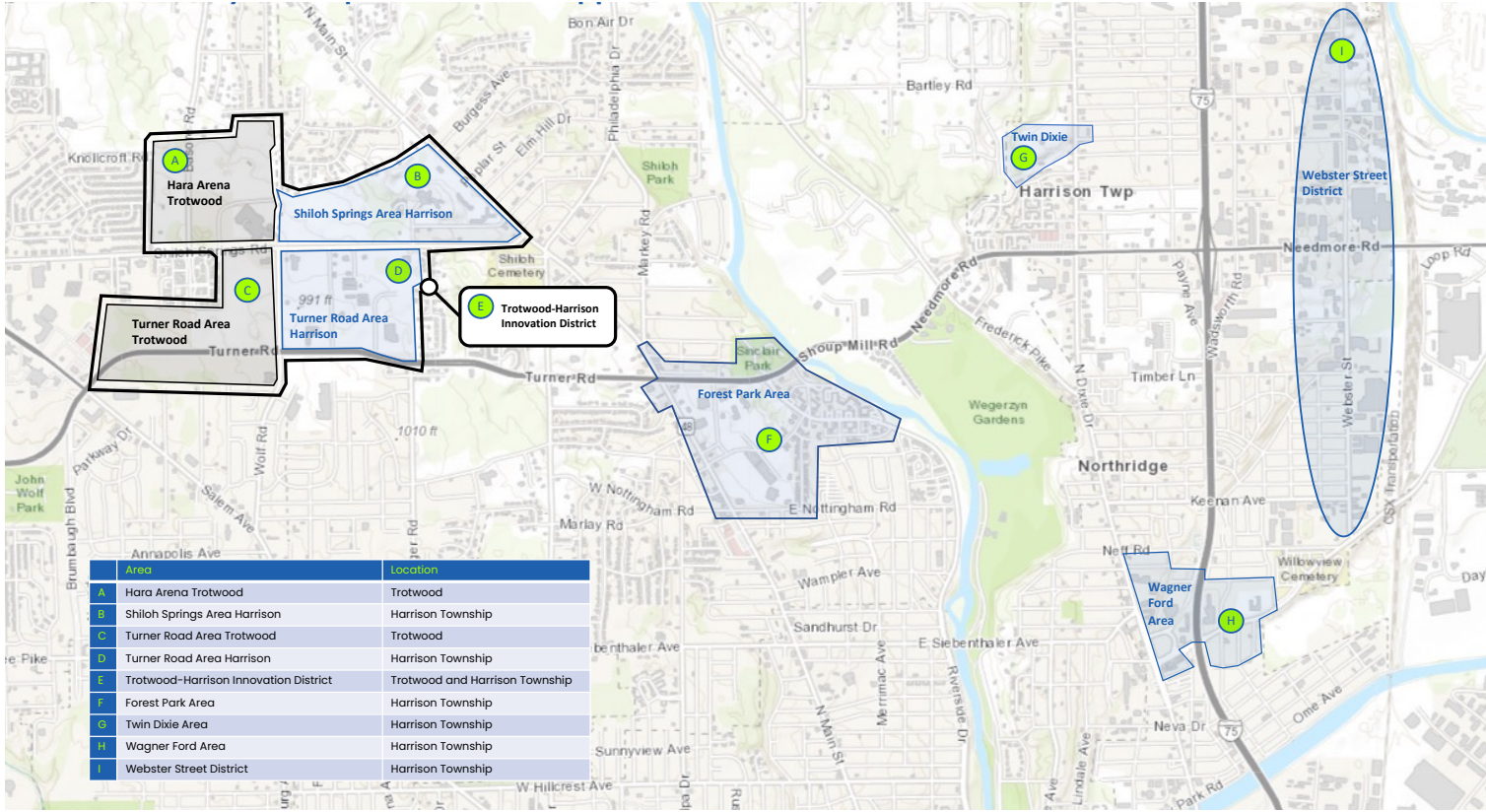
	Priority Development Areas	Location
A	Hara Arena Trotwood	Trotwood
B	Shiloh Springs Area Harrison	Harrison Township
C	Turner Road Area Trotwood	Trotwood
D	Turner Road Area Harrison	Harrison Township
E	Trotwood-Harrison Innovation District	Trotwood and Harrison Township
F	Forest Park Area	Harrison Township
G	Twin Dixie Area	Harrison Township
H	Wagner Ford Area	Harrison Township
I	Webster Street District	Harrison Township

Optimal Development Opportunity
Trotwood-Harrison Innovation District

Given the challenges of the city and township, coupled with current economic forces, a bold and impactful project is needed. The creation of an innovation district in Trotwood and Harrison Township has great potential for sustainable economic success. The strategic location, close to major transportation hubs and influential entities like Wright-Patterson Air Force Base and GE Aerospace, makes it an ideal destination. By attracting diverse industries and promoting collaboration, the district can become a hub for emerging industries and startups. Revitalizing the area as a mixed-use destination centered around these industries will further enhance its appeal. Collaborative partnerships with influential organizations can drive innovation, job creation, and attract investment.

Trotwood-Harrison Innovation District Development Strategy
A holistic approach

Initially, the strategy aims to identify manufacturing companies in the Webster Street District that have the potential for growth and could be suitable for relocation to the Trotwood-Harrison Innovation District. Simultaneously, it is crucial to target startups and stage-2 companies from the wider region that are seeking a location with a more affordable cost of doing business. Subsequently, the strategy turns its attention to the Trotwood-Harrison Innovation District itself, which is particularly well-suited for advanced manufacturing, startups in emerging industries, and technology companies.



Trotwood-Harrison Innovation District	
Strengths	Opportunities
• Strategic Location	• Regional Economic Development Strategy
• Nearby Economic Driver Wright-Patterson	• City and Township Collaboration & JEDD Potential
• Abundance of Developable Land	• Intel and Honda EV Battery Supply Chain Opportunities
• Significant Property Owner	• Ohio's Innovation Hubs Funding & Site Readiness Incentives
• Emerging Industries Focus	• Mixed-use Development
• Synergistic with Recommended Industries	• New Housing for Young Professionals and Empty-Nesters
• Industrial Demand	• Increased Property and Income Tax Revenue

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1. Introduction

1.1 Background

Significant Economic Challenges

Over the past fifty years, both Trotwood and Harrison Township, Ohio have faced significant economic challenges, including population decline, infrastructure deterioration, and the impact of both the 2019 tornados and the recent COVID-19 pandemic. In planning for the future, it is crucial for the township and city to anticipate and mitigate potential economic disruptions. The tornados and pandemic have underscored the importance of having a resilient economy that can withstand various disturbances such as natural disasters, social unrest, international conflicts, and pandemics. To ensure long-term economic stability and prosperity, the township and city must cultivate a diverse range of thriving industries and establish a unique identity that can withstand economic downturns.

Engagement

In early 2023, the Miami Valley Regional Planning Commission (MVRPC) employed the expertise of the Red Tiger team to carry out a comprehensive market analysis report for both Harrison Township and the City of Trotwood. An objective of this study is to provide a valuable assessment of land use policy recommendations. Its purpose is to aid in the strategic allocation of resources to support future development in Harrison Township and Trotwood. The goal is to expedite the recovery process for these communities by identifying the most relevant businesses and industries that can be expanded or attracted, thereby bolstering the local tax base and generating more employment opportunities. With a specific focus on aligning with disruptive economic forces, this report aims to further job creation and nurture emerging industries where the township and city have competitive advantages, enabling them to thrive in the market.

City of Trotwood and Harrison Township, Ohio

Trotwood and Harrison Township are diverse communities with residential, commercial, and industrial areas, that benefit from their accessibility to highways. Both offer various housing options, commercial centers, and recreational facilities. However, they are faced with an aging population and economic challenges, leading to population decline and deteriorating infrastructure. The presence of blighted buildings and absentee landowners exacerbates the issue. To address this, there must be an aggressive approach to economic development through commercial revitalization and industrial development.

Culture, Heritage, & Localism

The city and township have rich histories that can be utilized to promote local initiatives. By focusing on localism and collaboration, both can leverage their history to foster entrepreneurship, sustainability, and the growth of existing businesses. The tornado and pandemic accentuated the importance of supporting local businesses, while planning the future. Localism promotes economic resilience, community engagement, sustainability, and the preservation of local culture.

Economic Development Strategies

Given the impact of the tornados and pandemic, it is crucial for Harrison Township and Trotwood to update and refine their economic development strategies. A strategic plan that focuses on job growth, while aligning with disruptive forces in the economy, is essential for their revitalization. It is important to identify emerging industries where the township and city have a competitive advantage or a "right to win" in the market. By strategically developing commercial and industrial sectors, both communities can expand their tax bases and create more job opportunities. Through careful planning, they can enhance their economic resilience and promote long-term growth.

Revitalization

To revitalize both communities, it is necessary to focus on developing and delivering high-quality residential, commercial, and community real estate projects. These projects will contribute to the economic growth of both areas by creating business opportunities, generating jobs, eliminating blighted areas, and increasing the population, which in turn creates a larger tax base for sustained development.

1.2 Study Objectives

Land Use Feasibility & Market Analysis.

- Existing conditions in Harrison Township & the City of Trotwood
- Critical trends and economic drivers impacting Harrison Township & the City of Trotwood
- Strengths and assets in Harrison Township & City of Trotwood
- Potential target industries

Land Valuation.

- Existing real estate and infrastructure
- Existing and potential obstacles to maximize preferred reinvestment
- Valuation compared to feasibility of target industries under current conditions
- Valuation compared to feasibility of target industries under best practices conditions

Policy Recommendations.

- Policies to support viable uses of development to guide investment of resources
- Reports, charts, and illustrations to communicate recommendations
- A task list of next steps to take to make the recommendations a reality
- Cost of best practices implementation

1.3 Project Team

Red Tiger Investments

Red Tiger focuses on inspiring catalytic economic development through planning, real estate, public-private partnerships, and collaboration. Red Tiger unlocks a region's potential through planning, entitlements, incentives, repositioning, pre-development, joint ventures, and public private partnerships. Red Tiger leverages its relationships with best-in-class experts, developers and end-users. It provides a roadmap for brining catalytic projects to fruition, while ensuring they're based in economic and market realities.

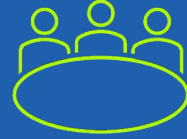
A region's successful economic development strategy and implementation requires the collision of diverse disciplines, experiences, and talents.

The COVID-19 pandemic revealed the importance of establishing resilient regional economies that prioritize emerging industries. In response to this need, Red Tiger and DLK Management joined forces in 2021 to provide comprehensive planning and implementation expertise for innovative economic development strategies. Our unique approach sets us apart from other planning and consulting firms, as we prioritize two key factors. Firstly, our foundation is built on a strong economic development strategy, ensuring a solid framework for success. Additionally, we are committed to achieving tangible outcomes through focused activation efforts. Together, we aim to assist municipalities, townships, and counties in updating and implementing effective economic development strategies.

Project Team

The project team organized weekly video conferences to enhance and implement the scope, process, and communication of the engagement.

PROJECT TEAM



Sean Balnes
Principal, Red Tiger

Daniel Kiley
Principal, DLK Management

Emily Crow
Development Director, Harrison Township

Chad Downing
Executive Director, Trotwood Community Improvement Corporation

Derek Williams
Project Manager, Trotwood Community Improvement Corporation

Elizabeth Baxter
Manager of Disaster Recovery & Economic Development Planning MVRPC

1.4 Activation Process

The Market Study concludes with a framework for catalytic projects that will begin to put the activation process in motion and create a unique sense of place. Red Tiger's process uses proven methods to create an environment attractive to end-users by crafting the program around existing regional industries and economic opportunities where the township and city possess a clear "right to win" in the marketplace to form its backbone



1.5 Advisory Committee & Stakeholders

As part of the Red Tiger Activation Process, an Advisory Committee was established to provide guidance and insights for the preparation of the Market Study.

The role of the Advisory Committee was advisory in nature and included the following responsibilities:

- 1. Emerging Industries:** Recommend and provide feedback regarding emerging industries for the township and city to focus.
- 2. Priority Development Areas Guidance:** Provide guidance and feedback regarding priority development areas in the township and city.
- 3. Development Opportunities:** Provide guidance and feedback regarding potential real estate development opportunities throughout the township and city.
- 4. Township & City Brand Perception:** Provide feedback on brand perceptions for the region comprising the township and city.
- 5. Strategic Relationships:** Identify, recommend, and facilitate introductions to key stakeholders, experts and potential collaborations.
- 6. Partnerships & Collaborations:** Recommend and provide guidance on potential synergistic partnerships and collaborations.
- 7. Adjacent Communities' Synergies & Guidance:** Provide guidance and feedback regarding synergies and collaborations with the communities.
- 8. Public Private Partnerships:** Provide support in evaluating potential public-private partnerships that could advance projects and future potential development opportunities.
- 10. Professional Networking:** Facilitate networking opportunities with regional stakeholders.
- 11. Incentives:** Recommend and provide feedback on potential regional, state and federal incentive opportunities.

Advisory Committee Meeting Dates

The Committee held meetings on 5/16/23, 6/27/23, and 8/15/23. Numerous additional in-person and virtual meetings were conducted with various Advisory Committee members throughout the engagement.

Commercial Stakeholder Presentation

A luncheon and presentation for commercial stakeholders was conducted on 10/10/23, with the aim of gathering feedback from key property owners, business owners, government representatives, and other relevant individuals. See [\[Appendix C\]](#) for list of participants and attendees.

 **Advisory Committee**

Elizabeth Baxter
Manager of Disaster Recovery & Economic Development Planning, Miami Valley Regional Planning Commission

Greg Blatt
President, Dayton REALTORS

Karen Bryant
Member, Trotwood Planning Commission

Emily Crow
Development Director, Harrison Township

Chad Downing
Executive Director, Trotwood Community Improvement Corporation

Georgeann Godsey
Trustee, Harrison Township

Paul Howe
Broker, Paul Howe Realty

Carlton Jackson
CEO, Dayton REALTORS

Cynthia Long
Development Division, City of Dayton

Aaron Lumpkin
Chase Bank

Steve Nass
President, CountyCorp

Lisa Robertson
Community & Economic Development Specialist, Montgomery County Ohio

Derek Williams
Project Manager, Trotwood Community Improvement Corporation

1.6 Previous Studies: Trotwood

City of Trotwood Organizational Strategic Action Plan (December 2019)



The City of Trotwood's Organizational Strategic Action Plan was developed through a comprehensive community engagement process from March to December 2019. This process included various activities such as a community Think-Tank workshop, a Think-Tank Vision survey, focus group sessions, an online community Vision survey, and a community future summit. The goal of this engagement process was to ensure that all community members had the opportunity to contribute their ideas and perspectives to create a shared vision and action plan for the city. This inclusive and transparent platform aimed to foster a sense of collaboration and ownership among community members in shaping the future of Trotwood.

Trotwood Organizational Strategic Action Plan

Strategic Pillars Framework

- Building Educational Excellence
- Expanding Business and Economic Development Initiatives
- Creating High Quality Community Assets
- Strengthening Regional and Local Influence and Connectivity
- Fostering Community Leadership, Belonging and Inclusiveness
- Adopting a Future Oriented Approach to Trotwood's Built Environment

Key Strategic Action Areas

1. Rebrand Trotwood as a place of opportunity
2. Create an economic development plan that will focus on distinct business nodes
3. Focus on new innovative business ideas, like renewable energy projects

According to the City of Trotwood Organizational Strategic Action Plan (2019), Trotwood has experienced significant economic fluctuations over the past five decades, resulting in population outmigration and a decline in infrastructure quality. The recent tornado has shed light on the opportunity to rebuild the community with high-quality assets that are visually appealing and useful to a wide range of demographics. By replacing old infrastructure and embracing new technologies, the quality of life for Trotwood residents can be improved, and the city can attract businesses and commerce.

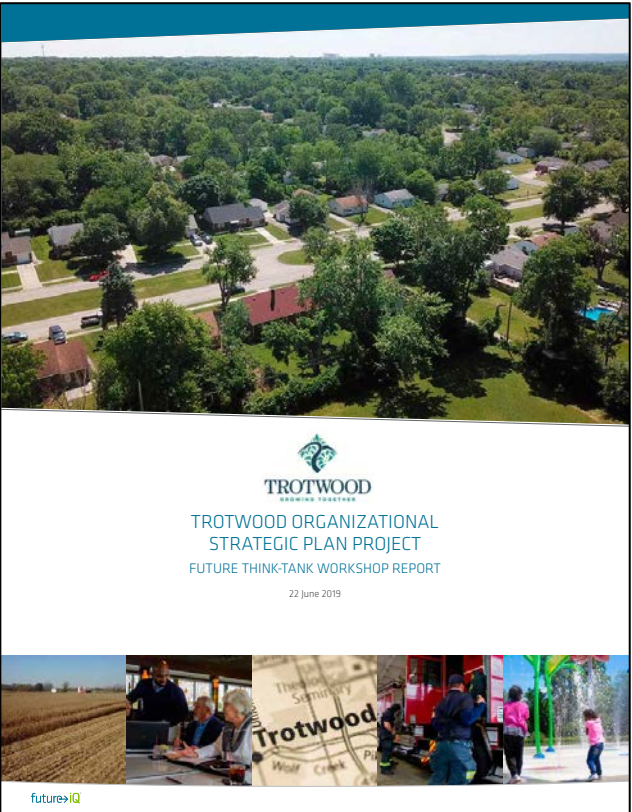
The Trotwood Organizational Strategic Plan Project Future Think-Tank Workshop Report (June 2019)

Following the onset of strategic planning for the community in early 2019, a destructive tornado struck the City of Trotwood and its neighboring areas on May 27th. In response to this event, the community demonstrated remarkable resilience and unity, coming together with determination to rebuild and rejuvenate the city. This condensed report presents the outcomes of the Think-Tank workshop that occurred on June 22, 2019, where participants engaged in scenario-based discussions to envision and strategize the future of Trotwood. The Trotwood Think-Tank provided an invaluable opportunity for stakeholders within the Trotwood community to extensively explore community visioning by utilizing a scenario-planning approach.

The report identified the following key data insights:

Business and economic development hold immense potential and significant risks for the city's future.

The timing and manner of development are crucial factors that will determine the success of Trotwood moving forward. Proper planning and strategic implementation are necessary to capitalize on opportunities while minimizing potential threats. Balancing economic growth with the preservation of the community's character and quality of life is essential. The decisions made regarding development will shape Trotwood's future and its ability to adapt to changing economic landscapes.



Two economic development strategies that would greatly enhance the quality of life for residents in Trotwood are rebuilding infrastructure and repurposing deteriorating buildings.

These initiatives would not only improve the physical environment of the city but also provide opportunities for economic growth and community revitalization. By investing in infrastructure and repurposing existing structures, Trotwood can create a more attractive and functional environment, attracting new businesses and enhancing the overall well-being of its residents.

Embracing automation, robotics, and high-tech manufacturing in Trotwood will effectively attract a younger demographic and address the current and future workforce demands in the region.

By adopting these cutting-edge technologies, the city can position itself as a hub for innovation and advanced manufacturing, creating job opportunities and fostering economic growth. Attracting younger workers with skills and expertise in these areas will not only help meet the existing labor needs but also ensure the city's ability to adapt to future industry trends.

Community stakeholders in Trotwood recognize that bringing about change in their community requires a united political endeavor to implement the necessary adjustments for future preparedness.

These stakeholders understand that a collective commitment is crucial for enacting the required transformations that will shape the future of the community. By working together and fostering a shared vision, they can drive the necessary changes and ensure their community is well-prepared for upcoming challenges and opportunities.

Over the next ten years, the City of Trotwood will face significant demographic changes, including depopulation and an aging population.

These factors will have a profound impact on the community, posing challenges that need to be addressed strategically. The city must adapt to these changes to ensure a sustainable future and maintain a high quality of life for its residents. Strategies such as attracting younger residents, implementing age-friendly policies, and promoting community engagement will be crucial in navigating these demographic shifts.

To ensure long-term community resiliency, it is crucial for Trotwood to anticipate change and adapt to emerging trends in the face of a rapidly changing landscape.

These trends can be both challenges and opportunities. Harnessing the power of technology will be essential in capturing these opportunities and securing a prosperous future for the community. By embracing innovation and remaining agile, Trotwood can thrive in the face of the accelerating speed of change.

The rapid advancements in technology trends offer Trotwood the chance to reshape and rejuvenate its community, particularly as it rebuilds and redevelops its damaged and aging infrastructure.

To fully leverage these opportunities, Trotwood must prioritize building capacity and becoming more "future ready." This entails equipping the community with the necessary skills, resources, and flexibility to adapt and thrive in the face of ongoing technological advancements. By embracing a forward-thinking approach, Trotwood can successfully transform and position itself for future success.

Trotwood Economic Development Report (Fiscal Year 2022)

The economic development report highlights the strategic investment decisions made by Trotwood in fiscal year 2022, which have successfully stimulated economic development. The city has achieved approximately \$52.4 million in new capital investment in the community in 2022, despite the challenges posed by the COVID-19 pandemic. This growth is a remarkable achievement and showcases Trotwood's resilience and commitment to its economic prosperity.

1.7 Previous Studies: Harrison Township

2021 Harrison Township Strategic Plan

The Harrison Township Strategic Plan serves as a comprehensive roadmap for decision making and investments over the next two decades. It not only outlines specific objectives and actions, but also provides a mechanism for prioritizing annual actions and work tasks. This strategic plan is built upon the thorough analysis and assessment of Harrison Township that was undertaken during the development of the Planning Road Map in 2020.

The comprehensive plan for the development and land use in Harrison Township encompasses guiding principles, recommendations for managing development, and a forward-thinking land use plan aimed at bringing about substantial change and reinvestment in the community.

This document, along with other elements such as the Strategic Plan, transportation plan, and



parks and open space plan, is coordinated to contribute to the township's overall comprehensive plan and foster significant transformation and reinvestment within the community.

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2020 Harrison Township Roadmap

Harrison Township, much like other inner ring suburbs, is facing the challenges of an aging population, built environment, and infrastructure. This is a common issue among inner ring suburbs in the Midwest and puts them at risk of social, economic, and physical decline. Compounded by two major economic disruptions, Covid-19 and the 2019 tornadoes, Harrison Township has been pushed to the edge. However, the community spirit remains strong and committed to the long-term efforts needed for its prosperity and longevity. Over the past few years, the township has been diligently working on studies and reports that will collectively form the "map" for its future. The 2020 Road Map is the first of these crucial studies, outlining critical steps towards a vibrant and self-sustaining Harrison Township.

2020 Harrison Township Development & Land Use Plan

The long-range development and land use plan for Harrison Township integrates guiding principles, recommendations for development management, and a flexible and forward-looking land use plan. Its primary goal is to bring about significant transformation and reinvestment within its community. Alongside the Strategic Plan and other key components such as the transportation plan and parks and open space plan, this document collaborates to contribute to the comprehensive plan for the township. Through these coordinated efforts, the community aims to drive substantial change and reinvestment.

Township Roadmap & Strategic Plan Objectives

- 1. People:** Increased population with young families, mature families, and older adults aging in place.
- 2. Prosperity:** Increased resident prosperity and decreased poverty.
- 3. Neighborhoods:** Improved residential neighborhoods with increased home values, increased owner occupancy, and improved housing conditions.
- 4. Businesses:** Strengthened neighborhood business districts with viable local serving businesses.
- 5. Image:** Improved regional image of the Township.
- 6. Services:** Sustained high level of Township services with increased Township revenues.

Township Guiding Principles for Development & Land Use Decisions

Prepare: Establish proactive government policies to prepare the Township for uncertain futures and embrace opportunities as they arise to make the most of our limited resources.

Prosper: Foster prosperity in the Township through our actions so that our citizens, businesses, and organization thrive and reach our full potential.

Elevate: Aspire to elevate our assets to improve the image of the Township and set a high bar for our future.

Communicate: Provide clear and timely communications to our citizens, businesses and within our departments to be transparent and understand complex community needs.

Serve: Provide exceptional service to our citizens and businesses by striving to be community minded and serve with pride. Harrison Township is what we make it.

2022 Harrison Township Annual Report

The annual report is a comprehensive document that summarizes the activities and achievements of the township throughout the year.

1.8 Dayton Riverfront Plan

2018 Riverfront Master Plan

Both communities border the City of Dayton with waterways feeding into the Great Miami River.

The Dayton Riverfront Plan, adopted in 2018, outlines a comprehensive framework to enhance the downtown area and river corridors in Dayton. It includes plans to improve ten riverfront parks and connect them with the regional paved trail network. The plan is the result of collaboration among various organizations, including Five Rivers MetroParks, Miami Conservancy District, the City of Dayton, Montgomery County, Miami Valley Regional Planning Commission, the Downtown Dayton Partnership, and the Greater Dayton Regional Transit Authority (RTA). Additional financial support came from The Dayton Foundation and the Montgomery County Land Bank. Over 25 years, this initiative aims to stimulate economic development by making improvements to the waterfronts and downtown communities.



2. Existing Real Estate, Infrastructure, & Conditions

2.1 Regional Overview

Embarking on a journey towards a brighter future, both Trotwood and Harrison Township have weathered the storm of tumultuous economic fluctuations over the past half-century.

From the departure of residents to the wear and tear of infrastructure, these challenges have been further compounded by the devastating impact of the 2019 tornados and the ongoing COVID-19 pandemic.

The tornados that hit Trotwood and Harrison Township in 2019 caused significant damage to the area.

The EF4 tornado, with winds up to 170 miles per hour, tore through the communities, destroying homes, businesses, and infrastructure. Many structures were completely leveled, and residents were displaced from their homes. The damage was estimated to be in the millions of dollars, and it took time for the communities to recover and rebuild from the devastation. The tornado outbreak in May 2019 resulted in several tornados across Ohio, and Trotwood and Harrison Township were among the areas hardest hit.

The tornadoes of 2019 had a lasting impact on the infrastructure of both the city and township.

Buildings, roads, utilities, and other essential facilities suffered severe damage, leaving many areas in disarray that persists to this day. The destruction ranged from houses and schools to businesses and roadways. Rebuilding the infrastructure is a complex and time-consuming process that requires significant resources. Local authorities, along with state and federal agencies, have worked together to coordinate and support these efforts. Community members and volunteer organizations have also played a crucial role in assisting with the restoration and recovery process. Despite the challenges, ongoing initiatives continue to focus on restoring and improving the infrastructure in both Trotwood and Harrison Township, aiming to create more resilient and livable communities.

The tornados resulted in the displacement of residents and the closure of businesses.

The tornadoes that struck Trotwood and Harrison Township in 2019 caused extensive damage to homes, businesses, and infrastructure. The destruction and disruption caused by the natural disaster led to the displacement of residents and the closure of businesses. Many individuals and businesses struggled to recover, leading to further economic decline and a decrease in the attractiveness of the affected areas.

“

The assessment shows nearly 15% of all property parcels in Harrison Twp. sustained damage, 371 either destroyed or with major structural damage. Nearly 10% of Trotwood's parcels, or 1,106 were affected, according to Montgomery County Auditor Karl Keith.

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Source: <https://www.daytondailynews.com/news/new-map-shows-tornadoes-destruction-across-montgomery-county-properties/FTAiQ8vWXFJae8y7ejqRfN/>

A. City of Trotwood

The City of Trotwood is in Montgomery County, Ohio, about 8 miles northwest of downtown Dayton.

Trotwood, located in Montgomery County, Ohio, boasts an impressive roadway system spanning approximately 411 miles, making it the second largest city in the county in terms of roadway infrastructure.

While Trotwood has well developed infrastructure in place, featuring a comprehensive network of roads and highways that facilitate convenient transportation.

However, Trotwood recognizes the need to address the aging 50-year-old water lines and roadways/streets.

To achieve this, the city has taken a proactive approach, actively pursuing opportunities for improvements and making the most of available grants.

The city offers a mix of residential neighborhoods, commercial areas, and industrial zones, with various types of buildings and facilities.

There are housing options like single-family homes, apartments, and townhouses. Commercial areas have shopping centers and restaurants. Trotwood has parks, recreational facilities, and educational institutions, providing opportunities for outdoor activities and learning for residents of all ages.

Based on the Trotwood Organization Strategic Plan (December 2019), Trotwood has experienced significant economic fluctuations over the past five decades, resulting in population outmigration and a decline in infrastructure quality.

The deterioration of infrastructure, along with the presence of blighted buildings that require repurposing or demolition, presents a major challenge. Additionally, absentee landowners who benefit from tax write-offs on dilapidated structures contribute to the issue. The city is actively working towards attracting new occupants for the numerous vacant buildings. It is recommended that buildings with no feasible repurposing options be demolished to make room for innovative development initiatives like solar gardens, new businesses, and shared workspaces. Furthermore, according to the Future Think-Tank Workshop Report of the Trotwood Organizational Strategic Plan Project (June 22, 2019), enhancing infrastructure and repurposing deteriorating buildings are identified as vital economic development strategies that would greatly enhance the quality of life for residents in Trotwood. The report also emphasized that neglecting infrastructure presents a significant threat to the city's well-being.

2022 Infrastructure Investments

1,685 feet of sanitary sewer line upgrades along Wolf Creek at a cost of \$975,000

3,373 feet of waterline upgrades along Olive Road from the intersection of Main Street to Bradfield Place at a cost of \$565,745

Since 2016, the city has resurfaced 28 miles of roadway at a rough cost of about \$5.6 million

In 2021, the city spent \$700,000 on resurfacing neighborhood streets

Source: Trotwood Economic Development 2022 Report

B. Harrison Township

Harrison Township is in Montgomery County, Ohio, approximately 5 miles north of the City of Dayton and northeast of Trotwood.

In terms of infrastructure, Harrison Township benefits from its proximity to major highways, including Interstate 75 and State Route 4, which provide convenient access to the surrounding areas. The township is also served by a network of local roads. Harrison Township has reliable water, sewer, and electricity systems in place. It offers a variety of housing options, including single-family homes, apartments, and townhouses, catering to different budgets. The township also provides commercial real estate opportunities, attracting both small businesses and larger corporations. The real estate market is influenced by factors such as location, amenities, and market demand. Overall, Harrison Township offers convenient infrastructure and a diverse range of real estate options for residents and businesses.

Harrison Township, like other inner ring suburbs, is indeed facing significant challenges related to its aging population, built environment, and infrastructure.

These issues are commonly observed among inner ring suburbs in the Midwest and can lead to continued decline in various aspects, including social, economic, and physical conditions. The double impact of the Covid-19 pandemic and the 2019 tornadoes have further exacerbated the difficulties faced by the township. However, it is important to note that despite these challenges, the community spirit in Harrison Township remains strong. The residents and stakeholders are committed to taking long-term actions and implementing efforts necessary for the prosperity and longevity of the township. With continued dedication and support, it is possible for Harrison Township to overcome these obstacles and work towards a brighter future.

2.2 Existing and Potential Obstacles to Maximize Preferred Reinvestment

Tremendous Economic Fluctuations Over Last 50-Years

- First ring flight, resulting in departure of residents and businesses.
- 2019 Tornadoes resulting in extensive damage to infrastructure.
- COVID-19 exasperated departure of residents and businesses.
- Decrease in home ownership.
- Rise in disinvestment.
- Montgomery County property taxes will rise 4-12% next year (2024) as residential values soar 34%.
- High crime rates.



First Ring flight has been exasperated by the 2019 tornadoes and COVID-19.

The departure of businesses and residents from Trotwood and Harrison Township, Ohio, has had a significant impact on the communities, with various factors exacerbating the trend. The 2019 tornadoes and the ongoing COVID-19 pandemic have further contributed to the challenges faced by these areas.

Additionally, the COVID-19 pandemic has had profound effects worldwide, and Trotwood and Harrison Township are no exception.

The economic repercussions of the pandemic have led to business closures, job losses, and financial hardships for individuals and families. The pandemic has also disrupted traditional work and living patterns, leading to a reassessment of living arrangements as people sought more space or desired to be closer to urban centers.

These combined factors of the tornadoes and the pandemic have accelerated the departure of businesses and residents from Trotwood and Harrison Township.

The economic and social challenges resulting from these departures include vacant storefronts, job losses, a decline in services, and a decrease in community engagement.

The ongoing decline in brick-and-mortar retail presents a challenge for both communities, as they have a significant inventory of such spaces.

To meet today's market needs, it is necessary to adapt these spaces for alternative uses like industrial, distribution, flex, or residential, which are currently in high demand.

Trotwood and Harrison Township face challenges with a significant amount of in-commuting and out-commuting, causing imbalances in workforce needs and employment opportunities.

This has negative implications for each community's fiscal health, leading to lost taxes and diminished consumer spending. Resolving these issues requires a collective effort on various fronts such as housing options, quality of place, job training, and quality public education. Addressing these multifaceted challenges is crucial to creating a more balanced and thriving community.

Trotwood Workforce Commuting Data		
Residents Working in City	519	5.3%
Residents Working Outside City	9,194	94.7%

Source: Trotwood Organization Strategic Plan (December 2019)

2.3 Demographics & Residential

A. Statistics

Population & Median Age	Trotwood	Harrison Township	Montgomery County	Source
Total Population	22,771	21,622	535,137	ESRI, 2023-10-17
Population, % change – 2010 to 2023	-6.44%	-3.4%	0.00%	ESRI, 2023-10-17
Projected Pop. Growth Rate 2023 – 2028	-0.20%	-0.04%	-0.17%	ESRI, 2023-10-17
Median Age in 2010	42	42	39	ESRI, 2023-10-17
Median Age in 2023	44	44	42	ESRI, 2023-10-17
Projected Median Age 2028	45	44	42	ESRI, 2023-10-17
Income & Employment	Trotwood	Harrison Township	Montgomery County	Source
Median Household Income	\$41,026	\$40,818	\$58,293	ESRI, 2023-10-17
Employment Rate	53.0%	56.6%	60.2%	2022 American Community Survey 5-Year Estimates
Education Attainment	Trotwood	Harrison Township	Montgomery County	Source
Graduated High School	43.69%	46.89%	34.04%	ESRI, 2023-10-17
Associates Degree	17.25%	14.81%	15.69%	ESRI, 2023-10-17
Bachelor’s Degree of Higher	16.66%	20.24%	26.08%	ESRI, 2023-10-17
Graduate	12.18%	7.44%	16.67%	ESRI, 2023-10-17
Housing	Trotwood	Harrison Township	Montgomery County	Source
Housing Units	11,726	11,067	251,703	ESRI, 2023-10-17
Home Ownership Rates	58.8%	47.3%	56.18%	2022 American Community Survey 5-Year Estimates
Owner Occupied Units %	45.07%	41.80%	56.18%	ESRI, 2023-10-17
Renter Occupied Units %	41.24%	47.70%	34.83%	ESRI, 2023-10-17
Projected 2028 Renter Occupied Units %	40.45%	47.33%	34.40%	ESRI, 2023-10-17
Median Home Value	\$121,537	\$108,650	\$172,882	ESRI, 2023-10-17
Median Gross Rent	\$898	\$836	\$940	2022 American Community Survey 5-Year Estimates
Houses Built 2010 or Later	196	125	4,453	ESRI, 2023-10-17
Houses Built 2000 – 2009	556	324	14,453	ESRI, 2023-10-17
Married-couple family households	27.1%	21.0%	39.7%	2022 American Community Survey 5-Year Estimates
No spouse present family households	72.9%	79.0%	60.3%	2022 American Community Survey 5-Year Estimates

B. Analysis & Recommendations

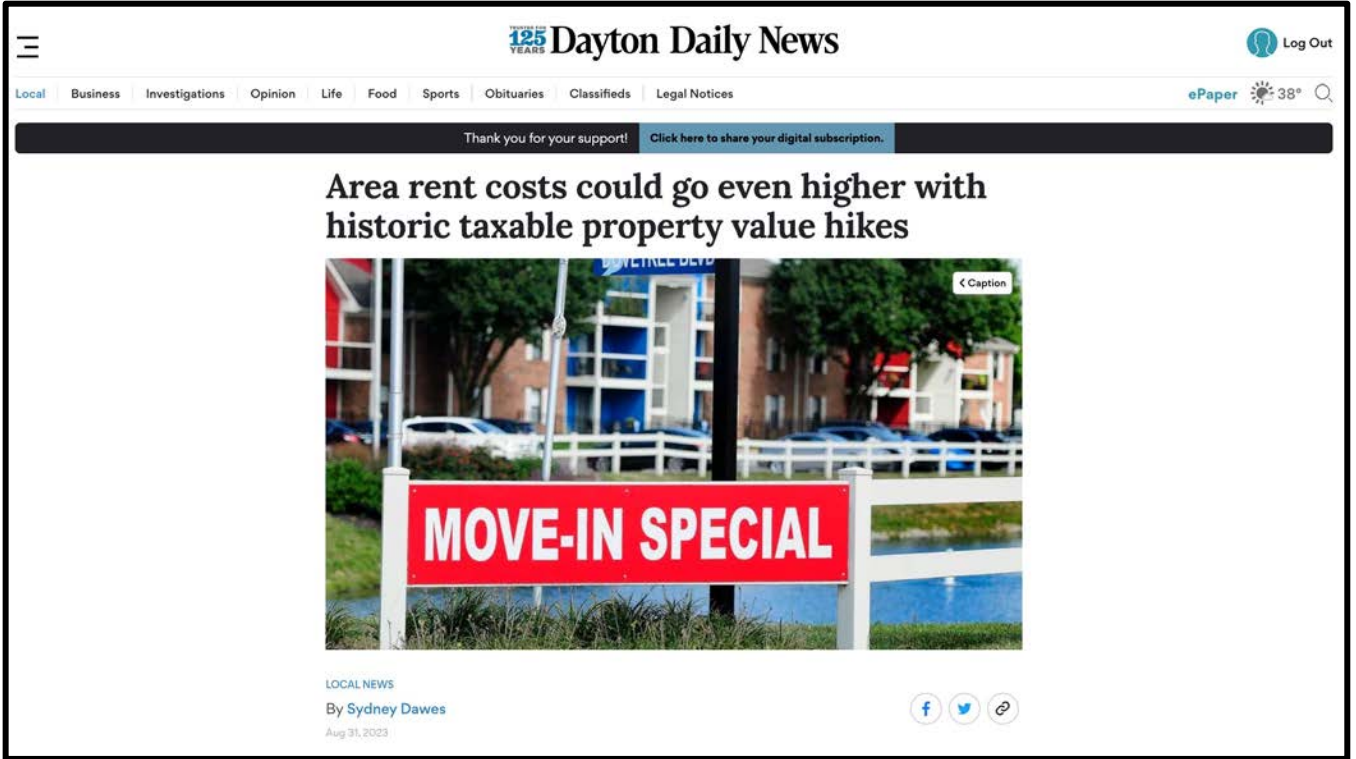
Montgomery County Support and Programs: It is crucial to fully utilize current relevant programs and strengthen partnerships with organizations like Montgomery County Development Services, County Corp, and the Montgomery County Landbank. For the recommendations below, refer to [\[Appendix A\]](#) for specific information about the programs offered by these entities and others that support residential and economic development.

Analysis	Recommendations
1. Declining Population: From 2010 to 2013, both the city and the township experienced a decline in population growth, as did the county. Projections suggest negative growth rates for the next five years.	Analyze contributing factors: To ensure a sustainable and thriving future, it is important to analyze the contributing factors identified in this report contributing to the decline and implement strategies to attract and retain residents.
2. Aging Population: The median age of 44 for both Trotwood and Harrison Township is higher than both the county and state.	Develop housing for older adults: The older population may have different housing needs and preferences, such as a demand for age-restricted housing. Additionally, the community should consider the preferences and needs of the older population when deciding on the types of goods and services to offer, such as healthcare facilities and older adult-friendly retail options. Offer diverse housing option: To attract a younger population, provide a range of housing options that appeal to younger individuals and families, including affordable housing, modern apartments or townhouses, and proximity to recreational areas or amenities. Consider incorporating mixed-use developments that combine residential and commercial spaces for added attractiveness. Focus on commercial development for younger demographics: To attract a younger population, focus on commercial development for younger demographics. Cater to the preferences and needs of a younger population by creating spaces for trendy restaurants, cafes, and coworking spaces. Include amenities like fitness centers, entertainment venues, and boutique shops to create a vibrant and engaging environment.
3. Modest Median Household Incomes: The median household income in both the city and township is approximately 30% lower than the county and national averages, with a range of around \$40,000+/- per year.	Focus on emerging industries: Efforts should be made to attract higher-paying job opportunities to the city and township. This could involve initiatives to attract emerging industries, encourage entrepreneurship, and support the growth of small businesses. Promote affordable housing: By promoting the development of affordable housing options and implementing policies to protect against gentrification, the city and township can help ensure that residents have access to safe and affordable housing. Collaborate with Montgomery County Development Services, County Corp, and the Montgomery County Land Bank on various affordable housing programs. See Economic Development Tools in [Appendix A] for details.
4. Education Attainment: When compared to the county average, the city and township have lower percentages of residents with bachelor's degrees or higher.	Outreach programs to increase awareness: Collaborate with local educational institutions, such as Sinclair Community College, through outreach programs to increase awareness about available educational opportunities, financial aid resources, and services for students pursuing higher education. Seek partnerships: Promoting partnerships between educational institutions, local businesses, and housing non-profits can create internship and apprenticeship programs that provide practical training and educational opportunities for residents. Collaborate with County Corp and its YouthBuild program that offers at-risk youth an opportunity to gain the necessary skills and knowledge to improve their lives. See Economic Development Tools in [Appendix A] for details on the YouthBuild program.

Analysis	Recommendations
5. Massive Decline in New Home Construction. Since 2010, the city and township have experienced a massive decline in new home construction, resulting in a housing shortage and limited options for residents. This, in turn, has hindered economic growth, contributed to aging infrastructure, and posed challenges for neighborhood revitalization. Both the city and township, had three times the houses built between 2000 and 2009 compared to the period from 2010 until now.	Encourage and incentivize new home construction: Collaborate with Montgomery County Development Services, and County Corp, to utilize programs focused on affordable housing development. See Economic Development Tools in [Appendix A] for details on the programs. Foster partnerships with developers: Engage with local developers and builders to understand the factors that have contributed to the decline in new home construction. Collaborate with them to develop strategies and solutions that address the challenges and barriers they face. This could involve assisting with land acquisition, providing financial support, or facilitating access to resources. Diversify housing options: Promote the development of a diverse range of housing options that cater to different populations and income levels. This could include affordable housing initiatives, mixed-income developments, and innovative housing solutions such as tiny homes.
6. Aging Homes: More than 80% of the houses in both the city and township were constructed prior to 1980, indicating a need for reinvestment in the housing stock to stimulate positive economic growth. These older homes likely require upgrades and improvements to meet modern standards and attract residents and businesses. By investing in the revitalization of these properties, the city and township can create opportunities for economic growth and development. See chart at Sec. 2.3(C)-1, page 20	Montgomery County Development Home Investments Partnership: Enhance the partnership with Montgomery County Development Services (Community Development) to maximize the potential of programs funded by the U.S. Department of Housing and Urban Development (HUD), including the Community Development Block Grant, HOME Investment Partnership, and Emergency Solutions Grant. See Economic Development Tools in [Appendix A] for details on the programs. County Corp Programs: Join forces with County Corp Affordable Housing, the private non-profit development corporation for Montgomery County, to maximize the benefits of its affordable housing initiatives, including affordable rentals, the Pathway to Homeownership (PTHO) program, the Home Connector program, and the utilization of Low-Income Housing Tax Credit. See Economic Development Tools in [Appendix A] for details on the programs. Montgomery County Landbank: Collaborate with and leverage the programs offered by the Montgomery County Land Bank to tackle issues related to distressed properties and other real estate challenges. The Land Bank plays a crucial role in revitalizing neighborhoods by transforming blighted, foreclosed, and abandoned properties into valuable assets that enhance community safety and vitality. Additionally, their initiatives ensure that these properties are once again generating tax revenues. See Economic Development Tools in [Appendix A] for details on the programs. Provide educational resources: Develop educational resources and workshops to educate and inform homeowners about the benefits of upgrading and improving their older homes. Offer guidance on available funding sources, the importance of energy efficiency, and modern design trends that can help attract residents and businesses to the community. Engage with local contractors and builders: Foster partnerships with local contractors, builders, and other construction professionals to highlight the benefits of renovating and upgrading older homes. Encourage them to invest in the community and provide resources, such as a directory of reliable contractors, to homeowners looking to undertake renovations.
7. Home Ownership Decline: Currently, the city and township have a combined percentage of approximately 44% for owner-occupied renter units, while the county has a higher percentage of 56.18%. Based on projections, it is expected that this percentage will remain unchanged by the end of 2028. See chart at Sec. 2.3(C)-2, page 20	Partner with community organizations: Collaborate with Community Development, County Corp, the Landbank, and other local community organizations on programs to address declining home ownership. See Economic Development Tools in [Appendix A] for details on the programs. Increase affordable housing options: Focus on increasing the availability of affordable housing options in the city and township. This can be achieved through partnerships with developers, offering incentives for the construction of affordable housing units, and exploring the possibility of mixed-income developments. Strengthen community engagement and education: Launch awareness campaigns and community engagement initiatives to educate residents about the benefits and processes of homeownership. Provide resources and workshops on topics such as financial literacy, credit building, and homeownership responsibilities.

Analysis	Recommendations
8. Difficulty in Attracting Higher Income Households: Due to the median home values of \$121,537 in the city and \$108,650 in the township, there is a scarcity of inventory for homes priced above \$200,000. Consequently, it is challenging to attract moderate to higher income households to the area. See chart at Sec. 2.3(C)-3 , page 20	Encourage development of higher-priced housing: Work with developers and real estate professionals to incentivize the construction of housing options that cater to higher-income households. Implement tax incentives: Offer tax incentives or abatements to developers who commit to building higher-priced homes in the area. This can help offset some of the costs associated with constructing and marketing more expensive properties. Improve infrastructure and amenities: Upgrade and enhance infrastructure, such as roads, public transportation, and utilities, to make the city and township more attractive to higher-income households. Additionally, invest in amenities like parks, recreational facilities, shopping centers, and high-quality schools to create an appealing living environment. Market the area effectively: Develop targeted marketing strategies to showcase the city and township as an ideal place for higher income households to live. Provide access to quality services: Ensure that the city and township offer access to high-quality services such as healthcare, dining options, entertainment venues, and shopping districts. These services can be crucial in attracting higher-income households.
9. Significant shortage of married-coupled households: The city and township are experiencing a significant shortage of married-coupled households compared to the county average. Currently, only 27% of households in the city and 21% in the township are married-coupled, which is notably lower than the county average of 40%. Married-coupled households contribute stability, economic growth, family support, improved health and well-being, and long-term investment to a community. See chart at Sec. 2.3(C)-4 , page 20	Develop family-friendly amenities: Invest in the creation of parks, playgrounds, community centers, and recreational facilities that cater to families. This will not only attract married-coupled households but also benefit families of all structures, promoting an inclusive and supportive environment. Offer affordable housing options: Collaborate with local developers and housing authorities to increase the availability of affordable housing options suitable for larger families. This can include single-family homes, townhouses, or apartments with multiple bedrooms and family-oriented amenities. Provide supportive services: Establish programs and services aimed at supporting families, such as parenting classes, childcare assistance, and family counseling. This will help create a supportive network for married-coupled households and enhance the overall well-being of families in the community. Promote strong education system: Enhance the quality of schools by investing in resources, technology, and extracurricular activities. A strong education system is attractive to families with children, fostering a sense of security and providing opportunities for their children's development. Foster community engagement: Encourage community engagement by organizing family-oriented events, neighborhood watch programs, and social gatherings. This will facilitate connections among families, increase a sense of belonging, and create a supportive network. Partner with local businesses: Collaborate with local businesses to provide incentives and discounts for families, such as family nights at restaurants or discounts on family-oriented activities. This partnership can attract families to the area and strengthen community ties. Emphasize safety and security: Invest in maintaining safe and secure neighborhoods by increasing police presence, implementing traffic calming measures, and promoting community safety programs. This will reassure families, making the area more appealing for both married-coupled households and other residents. Market the benefits of the community: Develop marketing campaigns that highlight the benefits of living in the city, including its family-friendly amenities, educational opportunities, close-knit community, and high standard of living. This will attract married-coupled households seeking a desirable environment to raise their families.

Analysis	Recommendations
10. Potential Increase in Abandoned or Foreclosed Homes. A contributing factor to vacancies is the presence of abandoned or foreclosed units. Currently, 14% of households in the city and 11% in the township are vacant. These statistics will likely worsen given the countywide property revaluation completed in 2023, which increased property values by 39%.	Implement vacant property registration: Introduce a vacant property registration program that requires owners of abandoned or foreclosed properties to register with the city or township. This program can help local authorities keep track of vacant properties, ensuring they are properly maintained and monitored. Enforce property maintenance requirements: Strengthen enforcement of property maintenance codes and regulations. This can include regular inspections of vacant properties, fines for neglecting maintenance responsibilities, and incentives for property owners to invest in upkeep and renovations. Collaborate with financial institutions: Engage with local banks and lenders to provide foreclosure prevention programs, loan modification options, or financial counseling services to help struggling homeowners in danger of foreclosure. This can help prevent further increases in abandoned and foreclosed properties. Develop a marketing strategy: Market vacant properties and neighborhoods with high vacancy rates to potential buyers, investors, or developers. Highlight any unique characteristics, such as proximity to amenities, transportation, or potential economic development opportunities. Utilize targeted advertising campaigns or participate in real estate expos to attract interest and investment in these areas. Partner with community organizations: Collaborate with Community Development, County Corp, the Landbank, and other local organizations to address vacant properties. Leverage programs offered by the Montgomery County Land Bank for abandoned and foreclosed homes. Work with these organizations to develop assistance programs for property owners, especially low-income residents, to renovate vacant properties. This includes grants, low-interest loans, and tax incentives. Promote homeownership initiatives for vacant homes, such as down payment assistance and homebuyer education. Work with developers and these affordable housing agencies to increase the availability of affordable housing options. See Economic Development Tools in [Appendix A] for details on the programs.



C. Charts

Chart 2.3(C)-1
Houses Built

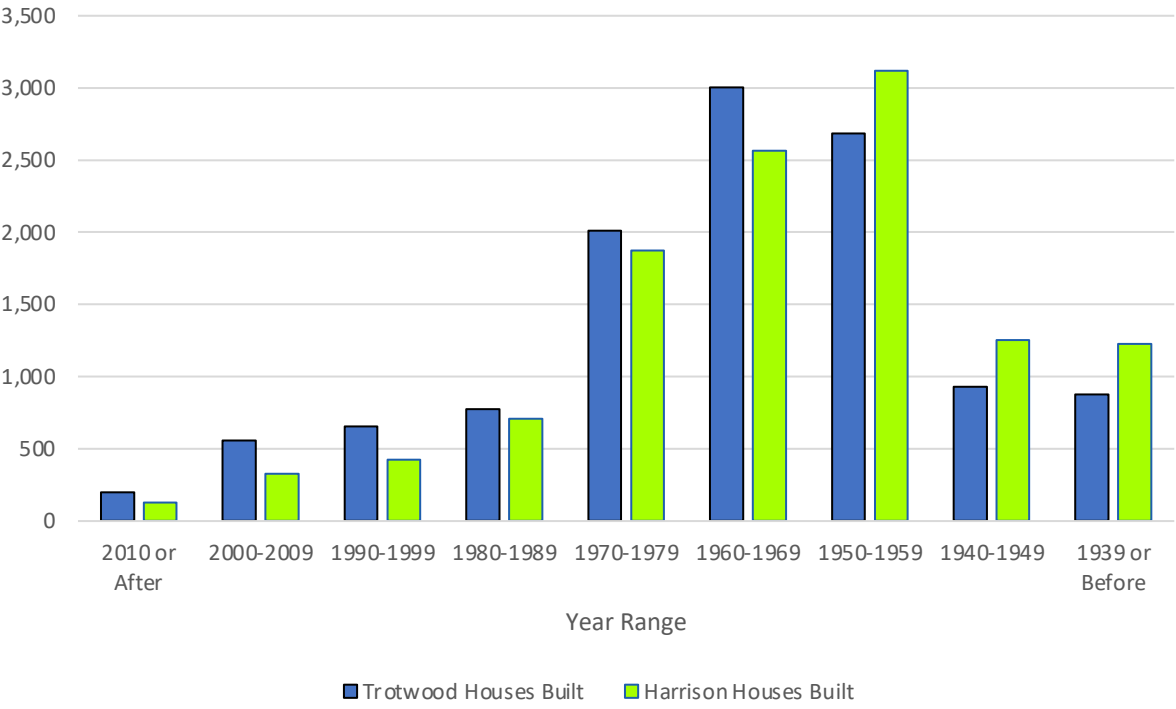


Chart 2.3(C)-3
Median Home Value

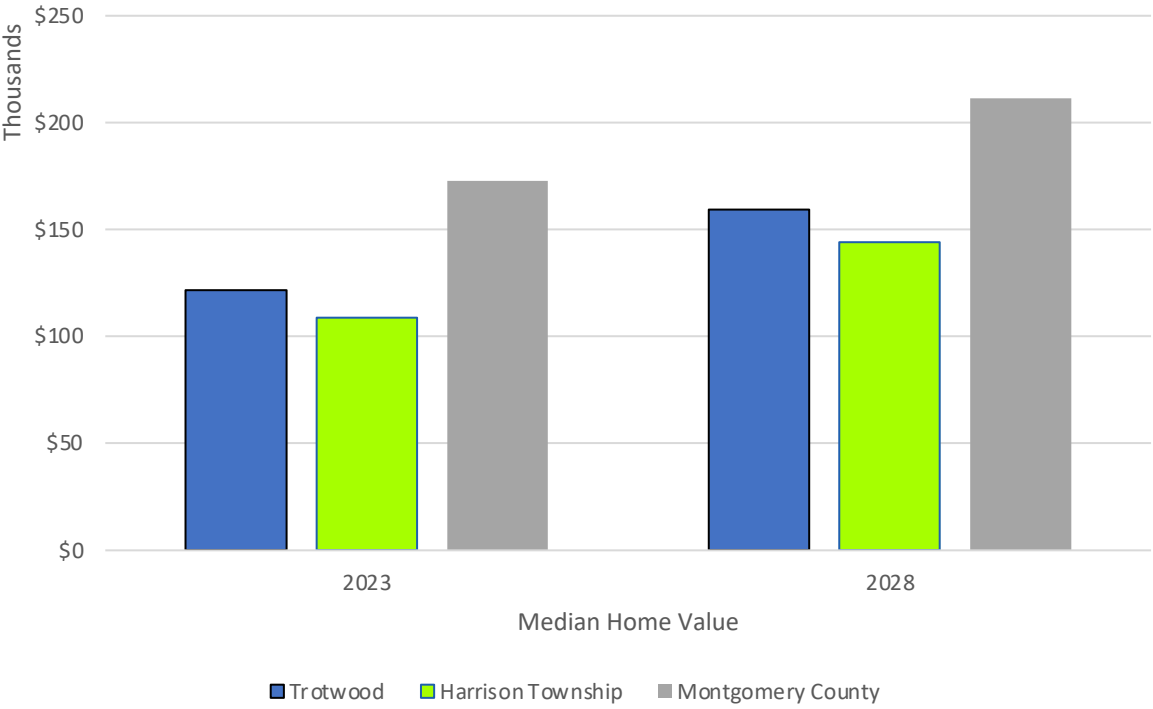


Chart 2.3(C)-2
Owner Occupied Units
Trotwood and Harrison Township Combined

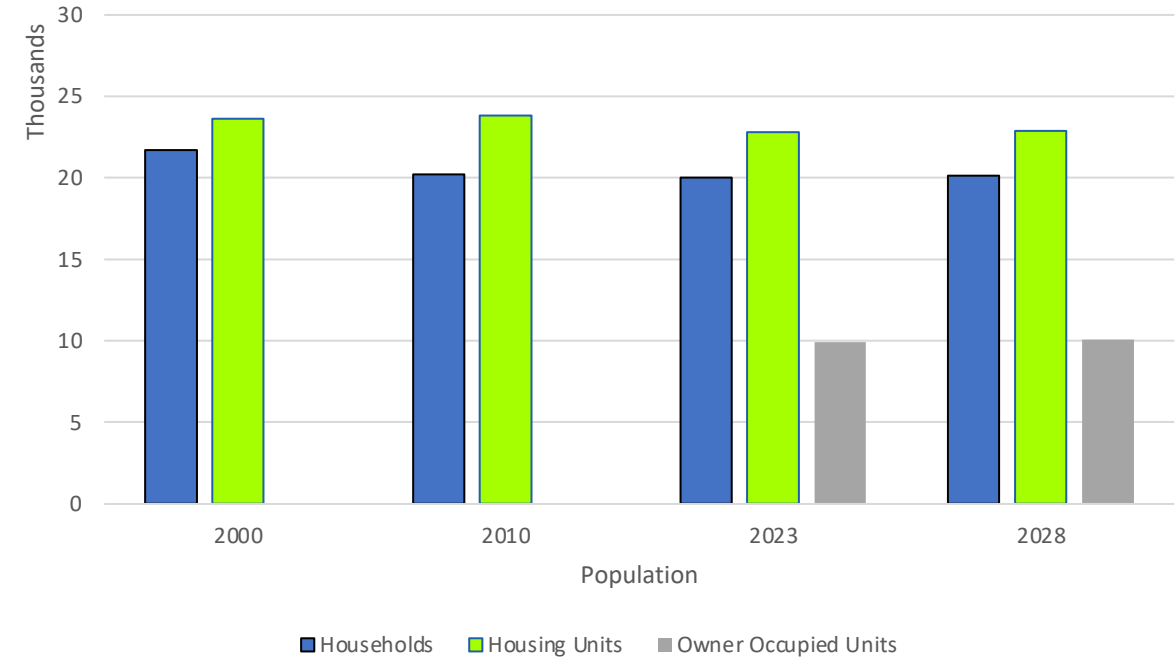
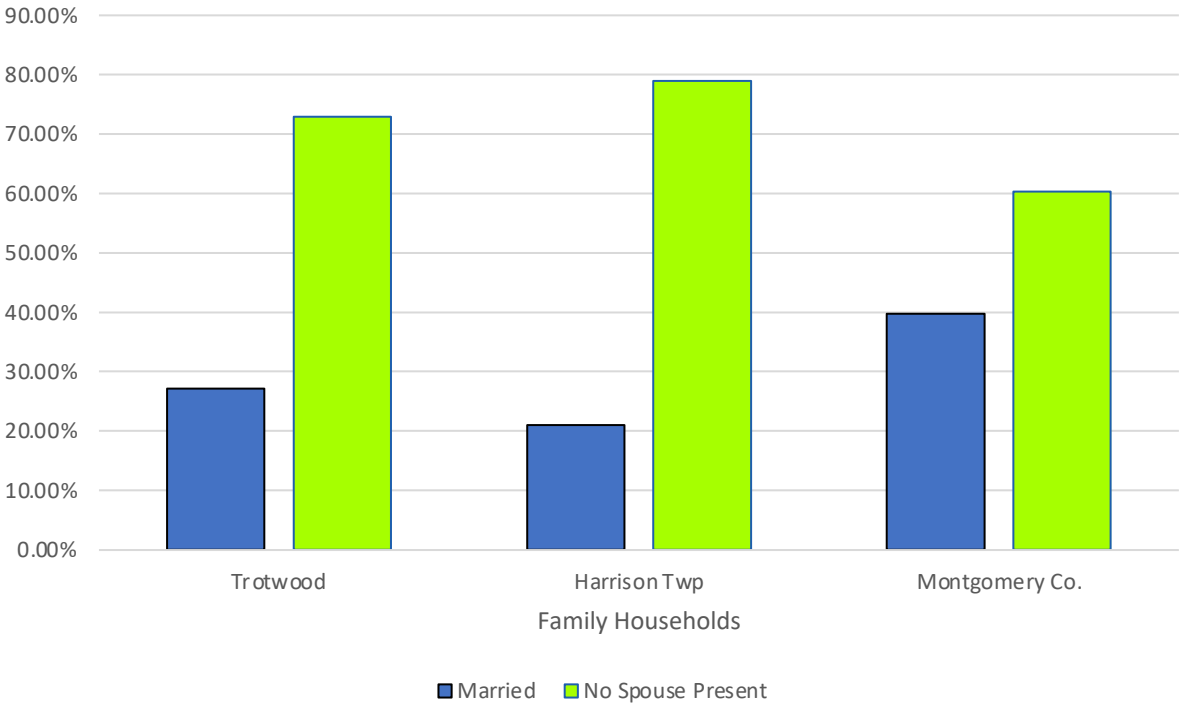


Chart 2.3(C)-4
Family Households



3. Strengths & Assets

3.1 Region

Trotwood and Harrison Township have strengths that contribute to their development and success.

One advantage is their strategic location close to major cities like Dayton, Cincinnati, and Columbus. They also benefit from being near highways (SR-48, SR-49, I-70, I-75) and the Dayton International Airport, which ensures convenient transportation options.

Additionally, the city and township are placing emphasis on proactive planning and conducting comprehensive studies that lay the groundwork for future growth.

Currently, the focus is on revitalization, with efforts to activate and implement projects that will enhance the economic and social well-being of the area. This includes collaborating with public and private entities to establish partnerships that will support these goals. The cooperation between Trotwood and Harrison Township is crucial in achieving shared objectives.

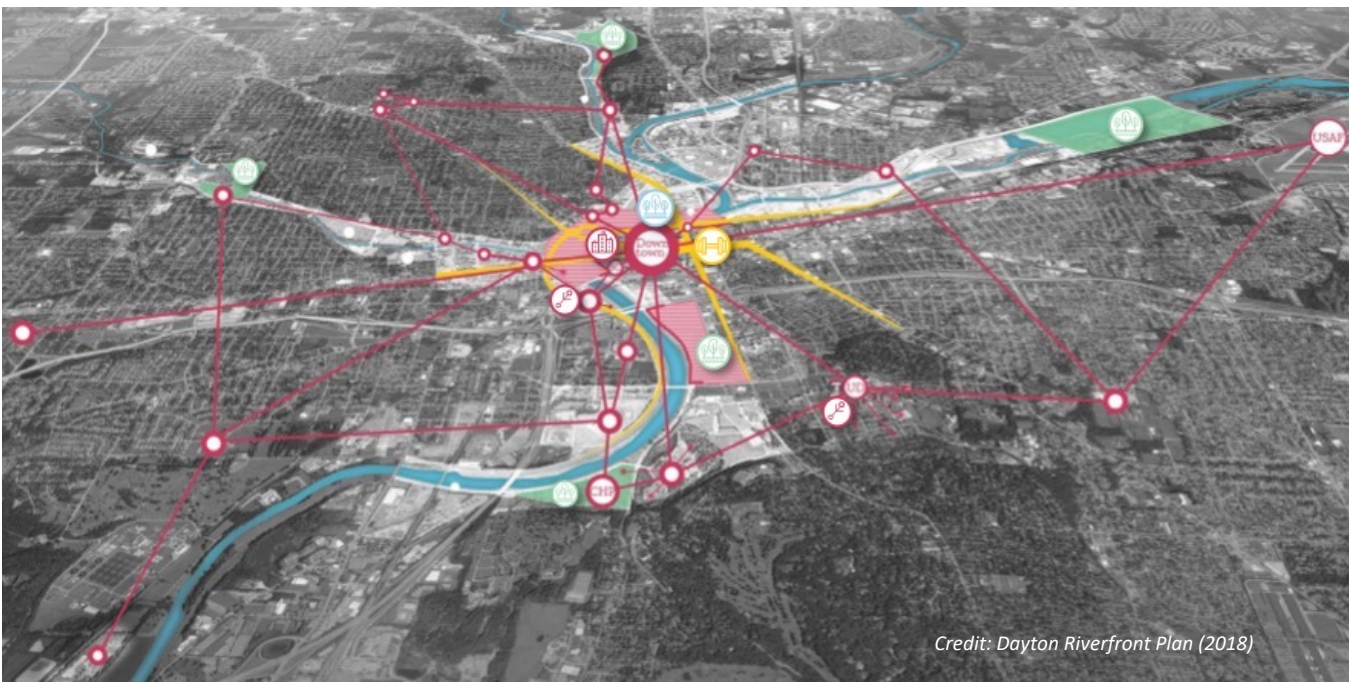
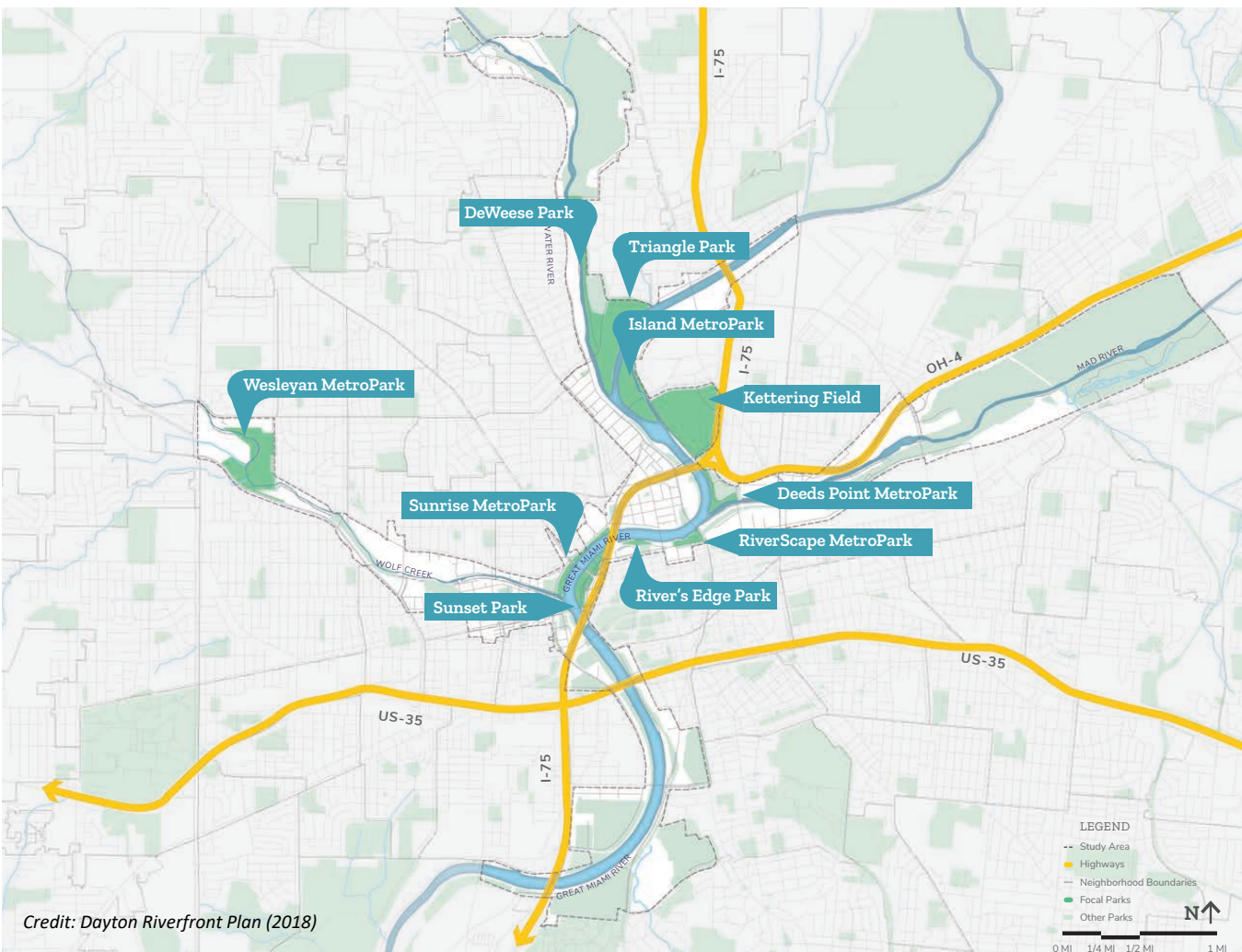
Regional Strengths & Assets

- Strategic location to City of Dayton, Cincinnati Region, and Columbus Region
- Good highway and airport proximity
- Previous Planning and Studies
- Focus is on revitalization, activation and implementation
- Fostering Public-Private Projects
- Collaboration between township and city
- Borders City of Dayton with access to the Great Miami Riverway and the largest off-road paved trail network in the county

The Dayton Riverfront Plan (2018) presents opportunities for both Harrison Township and nearby communities to benefit.

The Great Miami Riverway is home to Ohio's only National Water Trail and the nation's largest paved trail network. Harrison Township, conveniently located near I-75, grants easy access to various parks and trails such as Shiloh Park, Sinclair Park, Five Rivers MetroParks, and other recreational areas in the region. Recognizing the significance of parks and natural amenities as drivers of economic development and valuable assets for communities, these resources are increasingly prioritized as cities strive to recover from the impacts of COVID-19.

Additionally, the Dayton Riverfront Plan supports the construction of the Trotwood connector, a 3.5-mile trail linking Trotwood and Wesleyan MetroPark. This connection will unite the Wolf Creek Bikeway, the Trotwood and Harrison Township communities, and the extensive network of over 300 miles of trails and bikeways throughout Montgomery County.



3.2 City of Trotwood

Trotwood possesses a range of strengths and assets that have contributed to its significant momentum.

The city has adopted an assertive strategy towards economic development, redevelopment, and infrastructure improvement. Notable achievements include the establishment of the Commerce Park, the Gated Global Industrial Park, and the successful redevelopment of the former Salem Mall and Sears properties. These initiatives have played a crucial role in bolstering Trotwood's progress and enhancing its overall appeal.

Trotwood's location near major highways is a significant asset for the city. Its proximity to Interstate 70 and Interstate 75 enables businesses to easily connect with regional markets and transportation networks.

This accessibility makes it convenient for companies to transport goods and materials, as well as for customers to access businesses in the area. The city's advantageous location also makes it an attractive choice for distribution centers, logistics companies, and industries that rely on efficient transportation infrastructure.

Trotwood's availability of ample industrial land is a significant strength that makes the city attractive to businesses.

The availability of land for development provides opportunities for businesses to establish or expand their operations, whether it be for manufacturing, warehousing, or other industrial activities. This gives businesses the flexibility to design and build facilities that suit their specific needs and accommodate their growth plans. Additionally, the availability of industrial land can help attract investment and stimulate economic development, creating job opportunities and increasing the tax base. Trotwood's commitment to providing industrial land for development demonstrates its proactive approach to supporting businesses and fostering economic growth in the community.

Trotwood has implemented economic development initiatives, such as tax incentives and business assistance programs, to support local businesses.

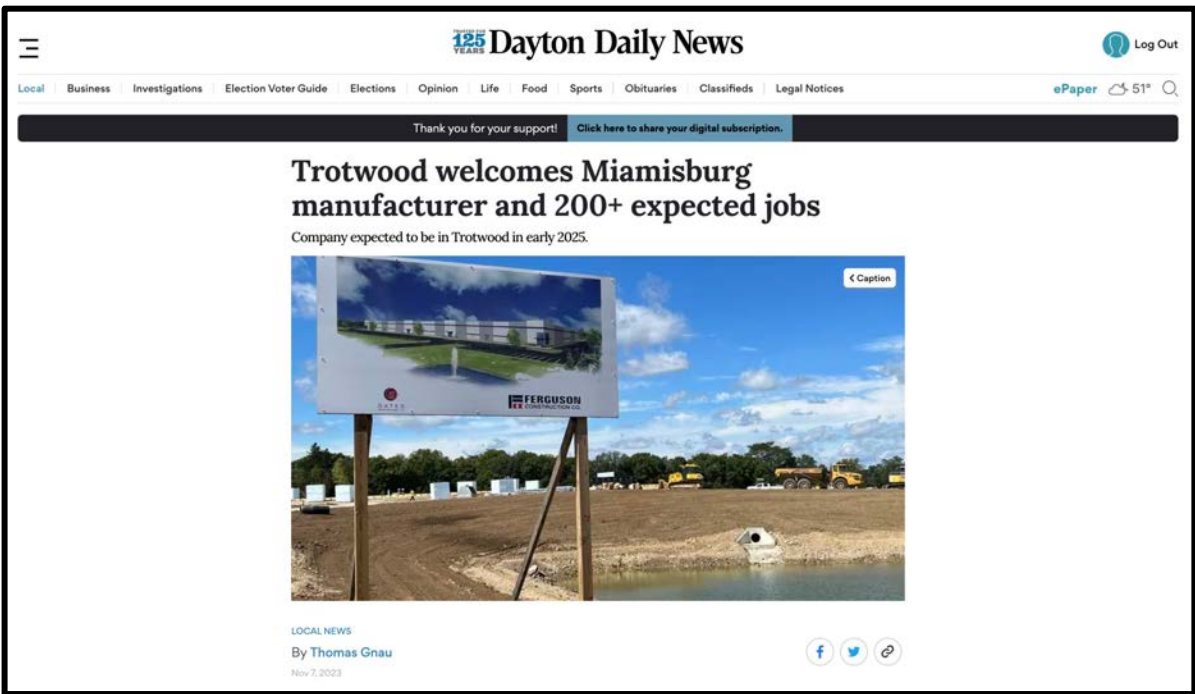
Trotwood has achieved notable success in attracting and supporting businesses. The city has established key industrial parks, including Commerce Park and the Gated Global Industrial Park, which provide prime locations for businesses to establish their operations. These parks offer modern infrastructure, convenient access to transportation networks, and a supportive business environment.

Trotwood Strengths & Assets

- Availability of land for development
- Aggressive approach to economic development
- Aggressive approach to redevelopment and infrastructure
- Successful approach and momentum around industrial and commercial development
- Wolf Creek Trail connects to the Dayton River Front Plan along the Wolf Creek, part of the region's paved bike network

Trotwood recently announced the arrival of Technicote, a leading manufacturer of pressure-sensitive adhesive materials.

This investment not only brings job opportunities to the area but also signifies Trotwood's ability to attract major companies and contribute to the growth of the local economy.



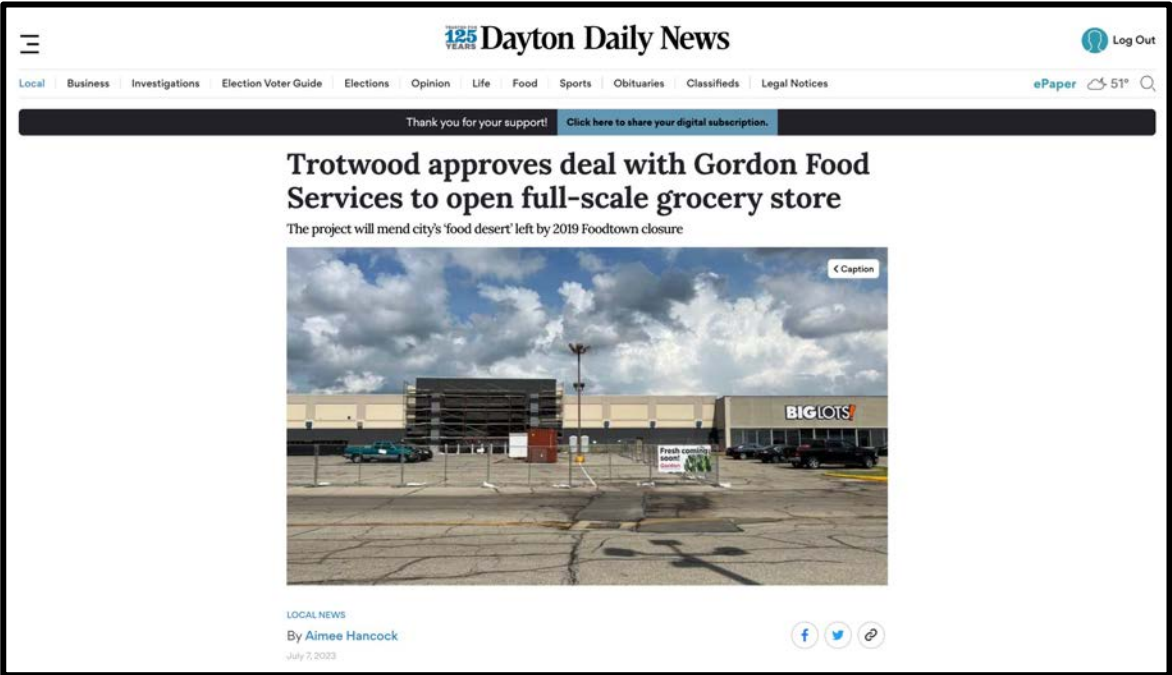
These achievements highlight Trotwood's proactive approach to economic development, as the city strives to create an environment that fosters business growth and success. The combination of economic development initiatives, established industrial parks, and attracting major companies like Technicote showcases Trotwood's commitment to supporting the business community and driving economic prosperity.

In addition to addressing blight and improving infrastructure, Trotwood's aggressive approach to redevelopment also includes a focus on transforming key commercial areas within the city.

One notable example is the ongoing redevelopment of the Salem Mall and the Sears building. Recognizing the potential economic impact of revitalizing these properties, Trotwood has worked diligently to attract investors and developers to breathe new life into these spaces. By pursuing these redevelopment projects, Trotwood aims to create vibrant retail and commercial hubs that will attract businesses, generate employment opportunities, and increase tax revenue.

Trotwood has recently experienced a boost in its retail sector with the addition of Gordon Food Services opening a full-scale grocery store in the city.

This addition has created momentum and attracted attention from other retailers and investors. Trotwood's aggressive approach to redevelopment has been instrumental in creating an environment that is appealing to established businesses, such as Gordon Food Services. By actively pursuing opportunities to attract major retailers, Trotwood demonstrates its commitment to providing residents with access to quality retail options and contributing to the overall economic vitality of the city.



3.3 Harrison Township

One of the township's key strengths is its strategic location.

Situated in Montgomery County, Harrison Township is located just north of Dayton, Ohio. Its proximity to Dayton provides residents with easy access to a wide range of amenities, including shopping centers, restaurants, entertainment venues, and employment opportunities. Additionally, the township's location offers convenient access to major transportation routes, including Interstate 75, making it accessible to both regional and national markets.

Harrison Township Strengths & Assets

- Adjacency to I-75
- Wagner Ford Area, with I-75 adjacency, is gateway to twp. and a prime redevelopment opportunity
- Webster St. Area offers a stable industrial niche
- Redevelopment opportunities (e.g., Forest Park and Twin Dixie)
- Twin Dixie Area provides an opportunity for a community and destination project
- Sinclair Park, Shiloh Park, and Natural Amenities
- Stillwater River Trail connects to the Dayton River Front Plan along the Stillwater River, part of the region's paved bike network

One of the township's key strengths is its strategic location.

Situated in Montgomery County, Harrison Township is located just north of Dayton, Ohio. Its proximity to Dayton provides residents with easy access to a wide range of amenities, including shopping centers, restaurants, entertainment venues, and employment opportunities. Additionally, the township's location offers convenient access to major transportation routes, including Interstate 75, making it accessible to both regional and national markets.

Harrison Township is uniquely positioned for commercial development due to its adjacency to I-75. This prime location offers the most optimal opportunities for businesses looking to establish a presence in the area, benefiting from the high visibility and easy access provided by the interstate.

The Webster Street Area of Harrison Township is recognized as a compact and stable industrial niche.

With a range of existing flex industrial spaces, this area offers adaptable properties that cater to the specific operational needs of businesses. The availability of these spaces simplifies the process for companies looking to establish their operations within the township. Given the current high costs of construction for new facilities and limited availability, the demand for existing light and flex industrial spaces remains high. See [Sec. 6.1(I)] for more detail.

With its proximity to I-75, Harrison Township offers convenient access to various parks and trails, including Shiloh Park, Sinclair Park, Five Rivers MetroParks, and other regional recreational areas.

As cities strive to recover from the impact of COVID-19, parks and natural amenities are increasingly recognized as catalysts for economic development and valuable assets for localities.

Economic Benefits of Parks

- Increase value of nearby residential and commercial properties
- A popular site criterion for relocating businesses
- Attract prospective customers to nearby businesses
- Events (e.g., farmers market) generate visitors and spending
- Generate foot traffic for nearby business
- Increases quality-of-life for residents and tenants
- Promotes sense of community
- Provide safe and interactive areas for families and children
- Host community-sponsored events





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Sinclair Park rebuild is ahead of schedule after 2019 tornado but still has a ways to go

WYSO | By [Chris Welter](#)

Published May 27, 2022 at 12:07 PM EDT



Market Study: Harrison Township & City of Trotwood 24

4. Critical Trends, Challenges & Economic Drivers

4.1 Commercial Trends



- **High Costs:** High construction costs, interest rates, and fuel.
- **Labor:** Shortage of labor.
- **Workforce Development:** Continued demand for skilled labor.
- **Fourth Industrial Revolution:** The landscape of work and industry is undergoing significant changes as we enter the Fourth Industrial Revolution.
- **Regional Collaboration:** Regional collaboration is a critical factor when it comes to obtaining state and federal incentives.
- **Emerging Industries:** The emerging industries often require industrial space and convenient access to transportation infrastructure.
- **Retail Sector:** Traditional retail is undergoing significant changes due to economic forces such as e-commerce and onshoring. This has led to a shift in focus towards the demand for industrial buildings both nationally and statewide. Industrial buildings are essential for manufacturing, warehousing, and distribution activities related to emerging industries and the growing demand for online shopping.
- **Industrial Sector:** Industrial sector has slowed down, but it is still stronger than it was before the pandemic and outperforming the other real estate sectors.
- **Property Control & Site Readiness:** Careful planning and site readiness are essential in attracting businesses and site selectors. A majority of state and federal incentives now prioritize the preparation of sites for industrial uses. Communities with development ready sites are at a major advantage for attracting new and expanding businesses.
- **Property Tax Abatement:** Property tax abatement on commercial provides communities with a major advantage when attracting industrial development (ideally 15-year abatement).
- **Joint Economic Development Districts:** JEDDs are becoming increasingly popular, as they can be a mutually beneficial economic tool that enables both the township and municipality to work cooperatively and share an income tax from employees who work in the district (while allowing property tax abatement if desired).
- **Office Sector:** COVID has accelerated trends towards remote work and challenged the traditional office environment. Many employers are going towards a hybrid model, resulting in less square footage. Office vacancy is at an all-time high and continue to rise causing a decline in some commercial real estate valuations.
- **2024 Outlook:** Should interest rates stabilize, commercial real estate investment activity likely will begin to pick up in the second half of 2024.

4.2 Montgomery County Residential Trends



- **Rental Housing:** Shortage of affordable rental housing
- **Affordable Housing:** High demand for affordable housing
- **Affordable Older Adult Housing:** High demand for affordable older adult rental housing
- **Older Housing Stock:** Current housing market is dominated by older housing stock
- **Existing Stock:** Maintain & upgrade existing housing stock for needs of lower-income residents
- **Housing Shortage:** Shortage of homes priced below \$200,000, many constructed before 1970
- **First-Time Homebuyers:** Need assistance programs that support first-time homebuyers
- **Aging Millennials & older adults:** Notable growth among aging millennials and older adults
- **Tax Increase:** Property taxes will rise 4-12% next year (2024) as residential values soar 34%

There is a need for affordable workforce rental housing in the city and township.

The 2021 Housing Assessment report indicates that there is a shortage of affordable rental housing options in the market, including government-subsidized, tax credit, and affordable market-rate rentals. These housing alternatives often have long wait lists, indicating a high demand for affordable housing. Considering that the median household income in both Trotwood and Harrison Township is approximately \$40,000, the addition of more affordable rental housing alternatives would be beneficial for the housing market and overall economy of the city and township.

Trotwood and Harrison Township would benefit from investments in affordable older adult housing.

Based on the 2021 Housing Assessment, the market is experiencing significant growth and demand among households aged 65 and older. This assessment reveals that all Tax Credit and government-subsidized apartment rentals specifically catering to older adults (i.e., ages 55 and older) and older adults (i.e., ages 62 and older) in the county have reached full occupancy and maintain wait lists. Considering that the median age in both the city and township has increased to 44, which is a two-year rise from 2010, it is evident that there is a need to preserve and expand the older adult rental housing market in the area. In addition, it would be beneficial to explore assistance programs that allow older adults to modify their units, enabling them to age in place. Such initiatives should be part of the local housing strategies.

The current housing market in Montgomery County is dominated by older housing stock, which can present challenges for lower-income households.

While these older properties may offer affordable housing options, the financial burden of maintaining them can be difficult for many lower-income households. This can result in cost-burdened situations where households are spending a significant portion of their income on housing costs, leaving them with limited resources for other essential expenses. Additionally, the age of the housing stock can contribute to substandard housing conditions, further exacerbating the housing challenges faced by

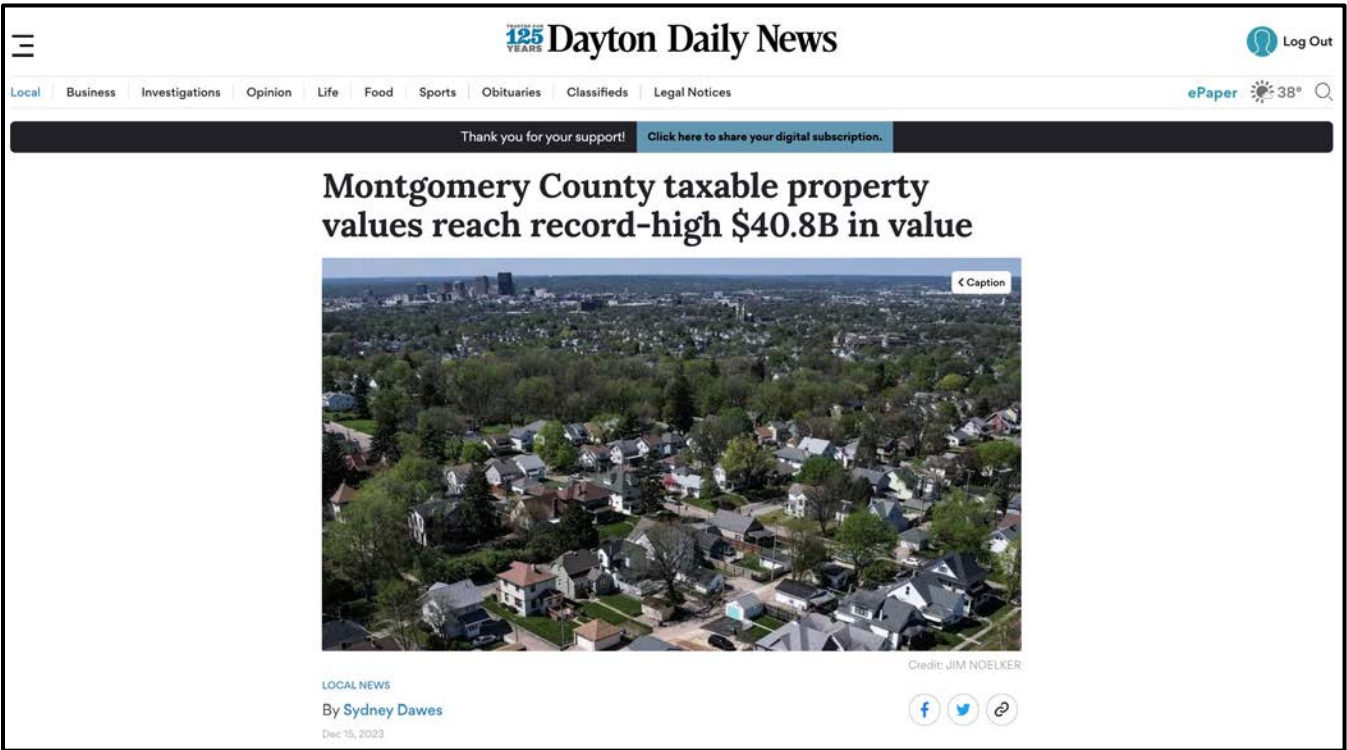
lower-income households. The city and township must address these issues by not only increasing the supply of affordable housing but also ensuring that existing housing stock is adequately maintained and upgraded to meet the needs of lower-income residents.

It is important to recognize that the current cost of construction has made new housing unaffordable for many households. Additionally, in areas like Trotwood or Harrison Township where property values are low, there is less incentive to build higher-end housing. The tax rates in Harrison Township also contribute to the affordability of housing in the area.

According to the findings of the 2021 Housing Report, there is a shortage of Montgomery County homes priced below \$200,000, many of which were constructed before 1970. Although some lower-income households may find these homes affordable, many of them face obstacles such as lacking the necessary financial resources, credit history, or knowledge to purchase a home. It is crucial to offer assistance programs that support first-time homebuyers by providing down payment assistance, aiding in credit repair, and offering education on homebuying and homeownership.

Due to limited choices, many households in the county seeking multifamily rentals may face challenges in finding suitable options. This can lead to several undesirable situations, such as renting units that exceed their financial means, living in substandard housing conditions or being forced to relocate outside the county in search of more affordable options. These circumstances can have negative impacts on the overall well-being and stability of households, as they may struggle with excessive housing costs, inadequate living conditions, or disruption to their established communities and support networks. It is important for local authorities to address this issue by expanding the availability of affordable and quality multifamily rental housing options within the county, ensuring that residents have access to suitable and affordable housing choices.

Mirroring national trends, the 2021 Housing Report assessed that Montgomery County is expected to experience notable growth among aging millennials (i.e., ages 35 to 44) and older adults (i.e., ages 65 and older) between 2021 and 2026. This expected growth will drive the demand for more maintenance-free housing such as apartments and condominiums, amenity-rich projects and product that enables older adults to downsize and millennials to raise growing families. These demographic groups typically prefer housing that requires minimal upkeep, allowing them to focus on other aspects of their lives such as work, family, and leisure activities. Maintenance-free housing would cater to their needs by providing services such as lawn care, snow removal, and home repairs, relieving them of the burdens associated with home maintenance. This type of housing would also appeal to those who prioritize convenience and want to spend their time on activities they enjoy, rather than on household chores.



4.3 Critical Priorities & Strategies: Trotwood & Harrison Township

Priorities	Challenges	Recommendations
1. Economic Stability: To attract investment and sustain economic growth, it is essential to have flexible economic strategies that can adapt to national and global economic fluctuations and market instability. This includes diversifying the economy to reduce dependency on a single sector and actively pursuing emerging industries and investments that align with the area's strengths.	Economic Challenges: Low incomes or a struggling economy hinder improvements and attracting businesses.	• To overcome economic challenges, have agile strategies that adapt to market fluctuations. Diversify the local economy and pursue emerging industries that align with strengths.
	Decline of Brick-and-Mortar Retail: The ongoing decline in brick-and-mortar retail presents a challenge for both communities, as they have a significant inventory of such spaces. Housing Affordability: Older housing in the city and township presents challenges for lower-income households due to costly maintenance. High construction costs prevent affordability of new housing, while low property values in areas like Trotwood or Harrison Township hinder development of higher-end options. Tax rates in Harrison Township further impact housing affordability.	• To meet today's market needs, consider alternative uses such as industrial, distribution, flex, or residential, which are in high demand. • Collaborate with Montgomery Development Services, County Corp, and the Montgomery County Landbank, and other local community organizations on programs to address housing affordability. See Economic Development Tools in [Appendix A] for details on the programs.
2. Urban Blight: The aftermath of tornado damage, urban blight, and underutilized land poses significant challenges. Revitalization efforts should be prioritized to address blighted areas, including partnerships with community organizations and leveraging available resources such as grants and funding. Strategies should focus on redeveloping these areas to enhance livability and attract businesses and residents.	Curb Appeal: The tornado damage and underutilized land pose significant challenges.	• Extend curb appeal improvements citywide and in the township. Use beautification projects, facade enhancements, and the creation of green spaces. Implement an incremental, phased approach for cost management and equitable improvements.
	Deteriorating Infrastructure: Deteriorating infrastructure has been exasperated by the tornado.	• Upgrade aging infrastructure to attract businesses and investors. Collaborate with government, seek funding opportunities, and prioritize infrastructure needs for effective solutions.
	Perception Problems: Negative perceptions exist for the city and township.	• Challenge negative perceptions through strategic communication. Highlight positive aspects, showcase success stories, engage with local media and influencers, and actively promote the area's unique characteristics.
	Lack of Amenities: The lack of amenities reduces area appeal and activity. Taking the First Thing to Come: During challenging economic times, there is often a temptation to quickly accept the first available option.	• Attract businesses and developers to create restaurants, shops, and entertainment options, especially in the evening. Use incentives, streamlined permits, and partnerships to attract businesses to fill these gaps. • Encourage thoughtful development by considering the highest and best use for a property. Collaborate with developers whose vision aligns with the area's goals and adhere to planning and zoning regulations.

Priority	Challenges	Recommendations
3. External Factors: Unforeseen external factors, such as economic downturns, natural disasters, or changes in government policies, can impact improvement efforts. Developing contingency plans, maintaining disaster preparedness protocols, and building relationships with state and federal agencies can help mitigate the impact of these external factors.	Pervasive Crime: High crime rates deter visitors and residents, impacting safety. Lack of Funding: Lack of funding hinders infrastructure improvements, amenity development, and business attraction. Resistance to Change: Resistance from residents and stakeholders.	• Collaborate with law enforcement, community organizations, and residents for effective crime prevention. Focus on community policing, neighborhood watch, improved lighting, and surveillance. • Advocate for increased funding at local, state, and federal levels, seek public-private partnerships and pursue grants to secure necessary funds. • Overcome resistance from residents and stakeholders through effective communication, community engagement, and demonstrating long-term benefits. Engage the community transparently, provide education, and address concerns to successfully navigate proposed changes.

4.4 State & Regional Key Economic Drivers

Trotwood and Harrison Township are in a unique position to capitalize on the current wave of investments and opportunities in central and southwest Ohio.

As the region experiences significant economic growth, it is crucial for Trotwood and Harrison Township to leverage this momentum and position themselves as prime destinations for businesses, investors, and job seekers. By identifying their key strengths, assets, and industries of focus, and aligning them with the broader regional development efforts, both can chart a course towards long-term economic success. This includes attracting new businesses and investments, retaining and expanding existing industries, and creating an environment that fosters innovation, collaboration, and economic growth. Seizing this remarkable opportunity can lead to thriving economies, increased job opportunities, and a higher quality of life for residents of Trotwood and Harrison Township.

The strategic proximity of Trotwood and Harrison Township to major regions like Cincinnati, Dayton, and Columbus provides a significant advantage.

These regions serve as economic drivers and are home to a variety of industries that are shaping the region's future. By closely analyzing the key investments being made not only statewide but also regionally, Trotwood and Harrison Township can identify emerging industries and economic drivers that align with their strengths and resources. This analysis will enable them to target specific industries for growth and development, positioning themselves as attractive destinations for businesses and investors. Collaborating with each other and other neighboring communities and leveraging regional partnerships will further enhance their ability to capitalize on the flourishing economic opportunities in the area.

Company	Description	Location	Investment +/-
Intel	Semiconductor chips plant	New Albany	\$20 Billion
Amazon Web	AWS data centers development	Central OH	\$7.8 Billion
Honda / LG	Electric vehicle battery plant	Fayette Co.	\$3.5 Billion
Meta	Data center campus	New Albany	\$1.5 Billion
Joby Aviation	Electric aircraft manufacturing plant	Dayton	\$500 Million
Wright- Patt	Life Cycle Management Center expansion	Dayton	\$200 Million
Medpace	Headquarter clinical research expansion	Cincinnati	\$90 Million
TQL	Headquarters freight brokerage expansion	Cincinnati	\$78 Million
Microsoft	Data center development	Licking Co.	\$57 Million
GE Aerospace	Hybrid electric aircraft engine development	Dayton	\$20 Million
GE Aerospace	Corporate headquarters	Evendale	\$17 Million

<https://cbustoday.6amcity.com/city/central-ohio-tech-scene-columbus-oh>
<https://redicincinnati.com/redi-cincinnati-2022-annual-report/>

A. Intel Corporation

Intel's recent investment announcement in Ohio is a significant milestone for the state's economy, marking the largest investment it has ever received.

The decision to construct two semiconductor chip facilities in Licking County near Columbus is a testament to Ohio's appeal as a destination for major players in the high-tech industry. This investment not only brings substantial capital into the state but also reflects Intel's confidence in Ohio's workforce, infrastructure, and business environment.



The semiconductor industry is a key driver of innovation and economic growth, making Intel's investment a significant boost for the region and state.

With a projected growth of over \$100 billion, Intel's long-term commitment to Ohio is evident, promising job creation, attraction of other businesses, and stimulation of local supply chains and service industries. In addition, this investment is expected to foster research and development efforts and promote collaboration among businesses, universities, and research institutions, creating more opportunities for innovation and catalyzing economic growth. The investment is anticipated to generate tens of thousands of long-term jobs, with the initial phase alone creating 3,000 Intel jobs and 7,000 construction jobs. Furthermore, the extensive network of suppliers and partners associated with the project will likely generate even more job opportunities over time.

What Ohio is getting from the Intel investment

\$20 billion investment

2 New semiconductor manufacturing facilities

20,000 jobs

3,000 direct Intel jobs with an average salary of \$135,000 plus benefits

7,000 construction jobs over the course of the build

10,000+ indirect and support jobs

\$100 billion projected overall investment

Source: Ohio Department of Development

Trotwood and Harrison Township have a unique advantage in capitalizing on Intel's investment. Their strategic location near major economic hubs like Dayton, Cincinnati, and Columbus make them attractive locations for businesses supporting Intel's operations. By aligning their economic development strategies with the expected growth in the high-tech and semiconductor sectors, they can attract complementary industries and create employment opportunities for their residents.

To fully maximize the benefits of Intel's investment, Trotwood and Harrison Township should consider partnering with local organizations and educational institutions to develop a skilled workforce that meets the demands of the semiconductor industry.

By investing in workforce development and training programs, residents can be well-prepared to take advantage of the job opportunities arising from Intel's investment. Additionally, their proximity to economic hubs presents an opportunity to attract more businesses, capturing a significant portion of the growing demand in the semiconductor sector.

Exploring partnerships with other cities and organizations in the region can also promote collaboration and innovation in the semiconductor industry.

By creating an environment that encourages research and development, Trotwood and Harrison Township can establish themselves as centers of innovation, attracting further investment. By leveraging their geographical advantage and aligning their economic strategies with the growth in the high-tech and semiconductor sectors, Trotwood and Harrison Township can position themselves for success and drive their own economic growth.

Opportunity to capture a significant portion of the growing demand in the semiconductor industry.

With many of Intel's suppliers searching for locations and workforce development throughout Ohio, this investment is expected to attract more business opportunities. The area's strategic location near major cities Columbus, Dayton, and Cincinnati presents a valuable opportunity for capturing a significant portion of the growing demand in the semiconductor industry.

B. Wright-Patterson Air Force Base

The Dayton Region's economic growth is heavily influenced by the presence of Wright-Patterson Air Force Base (WPAFB). As the largest single-site employer in Ohio and the largest Air Force base in the U.S., WPAFB serves as a significant economic driver. It generates over 80,000 jobs and contributes more than \$15 billion to the regional economy.



The influence of WPAFB extends beyond job creation.

It acts as a catalyst for research and technological advancements in the aerospace and defense sectors. The proximity of the city and township to WPAFB provides an opportunity for the county to benefit from the cutting-edge research and development activities taking place in Southwest Ohio. This makes the area an attractive location for businesses and talented individuals seeking to collaborate with WPAFB and tap into the innovative opportunities it offers.

C. GE Aerospace

GE Aerospace, located in Evendale, Ohio near Cincinnati, is a global leader in the manufacturing of jet and turboprop engines, components, and integrated systems for various types of aircraft.

The company has a strong presence in Southwestern Ohio and is a significant employer in the region, with approximately 9,000 employees in Ohio alone. GE Aerospace's investments and presence in Southwest Ohio highlight the region's significance in the aerospace industry.



\$15.54 Billion Economic Impact

\$2.52 Billion Payroll

29,423 Direct Employment

50,784 Indirect employment

440 New Jobs from F-35 program

\$182 Million New National Air and Space Intelligence Center

Source:
<https://www.bizjournals.com/dayton/news/2019/10/01/tudy-illuminates-impact-of-wright-patt.html>

GE Aerospace has a strong connection to Wright-Patterson Air Force Base, which serves as an important hub for Air Force logistics and research.

As one of the largest suppliers to military aviation, GE Aerospace has solidified its ties to Wright-Patterson and the aerospace industry.

The collaboration between industry, academia, and military institutions, such as Wright-Patterson Air Force Base, contributes to the region's economic growth and reinforces its position as a key player in the aerospace sector.

In 2023, GE Aerospace plans to invest over \$450 million in its existing U.S. manufacturing facilities, including \$32 million in Ohio facilities.

These investments demonstrate the company's commitment to expanding its operations and capabilities in the Dayton region. Part of the investment will go towards the EPISCenter at the University of Dayton, with \$20 million allocated to support the development of hybrid electric aircraft engines. Additionally, \$17 million will be invested in GE Aerospace's corporate headquarters in Evendale.

Moreover, GE Aerospace recently opened a new manufacturing site in Beavercreek near Dayton, specifically focused on engine component manufacturing for civil, military aviation, and aero derivative applications. This further showcases the company's commitment to the region and its dedication to advancing aerospace technology.



9,000 employees in Ohio

\$450 million investment in its existing US manufacturing facilities in YR 2023

\$32 million investment in existing Ohio manufacturing facilities in YR 2023

\$20 million investment towards development of hybrid aircraft engines at EPISCenter - University of Dayton in YR 2023

\$17 million invested in GE HQs in Evendale, Ohio

Source: GE Aerospace

D. Honda & LG Electric Vehicle Battery Plant

In August 2022, Honda Motor Co., Ltd. and LG Energy Solution announced their agreement to establish a joint venture company for producing lithium-ion batteries in the United States.

This partnership is focused on supplying batteries for Honda and Acura electric vehicles in the North American market. The decision to form a joint venture demonstrates the commitment of both companies to the development and production of electric vehicles in response to the increasing demand for EVs in North America.

On October 11, 2022, Fayette County, Ohio was confirmed as the chosen location for the battery plant. The official establishment of the joint venture company took place on January 13, 2023, with production expected to start by the end of 2025.

A groundbreaking ceremony for the facility occurred on February 28, 2023, marking the initiation of construction, and highlighting the progress made in this project. This significant investment underlines the commitment of Honda and LG to expand their manufacturing capabilities and contribute to the advancement of electric vehicle technology.

The third largest investment in Ohio history.

With an investment of \$3.5 billion, this project represents the third largest investment in the history of Ohio. The new facility is projected to create approximately 2,200 jobs and have an overall investment reaching \$4.4 billion. The completion of the plant by the end of 2024 positions.

The establishment of the battery plant in Fayette County presents an opportunity for economic growth, job creation, and increased local development for Trotwood and Harrison Township.

Additional infrastructure and amenities, such as speculative and build-to-suit buildings for Honda and LG suppliers, will be required. The influx of new employees will also drive the demand for additional residential and retail projects, further contributing to the local development in the area.

This project further solidifies Ohio's position as a leader in automotive and advanced manufacturing.

With a production capacity of approximately 40GWh of lithium-ion batteries annually, the facility will support Honda's plan to manufacture battery-electric vehicles in North America. The collaboration between LG Energy Solution and Honda emphasizes the region's commitment to advancing sustainable transportation and reinforces Ohio's role as a leader in automotive innovation and advanced manufacturing.

What Ohio is getting from the Honda & LG investment

\$3.5 billion EV Battery Plant investment

2,200 jobs

4.4 billion projected overall investment

Source: Honda



5. Potential Targeted Industries

5.1 JobsOhio Targeted Industries

When deciding which industries to prioritize, it is crucial to consider the specific industries targeted by JobsOhio.

JobsOhio is a private economic development corporation in Ohio that aims to generate employment opportunities and attract investments from businesses with high growth potential. They focus on recruiting new businesses to the state while also fostering the growth and retention of existing Ohio businesses and industries. JobsOhio provides various programs, incentives, and development-ready sites to facilitate these efforts. Considering the industries that JobsOhio focuses on can help determine which industries to emphasize in the city and township, aligning the economic development goals with the strategies of JobsOhio.

JobsOhio Targeted Industries		
Advanced Manufacturing	Additive Manufacturing	Aerospace & Aviation
Automotive	Advanced Mobility	Energy & Chemicals
Financial Services	Insurtech	Food & Agribusiness
Healthcare	Gene Therapy	Logistics & Distributions
Military & Federal	Technology	Cybersecurity
Source: www.jobsohio.com/industries		

Given the significant infrastructure and utility investments necessary for industrial sites, the involvement of JobsOhio becomes particularly crucial.

Potential industrial projects in Trotwood and Harrison Township can greatly benefit from JobsOhio's support, as they can contribute their expertise and resources to navigate the requirements related to infrastructure and utilities. By having JobsOhio as a key partner, the development process can be enhanced, and the probability of successful industrial projects can be increased.

The following chart demonstrates the leading industry clusters for the Dayton Region.

JobsOhio Cluster	Jobs 2023	Jobs 2027	Jobs Growth (+/-%) 23-27	State Market Share 2023	State Market Share 2027	State Market Share Growth (+/-%)20-25	Wages 2018	Wages 2022*	Wage Growth (+/-%)
Financial Services	13,121	13,107	▼ -0.1%	6.9%	6.6%	▼ -0.3%	\$ 78,392	\$ 99,621	▲ 27.1%
Healthcare	11,274	11,783	▲ 4.5%	11.2%	11.0%	▼ -0.1%	\$ 88,163	\$ 99,647	▲ 13.0%
Information Technology & Services	15,822	17,226	▲ 8.9%	14.9%	14.6%	▼ -0.3%	\$ 97,149	\$ 106,974	▲ 10.1%
Energy & Petrochemicals	6,263	6,678	▲ 6.6%	7.1%	7.5%	▲ 0.4%	\$ 94,837	\$ 94,821	▼ -0.02%
Logistics & Distribution	23,615	24,349	▲ 3.1%	10.4%	10.0%	▼ -0.4%	\$ 61,495	\$ 72,841	▲ 18.5%
Food Processing	8,419	8,819	▲ 4.8%	11.7%	11.8%	▲ 0.1%	\$ 58,370	\$ 65,823	▲ 12.8%
Aerospace & Aviation	3,805	3,908	▲ 2.7%	11.2%	11.8%	▲ 0.7%	\$ 94,083	\$ 110,999	▲ 18.0%
Military & Federal	28,064	28,703	▲ 2.3%	29.7%	30.4%	▲ 0.7%	\$ 109,853	\$ 121,335	▲ 10.5%
Advanced Manufacturing	27,489	27,857	▲ 1.3%	13.0%	13.3%	▲ 0.3%	\$ 67,054	\$ 76,559	▲ 14.2%
Automotive	18,890	19,580	▲ 3.7%	18.9%	19.7%	▲ 0.8%	\$ 74,293	\$ 78,629	▲ 5.8%
TOTAL:	156,762	162,010	▲ 3.3%	13.5%	13.7%	▲ 0.2%	\$ 79,998	\$ 88,715	▲ 10.9%
*Data source does not project future wage growth. Source: Lightcast 2023.1 Dataset									
Source: DDC Dayton Region Macroeconomic Report (Q1 2023)									

The Cincinnati, Dayton & Columbus region is an evolving economic powerhouse, fueled by a diverse range of key industries.

CORE INDUSTRIES		
Cincinnati	Dayton	Columbus
Advanced Manufacturing	Advanced Manufacturing	Automotive & Mobility
• Aerospace	Aerospace & Defense	Fashion & Retail
• Automotive	Agriculture & Food Processing	Finance & Fintech
• Food & Flavoring	Automotive	Food & Beverage
Life Sciences	Bioscience	Insurance & Insurtech
• Biomedical Research	Cyber	Life Sciences
• Health Tech	Logistics & Distribution	Semiconductor Supply Chain
• Medical Device		
Business & Professional Services		
Technology		
• Cybersecurity		
• Data Analytics		
• Smart Supply Chain Tech		
Source: REDI Cincinnati	Source: Dayton Development Coalition	Source: One Columbus

5.2 Emerging Industries & Technologies

An emerging industry is a cluster of companies that operate within a specific field or business sector that is in the early stages of development.

These industries often revolve around new products or ideas, particularly those related to advancing technologies. Emerging industries typically arise when a new technology emerges and supersedes older ones, resulting in notable advancements and potential market opportunities.

To attract and retain millennials and well-paying jobs in Trotwood and Harrison Township, the focus should be on emerging industries that leverage the region's strengths and offer a competitive advantage in the market.

By identifying and supporting industries where the city and township have a distinct advantage, a comprehensive economic development and industry diversification strategy can be developed. This approach can lead to several benefits:



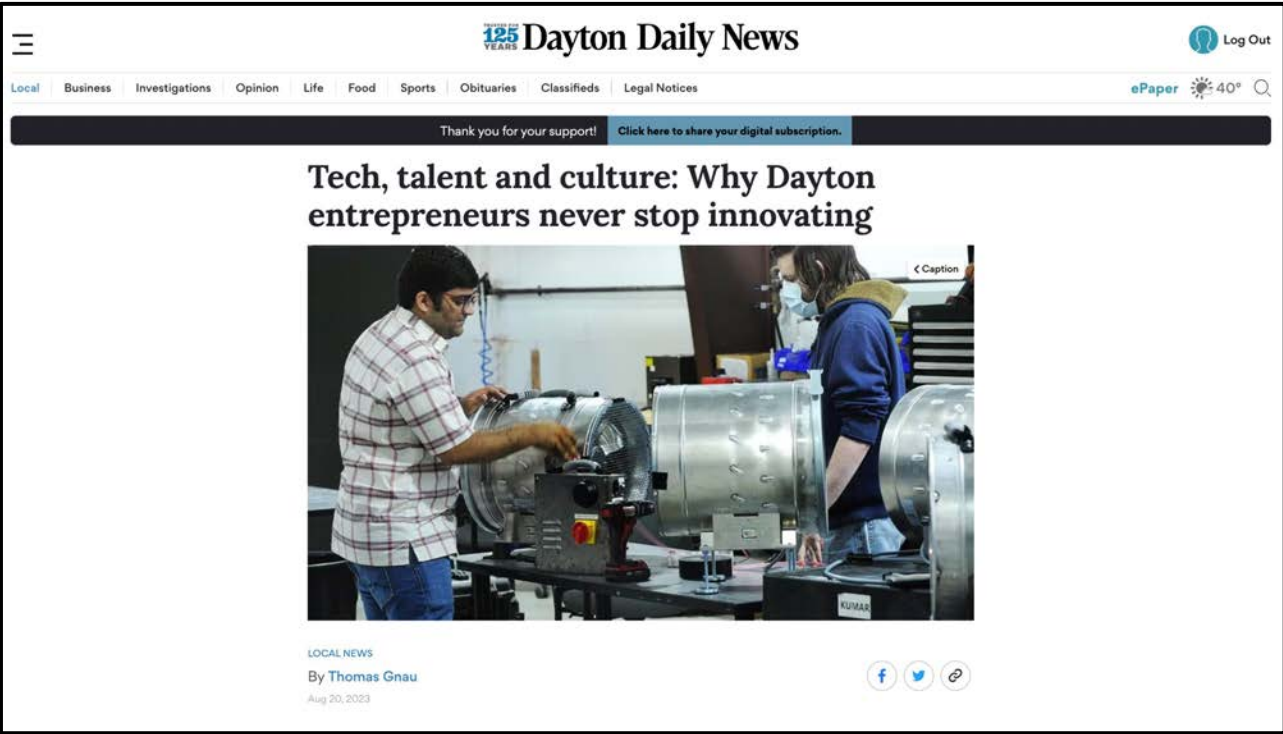
Emerging Industries:
Advantages

Diversifying the tax base: Emerging industries have the potential to attract investment and generate new sources of revenue, reducing reliance on traditional industries and broadening the city’s tax base, while increasing land values that both the city and township can benefit from.

Creating high-paying jobs: By prioritizing emerging industries, city and township can stimulate the creation of well-paying jobs that appeal to millennials. These jobs will not only provide economic opportunities but also contribute to the growth of housing, retail, and local businesses in the area.

Attracting state and federal funding: Establishing a strong presence in emerging industries can make Trotwood and Harrison Township attractive locations for state and federal grants and funding. This additional financial support can be used for infrastructure improvements, research and development initiatives, and other important priorities.

Enhancing economic prosperity: By nurturing emerging industries, the city and township can foster innovation, entrepreneurship, and overall economic growth. This can lead to greater prosperity for the city and township and their residents, resulting in an improved quality of life.

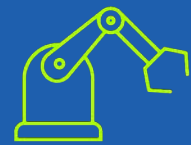


5.3 Recommended Industries

Based on Red Tiger’s analysis of the previous information, the recommended industries for the city and township are as follows:

Recommended Industries

- A. Advanced Manufacturing
- B. Aerospace and Defense
- C. Automotive
- D. Electric Vehicle (EV) Industry & EV Battery Supply Chain
- E. Food Processing
- F. Logistics and Distribution



Recommended Industries: Advantages

Advanced Manufacturing: Advanced manufacturing focuses on innovation and high-tech processes, which can lead to increased productivity, job creation, and economic growth. It can also attract investment from technology-driven companies.

Aerospace and Defense: Aerospace and defense industries offer high-value jobs and have a significant impact on the local economy. They also often drive innovation, technological advancements, and research and development. Engaging with the military and federal government can bring economic stability and create jobs through defense contracts, research projects, and federal funding opportunities. It also promotes collaboration between the public and private sectors.

Automotive: The automotive industry can leverage Ohio's manufacturing expertise, infrastructure, and skilled workforce. Focusing on this sector can boost local manufacturing, create jobs, and support related industries such as research and development, logistics, and aftermarket services.

Electric Vehicle (EV) Industry & EV Battery Supply Chain: The growing demand for EVs presents an opportunity for the city and township to attract EV manufacturers, battery suppliers, and related businesses. This industry aligns with global sustainability goals while creating jobs and attracting investment.

Food Processing: Ohio's strong agricultural sector makes food processing an attractive industry. Developing this sector can add value to locally-produced agricultural products, stimulate job growth, and support local farmers.

Logistics and Distribution: Ohio's strategic location and excellent transportation infrastructure make it an ideal hub for logistics and distribution operations. This industry can stimulate economic growth, create jobs, and attract companies seeking efficient supply chain management.

A. Advanced Manufacturing

Advanced manufacturing encompasses the use of modern technologies, processes, and materials to enhance manufacturing methods and improve the quality of products.

It involves integrating innovative technologies like automation, robotics, artificial intelligence, and 3D printing into the manufacturing process. The objective of advanced manufacturing is to increase efficiency, productivity, and flexibility while reducing costs and waste. This field often requires highly skilled workers and emphasizes clean and precise environments, such as clean rooms and electron beams, instead of traditional industrial facilities.

There is a growing resurgence in advanced manufacturing, which is being fueled by the adoption of novel technologies, materials, and manufacturing techniques.

This shift is not only reshaping the way businesses operate, but it is also having a significant impact on our everyday lives. Advanced manufacturing is emerging as a strong economic driver, standing on a foundation built upon cutting-edge technologies rather than traditional heavy industries.



Ohio has emerged as a global leader in the field of advanced manufacturing.

The state benefits from a rich manufacturing history and abundant resources that have fostered its growth in this sector. Ohio is widely recognized for its strong innovation network, which includes internationally renowned companies and strong partnerships between industry and academic organizations. This thriving ecosystem has allowed Ohio to establish itself as a hub of technological advancements and cutting-edge manufacturing practices. The state's commitment to innovation and collaboration has played a crucial role in its rise as a global leader in manufacturing.

Ohio boasts an impressive manufacturing workforce, making it the third-largest in the United States.

With over 600,000 skilled individuals employed in the manufacturing sector, Ohio provides a surplus of highly trained and dedicated workers. This abundance of talent and expertise serves as a solid foundation for companies looking to grow and thrive within the state. The availability of a strong manufacturing workforce further enhances Ohio's position as a global leader in this industry.

Ohio has a robust talent pool.

Ohio's robust talent pool is reinforced by the state's educational institutions, which graduate over 13,000 engineers and engineering technicians annually from more than 50 campuses. This steady supply of highly educated professionals further enhances Ohio's manufacturing capabilities and fosters innovation within the industry.

Ohio boasts an outstanding integrated transportation infrastructure.

The state's integrated transportation infrastructure is another advantage for manufacturing companies in Ohio. Recognized as one of the best in the nation, this transportation network allows Ohio-based companies to easily and cost-effectively reach customers and suppliers both within the state and across the country.

Ohio is at the forefront of manufacturing innovation.

Ohio is also at the forefront of manufacturing innovation, with companies leading the way in areas such as industrial internet of things (IIoT), additive manufacturing, 3D printing, automation, advanced materials (such as nanotubes), and advanced metal alloys. By focusing on these emerging technologies, Ohio's manufacturing industry remains competitive on a global scale and continues to drive advancements Id.



Trotwood & Harrison Township:
Leveraging the Region's Advanced Manufacturing Ecosystem

Regional skilled workforce: The city and township can leverage the Dayton region's skilled labor force proficient in advanced manufacturing technologies. The presence of nearby universities, technical schools, and training programs ensures a consistent supply of qualified workers.

Access to cutting-edge research and innovation: Trotwood and Harrison Township are situated in the Dayton region known for its emphasis on research and innovation. Esteemed institutions like the University of Dayton, Wright State University, Sinclair Community College, and Air Force Research Lab support advanced manufacturing companies with state-of-the-art research and development.

Strategic proximity to major markets: The advantageous location of Trotwood and Harrison Township, with proximity to major markets such as Cincinnati, Columbus, and Indianapolis enables efficient distribution of manufactured goods. The transportation infrastructure, including highways, railroads, and airports, facilitates easy access to customers across the country.

Business-friendly environment: Ohio provides a conducive business environment, offering incentives and programs that specifically support advanced manufacturing. The city and township can leverage the various state tax incentives, grants for workforce training, and funding opportunities for research and development endeavors.

Collaborative ecosystem: Trotwood and Harrison Township can create a collaborative ecosystem focused on advanced manufacturing and support networks. Advanced manufacturing companies could benefit from networking opportunities, knowledge sharing, and collaborative partnerships with other businesses, research institutions, and governmental organizations, further enhancing their growth prospects and innovation capabilities.

B. Aerospace and Defense

Ohio's notable contributions to aviation and space exploration establish it as a premier destination for air and space endeavors.

The state is widely recognized for its cutting-edge aerospace research, innovation, and collaborative development. JobsOhio reports that Ohio is the leading supplier to both Boeing and Airbus, underscoring its prowess in manufacturing systems and parts for the aerospace industry. This success is facilitated by Ohio's strong innovation infrastructure and extensive expertise in manufacturing.

A Global Leader in Aerospace & Defense



#1
Supplier State to Boeing and Airbus

#7
In the US for Aerospace/Defense Jobs

#2
State for Aerospace Attractiveness

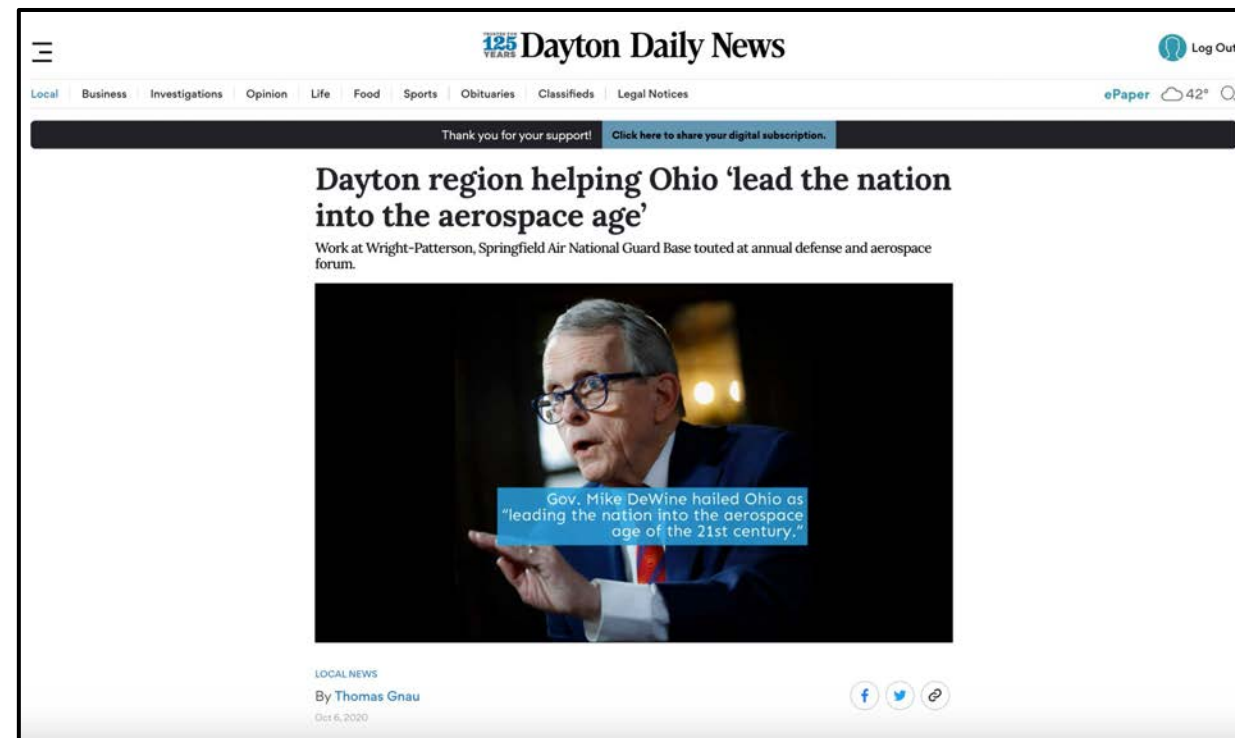
7
Universities conducting UAS research

550+
Aerospace and Aviation Firms in Ohio

Source: JobsOhio

The Dayton region has an established reputation as a global leader in the aerospace and aviation industries.

The rich history of the Dayton region as a global leader in the aerospace and aviation industries can be attributed to the groundbreaking efforts of Orville and Wilbur Wright, who chose Dayton as the location for their operations. Today, businesses in this region benefit from unrivaled access to esteemed research partners such as the Air Force Research Laboratory and specialized university research centers. This facilitates collaboration with experts in the field and allows companies to remain at the forefront of innovation.



The Dayton region is proud to possess a well-developed infrastructure that caters to the unique requirements of the aerospace and defense sectors.

This infrastructure encompasses specialized facilities, testing centers, and a robust network of suppliers fully equipped to meet the needs of these industries. This comprehensive framework enables companies to effectively and efficiently design, produce, and promote their aerospace and defense technologies, services, and products.

Moreover, the Dayton region enjoys a vibrant customer base, with numerous aerospace and defense companies and organizations located in the vicinity.

This presents businesses with abundant prospects for forging partnerships, securing contracts, and boosting sales.

Furthermore, small businesses in the Dayton region have ongoing opportunities to collaborate with Wright-Patterson Air Force Base.

According to the Dayton Development Coalition (DDC), the Air Force Research Laboratory and the Air Force Life Cycle Management Center have explicitly expressed their focus on awarding contracts to local small businesses within Ohio and the Dayton region. These mutually beneficial relationships enable the Air Force to benefit from increased agility, flexibility, and responsiveness in meeting their mission needs, while simultaneously fostering the growth of the local economy through the multiple business opportunities provided to small businesses.



Trotwood & Harrison Township: Leveraging the Region's Aerospace & Defense Ecosystem

Presence of research institutions: The Dayton region is known for its strong research institutions such as Wright-Patterson Air Force Base and the Air Force Research Laboratory. These institutions have a long history of conducting cutting-edge research and development in aerospace and defense technologies. Additionally, they are focused on awarding contracts to local small businesses within the Dayton region. By focusing on this industry, Trotwood and Harrison Township can leverage the expertise and resources available in the region.

Skilled workforce: The region's proximity to universities and technical schools means there is a skilled labor force with expertise in aerospace and defense technologies. The presence of research institutions and the availability of training programs ensure a steady supply of qualified and highly skilled professionals. This pool of talent can support the growth and development of aerospace and defense companies in Trotwood and Harrison Township.

Economic impact: The aerospace and defense industry is a significant contributor to the local and national economy. By focusing on this industry, Trotwood and Harrison Township can attract companies that can provide well-paying jobs and contribute to economic growth. The industry also has the potential to attract investment and stimulate other sectors of the local economy, such as manufacturing, research, and technology.

Collaboration opportunities: The Dayton region has a collaborative ecosystem that fosters partnerships between industry, academia, and government organizations. By focusing on the aerospace and defense industry, Trotwood and Harrison Township can tap into this collaborative network, creating opportunities for knowledge sharing, technology transfer, and innovation.

Stability and long-term growth: The aerospace and defense industry is known for its stability and long-term growth potential. It is a sector that receives significant investment from the government and private enterprises, making it resilient to economic fluctuations. By focusing on this industry, Trotwood and Harrison Township can position themselves for sustained growth and job creation, ensuring the long-term prosperity of the local community.

By focusing on the aerospace and defense industry, Trotwood and Harrison Township can leverage the existing resources, expertise, and collaborative network in the region, attract investment, create high-quality jobs, and contribute to the long-term economic growth and development of the community.

C. Automotive

The State of Ohio is the Top Automotive Producer in North America

- #1
Producer of Engines
- #2
Producer of Transmissions
- #2
Automotive Manufacturing
- #2
Largest Workforce in Motor Vehicle Manufacturing

Source: JobsOhio



Ohio has emerged as a frontrunner in the automotive sector, largely due to several key factors.

One significant factor is the state's robust research and development (R&D) initiatives, which enable automotive companies to concentrate on enhancing vehicles and components to be lighter, stronger, and more eco-friendly. This emphasis on innovation has played a pivotal role in establishing Ohio's position as a leading force in the automotive industry.

Ohio benefits from a comprehensive supply chain.

Ohio's automotive industry benefits from a comprehensive supply chain that allows companies to access all the necessary areas of development, from design to commercialization. This integrated supply chain promotes collaboration and cooperation among different stakeholders in the automotive sector.

Ohio's skilled workforce is also a key asset in its automotive leadership.

The state has a large and experienced workforce in automotive manufacturing, equipped with the skills necessary to produce various vehicles and components. This skilled labor pool supports the industry's growth and success.

Ohio's strategic location is advantageous for automotive companies.

Being centrally located, Ohio provides convenient access to over 70% of existing North American auto assembly plants, according to JobsOhio. This proximity to customers, suppliers, and research

partners reduces travel time, transportation costs, and enhances overall efficiency in the automotive ecosystem. It facilitates collaboration and smooth operations within the industry.

Ohio's infrastructure supports the needs of the automotive industry.

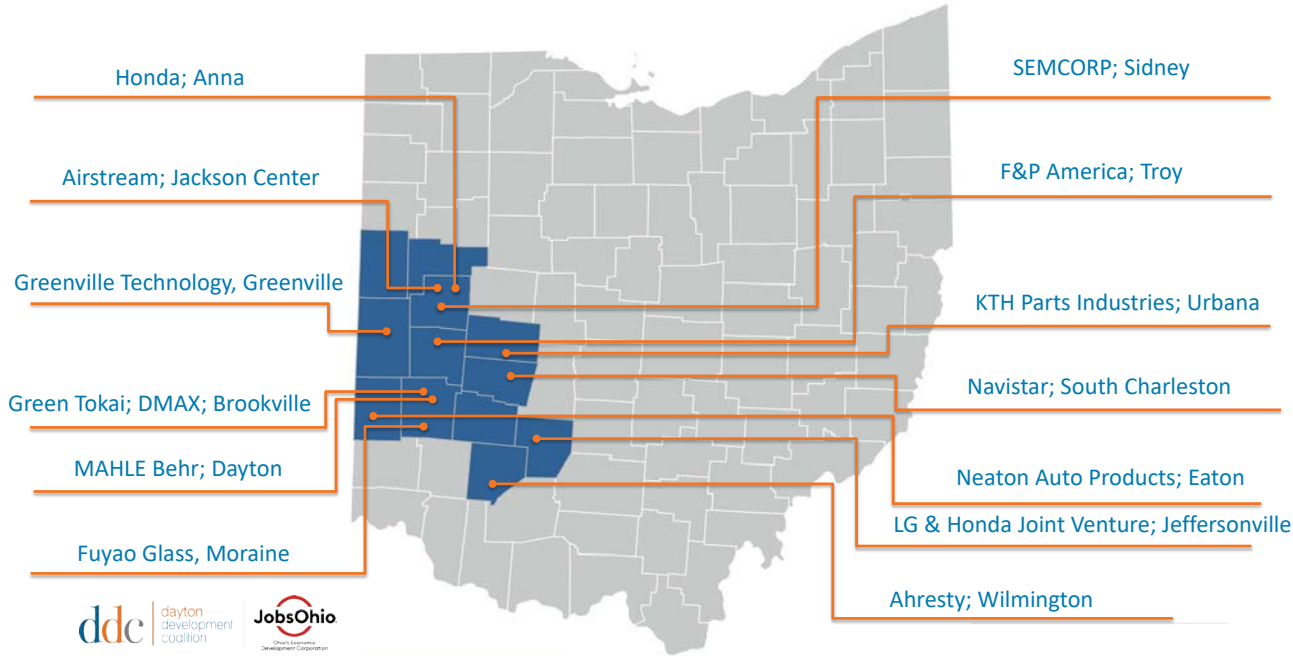
The Transportation Research Center (TRC), located in Ohio, is North America's most advanced independent mobility testing and research complex. The TRC offers engineering and research expertise, as well as comprehensive transportation testing and evaluation facilities. It serves as a valuable resource for transportation innovators looking to test and research their products.

According to JobsOhio, the state's Advanced Mobility initiative aims to transform transportation and mobility within the state by promoting innovation, collaboration, and investment.

The initiative is centered around technologies like autonomous and connected vehicles, electric mobility, smart infrastructure, and mobility-as-a-service (MaaS). Ohio intends to establish itself as a frontrunner in advanced mobility solutions that enhance safety, efficiency, and sustainability in transportation. To achieve this, the initiative encompasses the development and testing of autonomous and connected vehicle technologies, the promotion of electric mobility, and the utilization of smart infrastructure expertise to improve transportation systems.

These factors collectively contribute to Ohio's strong presence in the automotive industry and position the state as a leader in this sector.

Major Automotive Companies in Dayton Region





Dayton Region Automotive Sector

The automotive industry is a significant sector in the Dayton Region, with a notable number of suppliers for major automotive companies such as Honda. Companies like MAHLE Behr, Fuyao Glass, KTH Parts, F&P America, Greenville Technology, and others play a crucial role in the automotive sector in the region.

Over the past decade, regional automotive employment has generally remained stable, with a slight decline during the COVID-19 pandemic. However, since 2020, there has been a consistent upturn in employment.

Moreover, the Dayton Region's share of automotive employment within the state has been increasing since 2013, rising from 16% to 18.5% in 2022. This growth is expected to continue due to significant projects announced in the region.

Shelby and Preble counties have the highest concentrations of automotive employment in the region, primarily due to the presence of Honda, Airstream, and Neaton Auto Products. Additionally, Fayette County is anticipated to experience a substantial increase in automotive employment with the introduction of the new Honda/LG EV Battery Plant.

When it comes to wages, the automotive sector in the region has remained competitive. On average, wages are around 3% lower than the state average and 10% lower than the national average.

In summary, the Dayton Region's automotive industry boasts a robust presence, with a stable employment base, an increasing share of state employment, and competitive wages.

Source: Dayton Development Coalition Automotive Sector Report (February 2023)

By focusing on the automotive industry, Trotwood and Harrison Township can leverage their proximity to industry hubs, access to skilled talent, robust infrastructure, research and development support, and contribute to the local economy while positioning themselves at the forefront of the industry's innovative and sustainable future.



Trotwood & Harrison Township: Leveraging the Region's Automotive Ecosystem

Proximity to industry hubs: Ohio is a major player in the automotive industry, with a strong presence of automotive manufacturers and suppliers. Trotwood and Harrison Township's proximity to these industry hubs offers excellent access to resources, supply chains, and business partnerships. Being near other automotive companies can open collaborative opportunities, encourage knowledge sharing, and attract investment from established players in the industry.

Skilled workforce: Ohio has a highly skilled workforce with expertise in automotive manufacturing and related technologies. The presence of vocational schools, technical colleges, and training programs in the region ensures a consistent supply of qualified workers. Focusing on the automotive industry can leverage this workforce, offering employment opportunities to local residents and driving economic growth.

Infrastructure and logistics: Trotwood and Harrison Township benefit from well-developed regional transportation infrastructure, including highways and logistics networks, which support efficient distribution and transportation of automotive products. The region's strategic location also provides easy access to major markets, enabling automotive companies to reach customers across the country quickly.

Research and development support: Ohio has a strong focus on research and development in the automotive industry. Universities and research institutions in the state collaborate with automotive companies to drive innovation and technological advancements. By focusing on the automotive industry, Trotwood and Harrison Township can tap into these research and development resources, fostering collaborations that can lead to the creation of cutting-edge automotive technologies and products.

Economic impact: The automotive industry has a significant economic impact, contributing to job creation, tax revenue, and local business development. By focusing on this industry, Trotwood and Harrison Township can attract automotive companies, suppliers, and related businesses, providing employment opportunities and stimulating economic growth in the region.

Sustainability and future growth: The automotive industry is experiencing a significant shift towards electric and autonomous vehicles. Focusing on this industry allows Trotwood and Harrison Township to position themselves at the forefront of these emerging technologies. By investing in electric vehicle infrastructure and cultivating partnerships with innovative companies, the region can establish itself as a leader in sustainable transportation solutions, ensuring future growth and competitiveness.

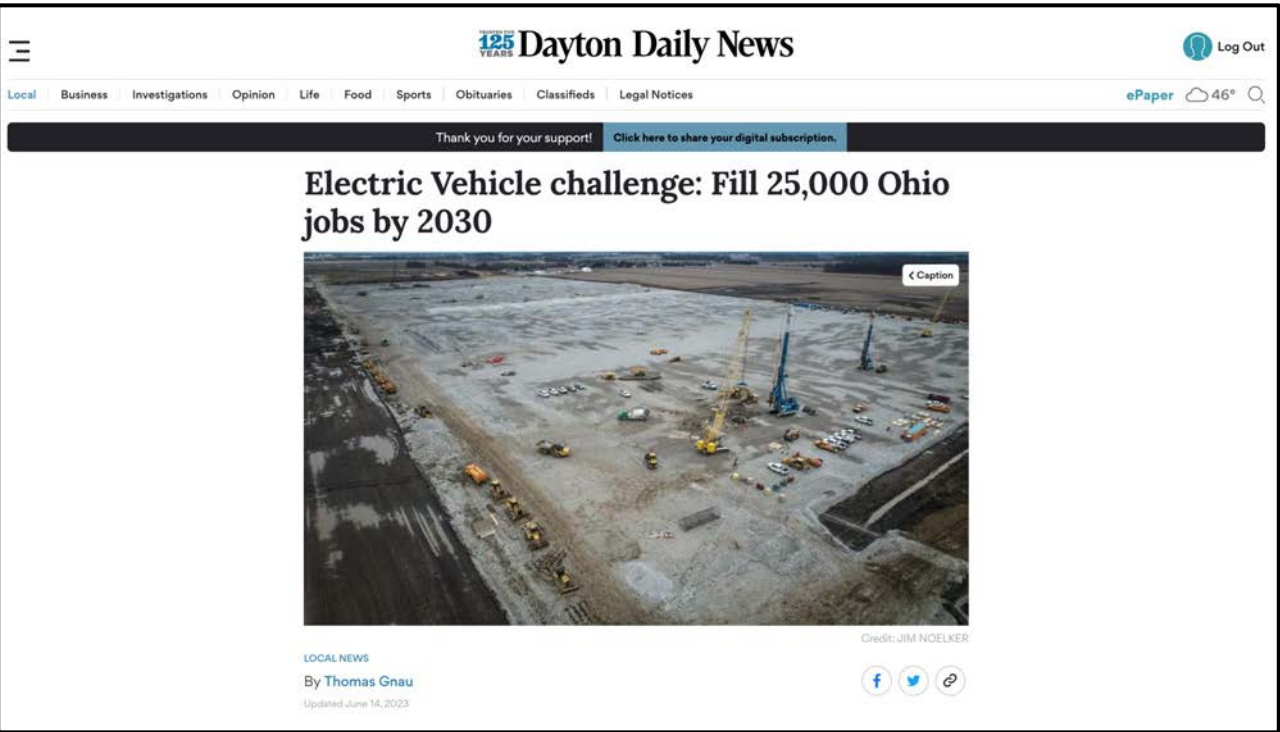
D. Electric Vehicle (EV) Industry & EV Battery Supply Chain

According to JobsOhio, Ohio's advantageous position in the automotive supply chain, coupled with its proximity to resources, manufacturers, and end markets, positions it as a prime location for lithium battery manufacturers and long-term production.

The state's dedication to innovation also aligns well with the growing electric vehicle supply chain and manufacturing prospects. Furthermore, Ohio's emphasis on clean manufacturing, including the utilization of renewable energy and solar energy, further strengthens its suitability for lithium-ion (Li-ion) battery manufacturing.

JobsOhio suggests that Ohio's favorable environment puts it in a strong position to attract investments and participate in the growing lithium-ion battery industry.

The projected surge in demand for electric vehicles is expected to drive the global lithium-ion battery industry and its supply chain, with compound average growth rates of almost 20% projected in the coming decades. This growth will require substantial investment in various aspects of the battery supply chain, including mineral extraction, chemical processing, anode and cathode production, cell manufacturing, recycling facilities, and the provision of electric vehicle manufacturing component parts and charging infrastructure. Ohio's potential to support these critical components of the industry makes it a promising location for investment and participation in this expanding sector.





Ohio's Key Advantages: Electric Vehicle Industry Sector

1. The \$2.3B investment in the GM/LG Chem joint venture (Ultium Cells)
2. Extensive history in the US automotive supply chain industries
3. Proximity to resources, manufacturers, and end markets
4. Proven logistics and infrastructure
5. Increasing solar energy penetration
6. Highly-skilled workforce
7. Strong government-led mandate on new economy jobs growth

Source: Ohio Battery Supply Chain Opportunities (February 2022)



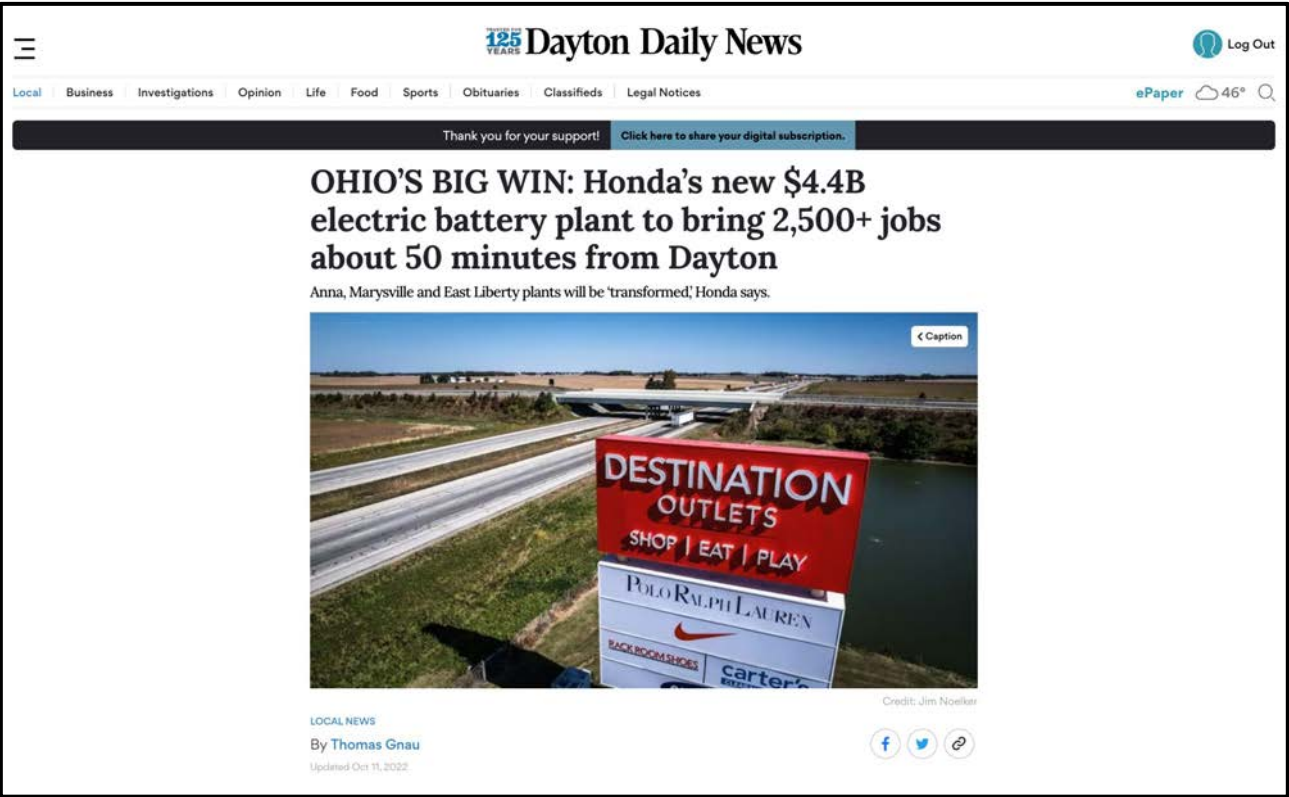
Ohio's Electric Vehicle (EV) Workforce Strategy

The Ohio Electric Vehicle (EV) Workforce Strategy, initiated by Lt. Governor Jon Husted and the Governor's Office of Workforce Transformation (OWT), on June 13, 2023, seeks to enhance and expand Ohio's advanced manufacturing workforce specifically for the transition to EVs. Developed in partnership with industry stakeholders, employers, educational institutions, and community organizations, the strategy aims to address workforce gaps in the EV industry.

Key components of the strategy include establishing a statewide EV industry sector partnership with regional implementation, promoting awareness and desirability of careers in the EV industry, and diversifying the talent pool for EV-related jobs. It also prioritizes the need to adapt learning pathways, expand training opportunities through programs like TechCred and IMAP, and increase the overall workforce to meet the escalating demands of the growing EV sector.

The strategy envisions the creation of more than 25,000 new jobs by 2030, encompassing roles in EV manufacturing and maintenance, battery development and manufacturing, and installation and operation of charging stations. This projected growth represents an almost 30% increase compared to the current automotive manufacturing workforce. Achieving this level of expansion will require collaboration between industry and academia to provide the necessary training and skills for the future of advanced manufacturing in Ohio.

Source: Ohio Governor's Office of Workforce Transformation



The partnership between LG Energy Solution and Honda is a significant development that reinforces the Dayton Region's status as a frontrunner in the automotive and advanced manufacturing industries.

With the production capacity of approximately 40GWh of lithium-ion batteries per year, this collaboration solidifies the region's position as a leader in these sectors. The commitment to advancing sustainable transportation not only strengthens Ohio's reputation in the industry but also expands its expertise in developing and manufacturing green technologies. This partnership showcases an ongoing commitment to innovation and sustainable practices in the region, contributing to economic growth and job creation.

To facilitate the operation of the battery plant and accommodate the increased production, it will be necessary to invest in additional infrastructure and amenities.

This will involve constructing speculative and build-to-suit buildings to cater to the needs of Honda and LG suppliers and partners. Additionally, the influx of new employees will create a demand for more residential and retail projects in the area. These development opportunities have the potential to drive economic growth and generate new jobs.

E. Food Processing

Ohio's strong agricultural sector makes food processing an attractive industry.

The Dayton Region excels in the food processing sector. Developing this sector can add value to locally-produced agricultural products, stimulate job growth, and support local farmers. Trotwood and Harrison Township should focus on the food processing industry due to the following reasons:



Trotwood & Harrison Township:
Electric Vehicle (EV) Industry Opportunities

Economic growth and job creation: The partnership between Honda LG Energy Solution in the Dayton region, solidifies the region's position as a leader in the automotive and advanced manufacturing industries, providing Trotwood and Harrison Township with economic growth and job creation opportunities.

Supply chain opportunities: Current and projected demand surge for electric vehicles nationally and globally is expected to drive the global lithium-ion battery industry and its supply chain. Trotwood and Harrison Township have the potential to support various aspects of the battery supply chain.

Commercial and Residential Development: The operation of a battery plant and increased production capacity will necessitate investment and development in additional commercial and amenities. This includes the construction of industrial buildings to cater to Honda and LG suppliers and partners, as well as residential and retail projects to accommodate the influx of new employees. These development opportunities have the potential to drive economic growth, generate new jobs, and enhance the overall appeal of the region.



Dayton Region
Location Advantages for Food Processing

- Dayton region home to Cargill, ConAgra Brands, Golden Fresh Farms, Abbott Laboratories, King's Command Foods, Classic Carriers, Bob Evans Farms
- Dayton region home to more than 160 firms and nearly 10,000 workers in food processing and agribusiness
- Strong presence of food supply chain in the Dayton Region
- Food and agribusiness is one of the largest industries in Ohio
- Ohio boasts leading institutes and resources dedicated to research and development

Source: Dayton Development Coalition



The food and agribusiness industry in Ohio is indeed flourishing, with a strong presence of companies engaged in various aspects of the value chain.

From farming to processing, packaging, distribution, and marketing, Ohio offers a complete ground-to-consumer ecosystem for food and drinks. The state's fertile farmlands produce a diverse range of crops and livestock, providing a solid foundation for the industry.

Ohio boasts leading institutes and resources dedicated to research and development in the food and agribusiness sector.

These institutions contribute to innovation, ensuring that the industry stays at the forefront of advancements and improvements.

One of Ohio's major advantages for businesses in this industry is its affordable business environment.

Factors like low-cost natural gas, a deregulated power market, and collaborations with environmental and agricultural agencies help reduce costs associated with operations. This affordability makes Ohio an attractive location for businesses looking to establish or expand their presence in the food and agribusiness sector.

F. Logistics and Distribution

Ohio's strategic geographic location and well-developed distribution and supply chain infrastructure make it a premier destination for logistics and distribution companies.

Situated in the heart of the Midwest, Ohio provides convenient access to major markets and transportation routes, making shipping reliable and efficient.

Ohio offers a diverse range of transportation options to support domestic and international freight transportation.

The state has an extensive network of highways, railroads, airports, and ports, providing businesses with multiple avenues for transporting goods. These transportation options ensure that companies can efficiently reach customers and suppliers across the country and around the globe.

Ohio's foreign trade zones (FTZs) provide significant benefits to businesses involved in international trade.

With ten FTZs in the state, companies can take advantage of reduced customs fees, duty exemptions on re-exports, and relief from inverted tariffs. These incentives make Ohio an attractive location for businesses seeking to streamline their import and export operations and enhance their competitiveness on the global stage.

The State of Ohio: a Logistics & Distribution Hub



- 4th**
Largest interstate highway system in the nation
- 60%**
Of U.S. and Canadian customers within a day's drive
- 4th**
Largest network of operating railroads in the U.S.
- 10**
Foreign Trade Zones
- 73%**
Increase in number of degrees granted annually for supply chain management from 2010 - 2019

Source: JobsOhio

Ohio's education institutions offer nationally recognized programs in supply chain and logistics management.

This results in a well-trained workforce, equipped with the necessary skills and knowledge to meet the demands of the industry.

The presence of cloud service providers like Amazon Web Services and Google in Ohio adds to its appeal as a logistics and distribution hub.

These providers offer cloud-based solutions for efficient inventory management, tracking, and fulfillment. Recently both Amazon and Google have announced investments of \$7.8 billion and \$1.2 billion respectively in Ohio data centers.

Trotwood & Harrison Township Location Advantages for Logistics & Distribution



- Strategic location to City of Dayton, Cincinnati Region, and Columbus Region
- Good highway and airport proximity
- Accessibility to I-75
- Availability of land for industrial development around Hara Arena, Shiloh Springs, and Turner Road
- Supply chain opportunities with establishment of new Honda EV battery plant in Fayette County
- More than 730 businesses in the region focus on logistics *
- More than 20,000 logistics jobs in the region *
- Approximately 60% of nation's consumers in one day *
- Within 90 minutes of the area are five international airports *

* Source: Dayton Development Coalition

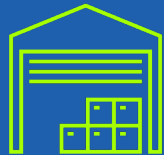
5.4 Real Estate Asset Classes

A. Industrial Buildings & Sites

The recommended target industries (i.e., Advanced Manufacturing, Aerospace and Defense, Automotive, Electric Vehicle Industry & EV Battery Supply Chain, Food Processing, and Logistics and Distribution) require industrial buildings and sites.

The cities of Cincinnati, Columbus, Indianapolis, and Louisville are experiencing a scarcity of industrial sites and buildings. Consequently, national and regional industrial developers are broadening their search to secondary markets, such as the Dayton Region. These developers are actively seeking suitable sites and opportunities in the Trotwood and Harrison Township area. It is recommended that the city and township

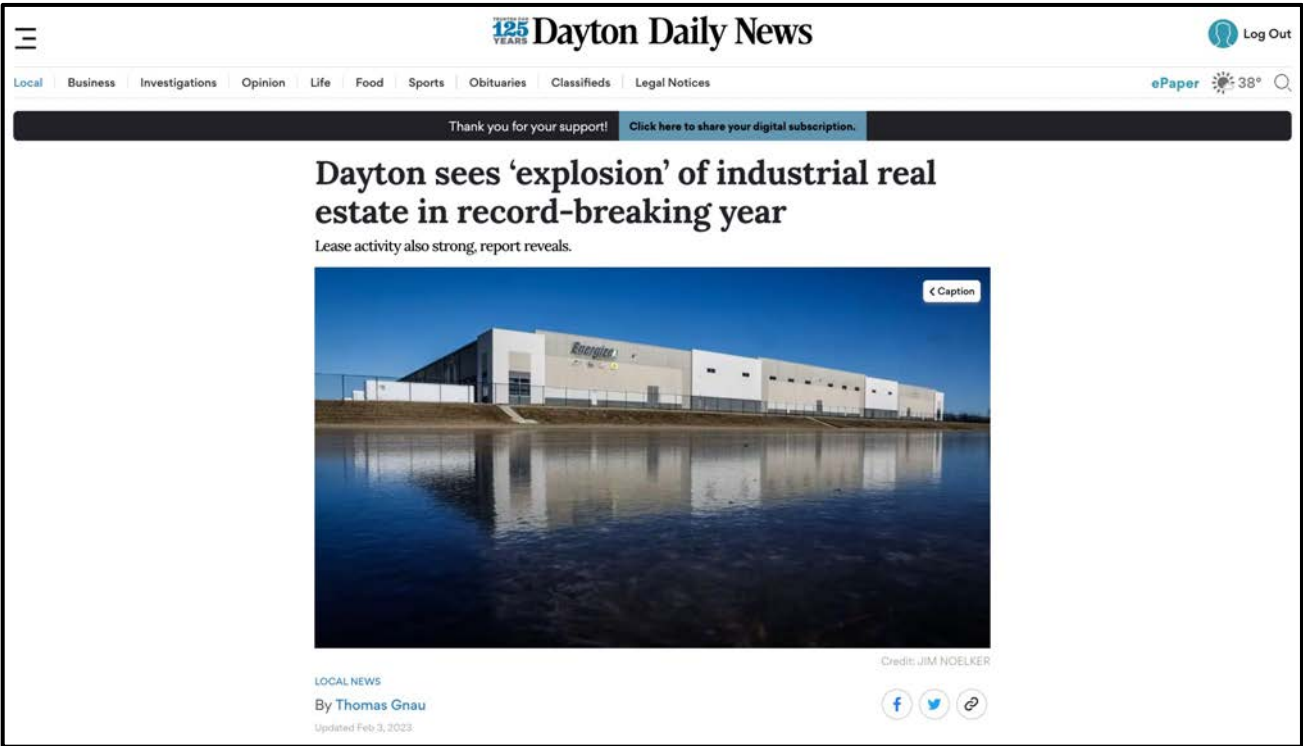
focus on promoting these types of real estate assets. Trotwood and Harrison Township should develop a strategy to ensure that their industrial buildings and sites are ready to accommodate the specific infrastructure and facility requirements of the target industries. This strategy is crucial because the recommended industries rely on well-equipped industrial sites to operate efficiently. Please refer to [\[Sec. 7\]](#) for further details.



Industrial Buildings and Sites

The recommended target industries for Trotwood and Harrison Township require industrial buildings and sites:

- Developers actively seeking suitable sites and opportunities in Trotwood and Harrison Township area
- Proximity to major cities like Cincinnati, Dayton, and Columbus provides a competitive advantage, offering access to a large market and diverse resources
- Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness for industrial
- Industrial sites and buildings in nearby larger cities are limited, leading developers to focus on secondary markets like the Dayton Region
- Intel and Honda EV Battery Plant present supply chain opportunities
- Trotwood has already demonstrated success in attracting new industrial developments, as evidenced by GATED Global and Trotwood Commerce Industrial Park

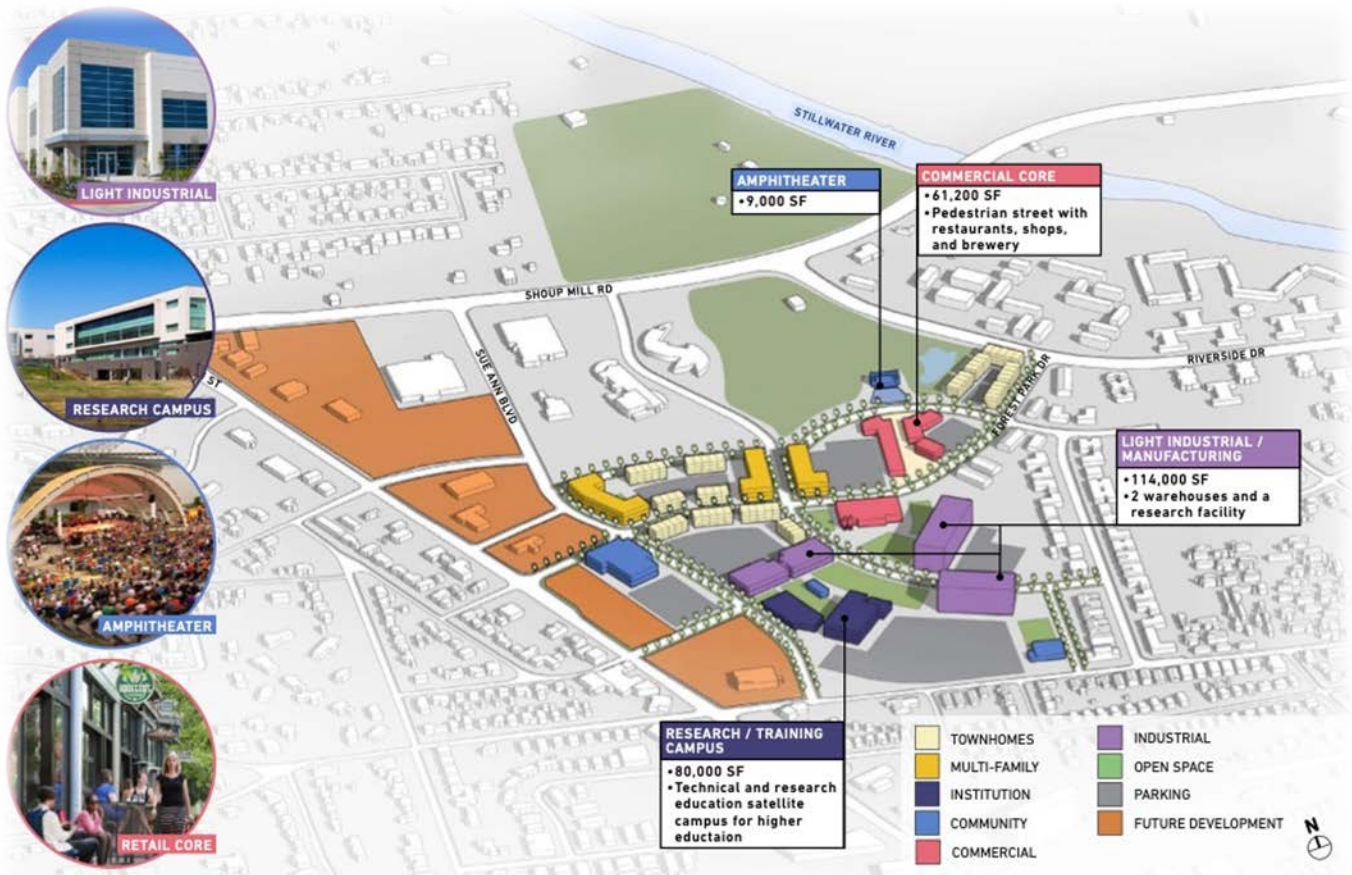


B. Mixed-Use Development

Mixed-Use Development Components

Many of the recommended target industries benefit from a mix of uses as part of the overall development.

- **Residential:** Can consist of a variety of housing options such as apartments, condominiums, townhouses, or even single-family homes.
- **Commercial:** Retail stores, restaurants, cafes, offices, or even hotels.
- **Recreational and Entertainment:** Parks, open spaces, playgrounds, community centers, theaters, or other entertainment venues.
- **Social and Community Space:** Parks, open spaces, playgrounds, community centers, theaters, or other entertainment venues.
- **Public Services:** Libraries, schools, healthcare facilities, or municipal services.
- **Transportation:** Parking facilities, bike paths, pedestrian-friendly sidewalks, or even access to public transportation, promoting walkability and reducing vehicular congestion.

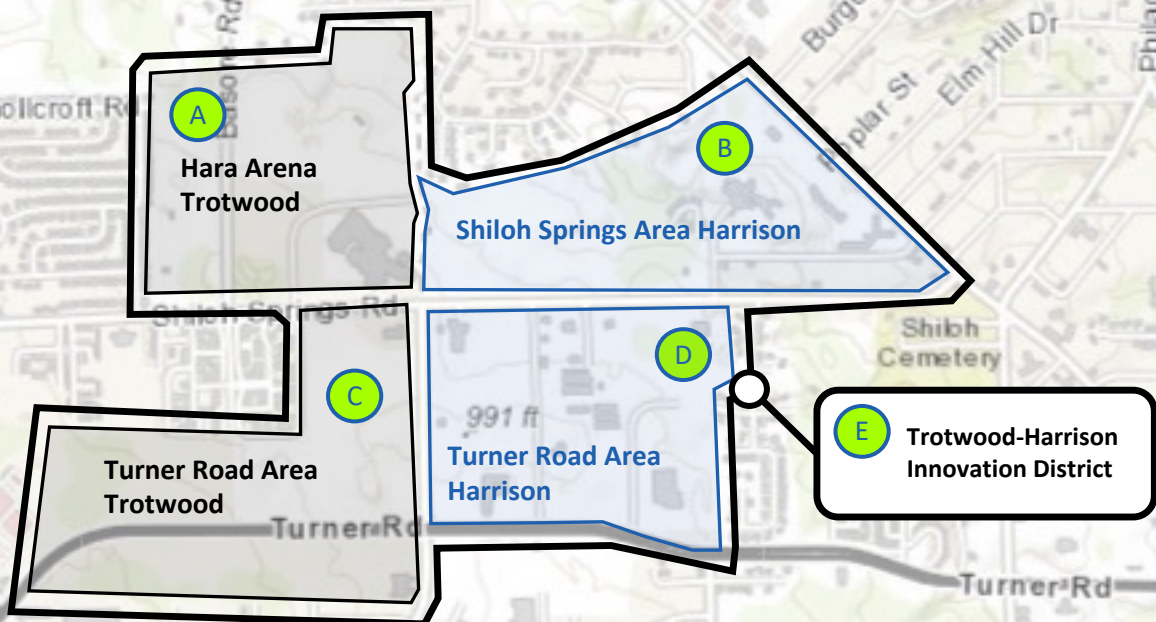


FOREST PARK AREA PLAN | HARRISON TOWNSHIP, OHIO | 4.12.18

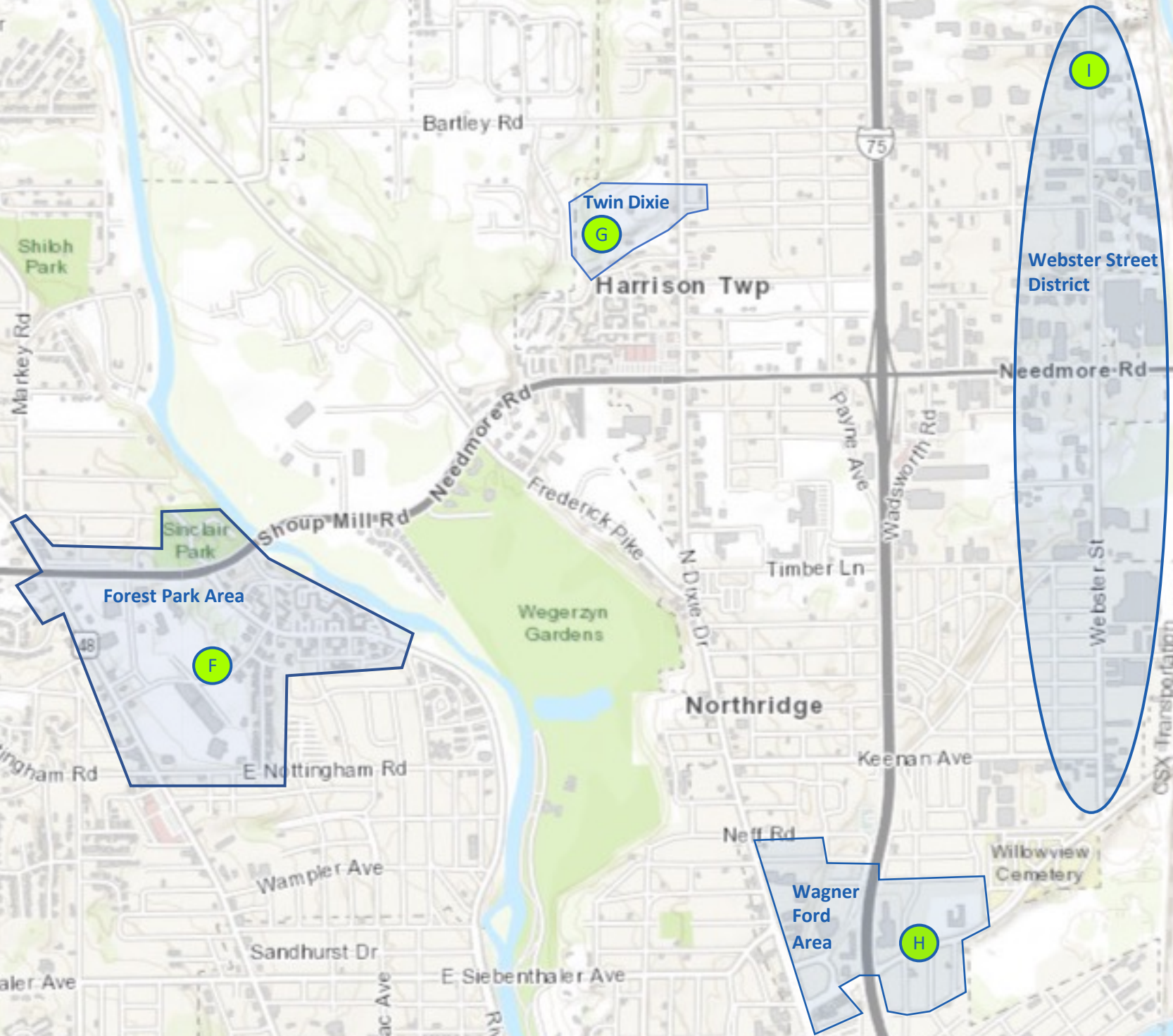
Mixed-Use Development Advantages

- **Collaboration and Networking:** Fosters collaboration and innovation by bringing together diverse organizations and individuals in proximity. This facilitates networking, idea exchange, and partnership formation, leading to new opportunities and knowledge-sharing.
- **Work-Live-Play Balance:** Provides a balance between work, living, and recreational spaces. By having housing options, amenities, and entertainment venues nearby, it creates an attractive and convenient environment for individuals and families. The availability of new housing options within or near the districts encourages talent retention and attracts diverse, skilled professionals.
- **Talent Attraction and Retention:** Attract and retain talented individuals for economic growth and creativity. By offering a high quality of life with amenities like cafes, restaurants, retail, green spaces, and cultural institutions, the district becomes more appealing. This vibrant and livable environment increases the likelihood of talented individuals choosing to live and work within the area.
- **Economic Development:** The presence of a variety of businesses, including startups, established companies, and supporting services, can lead to job creation, entrepreneurship, and economic diversification. The presence of retail and entertainment establishments also attracts visitors and stimulates economic activity within the district, the city, and township.
- **Sustainable and Efficient Use of Resources:** A mixed-use environment promotes sustainable development practices by minimizing the need for long commutes, reducing traffic congestion, and maximizing the efficient use of resources. It encourages walkability and biking, which can reduce carbon emissions and contribute to a more sustainable and environmentally friendly district.

6. Priority Development Areas & Opportunities



	Area	Location
A	Hara Arena Trotwood	Trotwood
B	Shiloh Springs Area Harrison	Harrison Township
C	Turner Road Area Trotwood	Trotwood
D	Turner Road Area Harrison	Harrison Township
E	Trotwood-Harrison Innovation District	Trotwood and Harrison Township
F	Forest Park Area	Harrison Township
G	Twin Dixie Area	Harrison Township
H	Wagner Ford Area	Harrison Township
I	Webster Street District	Harrison Township



6.1 Priority Development Areas

The Market Study aims to provide a framework for effective decision-making and to stimulate future investments by the city and township to drive economic success.

This includes focusing on emerging industries, synergistic development, priority development areas, and opportunities. It is essential to identify potential sites that are suitable for recommended industries, along with catalytic projects that can bring about transformative change. Red Tiger’s research has identified the following areas and key parcels as the optimal locations for development:

	Area	Location
A	Hara Arena Trotwood	Trotwood
B	Shiloh Springs Area Harrison	Harrison Township
C	Turner Road Trotwood	Trotwood
D	Turner Road Harrison	Harrison Township
E	Trotwood–Harrison Innovation District	Trotwood and Harrison Township
F	Forest Park Area	Harrison Township
G	Twin Dixie Area	Harrison Township
H	Wagner Ford Area	Harrison Township
I	Webster Street District	Harrison Township

* See map on previous page for locations

A. Hara Arena Trotwood: Trotwood, Ohio

The former Hara Arena site in western Trotwood presents a compelling opportunity for mixed-use development with a major industrial component. The former iconic Hara Arena, sports and events venue, was established in 1956. Despite being heavily damaged in the 2019 tornado outbreak, the property was initially purchased with plans to restore the complex. However, due to the extensive damage and associated costs, estimated at approximately \$7.5 million, the decision to demolish the arena was made. The site, comprised of +/-90.66 acres in Trotwood, is owned by Tax Redevelopment, LLC, and hereinafter identified as Hara Arena Trotwood.

	Key Parcel	Address/Street	Owner	Acres
I	H33 02101 0008	1001 SHILOH SPRINGS RD	TAX REDEVELOPMENT LLC	55.4230
				90.66

B. Shiloh Springs Area Harrison: Harrison Township, Ohio

The +/-58 acres adjacent east of Hara Arena Trotwood is an exceptional development opportunity situated at the northwest corner of Shiloh Springs Road and N. Main Street, hereinafter referred to as Shiloh Springs

Area Harrison. Among these acres, +/-42 are owned by Tax Redevelopment LLC.

	Key Parcels	Address/Street	Owner	Acres
2	E20 01006 0030	MAIN ST N	HARSON INVESTMENTS LTD	6.64
3	E20 01006 0032	SHILOH SPRINGS RD	SIENA COTTAGES LAND LLC	8.544
4	E20 01006 0033	SHILOH SPRINGS RD	TAX REDEVELOPMENT LLC	38.610
5	E20 01006 0034	SHILOH SPRINGS RD	TAX REDEVELOPMENT LLC	3.000
6	E20 01006 0057	SHILOH SPRINGS RD	TAX REDEVELOPMENT LLC	1.100
				57.894

C. Turner Road Area Trotwood: Trotwood, Ohio

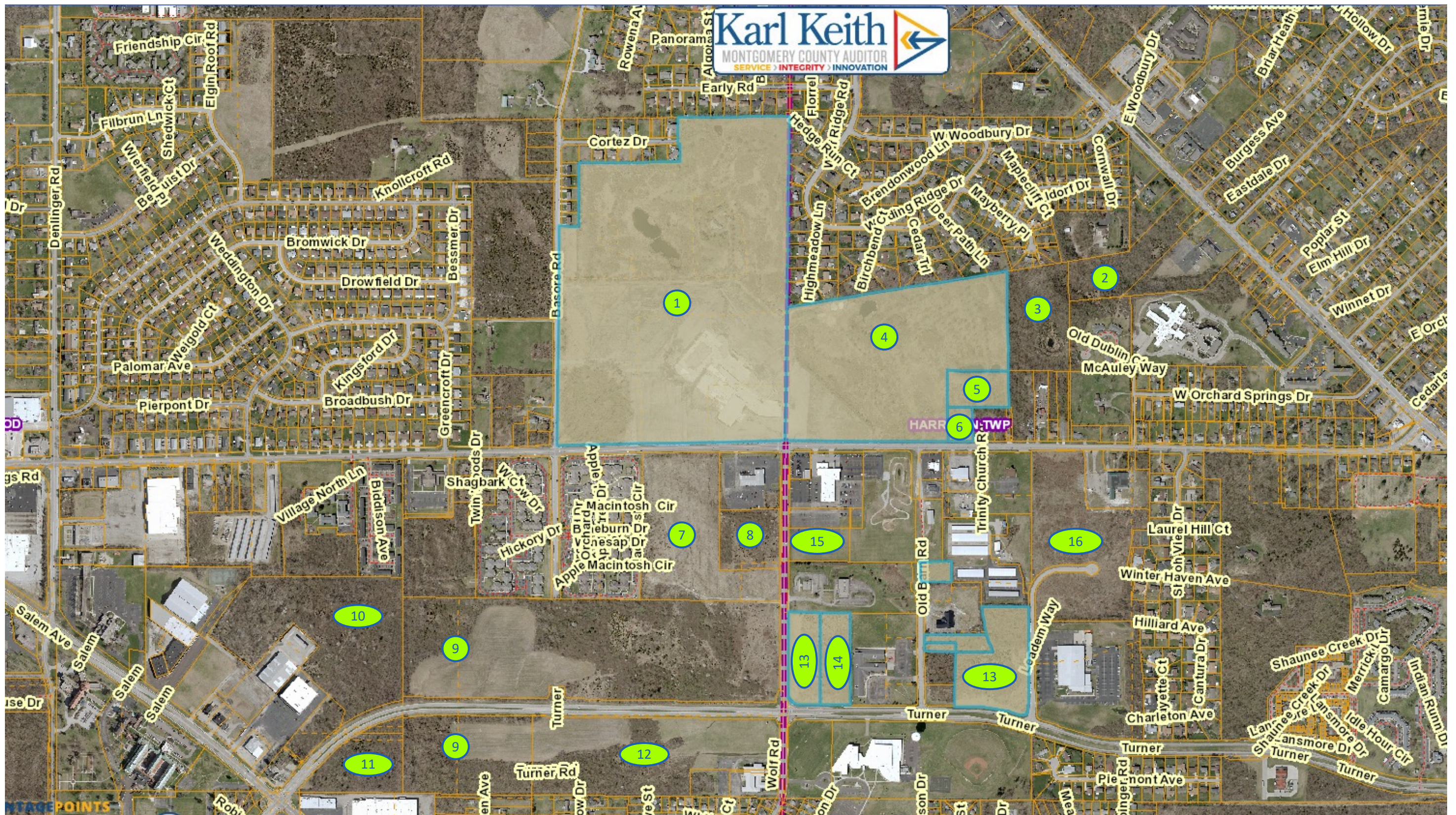
A prime development opportunity in Trotwood is the area along Turner Road. This area spans +/-133 acres along the corridor from the Trotwood-Harrison Township border to SR-49. It offers a substantial amount of buildable land with convenient access to transportation infrastructure. Additionally, there is potential for the Turner Road Property to benefit from the future development of Hara Arena Trotwood and Shiloh Springs Area Harrison.

	Key Parcels	Address/Street	Owner	Acres
7	H33 02112 0178	SHILOH SPRINGS RD	ELEVATE TROTWOOD LLC	18.037
8	H33 02112 0176	WOLF RD	STOLZ, WILLIAM S JR	5.221
9	H33 02112 0009	WOLF RD	YU MAO	63.724
10	H33 02112 0190	SALEM AVE	JESUS COMBINE NETWORK INC	23.652
11	H33 02112 0088	SALEM AVE	WURST FAMILY LTD	5.440
12	H33 02112 0177	WOLF RD	MARANATHA CHRISTIAN FELLOWSHIP	22.304
				133.378

D. Turner Road Area Harrison: Harrison Township, Ohio

Like Trotwood, the Turner Road area in Harrison Township also provides development opportunities. Although a significant portion of the area has already been developed, there are still several key parcels that present potential for further development.

	Key Parcels	Address/Street	Owner	Acres
13	E20 01007 0001	700 SHILOH SPRING RD	TAX REDEVELOPMENT LLC	10.271
14	E20 01007 0018	TURNER RD	TAX REDEVELOPMENT LLC	3.723
15	E20 01007 0054	924 SHILOH SPRINGS RD	MARTIN REALTY OF MONTGOMERY COUNTY OHIO LLC	11.328
16	E20 01007 0077	500 SHILOH SPRINGS RD	WEBSTER STREET CHURCH OF CHRIST	19.561
				44.883



The parcels outlined and shaded in blue indicate those owned by Tax Redevelopment LLC.

E. Trotwood-Harrison Innovation District

The creation of an innovation district, comprised of a mixture of uses, in Trotwood and Harrison Township offers the opportunity to cultivate sustainable economic success.

Innovation districts have been successful in driving economic growth in the U.S. The current trend is a more urban planned model, characterized by compact, transit-accessible areas that cluster leading-edge anchor institutions, companies, startups, and business incubators. The Trotwood-Harrison Innovation District’s strategic location, with convenient access to I-75, the Dayton International Airport, and Downtown Dayton, makes it an attractive location for various industries identified in the Market Study. By leveraging these factors, the establishment of an innovation district can attract a diverse range of industries and organizations, fostering collaboration, innovation, and economic growth in the area.

A vibrant mixed-use development in the Trotwood-Harrison Innovation District has the potential to greatly benefit both the economic future of the city and township.

By establishing this development as a destination for emerging industries and new businesses, it can support long-term economic growth and enhance the quality of life for residents. The inclusion of residential, commercial, community, and emerging industries can help create a robust and diverse tax base, attract businesses and job opportunities, and ultimately increase the population of the area.



Significant Potential: Mixed-Use & Light Industrial Development

Abundance of available land: The area has a significant amount of buildable land that can accommodate mixed-uses including industrial facilities, advanced manufacturing, and related amenities. Most notably, Tax Redevelopment LLC, owns approximately 150 acres in the district. Having a single entity controlling so much land is a major advantage for the district’s potential. There are very few areas in Montgomery County with this much undeveloped contiguous acreage.

Collaboration & JEDD potential: There is strong potential for collaboration between Trotwood and Harrison Township to establish a joint economic development district (JEDD), facilitating cooperative efforts and support for industrial development. This collaborative approach can leverage shared resources and expertise.

Flexibility for diverse industrial development: The district has the flexibility to accommodate a mix of industrial and flexible spaces, catering to a variety of businesses and industries. This adaptability enables responsiveness to changing market demands and needs.

Availability of a skilled labor, market demand, and proximity to customers/suppliers: The success of GATED Global and Trotwood Commerce Industrial Park, along with Harrison Township’s Webster Street District, serve as strong indicators of the potential of the Trotwood-Harrison Innovation District. Its location in relation to target industries, workers, market, customers, and suppliers is a major advantage.

Implementing a uniform Planned Unit Development (PUD) zoning for the entire Trotwood-Harrison Innovation District would attract a wide range of industries: The PUD zoning should accommodate light industrial opportunities, office spaces, healthcare facilities, multi-family units, a research district, and related amenities. This would encourage diversification, collaboration, and eligibility for site-ready incentives. Adopting consistent PUD zoning would maximize the potential and opportunities of the district.

Industrial developers are showing growing interest in the Dayton region. Industrial sites and buildings in nearby larger cities are limited, leading developers to focus on secondary markets like Dayton. Given this area’s abundance of land, Trotwood and Harrison Township can capitalize on this demand.

The district has the potential to become a hub for emerging industries and startups, attracting cutting-edge businesses and becoming a sought-after destination.

By implementing a well-planned strategy, Trotwood and Harrison Township can create an environment where advanced manufacturing, technology, and related companies can cluster and connect with startups, business incubators, and accelerators. This will drive innovation, product development, and job creation relevant to societal needs. See **[Sec. 7]** for Trotwood-Harrison Innovation District Action Plan.

Trotwood-Harrison Innovation District Advantages

Strategic Proximity: Good highway and airport accessibility, with strategic proximity to the cities of Dayton, Cincinnati, and Columbus, allows for easy access to a large market and a diverse range of resources and talents.

Nearby Economic Drivers: The economic growth of the Dayton Region is heavily influenced by the presence of Wright-Patterson Air Force Base and other entities such as GE Aerospace. Leveraging these drivers, the innovation district can attract companies and industries that have ties.

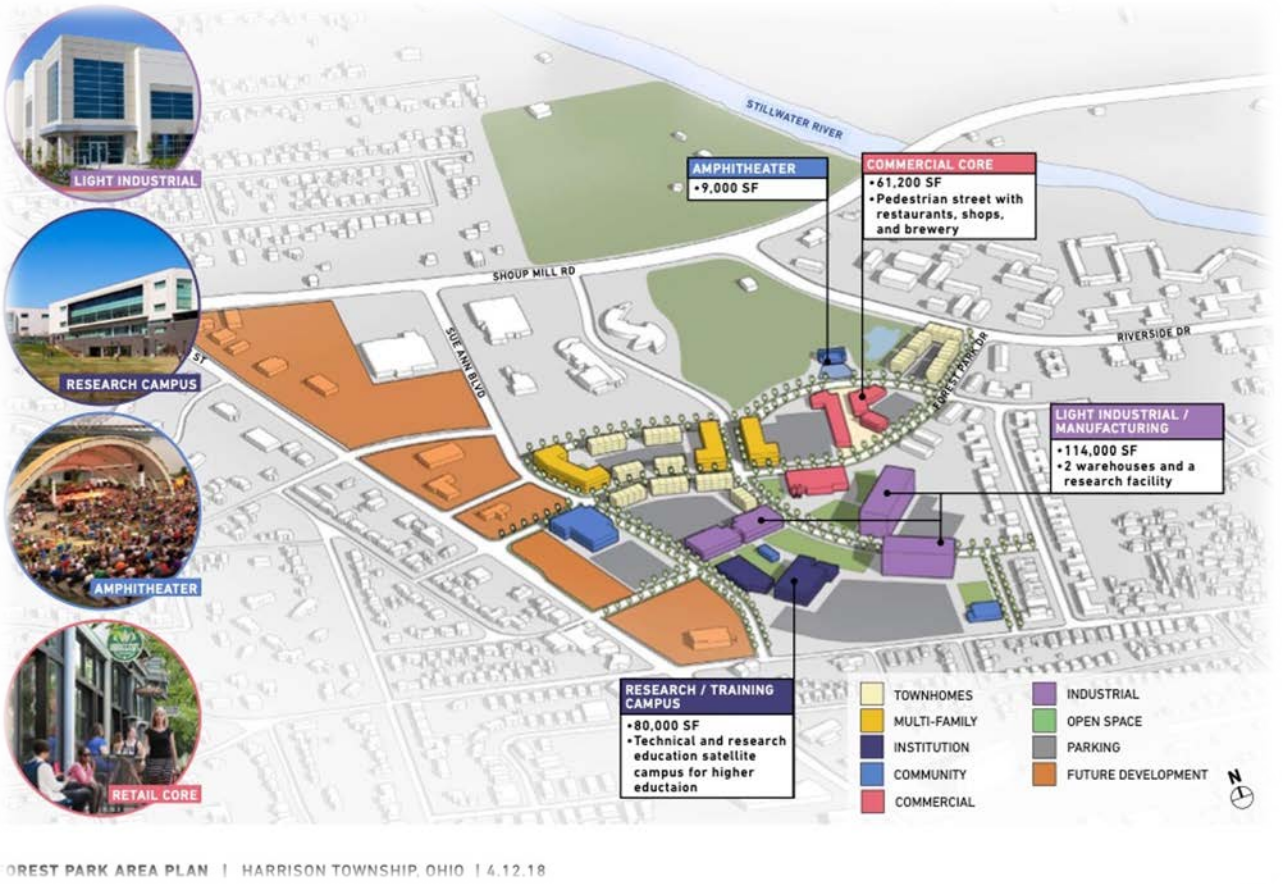
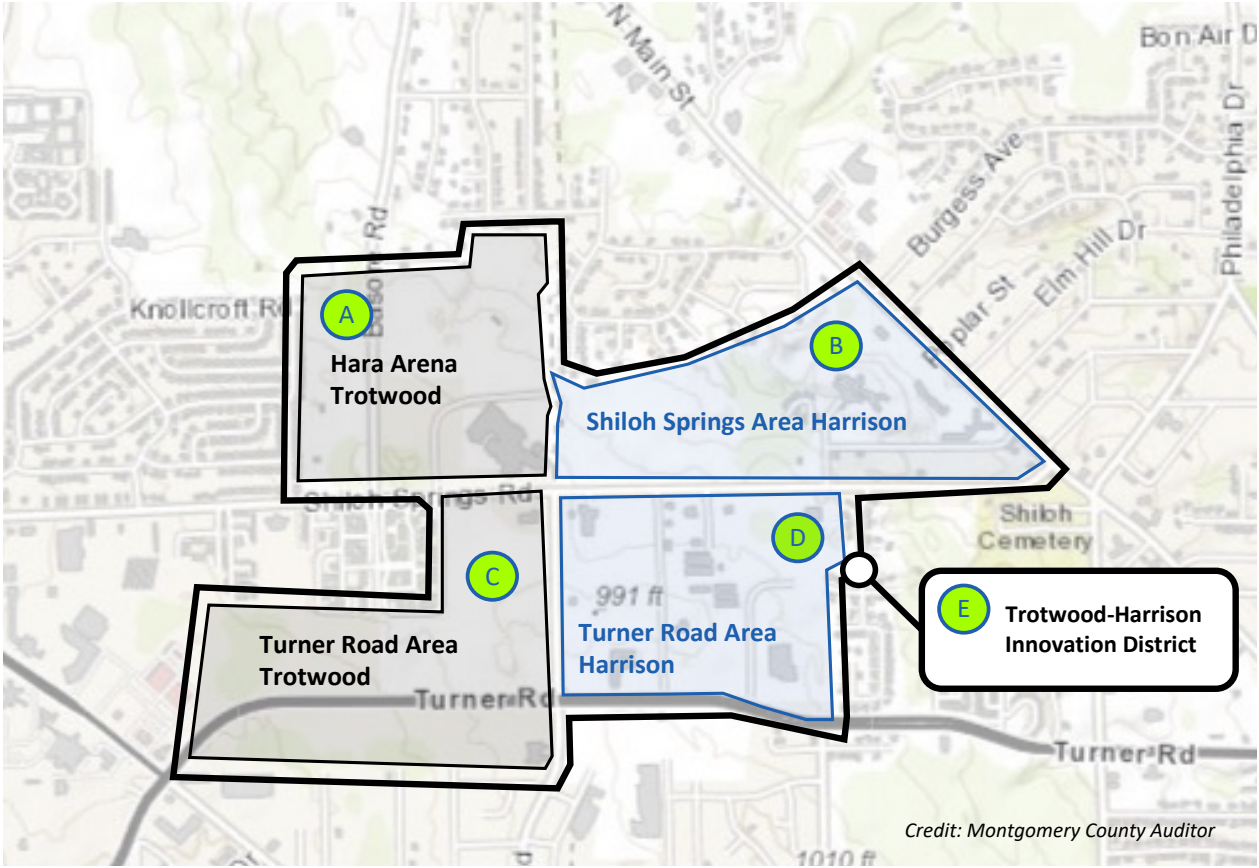
Supply Chain Opportunities: Establishment of the new Honda EV battery plant in Fayette County offers an additional opportunity for economic growth, job creation, and increased local development. By leveraging this development, the innovation district can attract companies and industries that are connected to the EV battery industry, supporting the growth of a sustainable and clean energy sector.

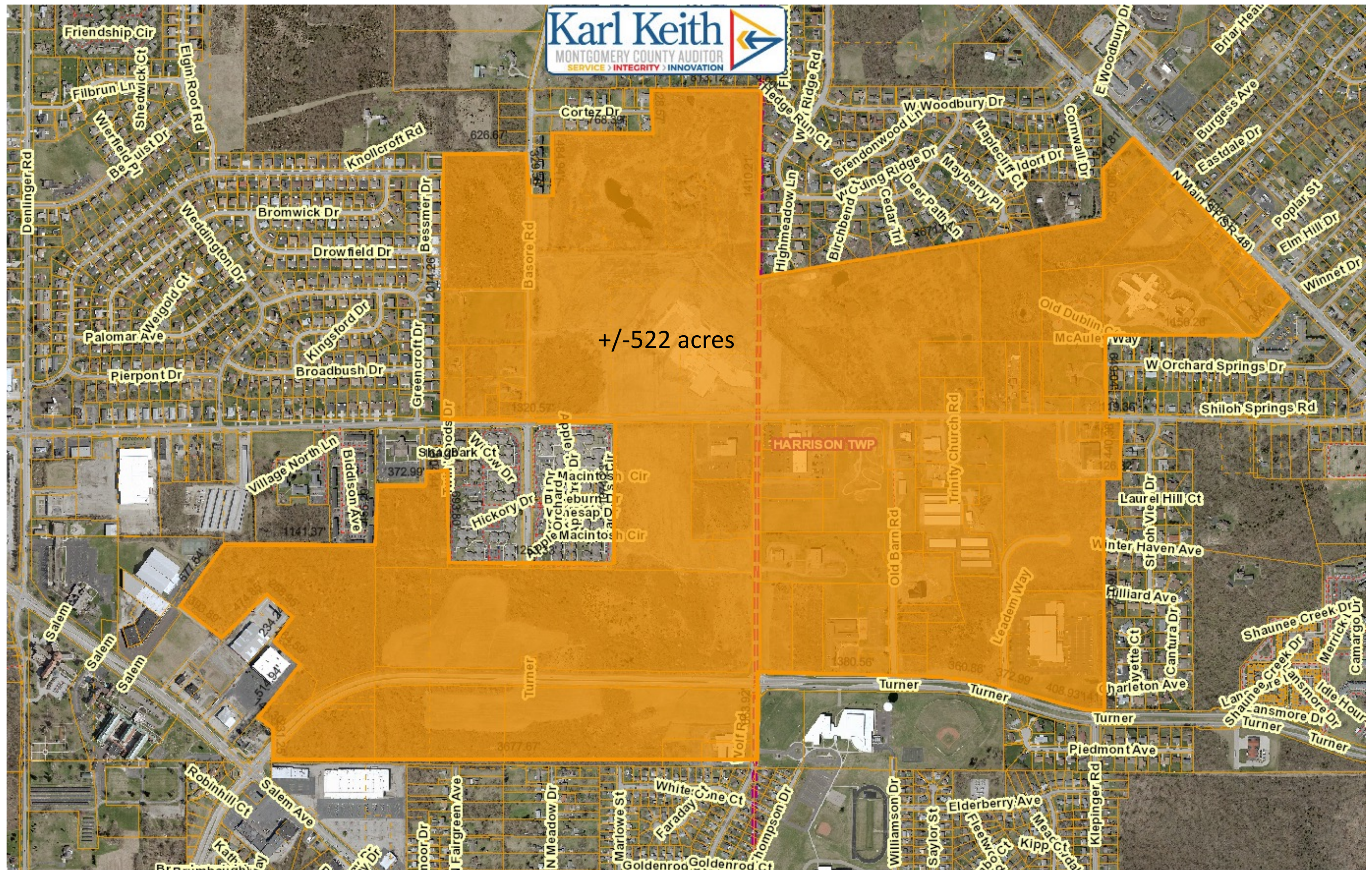
Revitalization & Implementation: The city and township both are focused on revitalization, activation and implementation.

Collaboration & Public Private Partnerships: Public private partnerships are the foundation to successful innovation districts. Opportunity for collaboration between Trotwood, Harrison Township, and Tax Redevelopment LLC.

Momentum: Opportunity to build off the momentum from Webster Street District, GATED Global and Trotwood Commerce Industrial Park.

SWOT Analysis: For a detailed SWOT Analysis of the Trotwood-Harrison Innovation District, please refer to **[Appendix D]**.





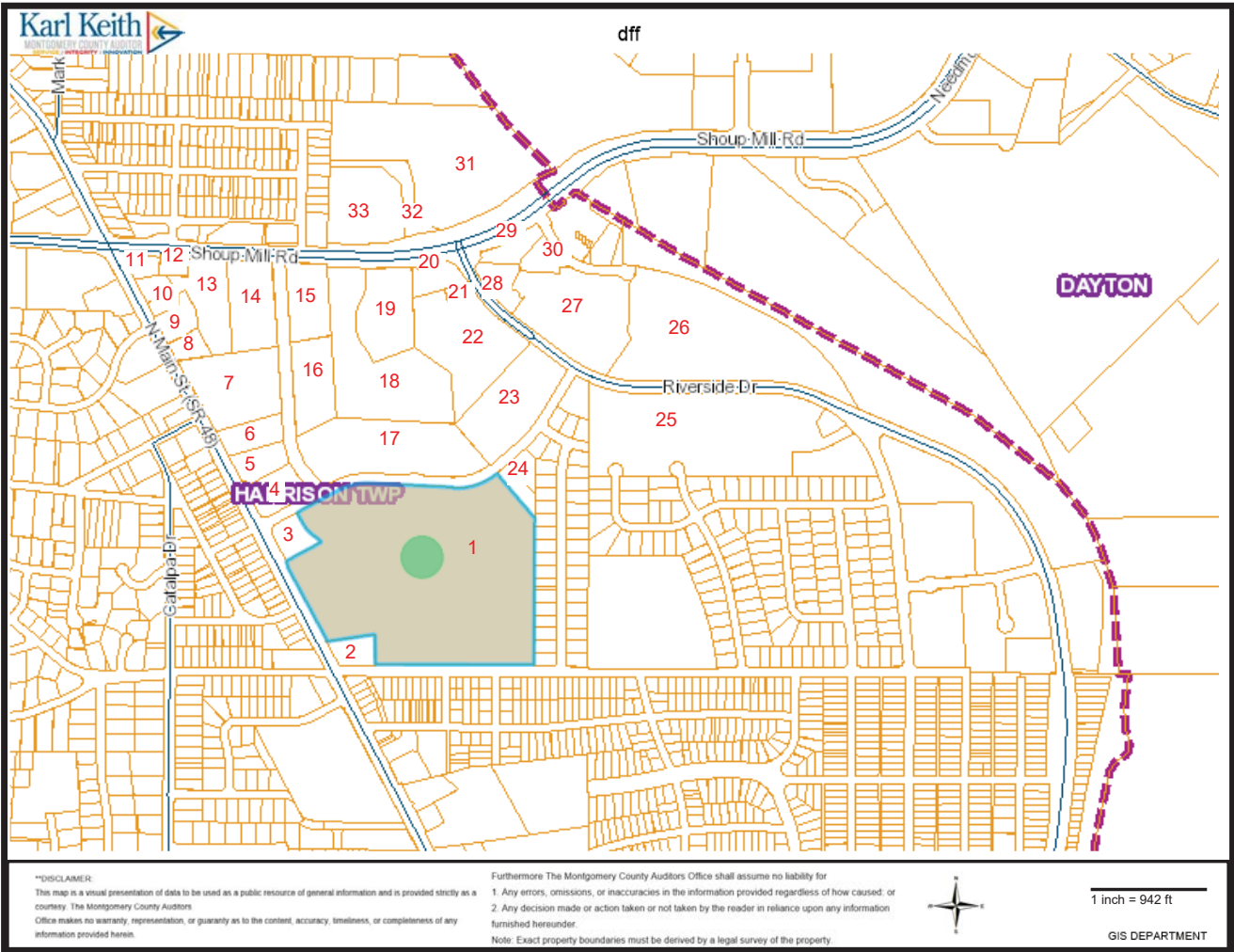
F. Forest Park Area: Harrison Township, Ohio

The Forest Park Area is in Harrison Township, just north of the City of Dayton.

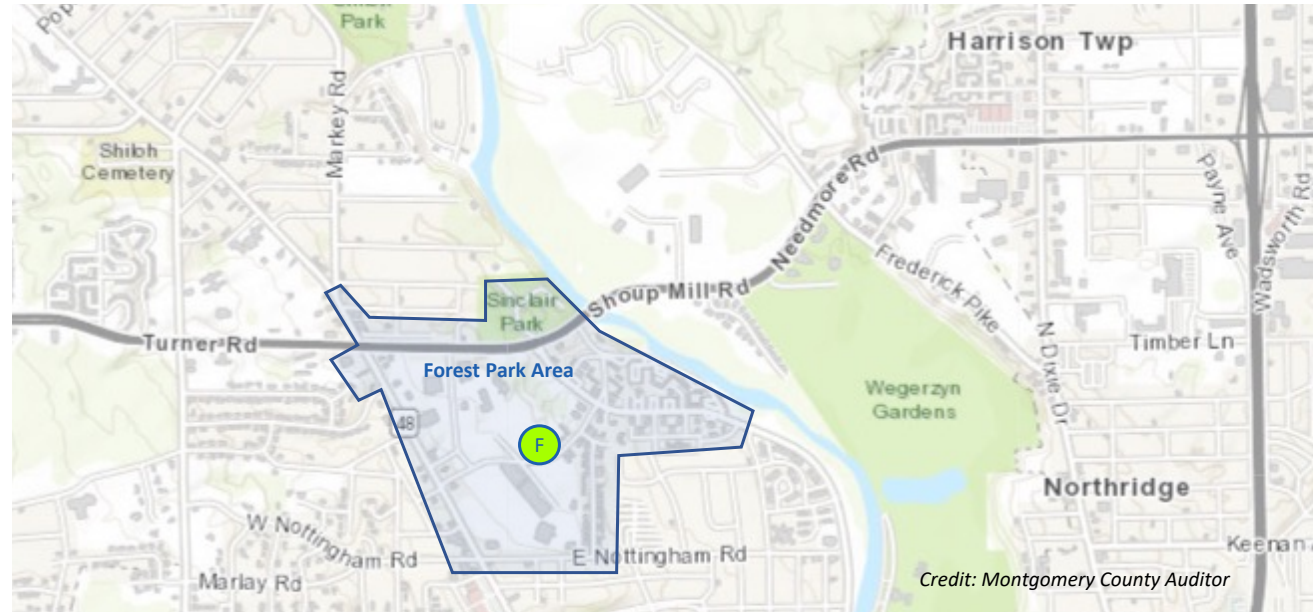
It is bordered by Main Street (State Route 48) to the west, Riverside Drive to the east, Shoup Mill Rd. to the north, and Nottingham Rd. to the south. The area spans approximately 160 acres and includes River's Edge Apartments to the east, Sinclair Park to the north, and both sides of Main Street to the west. With Shoup Mill Rd., Riverside Dr., and Main St. providing regional access, the site is conveniently connected to Interstate 75 to the east and downtown Dayton to the south. Additionally, the area is well-served by several transit lines.

The Forest Park Area consists of numerous parcels owned by different individuals.

To fully utilize the potential outlined in the Forest Park Area Plan, the township will need to take the lead in implementing the plan. This will involve collaborating with the key owners and stakeholders to bring the plan to fruition.



	Key Parcels	Address/Street	Owner	Acres
1	E20 01008 0070	4200 Forest Park Dr	Forest Park Partners	32.5890
2	E20 01008 0057	4328 Main St N	4328 North Main LLC	1.2300
3	E20 01008 0159	4360 Main St N	Forest Park Partners	1.0750
4	E20 01008 0121	4490 Main St N	Barmur RA 1 LLC	1.6180
5	E20 01008 0217	4566 Main St N	Property Ventures of Marin	1.2520
6	E20 01008 0211	4580 Main St N	DG North Main Street Dayton Ohio LLC	1.6530
7	E20 01008 0151	4750 Main St N	UIG Ohio LLC	5.7080
8	E20 01008 0040	4750 Main St N	Mannina, Steven M	0.8210
9	E20 01008 0199	4770 Main St N	McDonlads Corp	1.2300
10	E20 01008 0043	4814 Main St N	Torrandell, Simon T.	0.7250
11	E20 01008 0212	110 Shoup Mill Rd	Giant Ohio LLC	1.0750
12	E20 01008 0213	120 Shoup Mill Rd	M C I O LLC	0.6437
13	E20 01008 0070	250 Shoup Mill Rd	250 Shoup Mill LLC	3.2680
14	E20 01008 0057	250 Shoup Mill Rd	250 Shoup Mill LLC	3.7670
15	E20 01008 0159	400 Shoup Mill Rd	SVG Properties LLC	2.6002
16	E20 01008 0121	4750 Sue Anne Blvd	SVG Properties LLC	3.0620
17	E20 01008 0217	Forest Park Dr	Forest Park Partners	7.9240
18	E20 01008 0210	440 Shoup Mill Rd	Board of Education	8.6690
19	E20 01008 0123	450 Shoup Mill Rd	Buckeye trails Girl	3.8430
20	E20 01008 0180	Shoup Mill Rd	TLC Properties LLC	1.0965
21	E20 01008 0183	4501 Riverside Dr	El-Abbadi Hisham TR	0.2790
22	E20 01008 0071	Riverside Dr	Eisenberg, Carol Susan Et Al 3 Feltzin, Cynthia G Trustee Joyce Ann pear	6.8600
23	E20 01008 0147	301 Forest Park Dr	RSD Properties LTD	5.3180
24	E20 01008 0028	320 Forest Park Dr	300-320 Forest Park	1.1730
25	E20 01008 0001	4400 Riverside Dr	Rivers Edge Apartments	16.0900
26	E20 01008 0145	Riverside Dr	Riverside Drive Invest	14.6330
27	E20 01008 0146	Riverside Dr	Rivers Edge Apartments	7.5425
28	E20 01008 0017	Riverside Dr	Riverside Drive Invest	1.2832
29	E20 01008 0209	800 Shoup Mill Rd	Airpower Investments	1.2647
30	E20 01008 0018	4555 Lofty Oaks Ln	Rivers Edge Apartments	0.9210
31	E20 01008 0186	Shoup Mill Rd	Harrison Township	14.3170
32	E20 01008 0016	Shoup Mill Rd	Harrison Township	1.4200
33	E20 01008 0208	Shoup Mill Rd	Sinclair Associates	4.6530
				159.576



In 2018, the Forest Park Area Plan was established, aiming for a mixed-use development that incorporates retail, housing, a hotel, educational space, some industry, and interconnected parks in Harrison Township.

The 10-year plan aims to transform Forest Park into a vibrant and walkable mixed-use district. The plan is community-driven and seeks to attract residents and sustain a financially viable destination. It includes exciting amenities and civic institutions as well as an investment strategy and decision-making framework. The plan is grounded in market realities and supports the growth of necessary services. It also provides clear initiatives for achieving the desired outcomes.

While the Area Plan is ambitious, the challenge lies in determining feasible micro phases that can guide a thoughtful redevelopment process and help restore the area as a valuable community asset.

The Forest Park Area Plan is a comprehensive vision for the redevelopment of the area, but the challenge lies in breaking it down into feasible micro phases. Red Tiger recommends approaching this by focusing on smaller, achievable phases that can guide the redevelopment process and restore the area as a valuable community asset. This approach allows for the possibility of realizing the larger visions outlined in the plan, starting with smaller phases initially. Given the size of the Forest Park area, Red Tiger has identified two micro phases that align with the visionary framework of the 2018 plan.

Forest Park Area Plan:

5 Key Themes

1. Expanding a renowned regional park system.
2. Establishing excellent street connections between Forest Park neighborhoods and the park system.
3. Relocating the Town Hall to the park, situated at the center of the Township.
4. Creating a village surrounding the new civic center.
5. Developing residential areas within and around the core site.

Recommended Micro Phases

1. **Establish commercial/light industrial district:** A smaller but impactful phase would involve designating a portion of the 230 acres for commercial/light industrial development. While not explicitly mentioned in the 2018 plan, this step is complementary as it sets the foundation for infrastructure development, which will support future growth, including mixed-use, housing, and retail.
2. **Pop-Up Civic Space:** A potential micro phase could involve a pop-up civic space, serving as a community destination and event space on the west side of the township. By partnering with the public and private sectors, this space could be developed in phases, depending on funding availability. Initially, the focus would be on creating access, landscaping, and basic utilities for events. The township may accommodate two nodes or hubs of civic event space, which could eventually be connected through a future trail/bike path system. Implementing this micro phase by creating access, minimal landscaping, and event utilities aligns with the grand vision of the 2018 plan.

SWOT Analysis: For a detailed SWOT Analysis of the Forest Park Area, please refer to [\[Appendix E\]](#).

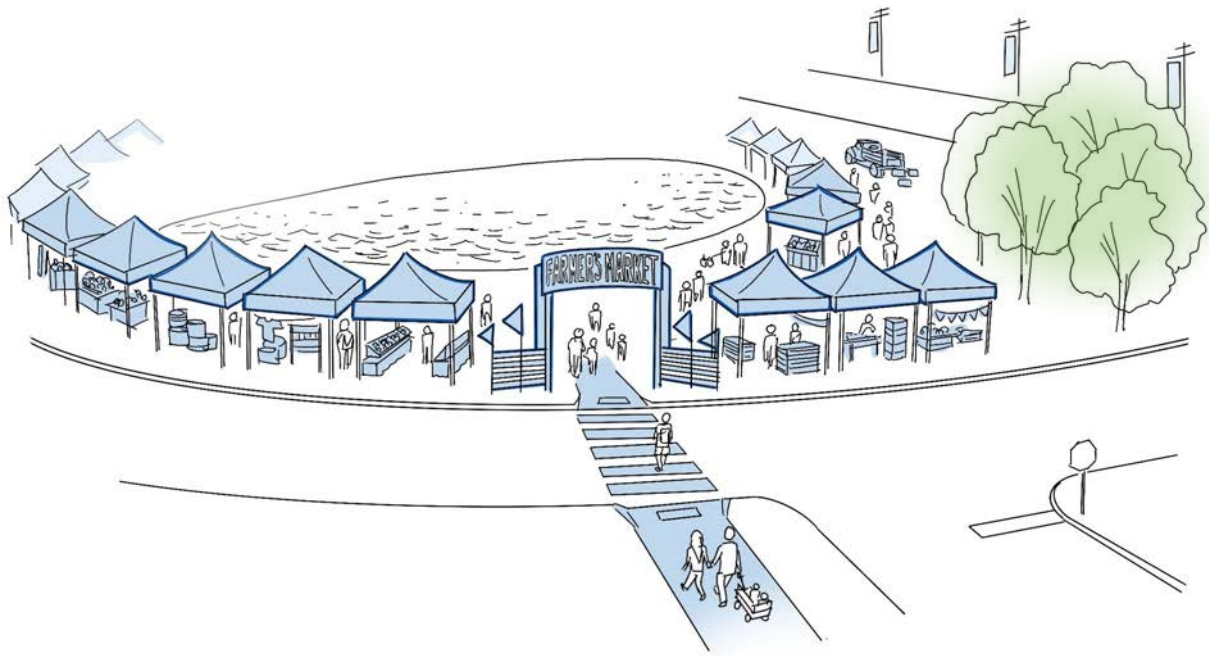


Renderings for conceptual, inspirational, and education purposes only

G. Twin Dixie Theater Property: Harrison Township, Ohio

The Twin Dixie Theater, with its rich history dating back to 1957 and its iconic large sign, has the potential to become a popular community destination and events venue.

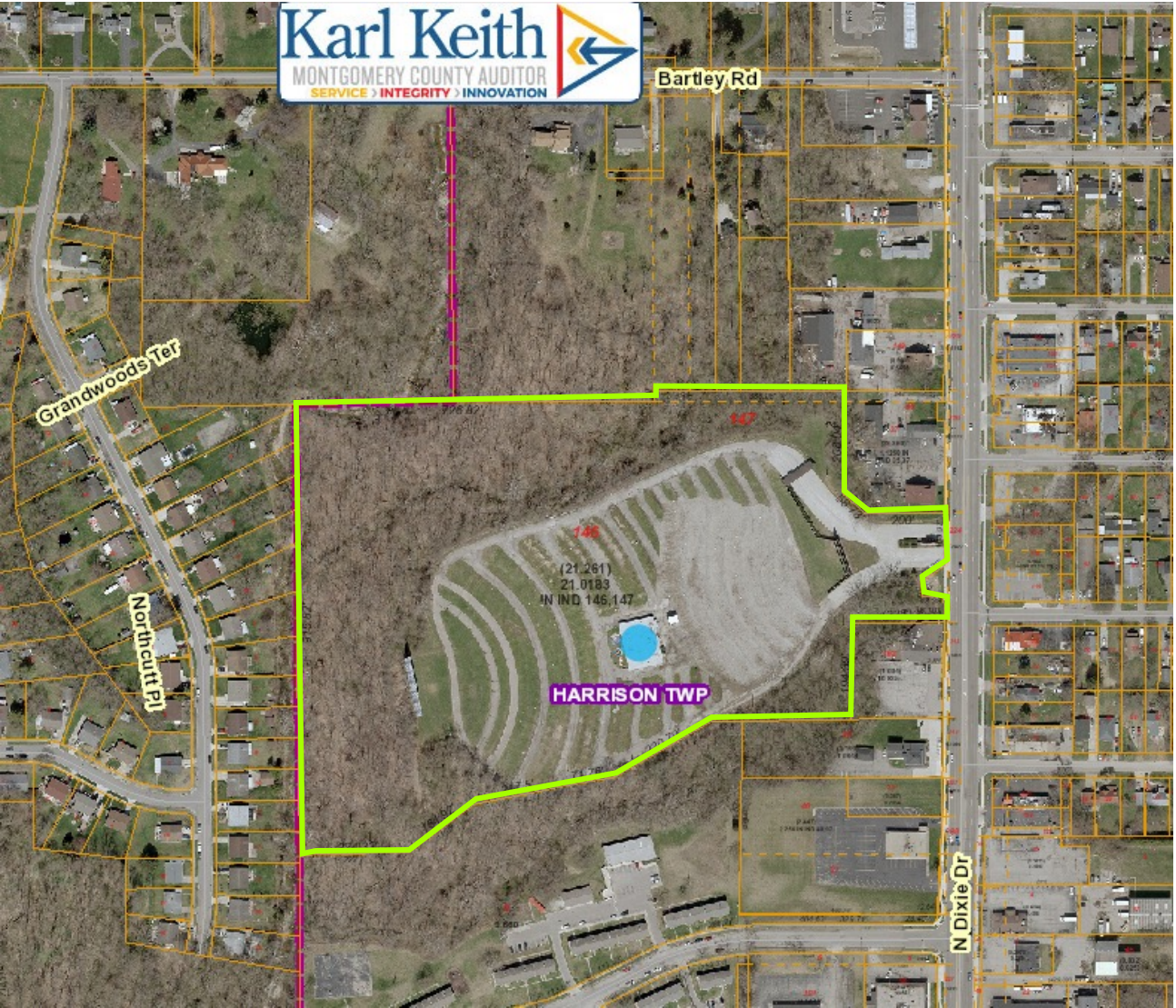
The historical significance of theaters, including drive-in movie theaters, cannot be underestimated in terms of their impact on community identity and sense of place. By repurposing the Twin Dixie Theater and its surrounding 21-acre space, it could serve as a vibrant hub for a wide range of activities, such as outdoor movies, farmers markets, seasonal events, live performances, and more. This revitalization effort would inject new life into the area and foster a strong sense of community pride. The Twin Dixie Theater has the potential to bring people together and create lasting memories for residents and visitors alike.



The Twin Dixie Theater Property has the potential to transcend into a community gathering place.

Comprised of 21+/- acres, the property can offer a diverse array of events that cater to a wide range of interests and providing a distinctive space for residents to connect and bond. The Twin Dixie Theater property is a treasured landmark that not only enriches the local township but also draws visitors from the surrounding region. This theater's continued revitalization brings about a sense of community pride and unity, further enhancing the vitality and appeal of the area.

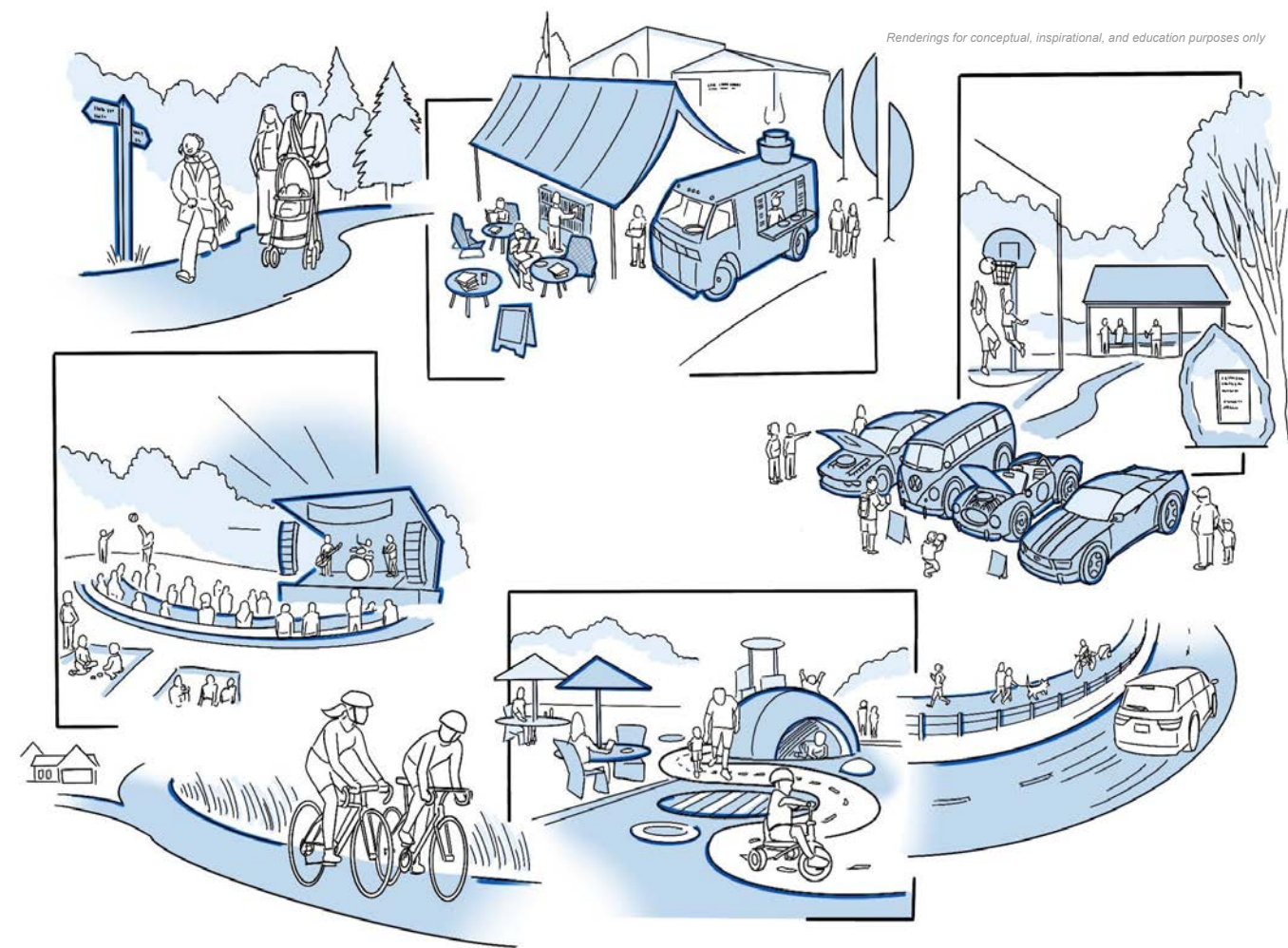
	Parcel	Address/Street	Owner	Acres
	E21 01004 0146	6201 DIXIE DR N	NORTH DIXIE THEATER INC	21.261



In addition to the social and cultural benefits, the Twin Dixie Theater property can also contribute to the identity of Harrison Township.

Its recognizable presence can help define the township's image and create a unique brand for the area. Building upon the theater's use a community destination, it can also provide a platform to support and promote other community-based initiatives, encouraging grassroots beautification and enhancing the overall appeal of the township. Empowering residents to transform underutilized spaces into vibrant marketplaces is a powerful approach to development. By engaging the community in the planning and

implementation process, spaces can be created that truly meet their needs, enhance their quality of life, and foster stronger community connections. The community destination site, such as the Twin Dixie Theater property, can serve as a central hub for these grassroots efforts, promoting community-based beautification and enhancement projects. Through collaborations between residents and the municipality, initiatives like streetscapes, signage, branding, and other enhancements can further define and showcase the unique identity of the township. This bottom-up approach, supported by municipal efforts, helps to create a sense of community pride and ownership.



To make this project a success, it is crucial to involve the community from the very beginning.

A public-private partnership, with grassroots involvement, can ensure that the revitalization efforts align with the needs and desires of the residents. By empowering the community to be actively involved in the planning, programming, and maintenance of the space, a true sense of ownership and pride can be cultivated.

SWOT Analysis: For a detailed SWOT Analysis of the Twin Dixie Theater Property, please refer to [Appendix F].



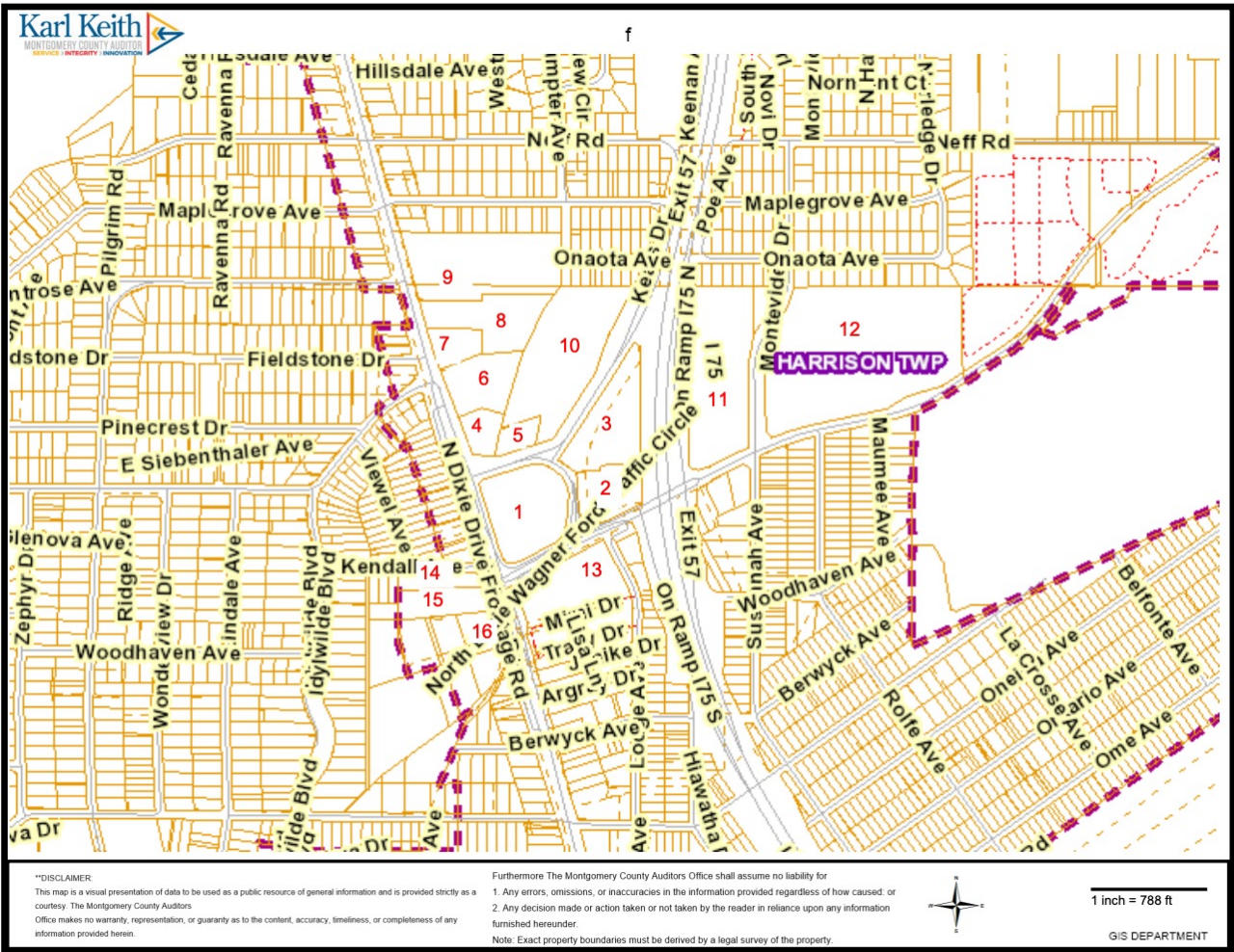
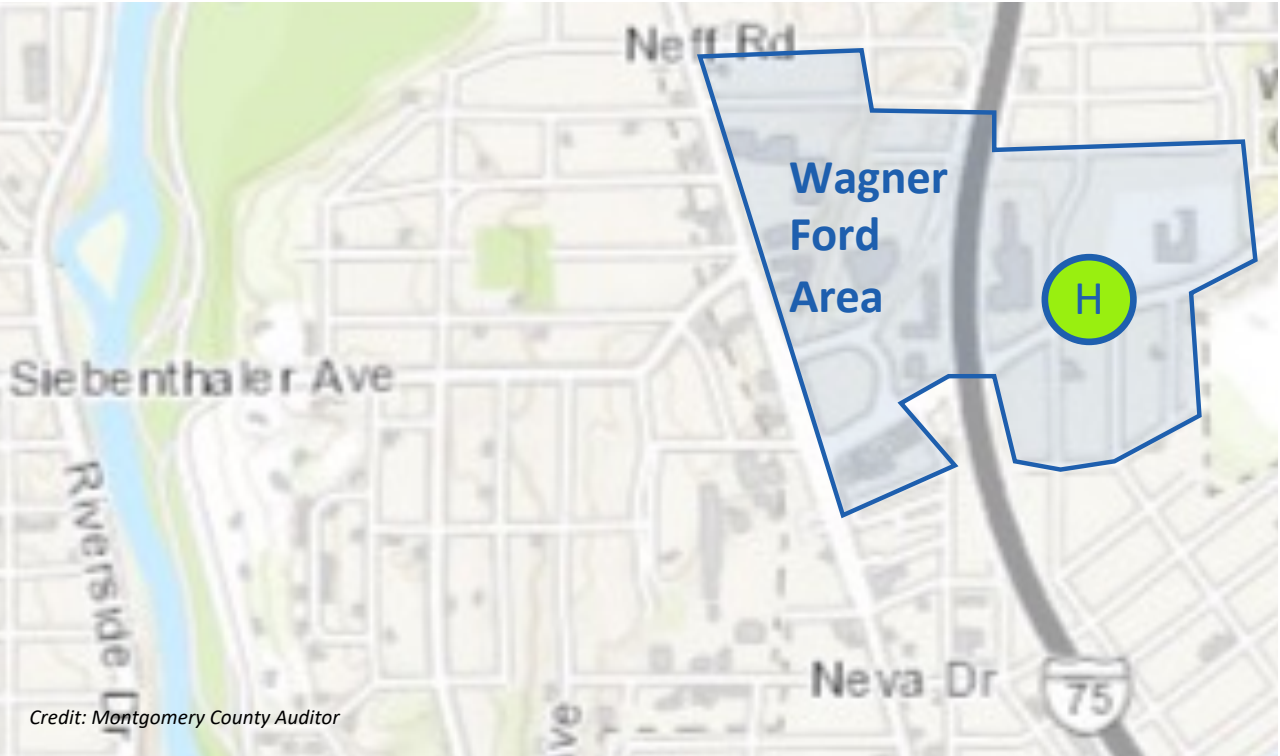
H. Wagner Ford Area: Harrison Township, Ohio

Located in the southeastern section of Harrison Township, the Wagner Ford Area, comprised of +/-57 acres, serves as the main commercial and retail entrance to the township from I-75. Despite facing challenges like tornado damage, urban blight, and underutilized land, this area presents a great opportunity for revitalization.

	Key Parcels	Address/Street	Owner	Acres
1	E21 01103 0150	DIXIE DR N	HARRISON TOWNSHIP OHIO	4.5000
2	E21 01103 0026	2213 WAGNER FORD RD	KOOB STEPHEN J. TRUSTEE AND REV. JOHAN ROTEN TRUSTEE	1.9080
3	E21 01103 0119	2221 WAGNER FORD	KOOB STEPHEN J. TRUSTEE AND REV. JOHAN ROTEN TRUSTEE	3.4780
4	E21 01103 0119	3630 DIXIE DR N	DAYTON VILLAGE PIZZA RESTAURANT LLC	0.8980
5	E21 01103 0119	3620 DIXIE DR N	MAGNUM AUTO SALES INC ET AL 3 IRIS LEVI ZEKE LEVI	0.6550
6	E21 01103 0120	3636 DIXIE DR N	MONTGOMERY COUNTY LAND REUTILIZATION CORPORATION	2.1696
7	E21 01103 0127	3700 DIXIE DR N	NORTH DIXIE DEVELOPMENT	0.9940
8	E21 01103 0138	3814 DIXIE DR N	DIXIE RIDGE PARTNERS LLC	2.9155
9	E21 01103 0025	3840 DIXIE DR N	CENTER-PLEX VENTURE	5.7101
10	E21 01103 0078	3700 Keats Dr	JMDH REAL ESTATE OF DAYTON LLC	6.2720
11	E21 01103 0086	2301 WAGNER FORD RD	DAYTON FUN HOTELS LLC	6.0770
12	E21 01103 0047	2655 Wagner Ford Rd	BOARD OF EDUCATION OF NORTHRIDGE S D	15.2800
13	E21 24410 0004	2130 WAGNER FORD RD	WAGNER FORD SELF STORAGE OH LLC	2.9087
14	E21 17201A0071	2080 KENDALL AVE	MARENE INC	0.8329
15	E21 17201A0072	3443 DIXIE DR N	MARENE INC	1.4140
16	E21 17201A0109	3453 DIXIE DR N	MARENE INC	0.6090
				56.622

The township has taken a deliberate and community-involved approach to its planning of the area. Efforts are being made to control and develop the "traffic circle" property, aiming to attract commercially-driven businesses that cater to highway commuters and visitors. Proposals for gas stations have been declined to align with the community's vision.

The township aims to diversify commercial offerings beyond self-storage and automotive lots. Township leadership is eager to attract hotels, restaurants, grocery stores, and other service businesses to create a vibrant atmosphere. Housing options, particularly multi-family residential units, are also a top priority.



Wagner Ford road and I-75 is a gateway to regional trails and parks.

The area's access to I-75 could provide a gateway that connects to regional parks, trails, and promotes nature sustainability, providing residents with convenient access to outdoor recreational activities such as Shiloh Park, Sinclair Park, and Five Rivers MetroParks.

Large-scale mixed-use development may not be immediately feasible, but the township should carefully select commercial and retail projects.

Well-planned retail and commercial centers are expected to act as catalysts for growth. The goal is to transform the Wagner Ford Area into an attractive and inviting destination that meets the needs of the local population and enhances the township's regional image.

Given the Wagner Ford Area's excellent proximity to I-75 and its ability to attract customers from the regions of Dayton, Cincinnati, and Columbus, destination retail could be an ideal fit for the area.

Destination retail establishments are intentionally designed and positioned to attract customers from a wider geographic region, offering unique products, exceptional customer experiences, and the ability to draw visitors from outside the local vicinity. Examples are supersized gas and convenience stores, such as Buc-ees, auto malls, and outlet malls.

The goal of destination retail is to entice customers who are willing to travel a distance and spend significant time and money at the location.

Key features of destination retail include unique and specialty retail offerings, experiential elements to create memorable experiences, entertainment and leisure facilities, diverse dining options, promotional events and activities, and convenient amenities. By incorporating these elements, the Wagner Ford Area can transform into an attractive retail destination, drawing visitors from nearby regions. This will not only revitalize the area but also provide a boost to the local economy and establish the Wagner Ford Area as a vibrant gateway for the community.

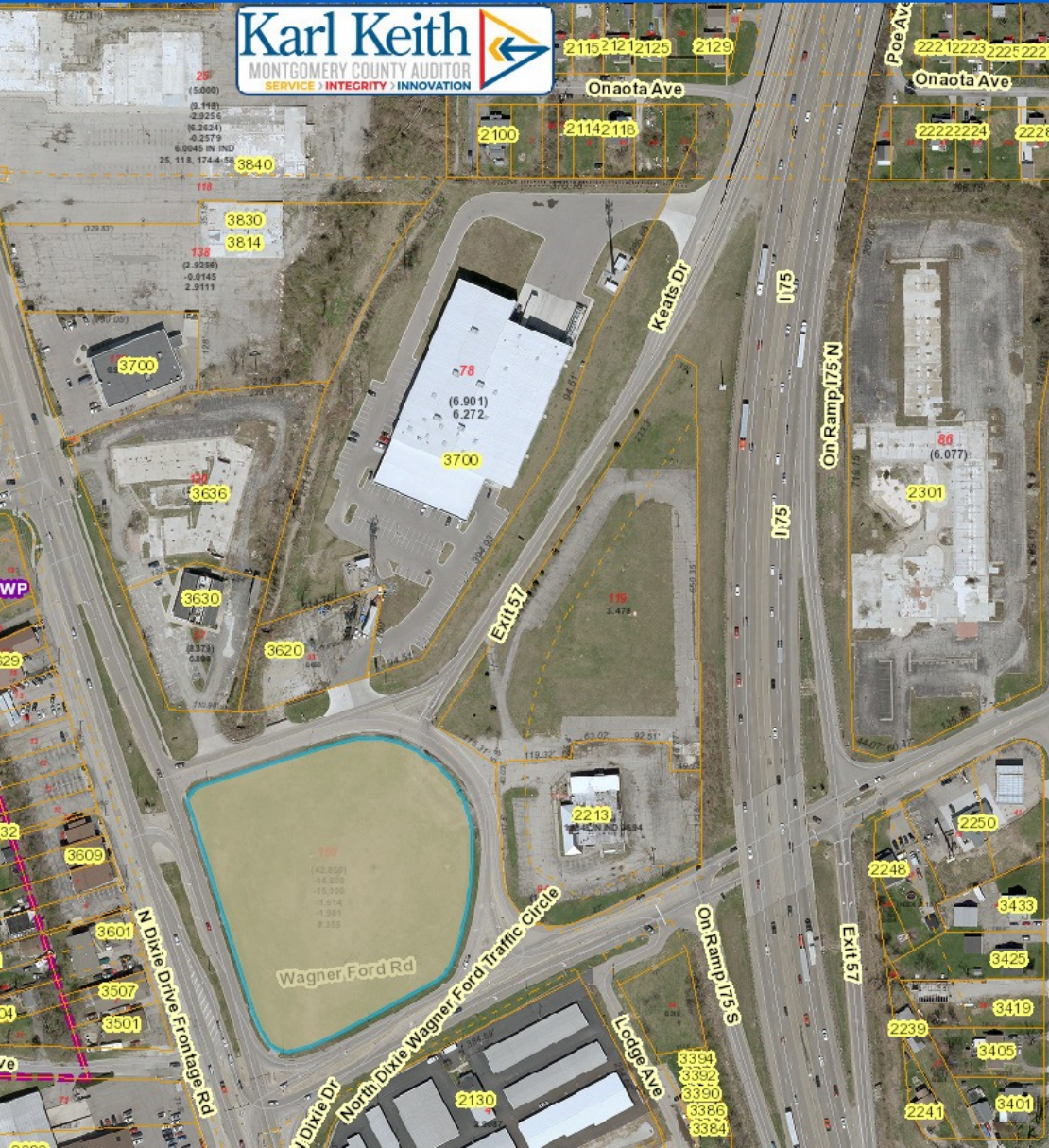
The numerous neglected vacant sites near I-75, including the shrine and old hotel site, are highly underutilized and ideal for commercial redevelopment due to their location and visibility.

Although attracting developments from the hotel and chain restaurant sector may be challenging due to nearby competition, there is potential for warehouse, distribution, and light manufacturing facilities like Restaurant Depot. The sites' greatest value is their access to customers and suppliers through I-75, a bustling trucking highway. They are also conveniently located near major economic drivers in the region, such as Wright Patterson AFB and Ohio's emerging electric vehicle and microchip industries. There is a demand for non-polluting industries that can generate jobs and contribute to property tax revenue. Introducing larger "box" end users would benefit the community and make effective use of these underutilized parcels since the tornado damage in 2019.

Considered should be the potential for combining development efforts with the improvement of an interchange as an opportunity to create a sense of place and a gateway for Harrison Township.

This approach could not only enhance the functionality of the interchange but also contribute to the overall aesthetic appeal and identity of the township. By carefully designing the interchange and surrounding area, it is possible to develop a distinctive and attractive entry point that leaves a positive impression on visitors and residents. This can be achieved by incorporating landscaping, architecture, public art, and other elements that create a welcoming environment and reflect the unique character of the township. Additionally, integrating commercial or mixed-use development near the interchange can further enhance the sense of place and provide economic benefits for the community.

SWOT Analysis: For a detailed SWOT Analysis of the Wagner Ford Area, please refer to [Appendix G].



I. Webster Street District: Harrison Township, Ohio

Situated in the northeastern section of Harrison Township, the Webster Street Area is a stable cluster of industrial and light manufacturing businesses. Its favorable location near I-75 has firmly established it as a key player in the local economy. Despite its success, a significant challenge it faces is a shortage of available land for future industrial expansion.

The Webster Street Area is home to a diverse range of industrial and light manufacturing businesses that make substantial contributions to the township's tax base and overall economic stability.

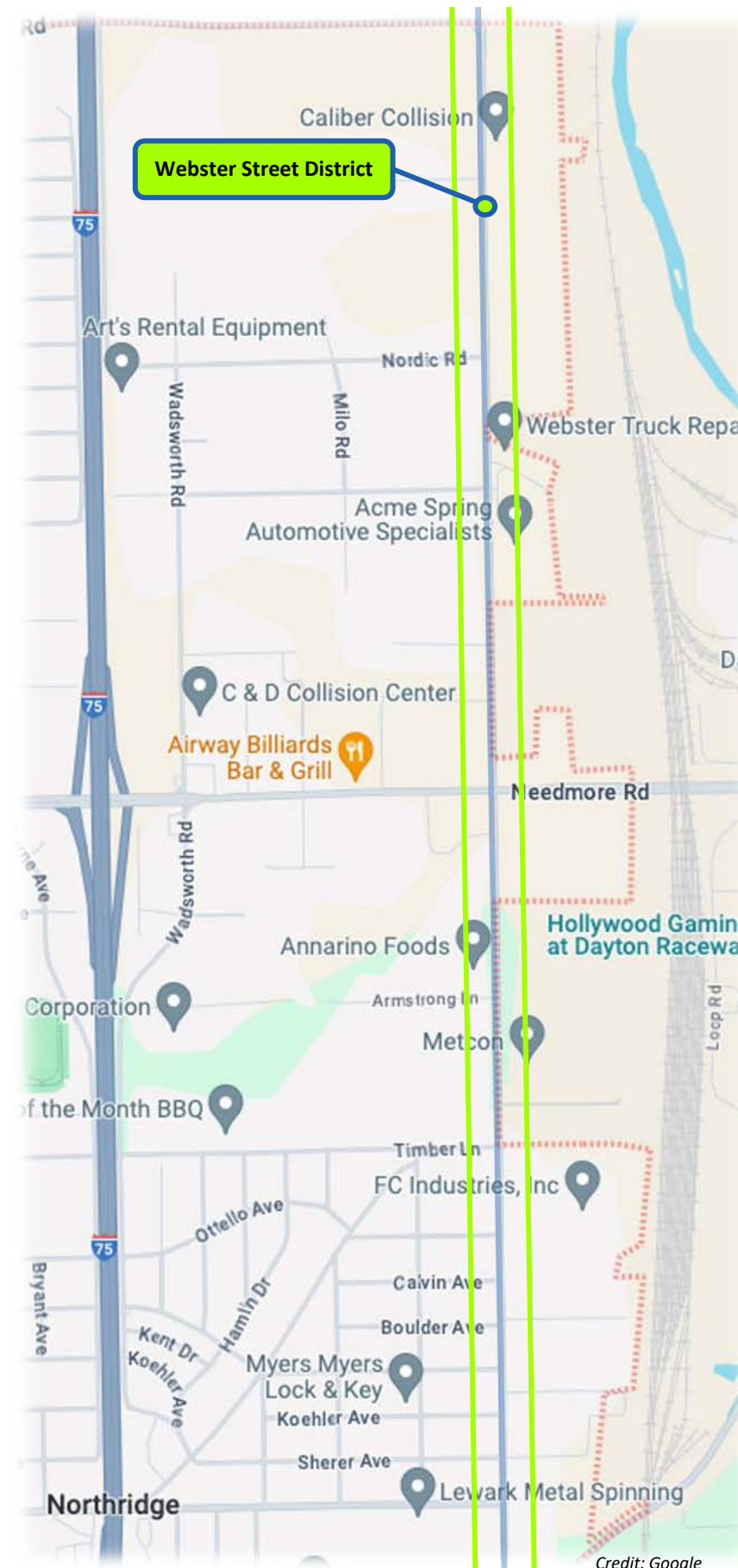
The area's adjacency to I-75 positions it as a crucial transportation and logistics hub, facilitating the efficient movement of goods and products. The presence of well-established businesses ensures stability and attracts additional investments, fostering an environment conducive to growth.

The importance of the Webster Street Area goes beyond the township and has a significant impact on the wider region.

Due to challenging economic conditions, it is difficult to construct new industrial facilities in the 50,000 square feet and smaller range, making the Webster Street Area even more essential to fulfill this market demand. On the other hand, the success of the area is hindered by a lack of available land for development, which limits the expansion of existing industrial businesses.

To further promote the economic growth and success of Webster St. as a key driver for the township, it is advised to consider implementing the recommended action plan outlined in [Section 7].

The strategy aims to identify manufacturing companies in the Webster Street District that have the potential for growth, but currently lacks adequate land for expansion or new construction and could be suitable for relocation to the Trotwood-Harrison Innovation District.



Credit: Montgomery County Auditor

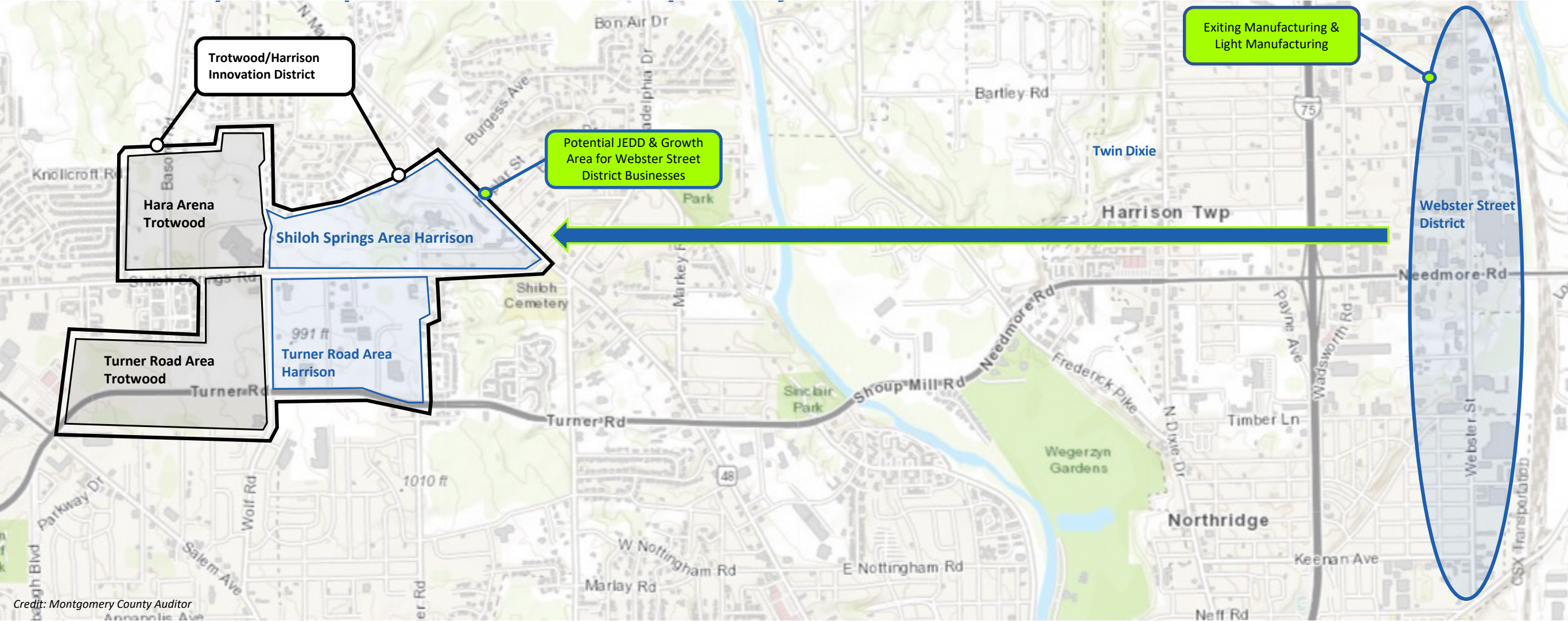


Credit: Montgomery County Auditor



Credit: Montgomery County Auditor

7. Trotwood-Harrison Innovation District Action Plan



7.1 Development Strategy

The creation of an innovation district in Trotwood and Harrison Township has the potential for sustainable economic success.

The strategic location, near major transportation hubs and influential entities like Wright-Patterson Air Force Base and GE Aerospace, makes it an ideal destination. By attracting diverse industries, fostering collaboration, and implementing a well-planned strategy, the district can become a hub for emerging industries and startups. Revitalizing the area as a distinctive mixed-use destination, centered around these industries, will further enhance its appeal. Collaborative partnerships with influential organizations can drive innovation, job creation, and attract investment. Additionally, the focus on innovative technologies can lead to advancements in sustainable practices, benefiting the environment and attracting forward-thinking businesses.

By implementing a collaborative industrial development strategy, the City of Trotwood and Harrison Township can enhance their appeal as preferred destinations for the Market Study's recommended target industries.

This strategy will not only attract and support industrial businesses but also fuel economic growth and generate job opportunities within the region. The strategy will capitalize on the inherent strengths of the area, foster collaboration among stakeholders, and create an enabling environment that facilitates industrial growth and success. It should be noted that while Harrison Township's Webster Street area already serves as an established location for industrial and light manufacturing businesses, it currently lacks adequate land for expansion or new construction. In contrast, Trotwood offers larger land parcels that are ideal for industrial development, such as land near Turner Road. Additionally, both Trotwood and Harrison Township possess land at and near the former Hara Arena site that has the potential for industrial development. Trotwood has already demonstrated success in attracting new industrial developments, as evidenced by GATED Global and Trotwood Commerce Industrial Park.

The formation of a JEDD would allow the city and township to collaborate and pool resources to promote economic development and attract businesses.

Furthermore, the establishment of a Joint Economic Development District could be a catalyst for the development of the Trotwood-Harrison Innovation District. As mentioned, while Harrison Township's Webster Street already serves as an established location for industrial and light manufacturing businesses, it currently lacks adequate land for expansion or new construction, which the Hara Arena property could accommodate, creating a “win-win” scenario for both the city and township. The establishment of a JEDD would incentivize the township to collaborate with the city to direct the township’s industrial businesses in need of expansion to the Trotwood-Harrison Innovation District. For details regarding JEDDs see [Sec. 7.2] below.

7.2 Action Plan

The strategy takes a holistic approach.

Initially, the strategy aims to identify manufacturing companies in the Webster Street District that have the potential for growth and could be suitable for relocation to the Trotwood-Harrison Innovation District.

Simultaneously, it is crucial to target startups and stage-2 companies from the wider region that are seeking a location with a more affordable cost of doing business. Subsequently, the strategy turns its attention to the Trotwood-Harrison Innovation District itself, which is particularly well-suited for advanced manufacturing, startups in emerging industries, and technology companies.

Step 1. Adopt and Endorse the Market Study: Use this Market Study as a guide to understand the local economy, industrial sectors, market dynamics, strengths, weaknesses, opportunities, threats, existing infrastructure, workforce, and availability of suitable industrial properties and sites.

Step 2. Establish a Joint Economic Task Force: To initiate this effort, establish a Joint Economic Development Task Force. This task force should consist of representatives from both the Trotwood and Harrison Township, ensuring representation from local government, economic development agencies, business associations, and community stakeholders. The task force will serve as a collaborative platform for planning, coordination, and decision-making.

Step 3. Optimal Development Areas & Opportunities: To be a viable hub for industrial development there must be identified developable property, ideal for the targeted industries you’re building the ecosystem around. See [Sec. 6] for Priority Development Areas. Use the Priority Development Areas to begin identifying industrial districts of existing properties and development sites.

Step 4. Develop a Joint Marketing Strategy: Collaboratively develop a Joint Marketing Strategy. This

strategy should focus on creating a compelling and unified marketing message to highlight the advantages and unique assets, identified in the Market Study, establishing the Trotwood-Harrison Innovation Hub.

Utilizing a combination of digital and traditional marketing channels will ensure effective reach and engagement with potential investors, business owners, and site selectors.

Step 5. Foster Strategic Partnerships & MOU: Trotwood and Harrison Township should maintain collaborations with key partners, including the MVRPC, Port Authority, DDC, JobsOhio, property owners, and others, to attract industries and workforce development providers that align with the target industries identified. Collaboration with stakeholders, established during the development of the Market Study, is crucial for success. It is recommended to foster strategic partnerships by engaging with regional economic development organizations, chambers of commerce, and industry associations. Collaborating on joint initiatives and business development programs will enhance the attractiveness of the area. Participation in industry-specific conferences and events should be utilized to showcase opportunities. Proposing a non-binding Memorandum of Understanding (MOU) with key partners will solidify collaborative intent and outline the process.

Step 6. Focus on Implementing a Site Readiness Strategy: To attract developers and businesses, it is crucial to mitigate risks in site development and zoning. A site readiness strategy should be implemented to reduce project timelines and costs, increasing the desirability of the real estate. Ohio state incentives, such as the Ohio Site Inventory, the All-Ohio Future Fund, and the JobsOhio Revitalization Loan & Grant Fund, mainly prioritize site readiness. However, developing catalytic infill real estate projects for urban revitalization can be challenging as they are seen as risky and pioneering by traditional lenders and developers. These projects require specialized expertise and financial support, such as subsidies or patient capital, until market demand and similar developments are established. It is important to engage with strategic partners and utilize resources like the Policy Recommendations in [Sec. 10] and the description of Economic Development Tools in [Appendix A]. The city and township cannot undertake these efforts alone.

Step 7. Explore forming a Joint Economic Development District (JEDD): The formation of a JEDD would allow the city and township to collaborate and pool resources to promote economic development and attract businesses. By forming a JEDD, Trotwood and Harrison Township can work together to identify and develop areas of economic potential, attract investment, and create job opportunities. The Trotwood-Harrison Innovation District presents a prime opportunity for the establishment of a JEDD. Also, refer to [Sec. 6] for Priority Development Areas that are potentially conducive for a JEDD. Efforts can be coordinated to provide infrastructure, utilities, and amenities necessary for business development. The JEDD would allow for the sharing of tax revenue generated within the designated district between the township and city. This shared revenue can be used to fund public services, infrastructure improvements,

and other community needs, benefiting both jurisdictions. A JEDD would provide a platform for ongoing cooperation and coordination between the township and city, fostering a unified approach to economic development. This collaboration can lead to more effective planning, streamlined processes, and a stronger economic climate overall.

Step 8. The city and township should explore the option of creating a New Community Authority (NCA) to support the development of the Priority Development Areas:

An NCA is a government entity that is typically established in undeveloped areas or locations needing significant infrastructure improvements. The NCA has the power to issue bonds to finance the construction of public infrastructure like roads, sewer systems, water supply facilities, and parks. For more detailed information on NCA's see [\[Sec. 8.3\]](#).

Step 9. Innovation Hub Area Plan: Draft an Innovation Hub Area Plan to serve as a framework setting forth the collective vision and objectives for the present and future uses, improvements, and development of the industrial district. Use the MOU as a guide for the Area Plan. The Area Plan should represent the goals and strategies to guide the city, township, task force, and stakeholders well into the future. The Area Plan provides foresight, adaptability, direction, and a defined achievable future for Trotwood and Harrison Township by establishing existing conditions, goals and objectives, planning principles, Area Plan documentation, and a unified implementation strategy for the district and the Priority Development Areas.

Step 10. Evaluate Zoning, Potential PUD, & Overlay District: Analyze the appropriate zoning for the Area Plan and consider creating a Planned Use Development District (PUD). A PUD provides alternative regulations and standards to encourage efficient land and resource use, orderly property improvement, and innovation in planning and development. It may allow for additional uses and higher density or intensity of development. Consider implementing an Overlay District to ensure that the properties comprising the Area Plan are subject to additional regulations and requirements that go beyond the base zoning district, resulting in development that is consistent with the Area Plan.

Step 11. Enhance Infrastructure: Enhancing infrastructure is a key aspect of successful economic development. Identifying and prioritizing infrastructure needs, such as transportation networks, utilities, and broadband access for industrial sites, is highly encouraged. Active pursuit of funding opportunities and grants will be crucial in supporting the development of necessary infrastructure. Collaboration with relevant stakeholders, such as the Dayton Development Coalition (DDC), JobsOhio, Ohio Department of Transportation (ODOT), utilities providers, and transportation agencies, will expedite infrastructure improvements critical to attracting industrial businesses. See [\[Sec. 8.2\]](#) for detail on Site Readiness Incentives.

Step 12. Streamline Permitting and Regulatory Processes: Streamlining development approval and permitting processes is essential to create a favorable business environment. Collaborating closely with local government departments and regulatory bodies will help simplify and streamline these procedures. Offering expedited processing for eligible projects and aiding in navigating regulatory requirements will ensure a smooth and efficient process for businesses seeking to establish themselves.

Step 13. Support Workforce Development: To create a competitive advantage, it is recommended to prioritize workforce development efforts. Collaboration with educational institutions and training centers such as Sinclair Community College is crucial.

Step 14. Facilitate Business Support and Expansion: Supporting existing industrial businesses is equally important. Establishing business retention and expansion programs that offer ongoing support, resources, incentives, and access to capital will encourage the growth and sustainability of these businesses. Creating an environment of collaboration and communication with industrial businesses will address their needs and challenges effectively.

Step 15. Public Incentive Evaluation and Tax Incremental Financing (TIF) Evaluation: Assess potential incentives, such as tax increment financing (TIF), to encourage site readiness and provide protection to the city and township. TIF allows the city and township to finance public infrastructure improvements. See Economic Development Tools [\[Appendix A\]](#) for more details regard TIF.

Step 16. Development Agreement: The MOU will serve as the foundation for a subsequent development agreement between the city and township and all other necessary parties. This agreement should establish standards and conditions, including user types, zoning, and incentives, to guide the collective development of the Area Plan.

Step 17. Develop and Adopt a Funding Plan for the Area Plan: Create a funding plan that addresses the need for patient capital for catalytic industrial infill real estate projects related to the Area Plan. These projects are typically considered risky and require specialized expertise and subsidies to support them until they gain market traction. Additionally, identify and analyze potential federal, state, and local public funding options and economic development programs applicable to future projects. Refer to Site Readiness Incentives [\[Sec. 8.2\]](#) and the Economic Development Tools [\[Appendix A\]](#) for additional details.

Step 18. Continue to Socialize the Area Plan: Maintain engagement with the DDC, JobsOhio, Ohio Department of Development, elected officials, and the Ohio Department of Education to further promote

the Area Plan and explore potential state and federal incentives for implementation.

Step 19. Regular Monitoring and Evaluation: A monitoring and evaluation system should be implemented to track the progress and effectiveness of the collaborative industrial development strategy and implantation of the innovation district. Regular review of key performance indicators, such as job creation, business attraction, and investment levels, will provide insights into the impact of the strategy. Based on feedback and emerging economic trends, adjustments and adaptations to the strategy can be made to ensure its continued success.

8. Site Readiness Incentives

8.1 Site Readiness

Real estate is considered "site ready," when the land or property has been fully prepared and developed to meet the requirements for immediate development or use. This typically includes activities such as clearing the land, grading, and leveling the terrain, providing necessary utilities and infrastructure connections (e.g., water, electricity, sewerage), and obtaining necessary permits and approvals for development. For detailed information of Site Readiness impact on property values, see [\[Sec. 9\] Property Values](#).

[Site readiness is crucial for improving the value of real estate.](#)

It increases marketability, reduces risk, saves time and costs, enhances financing opportunities, improves competitiveness, and attracts high-quality tenants. These factors collectively contribute to a higher perceived value of the property, making it more attractive to investors and developers.

[Communities like Trotwood and particularly Harrison Township often face a crucial dilemma when it comes to site development.](#)

They must determine how much investment is needed to make a site competitive in the market and whether to develop it before attracting potential investors. This poses a significant risk for public officials and local leaders as they want to ensure that any development aligns with job creation and income growth for the community. Failing to meet these objectives could have negative repercussions on their tenure in office.

[Site readiness is a crucial factor in driving economic development, leading to job creation, community growth, and improved quality of life.](#)

Before embarking on any development project, it is essential to assess whether a site is ready for development and if it is suitable for the intended project. Communities with pre-certified sites are prepared to accommodate businesses looking to relocate or expand quickly. In today's fast-paced business environment, speed is of the essence, and businesses must keep up to remain competitive. This also applies to site selection for expansion or relocation.

[Over the years, site readiness programs have evolved from a competitive advantage to an expectation in economic development.](#)

Sites with incomplete due diligence, whether brownfield or greenfield, require a significant amount of time, effort, and expense for companies during the site selection process. Therefore, it has become increasingly important for sites submitted for selection to have complete data on infrastructure and site information.

Site selectors highly value receiving comprehensive and up-to-date data packages for the properties under review.

[Moreover, in the current economic climate with high construction costs and interest rates, site readiness has become more critical than ever.](#)

Having a site readiness program is primarily aimed at reducing risk and minimizing the time and effort required to gather necessary site and infrastructure data for fast-moving projects. This benefits all parties involved and helps communities stand out from the competition. The program should significantly reduce the time and effort required for companies and site selectors.

[Site selectors often work on projects with tight deadlines.](#)

Site selectors need to quickly determine if a site has the right size, dimensions, and infrastructure to meet current and future needs. Being able to identify sites with low operational and development risks and promptly evaluate site flaws helps selectors allocate their time effectively. A comprehensive and accurate site readiness program can provide this level of speed and transparency, making a site stand out.

[For economic developers, the purpose and value of a site readiness program are similar, focused on saving time and effort and reducing response time.](#)

While developing such programs requires effort and costs for necessary studies, it provides them with a ready-to-go product to present to local companies and market to external businesses. It also eliminates the need for a frantic scramble to respond to inquiries by having complete site and infrastructure data readily available.

[It is essential to address a common misconception about site readiness programs.](#)

The objective is not to identify flawless sites but to provide transparent site data as quickly and accurately as possible. Flaws may exist depending on industry requirements, function, or specific company needs. However, the data provided should inform the company reviewing it and include any potential issues along with plans to mitigate them. The site selector ultimately decides if a site is acceptable for a project.

[Most site selectors agree on necessary site data categories and factors that should be included in a site readiness program to be valuable in the site selection process.](#)

These include the site's asking price, contact information for site owners and representatives, geographic location, nearby surroundings, utility data, transportation access, and site documentation and studies such as title, survey, environmental assessment, and more.

[Preparing land for active use is vital for fostering economic growth by providing businesses with space to expand and thrive.](#)

A well-executed site readiness strategy serves as a guide in unlocking the potential of underused land, leading to employment opportunities and economic development in the community.

8.2 Incentives

Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness. Implementing a site readiness strategy will make the real property more desirable to end-user and site selectors by reducing project timelines and costs. In Ohio, grants for site readiness are competitive, while loans are comparatively easier to obtain.

Both Trotwood and Harrison Township could greatly benefit from the \$1.5 billion allocated by Ohio for public infrastructure improvements and programs in the state's Fiscal Year 2024-2025 budget. These programs encompass a range of initiatives, including supporting the establishment of industrial sites for extensive industrial expansion, providing financial assistance for critical water and sewer infrastructure, and aiding the growth of other public infrastructure projects. By leveraging these state programs, both communities could enhance their infrastructure and spur economic development. This funding can be utilized in several ways to enhance the communities' infrastructure and promote economic growth.

State of Ohio \$1.5 Billion Funding Opportunities	
1.	Industrial Site Development: The allocated funds can aid in the establishment of industrial sites, attracting and supporting extensive industrial expansion. This can create job opportunities, attract businesses, and contribute to the overall economic development of the area.
2.	Water and Sewer Infrastructure: Financial assistance can be provided to improve and maintain essential water and sewer infrastructure. This investment can enhance the reliability and efficiency of these systems, ensuring that residents have access to clean water and proper wastewater management. Upgraded infrastructure can also attract businesses and encourage development.
3.	Public Infrastructure Projects: The funding can support the growth of various public infrastructure projects within Trotwood and Harrison Township. This may include improving roads and transportation networks, enhancing public parks and recreational facilities, upgrading public buildings, and implementing sustainable initiatives. This investment can enhance the quality of life for residents and attract visitors to the area.

By strategically applying for and utilizing the allocated funds and implementing infrastructure improvements, Trotwood and Harrison Township can create a foundation for future growth and development. These investments have the potential to attract businesses, create jobs, improve residents' quality of life, and make the communities more attractive for potential residents and visitors.

State Funding Programs	
1.	All Ohio Future Fund: This newly created fund, with an allocation of \$750 million, is administered by the Ohio Department of Development. It aims to provide critical resources for site development, positioning businesses for success in Ohio.
2.	Ohio Water and Wastewater Infrastructure Grant Program: This program offers financial assistance to local governments, water and wastewater authorities, and nonprofit organizations. It provides grants for projects addressing critical needs in water and wastewater infrastructure, supporting upgrades, repairs, expansions, and new construction. The aim is to improve the quality and reliability of Ohio's water and wastewater systems. Grants are up to \$250,000 for design projects and up to \$5 million for construction projects to Ohio communities. Public entities within a political subdivision with the authority to own and operate public water and sewer systems and nonprofit, non-community public water systems could apply.
3.	Ohio Brownfield Remediation Program: This initiative assists in the cleanup and revitalization of brownfield sites with potential environmental contamination. Financial and technical assistance, including grants and low-interest loans, is provided to developers, local governments, and nonprofit organizations. The goal is to encourage the productive use of brownfields, bringing economic, social, and environmental benefits to communities. The program has allocated an amount close to \$350 million, with most funds being awarded on a first-come, first-served basis. However, all 88 counties are guaranteed a \$1 million allocation of program funding in FY 2024, if they have eligible projects.
4.	Building Demolition and Site Revitalization Program: This program offers grants for the demolition of commercial and residential buildings and the revitalization of surrounding properties on non-brownfield sites. It provides \$150 million, with a set-aside of \$500,000 per county, on a first-come, first-served basis until June 30, 2024.
5.	The Ohio Site Inventory Program (OSIP): Administered by JobsOhio, OSIP provides support for funding speculative site and/or building development, as well as completion of professional studies such as preliminary engineering due diligence, real estate market assessment, and economic impact analysis. Projects involving speculative site/building development can receive grants of up to a maximum of \$2 million, or \$5 million per project combination of grant and loan based on project gap.
6.	The JobsOhio Revitalization Program: This revitalization program focuses on funding projects that retain and create jobs, address environmental risks, and have funding gaps. The program primarily targets projects where the cost of redevelopment and remediation exceeds the value of the land, where developing the site competitively in the current marketplace is not feasible. Funding from this program can be used for site preparation and infrastructure. Grant amounts typically range up to \$1 million.

8.3 New Community Authority (NCA)

Trotwood and Harrison Township should explore the option of creating New Community Authorities (NCA) to support potential development at the Priority Development Areas detailed in [\[Sec. 6\]](#).

In Ohio, an NCA is a government entity that is authorized under Ohio Revised Code Section 349.01 et seq. It is typically established in undeveloped areas or locations needing significant infrastructure improvements. The NCA has the power to issue bonds to finance the construction of public infrastructure like roads, sewer systems, water supply facilities, and parks. These bonds are repaid through assessments on properties within the NCA. An NCA is governed by a board of trustees with decision-making authority regarding planning, development, and maintenance. They can also levy assessments on property owners to cover bond debt service. To establish an NCA, a petition or application must be filed with the county board of commissioners or governing body, meeting specific criteria in the Ohio Revised Code. The purpose of an NCA is to facilitate financing and development by providing the framework for necessary infrastructure creation and management.

9. Land Valuation

9.1 Target Industries Valuation: Current Conditions

Site readiness is imperative when it comes to attracting the Recommended Industries detailed in [\[Sec. 5.3\]](#) and positioning the city and township for success.

The vast competition to attract these industries means that the city and township need to have their properties prepared and ready to meet the needs and requirements of potential investors and businesses. When property is not site ready, it can have a negative impact on attracting emerging industries and businesses. This, in turn, can have a detrimental effect on property values. For more detailed information on Site Readiness refer to [\[Sec. 8\]](#).

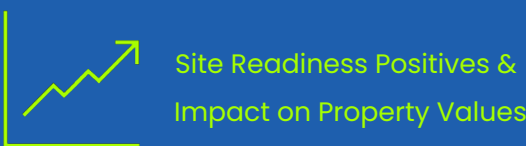


1. **Limited Demand:** Emerging industries and businesses are often looking for properties that are ready for immediate use. If a property is not site ready, it may not meet their needs or requirements. This limited demand can lead to fewer potential buyers or tenants interested in the property, ultimately affecting its value in the market.
2. **Decreased Marketability:** Site readiness plays a crucial role in a property's marketability. If a property lacks the necessary infrastructure, permits, or amenities, it may be less attractive to emerging industries and businesses. This decreased marketability can result in a longer time to sell or lease the property, reducing its value in the eyes of potential buyers or tenants.
3. **Costly Upgrades and Renovations:** When a property is not site ready, it may require significant upgrades and renovations to meet the needs of emerging industries and businesses. These additional costs can depreciate the value of the property as buyers or tenants may be hesitant to invest in a property that requires substantial financial investment upfront.
4. **Uncertainty and Risk:** When a property is not site-ready, emerging industries and businesses may face uncertainty and increased risks. This uncertainty could be due to potential issues or delays during the development or permitting process. The increased risks associated with dealing with these issues can discourage potential buyers or tenants, leading to a decrease in property values.
5. **Lower Perceived Value:** The lack of site readiness can impact the perceived value of a property. Emerging industries and businesses are often looking for properties that can support their growth, productivity, and efficiency. If a property is not able to meet these requirements, it may be viewed as less valuable in comparison to other properties that are site ready.

9.2 Target Industries Valuation: Best Practices Conditions

Site readiness is crucial for improving the value of real estate.

It increases marketability, reduces risk, saves time and costs, enhances financing opportunities, improves competitiveness, and attracts high-quality tenants. These factors collectively contribute to a higher perceived value of the property, making it more attractive to investors and developers. For more detailed information on Site Readiness refer to [\[Sec. 8\]](#).



1. **Increased Demand:** Site-ready properties are highly desirable for emerging industries because they offer the necessary infrastructure, permits, and amenities required for immediate use. This increased demand from industries looking to establish operations can drive up competition for the property and lead to higher property values.
2. **Higher Marketability:** Site readiness enhances a property's marketability, making it more attractive to potential buyers or tenants. When a property is ready for immediate use, it can be advertised and showcased more effectively, leading to increased interest and higher offers. This increased marketability can result in higher property values.
3. **Competitive Advantage:** Site-ready properties give an advantage in the market by being ahead of other properties that may require significant upgrades or renovations. Emerging industries are often looking for properties that can support their needs quickly, and having a site-ready property provides a competitive edge. This advantage can translate to higher property values due to increased demand and willingness to pay a premium for such properties.
4. **Reduced Costs:** Site readiness eliminates the need for potential buyers or tenants to invest time and resources into preparing the property for their operations. This reduction in costs can positively impact property values, as buyers or tenants may be willing to pay more for a property that is already equipped and ready for use.
5. **Positive Perception:** Site readiness showcases the proactive and prepared nature of the property and the surrounding area. This positive perception can influence the perception of the property's value and desirability. Buyers and tenants may be willing to pay more for a property that is deemed as an attractive location for emerging industries.

9.3 Property Value Impact Analysis: Case Study

Case Study: Wagner Ford Area

The following Property Value Impact Analysis and Case Study focus specifically on two parcels located in the Wagner Ford Area, with the goal of providing valuable insights into how property values and assessments can differ based on different types of assets. By examining the value disparity between undeveloped and developed land, the analysis sheds light on the fiscal impact this disparity has on property values and the overall finances of Harrison Township. These findings are crucial for making well-informed decisions regarding property development, associated site readiness costs, taxation policies, and future growth in the area. It is important to note that the various scenarios presented for different real estate asset types are estimations, and the actual figures may vary depending on factors such as location, occupancy rates, asset class, and brand. Furthermore, these scenarios allow the township to evaluate the value of investing in making the Property site ready based on the anticipated real estate tax revenue it would receive.

Wagner Ford Area Case Study Parcels

Situated in the southeastern part of Harrison Township, the Wagner Ford Area serves as the primary gateway for commercial and retail activities as one enters the township from I-75. Despite facing hurdles such as tornado damage, urban blight, and the presence of underutilized land, this area holds significant potential for revitalization. The following provides specific information on the parcels in the Wagner Ford Area that are being used for the case study:

Wagner Ford Area Parcel Information (the "Property")	
Address	2213 Wagner Ford Rd.
Parcel ID	E21-01103-0026
Owner	KOOB STEPHEN J. TRUSTEE AND REV. JOHAN ROTEN TRUSTEE
Acres	1.908
2023 Auditor's Tentative Value	\$255,670
Address	2221 Wagner Ford Rd.
Parcel ID	E21-01103-0119
Owner	KOOB STEPHEN J TR
Acres	5.386
2023 Auditor's Tentative Value	\$192,310
Total Acres	7.294
Total Auditors Value	\$447,980
School District	HARRISON TWP-NORTHRIDGE LSD
Tax Per \$100,000	\$3,635
Property Tax Rate	3.635%



Property As-Is Value

The term As-Is value refers to an estimated value of real estate based on its current condition, which may be lower due to the need for repairs and maintenance. Based on the As-Is value of the Property, the estimated annual tax revenue generated for Harrison Township is approximately \$16,284.07. Please note that this is an estimate, and the actual tax revenue may vary.

Site Ready Proforma - As Is			
Land Acquisition Costs & Info		Auditor's Value	
Address	2213 Wagner Ford Rd.		
Owner	Stephen J. Koob TR		
Parcel	E21-01103-0026	1.908	\$255,670 Auditor's Value
Parcel	E21-01103-0119	3.478	\$192,310 Auditor's Value
Total Acres		5.386	
Units			
Auditor's Value		\$447,980	
Value Zoned for Multi-Family		\$0	
Estimated Total Project Cost		\$0	
Site Readiness Costs			
Engineering - Surveying			
Existing Conditions Survey (utilities, topo, wetlands.)			
ALTA Survey			
Exploratory Soil Borings			
Geotechnical Study			
Phase 1 Environmental			
Phase 2 (if necessary)			
Civil Engineering (i.e., topo, existing site utilities plan, schematic site plan, grading plan)			
Demo, grubbing, and grading			\$30,000 per acre
Total		\$0	
TOTAL LAND PREDEVELOPMENT COSTS		\$0	
TOTAL RAW LAND NET DEVELOPMENT PROCEEDS			
ANNUAL PROPERTY TAX			
	Asset Value	Property Tax	Revenue
	\$447,980.00	3.635%	\$16,284.07

While leaving the Property As-Is has the least risk, it also has minimal upside from an economic development standpoint and does little to enhance this crucial interchange in Harrison Township from an economic and aesthetic standpoint.

Climate Controlled Self Storage

Climate-controlled storage is a specialized type of storage facility that maintains consistent temperatures and humidity levels. Based on the analysis provided, developing the property as a 35,000 sq. ft. climate controlled self-storage facility is projected to generate an estimated annual tax revenue of \$109,731.56 for Harrison Township. However, it is important to note that this estimate may not be as substantial compared to other asset types being evaluated.

Self-storage has several potential negatives to consider from an economic development perspective, self-storage is generally seen as having limited job creation, minimal economic activity, land use concerns, visual impact and aesthetic considerations, and a lack of innovation and creativity. Furthermore, the impact of self-storage on economic development can vary depending on the location and specific goals of the community.

Site Ready Proforma - Climate Control Self Storage			
Land Acquisition Costs & Info			
Address	2213 Wagner Ford Rd.		
Owner	Stephen J. Koob TR		
Parcel	E21-01103-0026	1.908	\$255,670 Auditor's Value
Parcel	E21-01103-0119	3.478	\$192,310 Auditor's Value
Total Acres		5.386	
Units			
Auditor's Value		\$447,980	
Value Zoned for Industrial		\$1,077,200	\$200,000 per acre
Estimated Total Project Cost		\$2,625,000	\$75 per SF 35,000 SF
Site Readiness Costs			
Engineering - Surveying			
Existing Conditions Survey (utilities, topo, wetla	\$10,000		
ALTA Survey	\$1,500		
Exploratory Soil Borings	\$4,000		
Geotechnical Study	\$15,000		
Phase 1 Environmental	\$2,500		
Phase 2 (if necessary)			
Civil Engineering (i.e., topo, existing site utilities	\$50,000		
Demo, grubbing, and grading	\$161,580		\$30,000 per acre
Total	\$244,580		
TOTAL LAND PREDEVELOPMENT COSTS	\$244,580		
TOTAL RAW LAND NET DEVELOPMENT PROCEI	\$384,640		
ANNUAL PROPERTY TAX			
	Asset Value	Property Tax	Revenue
	\$3,018,750.00	3.635%	\$109,731.56
	15% increase		

Industrial

As discussed, the Market Study’s recommended target industries require industrial buildings and sites. Industrial real estate has been one of the best performing commercial real estate asset over the last five years and continues to driver the market. The increasing demand for e-commerce and logistics facilities has led to high occupancy rates, rental growth, and strong returns for investors in the industrial sector. Additionally, certain niche industrial sectors like advanced manufacturing and automotive have also shown strong performance.

According to the analysis conducted, if the Property is developed as a 60,000 sq. ft. industrial facility, it is anticipated to generate an approximate annual property tax revenue of \$250,815.00 for the township.

Site Ready Proforma - Industrial			
Land Acquisition Costs & Info			
Address	2213 Wagner Ford Rd.		
Owner	Stephen J. Koob TR		
Parcel	E21-01103-0026	1.908	\$255,670 Auditor's Value
Parcel	E21-01103-0119	3.478	\$192,310 Auditor's Value
Total Acres		5.386	
Units			
Auditor's Value		\$447,980	
Value Zoned for Industrial		\$646,320	\$120,000 per acre
Estimated Total Project Cost		\$6,000,000	\$100 per SF 60,000 SF
Site Readiness Costs			
Engineering - Surveying			
Existing Conditions Survey (utilities, topo, wetla		\$10,000	
ALTA Survey		\$1,500	
Exploratory Soil Borings		\$4,000	
Geotechnical Study		\$15,000	
Phase 1 Environmental		\$2,500	
Phase 2 (if necessary)			
Civil Engineering (i.e., topo, existing site utilities		\$50,000	
Demo, grubbing, and grading		\$161,580	\$30,000 per acre
Total		\$244,580	
TOTAL LAND PREDEVELOPMENT COSTS		\$244,580	
TOTAL RAW LAND NET DEVELOPMENT PROCEI		-\$46,240	
ANNUAL PROPERTY TAX			
	Asset Value	Property Tax	Revenue
	\$6,900,000.00	3.635%	\$250,815.00
	15% increase		

Convenience, Gas, Market & Restaurant Hybrid

There is a growing trend of convenience and gas stores that offer more than just basic items. These stores often include features such as markets with fresh foods, and additional components like fresh pizza, burgers, ice cream, and gourmet coffee. Some examples of these convenience stores are Wawa, United Dairy Farmers, Casey's, and Sheetz. These companies are actively seeking opportunities to expand their presence in the Dayton region. This trend reflects the increasing demand for convenient and high-quality offerings in the retail sector.

Based on the analysis conducted, if the property is developed into a convenience store, like United Dairy Farmers (UDF), there is potential for it to generate an estimated annual property tax revenue of approximately \$265,445.88 for the township.

Site Ready Proforma - Gas, Market & Restaurant Combo			
Land Acquisition Costs & Info			
Address	2213 Wagner Ford Rd.		
Owner	Stephen J. Koob TR		
Parcel	E21-01103-0026	1.908	\$255,670 Auditor's Value
Parcel	E21-01103-0119	3.478	\$192,310 Auditor's Value
Total Acres		5.386	
Units		0	
Auditor's Value		\$447,980	
Value Zoned for UDF		\$3,500,900	\$650,000 per acre
Estimated Total Project Cost		\$6,350,000	
Land Pre-Development Costs			
Engineering - Surveying			
Existing Conditions Survey (utilities, topo, wetla		\$10,000	
ALTA Survey		\$1,500	
Exploratory Soil Borings		\$4,000	
Geotechnical Study		\$15,000	
Phase 1 Environmental		\$2,500	
Phase 2 (if necessary)			
Civil Engineering (i.e., topo, existing site utilities		\$50,000	
Demo, grubbing, and grading		\$161,580	\$30,000 per acre
Total		\$244,580	
TOTAL LAND PREDEVELOPMENT COSTS		\$244,580	
TOTAL RAW LAND NET DEVELOPMENT PROCEI		\$2,808,340	
ANNUAL PROPERTY TAX			
	Asset Value	Property Tax	Revenue
	\$7,302,500.00	3.635%	\$265,445.88
	15% increase		

Hotel

Higher-end select service hotels, such as Hilton Garden Inn and Courtyard by Marriott, are known to support some of the highest real estate values in the major real estate asset classes. Select-service properties are a hybrid between full-service hotels and limited-service hotels. They differentiate themselves by offering selected services that cater to the specific needs of their target markets. This approach allows these hotels to provide a more targeted and customized experience for guests while maintaining a level of cost efficiency compared to full-service hotels. As a result, these select service properties often attract a higher level of premium and can command higher real estate values.

Based on the analysis conducted, if the property is developed as a 120-unit higher end select service hotel, there is potential for it to generate an estimated annual property tax revenue of approximately \$836,050 for the township.

Site Ready Proforma - Hotel				
Land Acquisition Costs & Info				
Address	2213 Wagner Ford Rd.			
Owner	Stephen J. Koob TR			
Parcel	E21-01103-0026	1.908	\$255,670	Auditor's Value
Parcel	E21-01103-0119	3.478	\$192,310	Auditor's Value
Total Acres		5.386		
Units		120		
Auditor's Value		\$447,980		
Value Zoned for Hotel		\$4,800,000	\$40,000	per acre
Estimated Total Project Cost		\$20,000,000		
Site Readiness Costs				
Engineering - Surveying				
Existing Conditions Survey (utilities, topo, wetla		\$10,000		
ALTA Survey		\$1,500		
Exploratory Soil Borings		\$4,000		
Geotechnical Study		\$15,000		
Phase 1 Environmental		\$2,500		
Phase 2 (if necessary)				
Civil Engineering (i.e., topo, existing site utilities		\$50,000		
Demo, grubbing, and grading		\$161,580	\$30,000	per acre
	Total	\$244,580		
TOTAL LAND PREDEVELOPMENT COSTS		\$244,580		
TOTAL RAW LAND NET DEVELOPMENT PROCEI		\$4,107,440		
ANNUAL PROPERTY TAX				
	Asset Value	Property Tax	Revenue	
	\$23,000,000.00	3.635%	\$836,050.00	
	15% increase			

Analysis

According to the analysis, the estimated cost for the township to prepare the Property for site readiness is approximately \$244,580. However, it is important to note that the township would see a relatively quick return on investment for all asset types, except for keeping the Property As Is.

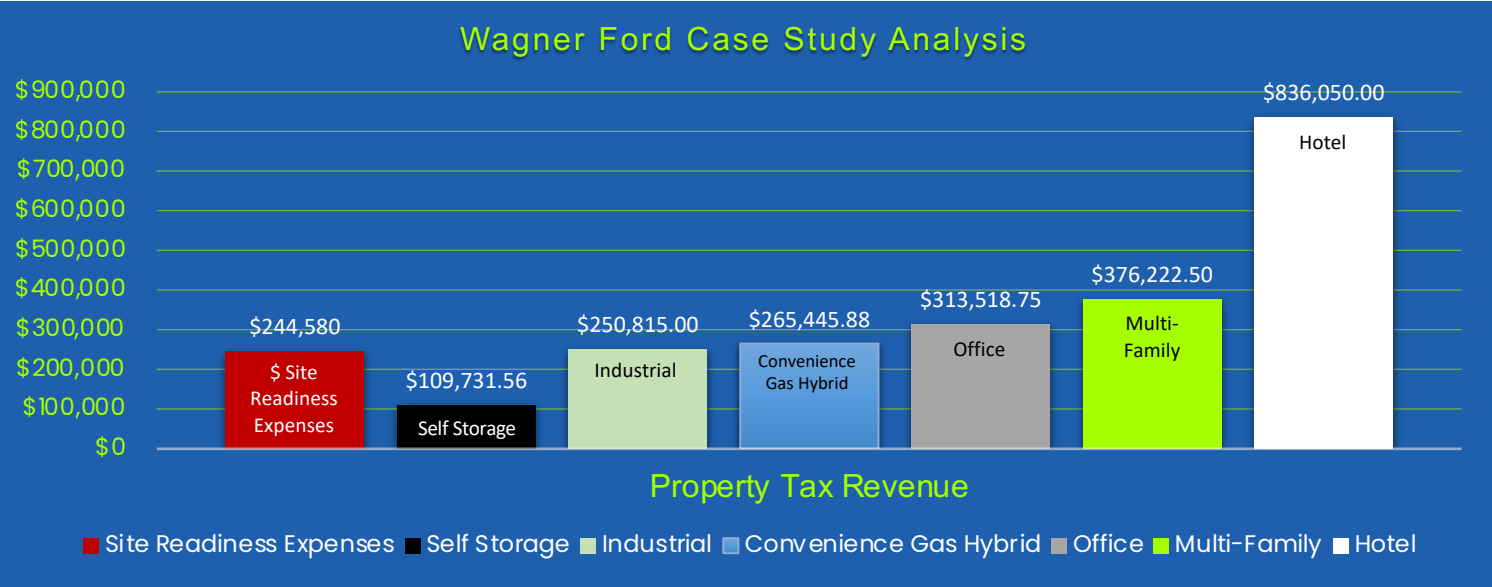
Although hotel and multi-family developments have the potential to generate the highest return for the township, it is necessary to make improvements and enhance the aesthetics of the area to attract higher-end developers in these sectors. This may require additional investment and effort.

Given the current economic conditions and market trends, it might be challenging to attract office developers or end-users at the moment. However, considering the strong presence of the defense industry in the Dayton region, it could be worthwhile to explore discussions with potential prospects in this sector.

Convenience/gas/restaurant hybrid users are the most likely candidates for the site, and they may be interested even without infrastructure improvements. This type of development could be feasible for the area and could be a catalyst for interchange enhancements and aesthetics.

Industrial development appears to be the most promising candidate, as it has the potential to act as a catalyst for further development in the surrounding area and there is an active market for this use.

The main challenge with industrial prospects is that they may only pursue the site once it is close to being site ready, which may require additional investment and planning. However, it is possible that the expenses associated with site readiness could be significantly reduced by utilizing the Site Readiness Incentives outlined in [Sec. 8.2] of the analysis. These incentives are primarily aimed at industrial uses, indicating that they could provide valuable assistance in mitigating the overall costs of preparing the site for development.



10. Policy Recommendations & Implementation

10.1 Key Findings & Recommendations

- A. City & Township Collaboration:** City and township collaboration provides opportunities for unique projects and state and federal funding incentives.
- B. Public Private Partnerships:** Partnering with private entities can leverage additional resources and expertise, increasing the chances of successful project implementation and securing grants.
- C. Community Improvement Corporation as the Catalyst:** Trotwood should continue utilizing its CIC to drive economic development, while Harrison Township should take inspiration and establish its own CIC as a model for its economic growth.
- D. Replace Old Infrastructure:** Reliable infrastructure is the spine for economic development.
- E. Focus on Emerging Industries:** Actively seek emerging industries and investment that align with the region’s strengths.
- F. Property Control, Site Readiness & Industrial Focus:** Due to economic forces like onshoring and e-commerce, there is a shift towards emerging industries and the demand for industrial buildings. As a result, state and federal incentives now give priority to preparing sites for industrial use.
- G. Joint Economic Development District:** The formation of a JEDD would allow the city and township to collaborate and pool resources to promote economic development and attract businesses.
- H. Zoning Flexibility, Streamline Procedures and Incentives:** Implement policies and programs that attract developers to invest.
- I. Commitment & Patience:** To maximize a project’s potential, it is essential for local government leadership to remain dedicated to the vision and process, while demonstrating patience.
- J. Establish a Bold & Impactful Project:** Establish an innovation & JEDD district around the former Hara Arena, Shiloh Springs, and Turner Road areas. This collaborative approach can leverage shared resources and expertise. See [Sec. 7] for more detail.
- K. Diversify Housing Options:** To serve aging residents and attract a younger population, provide a range of housing options, including affordable housing, modern apartments and townhouses, proximity to recreational areas or amenities, and mixed-use.
- L. Incorporate Crime Prevention Strategies in Design & Planning Process:** New development in the city and township can play a role in mitigating crime by incorporating crime prevention strategies into the design and planning process; many of these strategies can be applied to existing businesses and buildings.

A. City and Township Collaboration

To advance collaboration between Trotwood and Harrison Township, several policies are recommended:

- 1. Establish a Joint Task Force:** Create a joint task force consisting of representatives from both the city and township. This task force can meet regularly to discuss common goals, share resources, and coordinate efforts for projects like the Trotwood-Harrison Innovation District detailed in [Sec. 7].
- 2. Develop a Memorandum of Understanding (MOU):** Drafting an MOU between Trotwood and Harrison Township can formalize their collaboration and mutual support. The MOU can outline shared objectives, responsibilities, and mechanisms for resource sharing, talent pooling, and grant-seeking.
- 3. Share Planning and Development Resources:** Collaborate on planning and development initiatives by pooling resources and expertise. By sharing data, conducting joint studies, and coordinating strategies, Trotwood and Harrison Township can effectively address community needs and attract state and federal grants.
- 4. Pursue Regional Grant Opportunities:** Work together to identify and pursue state and federal grant opportunities that benefit both Trotwood and Harrison Township. By submitting joint grant proposals, the chance of securing funding increases, as it demonstrates a strong collaboration and regional approach.
- 5. Create Interdisciplinary Committees:** Establish interdisciplinary committees with representatives from different departments such as planning, economic development, and parks and recreation. These committees can facilitate information sharing, coordination, and joint decision making to maximize the potential of projects like those identified in [Sec. 6].
- 6. Form Public-Private Partnerships (PPP):** Explore opportunities for public-private partnerships to expedite development projects. Partnering with private entities can leverage additional resources and expertise, increasing the chances of successful implementation and securing grants.
- 7. Promote Community Engagement:** Encourage active participation and input from community members in the collaborative processes. Regular public meetings, workshops, and online platforms can facilitate transparency, communication, and community support for joint initiatives.

By implementing these policies, Trotwood and Harrison Township can foster a culture of collaboration, resource-sharing, and joint planning. This not only increases the probability of securing state and federal grants but also enables effective use of resources, talent, and efforts in achieving shared development goals.

B. Public Private Partnerships

To advance public-private partnerships (P3s) in Trotwood and Harrison Township, several policies can be implemented:

1. **Develop P3 Guidelines:** Establish clear guidelines and procedures for the formation and implementation of P3 projects. This includes outlining the criteria for project selection, evaluation, and approval processes. See [Sec. 7], Trotwood-Harrison Innovation District Action Plan, for guidelines and procedures for a recommended P3 between Trotwood, Harrison Township, and others.

2. **Foster an Enabling Regulatory Framework:** Review existing local regulations to ensure they are supportive of P3 projects. Consider adopting legislation that enables and encourages P3s, streamlines procurement processes, and addresses legal concerns related to liability, risk sharing, and dispute resolution.

3. **Identify Priority Projects:** Identify and prioritize infrastructure projects and initiatives that could benefit from P3 partnerships. See [Sec. 7] for recommended project.

4. **Conduct Feasibility Studies:** Conduct thorough feasibility studies to assess the viability and potential benefits of implementing P3 models for specific projects. These studies should analyze the financial, technical, legal, and social aspects of the project to determine its feasibility and potential return on investment.

5. **Engage with Private Sector Partners:** Actively engage with private sector entities through industry forums, conferences, and direct communication to identify potential partners and build relationships. Foster collaboration and regular communication to communicate project goals, expectations, and opportunities.



Ten Principles for Successful Public/Private Partnerships

 1. Prepare properly for public/private partnerships
 2. Create a shared vision
 3. Understand your partners and key players
 4. Be clear on the risks and rewards for all parties
 5. Establish a clear and rational decision-making process
 6. Make sure all parties do their homework
 7. Secure consistent and coordinated leadership
 8. Communicate early and often
 9. Negotiate a fair deal structure
 10. Build trust as a core value

Source: Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute, 2016
6. **Create a P3 Committee:** Establish a dedicated committee within Trotwood and Harrison Township's governance structure to facilitate and oversee P3 projects. This committee can provide expertise in P3 procurement, project management, and coordination between public and private sectors.

7. **Educate and Train Staff:** Provide training and education to staff members on the principles, processes, and best practices of P3 development and implementation. This ensures that the government has the necessary expertise to effectively manage and evaluate P3 projects.

8. **Encourage Transparency and Accountability:** Establish mechanisms to ensure transparency and public accountability throughout the P3 process. This includes regular reporting, public consultation, and disclosure of project details, including financial arrangements, risk allocation, and performance indicators.

9. **Monitor and Evaluate P3 Performance:** Establish mechanisms to monitor and evaluate the performance of P3 projects. Regular assessments can help identify areas for improvement, measure benefits and impacts, and inform future decision-making regarding P3 implementation.
- Implementation of these policies will allow Trotwood and Harrison Township to create an environment that encourages and facilitates the formation of successful P3 partnerships. This will allow them to leverage the resources and expertise of the private sector to deliver transformative projects that promote economic growth and enhance the capacity of the community.
- C. Community Improvement Corporation Formation
- Trotwood should continue utilizing its CIC to drive economic development, while Harrison Township should take inspiration and establish its own CIC as a model for its economic growth.
- By forming a CIC, the township can effectively advance economic and real estate development initiatives to benefit the community. The Ohio Revised Code 1724.01(B)(1) allows for the creation of CICs as not-for-profit corporations with the primary objective of advancing economic and real estate development.
- Market Study: Harrison Township & City of Trotwood 71



Community Improvement Corporation Advantages

1. **Economic Growth:** The CIC can play a pivotal role in advancing economic growth in the township by facilitating real estate development, attracting businesses, and expanding the tax base.
2. **Expertise and Resources:** By involving private sector leaders, the CIC can access valuable expertise, connections, and resources needed for successful real estate and economic development initiatives.
3. **Coordination and Communication:** The CIC serves as an advisory committee, facilitating communication and coordination among community stakeholders, including the public sector, private sector, and community members.
4. **Streamlined Decision-Making:** The CIC can streamline decision-making processes and provide guidance on economic and real estate development projects, ensuring efficient and effective utilization of resources.
5. **Increased Visibility:** The establishment of a CIC raises the profile of economic and real estate development efforts in Harrison Township, attracting attention from potential investors, businesses, and other stakeholders.

To advance the formation of a CIC in Harrison Township, the following policies and steps can be implemented:

1. **Seek Guidance from Trotwood's CIC:** By seeking guidance and assistance from the Trotwood CIC, Harrison Township can benefit from the experiences and expertise of Trotwood, enabling them to navigate the establishment process more effectively. Collaborating with Trotwood not only provides valuable insights but also fosters regional cooperation, knowledge sharing, and mutual learning. The partnership can open opportunities for joint projects, partnerships with economic development organizations, and resource sharing.
2. **Review Market Study:** Review the Market Study to assess the viability and potential benefits of establishing a CIC in Harrison Township. This includes analyzing the target industries, economic and real estate development opportunities, recommended catalytic projects, and evaluating the resources and expertise available to support the CIC's activities.

3. **Establish a Balanced Board of Directors:** Ensure that the board of directors of the CIC consists of both public sector representatives and credible private sector leaders with experience in real estate development, law, financing, and marketing. This balanced composition brings diverse perspectives, expertise, and connections needed to advance economic and real estate development in Harrison Township.
4. **Secure Funding Sources:** Identify and secure funding sources to support the operations and initiatives of the CIC. This may involve exploring grants, private investments, partnerships with local businesses, and contributions from the township's budget. Clear financial policies and reporting mechanisms should be established to ensure transparency and accountability.
5. **Coordinate with Existing Economic Development Entities:** Collaborate and coordinate with existing economic development entities in the region, such as the DDC, MVRPC, and the Port Authority. This coordination ensures alignment of goals, exchange of best practices, and maximizes the potential for regional collaboration and resource sharing.
6. **Adopt Public-Private Partnership Policies:** Adopt policies that encourage public-private partnerships (P3s) and collaboration in economic and real estate development projects as detailed in this study. This includes streamlining procedures, providing incentives for private sector participation, and establishing clear guidelines for engaging with private entities in mutual benefit endeavors.

D. Replace Old Infrastructure

The city and township have experienced a lasting impact on their infrastructure because of the 2019 tornados, resulting in considerable damage to buildings, roads, utilities, and other vital facilities.

Today, many areas remain in disarray because of this destruction. Rebuilding the infrastructure is a complex and time-consuming undertaking that requires substantial resources. To address this challenge, local authorities, along with state and federal agencies, have collaborated to coordinate and provide support for these restoration efforts. Additionally, community members and volunteer organizations have played a crucial role in assisting with the recovery process. Despite the difficulties, ongoing initiatives are dedicated to restoring and improving the infrastructure in both Trotwood and Harrison Township, with the objective of creating more resilient and livable communities.

Both Trotwood and Harrison Township can implement several policies to promote the replacement of old and deteriorating infrastructure, improve the quality of life for residents, and attract businesses and commerce to their communities.

1. **Infrastructure Improvement Incentives:** Introduce incentives such as tax breaks, grants, or low-interest loans for businesses or property owners who invest in the replacement or refurbishment of old infrastructure. These incentives can encourage private investment and accelerate the modernization of infrastructure in both communities.
2. **Public-Private Partnerships:** Foster collaborations between the public and private sectors to fund and implement infrastructure projects. By working together, the municipality and businesses can share the costs and responsibilities, making infrastructure development more feasible.
3. **Infrastructure Development Plans:** Develop comprehensive long-term infrastructure development plans that prioritize the replacement of outdated infrastructure. These plans should outline specific milestones, funding strategies, and timelines for the improvement of critical infrastructure systems, such as roads, utilities, and public transportation.
4. **Streamlined Permitting Processes:** Simplify and expedite the permitting processes for construction and infrastructure projects. Reducing bureaucratic obstacles can attract businesses and developers who are more likely to invest in the community if they can efficiently complete their projects.
5. **Public Awareness Campaigns:** Launch public awareness campaigns to educate residents and businesses about the benefits of replacing old infrastructure. Highlight how improved infrastructure can enhance quality of life, attract investment, and create job opportunities in both communities.
6. **Collaboration with Utilities Providers:** Collaborate with utility companies and the local utilities providers to improve and modernize utility infrastructure, such as water, sewer, and electric systems. Upgraded utilities are essential for attracting businesses and residents.
7. **Sustainable Infrastructure Solutions:** Promote the implementation of sustainable infrastructure solutions, such as green buildings or renewable energy systems. Such initiatives can attract environmentally conscious businesses and contribute to the overall sustainability and attractiveness of the communities.
8. **Revitalization of Business Corridors:** Implement strategies to revitalize downtown areas, such as streetscape improvements, building renovations, and the creation of vibrant public spaces. Revitalized

business corridors can attract businesses, commerce, and foot traffic, boosting economic activity and enhancing quality of life.

The replacement of old infrastructure will improve the quality of life for residents and help attract businesses and commerce to their communities.

E. Focus on Emerging Industries

It is crucial for the city and township to develop an economic strategy that revolves around supporting, attracting, and fostering the growth of these emerging industries.

The fastest growing industries, sectors, and occupations are those in emerging fields that prioritize new technologies and innovative processes. These industries are heavily supported and promoted by both the State of Ohio and the United States through various incentives. See [Sec. 5.2] for additional detail on emerging industries.

Trotwood and Harrison Township can implement several policies to promote the importance of focusing on emerging industries.

These policies will help attract millennials and well-paying jobs that support the growth of quality housing, retail, local businesses, mixed-use housing, and other amenities.

1. **STEM Education Investments:** Increase investments in STEM education programs at both the K-12 and higher education levels. By equipping students with strong science, technology, engineering, and math skills, they will be better prepared to enter and excel in emerging industries.
2. **Industry-Academia Collaboration:** Foster collaborations between local businesses, industry leaders, and educational institutions. This can include internships, apprenticeships, and joint research projects that provide students with practical experience and a direct connection to emerging industries.
3. **Workforce Training and Development:** Establish workforce training programs that focus on the skills needed for emerging industries. This can involve partnerships with vocational schools, technical training centers, or online platforms that offer specialized courses and certifications.
4. **Entrepreneurship Support:** Create an ecosystem that supports entrepreneurship and innovation in emerging industries. This can include offering business incubators, mentorship programs, and financial incentives tailored to startups and small businesses in these sectors.
5. **Economic Incentives:** Offer economic incentives such as tax breaks, grants, or low-interest loans to

businesses in emerging industries that choose to locate or expand their operations in Trotwood and Harrison Township. These incentives can help attract and retain companies, driving job creation and economic growth. See [\[Appendix A\]](#) for Economic Development Tools.

- 6. **Infrastructure Investment:** Invest in the necessary infrastructure to support emerging industries, such as high-speed internet connectivity, research and development facilities, and advanced manufacturing infrastructure. These infrastructure improvements enhance the region's competitiveness and attractiveness to businesses operating in emerging sectors.
- 7. **Branding and Marketing:** Develop a strong brand and marketing strategy that highlights Trotwood and Harrison Township as a hub for emerging industries. Promote the advantages of the area, such as its skilled workforce, supportive business environment, and quality of life amenities.
- 8. **Collaboration with Regional Partners:** Engage in collaborations and partnerships with neighboring communities, educational institutions, and regional economic development organizations to foster innovation and shared resources in emerging industries. This regional approach can enhance the collective attractiveness and competitiveness of the area.

These policies will empower Trotwood and Harrison Township to promote the importance of focusing on emerging industries, STEM education, and skilled workforce development. This will attract millennials, well-paying jobs, and foster the growth of quality housing, retail, local businesses, mixed-use housing, and other amenities in both communities.

F. Focus on Property Control, Site Readiness, & Industrial

To promote "game changing" projects and attract businesses, it is important for the township and city to explore ways to control strategic properties.

By carefully planning and preparing sites, the timeline and cost of projects can be significantly reduced, making the location more desirable to businesses and site selectors. Communities that have development-ready sites have a major advantage in attracting new and expanding businesses. Harrison Township can look to the City of Trotwood for successful examples of property control and site readiness as a guide for their own initiatives.

Trotwood and Harrison Township can implement several policies to promote property control and site readiness:

- 1. **Strategic Land Acquisition:** The local government can identify key properties that have the potential for significant economic development and adopt policies to acquire or control those properties. This can be done through partnerships with private landowners, land trusts, or potentially by eminent domain.
- 2. **Site Readiness Programs:** Create programs that focus on preparing sites for development by investing in infrastructure, such as roads, utilities, and environmental assessments. This can help reduce the time and cost burden on developers and make the location more attractive for businesses. Site readiness is discussed in detail in [\[Sec. 8\]](#).
- 3. **Brownfield Redevelopment:** Develop policies and incentives to encourage the redevelopment of brownfield sites, which are abandoned or underutilized properties with potential environmental contamination. This can include tax incentives, streamlined permitting processes, and financial assistance for cleanup efforts to make these sites viable for development.
- 4. **Zoning and Planning:** Review and update zoning regulations to ensure they align with the goals of promoting property control and site readiness. This can include designating specific areas for industrial or commercial development, allowing for flexibility in land use, and streamlining the approval process for development projects.
- 5. **Collaboration with Regional and State Economic Development Agencies:** Build strong partnerships and foster relationships with organizations like the MVRPC, DDC, JobsOhio, and the Ohio Department of Development. This collaboration will help understand and leverage the public finance incentives and programs that can be utilized for property acquisition.



G. Joint Economic Development District

As discussed throughout this Market Study, Trotwood and Harrison Township should explore the formation of a Joint Economic Development District (JEDD).

The formation of a JEDD would allow the city and township to collaborate and pool resources to promote economic development and attract businesses. By forming a JEDD, Trotwood and Harrison Township can work together to identify and develop areas of economic potential, attract investment, and create job opportunities. Refer to [Sec. 6] for priority development areas with the city and township potentially conducive for a JEDD. Efforts can be coordinated to provide infrastructure, utilities, and amenities necessary for business development. The JEDD would allow for the sharing of tax revenue generated within the designated

There are several policies that Trotwood and Harrison Township can consider implementing to advance the formation of a Joint Economic Development District (JEDD):

- 1. Collaborative Planning:** The city and township can establish a joint planning committee or task force to oversee the formation of the JEDD. This committee can develop a comprehensive plan and set clear goals and objectives for economic development within the district.
- 2. Zoning and Land Use Regulations:** Both entities can revise their zoning and land use regulations to accommodate the needs of businesses and attract investment. This could include designating certain areas within the JEDD as commercial or industrial zones and streamlining the approval process for development projects.
- 3. Incentives and Tax Policies:** The city and township can work together to develop incentive programs and tax policies that encourage businesses to locate within the JEDD. This might include offering tax breaks, grants, or other financial incentives to attract businesses and stimulate economic growth.
- 4. Infrastructure Development:** The city and township can invest in infrastructure improvements within the JEDD, such as roads, utilities, and broadband access. This will not only make the district more attractive to businesses but also ensure that it has the necessary infrastructure to support economic development.
- 5. Marketing and Promotion:** The city and township can collaborate on marketing and promotional efforts to attract businesses and investors to the JEDD. This might include participating in trade shows, hosting business events, and promoting the advantages and opportunities available within the district.

- 5. Public-Private Partnerships:** Trotwood and Harrison Township can establish partnerships with private organizations or developers to jointly invest in and develop projects within the JEDD. This can help leverage additional resources and expertise to support economic development efforts.

The formation of a JEDD will help create an environment that supports economic growth, attracts businesses, and generates job opportunities within the district.

H. Zoning Flexibility, Streamline Procedures and Incentives

Flexible zoning regulations and streamlined development procedures have the potential to enhance the attractiveness of residential and commercial development for investors.

By incorporating flexible zoning, such as mixed-use zoning or increased density allowances, Trotwood and Harrison Township can create opportunities for a wider array of projects, catering to diverse business needs and preferences. This flexibility can be particularly enticing for developers and investors seeking options that enable a blend of residential and commercial uses, including live-work spaces or urban lifestyle developments.

There are several policies that Trotwood and Harrison Township can implement to promote flexible zoning and streamlined procedures, making residential and commercial development more appealing to investors:

- 1. Mixed-Use Zoning:** Introduce mixed-use zoning regulations that allow for a combination of residential, commercial, and recreational uses within designated areas. This encourages developers to create vibrant and diverse communities that attract both residents and businesses. See [Sec. 5.4(B)] for analysis on mixed-use development.
- 2. Density Bonuses:** Offer density bonuses to developers who incorporate affordable housing units or other desired community features into their projects. This provides an incentive for developers to create more inclusive and sustainable developments, appealing to a broader range of investors.
- 3. Expedited Permitting Processes:** Simplify and expedite the permitting processes for residential and commercial developers. This can include implementing online application systems, improving communication channels between relevant departments, and establishing streamlined review procedures to reduce the time and cost of obtaining necessary approvals.
- 4. Use of Technology:** Leverage technology solutions, such as geographic information systems (GIS), to provide investors with easy access to information regarding zoning regulations, available properties, and development opportunities. This promotes transparency and efficiency in the development process, making it more attractive to investors.

- 5. **Public-Private Partnerships (P3s):** Foster partnerships between the public and private sectors to jointly develop strategic areas within the community. This collaboration can lead to more streamlined procedures, coordinated infrastructure development, and optimized land use, which can make projects more attractive to investors. See [\[Sec. 10.1\(B\)\]](#) for analysis on P3s.
- 6. **Community Engagement and Stakeholder Input:** Actively involve the community and stakeholders in the planning and decision-making processes. This ensures that the needs and desires of the residents are considered, creating developments that are more attractive to potential investors.
- 7. **Establish Development Incentives:** Introduce financial and non-financial incentives, such as tax breaks, grants, or reduced fees, to encourage investment in targeted areas or specific types of projects. These incentives can significantly enhance the attractiveness of the community for potential investors. See [\[Appendix A\]](#) for Economic Development Tools.

By implementing these policies and initiatives, Trotwood and Harrison Township can create a business-friendly environment that encourages flexible zoning and streamlined procedures, ultimately making residential and commercial development more appealing and lucrative for investors.

I. Commitment and Patience

To maximize a project's potential, it is essential for local government leadership to remain dedicated to the vision and demonstrate patience.

It is important not to hastily accept the initial option presented, but instead carefully consider alternatives.

To encourage local government to stay committed and patient in maximizing a project's potential, Trotwood and Harrison Township can implement the following policies and next steps:

- 1. **Establish Clear Goals and Vision:** Develop a clear set of goals and a shared vision for the community's development. This provides a foundation for local government leaders to stay focused and committed to long-term success.
- 2. **Strategic Planning:** Engage in strategic planning processes that involve stakeholders from the community, government officials, and experts. This collaborative approach helps ensure that decisions are informed, well-considered, and align with the community's needs and aspirations.
- 3. **Regular Reviews and Accountability:** Set up regular reviews and evaluative mechanisms to monitor

progress and hold government officials accountable for their commitments. This helps maintain transparency and fosters a sense of responsibility toward meeting project objectives.

- 4. **Public Engagement and Education:** Foster open communication and engagement with the community throughout the project's lifespan. Provide opportunities for residents to understand the value and potential of the project and encourage their active involvement in decision-making processes. This helps build trust and strengthens the commitment of both residents and government leaders.
- 5. **Long-Term Investment Planning:** Develop long-term investment plans that outline the necessary financial resources and infrastructure improvements needed to support the project's success. This helps ensure that financial commitments are made early on and that resources are allocated appropriately.
- 6. **Collaboration with Regional and State Partners:** Seek collaboration and support from regional and state entities, such as economic development agencies or transportation authorities. This can help leverage additional resources and expertise to maximize the project's potential while fostering a sense of collective commitment.
- 7. **Engage Experts and Consultants:** Engage experts and consultants in relevant fields to provide guidance and expertise throughout the project's planning and implementation phases. These individuals can offer valuable insights on best practices, industry trends, and project management strategies. Consider using a CIC in this capacity as detailed on [\[Sec. 10.1\(C\)\]](#).

The implementation of these policies will allow Trotwood and Harrison Township to encourage local government officials to stay committed and patient, ensuring that the project's potential is maximized for the long-term benefit of the community.

J. Establish a Bold & Impactful Project

Prioritizing and selecting a catalytic project is crucial for Trotwood and Harrison Township to create momentum and advance their economic development strategies. By focusing on a project that has the potential to generate significant positive impact, both can accelerate progress and attract further investment. See [\[Sec. 7\]](#) Trotwood-Harrison Innovation District Action Plan.

K. Diversify Housing Options

Since 2010, the city and township have experienced a decline in new home construction, resulting in a housing shortage and limited options for residents. This has hindered economic growth, contributed to aging infrastructure, and posed challenges for neighborhood revitalization.

To serve aging residents and attract a younger population, the city and township need to provide a range of housing options, including affordable housing, modern apartments and townhouses, proximity to recreational areas or amenities, and mixed-use.

- 1. Conduct a housing needs assessment:** Evaluate the current housing market conditions, demographics, and trends to identify the specific housing needs of the city and township. This analysis will provide insights into the types and affordability levels of housing options required.
- 2. Establish housing goals and objectives:** Define clear goals and objectives for increasing housing options and addressing the housing shortage. These may include targets for affordable housing units, mixed-income developments, and other innovative housing solutions.
- 3. Partner with developers and nonprofits:** Collaborate with developers, affordable housing organizations, and nonprofits to facilitate the creation of new housing options. This can involve providing financial incentives, streamlining regulatory processes, and connecting developers with resources and funding opportunities.
- 4. Update zoning and land-use regulations:** Review existing zoning and land-use regulations to ensure they are conducive to diverse housing options. Consider revising regulations to allow for different housing types, density bonuses, or flexible zoning that encourages affordable and mixed-income developments.
- 5. Provide financial incentives:** Establish financial incentives, such as tax abatements, grants, or low-interest loans, to attract developers and incentivize the creation of affordable housing units. Explore partnerships with financial institutions and local organizations to secure additional financing options.
- 6. Engage the community:** Involve community stakeholders in the planning and decision-making process. Seek input and feedback from residents, neighborhood associations, and housing advocacy groups to ensure that new housing options align with community needs and preferences.
- 7. Encourage innovation and creativity:** Explore innovative housing solutions like tiny homes or accessory dwelling units. These alternative housing options can provide affordable and diverse choices for residents while maximizing land use efficiency.
- 8. Streamline permitting and approval processes:** Review and streamline permitting and approval processes to expedite the development of new housing projects. This can help reduce construction costs and encourage more developers to participate.

- 3. Monitor and evaluate progress:** Continuously monitor and assess the progress of housing initiatives, including the number of new housing units created and their affordability. Regularly evaluate the impact of housing policies and adjust as needed.

Implementing these measures will help the city and township tackle the housing shortage and offer a variety of housing options that meet the needs of diverse populations and income levels. This will have positive effects on economic growth, neighborhood revitalization, and overall community well-being.



L. Incorporate Crime Prevention Strategies in Design & Planning Process

New development in the city and township can play a role in mitigating crime by incorporating crime prevention strategies into the design and planning process; many of these strategies can also be applied to existing businesses and buildings.

Design & Planning: Crime Prevention Strategies	
1.	Mixed-use development: Mixed-use development that combine residential, commercial, and recreational spaces, can increase the presence of people in public spaces, making them more vibrant and safer. Mixed-use development also offer convenience and create opportunities for social interaction, reducing the likelihood of criminal activity.
2.	Safe and well-lit environments: New and existing developments that have adequate lighting in public spaces, discourages criminal activity. Properly lit areas help improve visibility, creating a sense of safety for residents and visitors.
3.	Surveillance systems: Install security cameras in existing businesses, and plan for their inclusion in new developments. Place cameras to cover high-risk areas, entrances, and parking lots. Make sure cameras are visible to act as a deterrent. Implement a comprehensive surveillance system that includes both existing and new developments.
4.	Natural surveillance: Incorporate designs that promote natural surveillance, such as open spaces, clear lines of sight, and strategically placed windows and entrances. This allows residents, employees, and the public to observe and monitor their surroundings, making it harder for criminals to engage in illicit activities. Adopt the principles of Crime Prevention Through Environmental Design (CPTED).
5.	Access control: Implement measures to control access to buildings and developments, such as keycard entry systems, gated communities, and restricted parking areas. This can deter criminals and limit their ability to enter and exit easily.
7.	Collaborate with local law enforcement: Involve local law enforcement agencies in the planning and design process to ensure that new developments align with crime prevention strategies. They can provide valuable input on matters such as the placement of security cameras, the layout of streets and pathways, and other crime prevention measures.
8.	Security training and awareness: Work with local law enforcement to provide security training and awareness programs for employees and occupants of existing businesses, as well as include these programs in the development plans for new establishments. Educate individuals on how to identify and report suspicious behavior, respond in emergency situations, and practice personal safety measures.
9.	Community partnerships: Encourage community involvement in the planning and development process. Engage residents, businesses, and community organizations to gather input on safety concerns and design features that promote community cohesion and security. Foster community partnerships for both existing businesses and buildings and new developments. Engage with local law enforcement agencies, neighborhood watch programs, and community organizations to address security concerns and foster a sense of community ownership.
10.	Incorporate crime prevention strategies into zoning regulations. Incorporating crime prevention strategies into zoning regulations is crucial to ensure that both existing businesses and buildings, as well as new developments, follow crime reduction measures in the city and township.



Thru incorporating these strategies in both existing businesses and new developments, Trotwood and Harrison Township can create a safer environment for everyone and mitigate crime effectively.

10.2 Cost of Best Practices Implementation

The cost ranges for implementing the policy recommendations mentioned above will depend on various factors, including the size and complexity of the scope, available resources, and the need for external expertise. Without specific details and proposals from professionals, providing precise cost ranges is difficult and could be misleading. However, it should be noted that many of the recommended actions can be carried out by existing staff and government leadership, for little extra cost. If external experts are required, their costs can vary depending on the scale and complexity of their expertise, typically ranging from several thousand to tens of thousands of dollars.

10.3 Recommended Next Steps and Estimated Cost

Based on the analysis conducted in the Market Study, the recommended immediate next steps and their estimated costs are as follows:

Trotwood & Harrison Twp	Estimated Cost	Note
Trotwood–Harrison Innovation District Area Plan *	\$90k – \$120k	Possible JV with Harrison Township if Collaborative Industrial Development Strategy is pursued as detailed in [Sec. 7] .

Harrison Township	Estimated Cost
1. Wagner Ford Area Plan *	\$50k – \$80k
2. Twin Dixie Area Plan *	\$50k – \$80k

** **Area Plan:** Creation of a community vision in alignment with the Market Study, growth and development scenarios, relevant policies, and implementation strategies. The plan should define the strategic area boundaries for each project area and provide clear and defined guidance and serve as a framework for the overall development of each area. The plan should be created in a way that allows it to be used to update the Zoning Codes and Subdivision Regulations to ensure that the goals of the Area Plan can be accomplished. The Area Plan should consist of a detailed written study, including the following: (a) Land Use Recommendations; (b) Policy and Economic Development Recommendations; (c) A Feasible Land Use Plan for Future Development; (d) Implementation Strategy; (e) Development Concepts; and (f) Color Site Development Plan that includes the following: (i) building uses, (ii) building placements, indicating overall building size (gsf), number of stories, orientation, and access to parking, (iii) surface parking sized to accommodate building occupancy, (iv) pedestrian and vehicular circulation, (v) site amenities (landscape / greenspace areas, hardscape); and (vi) Utilities Plan.*

Trotwood	Estimated Cost	Note
Comprehensive Land Use Plan **	\$75k – \$100k	With the current momentum and growing interest in industrial, mixed-use, and emerging industries, Trotwood should update its comprehensive land use plan. This updated plan will serve as a guide for the city's growth, considering the evolving needs and opportunities of the community.

*** **Comprehensive Land Use Plan:** A comprehensive land use plan is a strategic document that charts the path for future development within a city. It acts as a long-term blueprint that embodies the community's values and ambitions, serving as the most comprehensive public policy document for its physical expansion. It endeavors to achieve a balance between the viewpoints of residents, businesses, and other stakeholders during decision-making processes. Typical components found within the plan encompass land use, zoning, transportation, utilities, recreational amenities, housing strategies, economic development initiatives, infrastructure considerations, and implementation strategies.*

A. Economic Development Tools Appendix

Connecting & Promoting	
Prospecting	Consistently engage with real estate brokers, site selectors, JobsOhio, developers and others to learn about prospects and market opportunities.
Community Improvement Corporation (CIC)	Trotwood should continue utilizing its CIC to drive economic development, while Harrison Township should take inspiration and establish its own CIC as a model for its economic growth.
Benchmarking	Benchmark and network with peer communities that have successfully revitalized their business districts.
Neighboring Communities Collaboration	Collaborate and network with neighboring communities to determine areas of synergy.
Public-Private Partnerships	
Business Corridor Planning	Commissioners should plan an annual fiscal and policy directive for county Catalytic Projects.
Community Improvement Corporation	While a CIC is comprised of some public sector representation, it's crucial to ensure that the CIC is balanced with credible private sector leaders with experience in real estate development, law, financing, and marketing. The CIC should be used as an advisory committee to facilitate communication and coordination among city and township stakeholders.
Private Sector Experts & Developers	Trotwood and Harrison Township should engage private sector experts and developers to deal with the complex issues stemming from the Catalytic Projects.
Development Agreements	A development agreement is a voluntary contract between a local jurisdiction and a property owner (typically a developer). The contract establishes the standards and conditions that govern the property's development. The developer is provided certainty that the project will be isolated from alterations in the jurisdiction's zoning laws over the course of development, but it also contracts the developer to provide benefits to the county (e.g., infrastructure improvements, public open space, monetary payment into funds, etc.) in exchange for that assurance.
JobsOhio Grants	
JobsOhio Economic Development Grant	Grant decisions are based on a number of project factors, including but not limited to job creation, additional payroll, fixed-asset investment commitment, project return on investment, and project location. Focuses on fixed-asset and infrastructure investment by companies, which may include the following: Land; Building; Leasehold improvements; Machinery and equipment; Moving and relocation costs of machinery and equipment (freight shipping) related to the project; Infrastructure including utility, telecommunications, information technology, etc.; Site development; Fees and material costs related to planning or feasibility studies; engineering services; and software development. Funds are disbursement based.
JobsOhio R&D Center Grant	Created to facilitate new strategic corporate R&D centers in Ohio. Such R&D Centers will support the development and commercialization of emerging technologies and/or products that align with one or more of JobsOhio's targeted industries. Funds can be used for Qualified Research Expenses (QRE) and satisfy operational, equipment or facility needs related to: industry-driven, value-added applied research; software development; and developing technologies that can be commercialized by a corporation.
JobsOhio Revitalization Program Loan and Grant Fund	Designed to support the acceleration of redeveloping sites in Ohio. Primary focus will be placed on projects where the cost of the redevelopment and remediation is more than the value of the land and a site cannot be competitively developed in the current marketplace. An eligible site is an abandoned or under-utilized contiguous property where redevelopment for the immediate and primary purpose of job creation and retention are challenged by significant redevelopment constraints.
JobsOhio Workforce Grant	Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio. Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio.
JobsOhio - Ohio Site Inventory Program (OSIP)	Grant and low interest loans to support speculative (no identified end user) site and building development projects. Loans typically support new construction. Grants typically support items associated cost associated with items such as demolition, environmental remediation, building renovations, site preparation, and infrastructure improvements.

State of Ohio Grants	
Land & Water Conservation Fund	The Ohio Department of Natural Resources coordinates the Land and Water Conservation Fund (LWCF) grant program, which provides up to 50% reimbursement assistance for state and local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas.
NatureWorks Grant Programs	The Ohio Department of Natural Resources coordinates the NatureWorks grant program, which provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) to for the acquisition, development, and rehabilitation of recreational areas.
Clean Ohio Brownfield Grants	The Fund can provide loans up to \$5,000,000 for environment cleanup, including demolition associated with the cleanup of hazardous substances, asbestos, lead-based paint, and petroleum. There are no job requirements for this funding, but the borrower must show their ability to repay the loan.
Transportation Enhancement (TE) Grants	Federal TE grants, administered through ODOT, fund transportation projects (e.g., transportation beautification, historic beautification, bicycle and pedestrian facilities).
Tax Credits	
Community Reinvestment Areas (CRA)	Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements. The Community Reinvestment Area (CRA) Program is a direct incentive tax exemption program benefiting property owners who renovate existing or construct new buildings.
Ohio Historic Preservation Tax Credit Program	Provides a state tax credit up to 25 percent of qualified rehabilitation expenditures incurred during a rehabilitation projects. Applicants are eligible for no more than \$5 million in tax credits unless approved as a catalytic project.
Montgomery County Development Services Programs	
Community Development Block Grant (CDBG)	The program aims to support individuals with low and moderate incomes and is overseen by HUD. The CDBG program stands out for its collaborative approach with local governments, as it allows for one application to address various community development and housing needs. HUD determines entitlement awards using a formula that considers factors like population, housing stock, and poverty levels as determined by the U.S. Census Bureau. While Montgomery County used to receive up to \$3 million annually, it has recently been receiving just over \$1.6 million per year.
Home Investment Partnerships Program	HOME is a collaborative initiative between the Federal government, state and local governments, and the for-profit and non-profit sectors to support low-income housing efforts. Montgomery County has the flexibility to use its funding for various types of housing programs, including home ownership programs, rental housing production and rehabilitation, and tenant-based rental assistance.
Emergency Solutions Grant (ESG) Program	ESG allows federal grant funds to be used for converting or rehabilitating buildings into emergency shelters for the homeless, covering operating and social service expenses for these shelters, and supporting homeless prevention activities. Montgomery County has primarily used its ESG funding for operating expenses and selected supportive services in shelters. The county's objectives have been to sustain existing programs, reach underserved groups, and finance additional programs related to homelessness and prevention.
MicroEnterprise Grant Program	The MicroEnterprise Grant Program in Montgomery County utilizes CDBG funds to support small businesses. The program offers grants ranging from \$2,500 to \$25,000 to proactive entrepreneurs for expanding their operations. It focuses on established small businesses with a maximum of 5 employees and annual sales revenue below \$500,000, with a particular emphasis on assisting socially and economically disadvantaged businesses.
County Corp Programs	
Affordable Rentals	County Corp owns housing in Montgomery County, Ohio and offers rental units including single-family homes and low-density multi-family units. Prospective tenants are screened for eligibility and the properties are accessible for people with disabilities. Amenities such as central air and off-street parking are provided, and the rental properties are conveniently located near public transportation.
Affordable Housing Development	County Corp Affordable Housing collaborates with development firms on projects that utilize the Low-Income Housing Tax Credit (LIHTC) program throughout Montgomery County.

Homes for Sale	County Corp collaborates with various partners, including local jurisdictions, community organizations, developers, and lenders, to offer programs aimed at providing newly built or renovated homes for sale to income-limited, first-time homebuyers. One such program is the Pathway to Homeownership (PTHO) program, which specifically caters to qualified tornado survivors by providing new and renovated homes.
Home Connector Program	The Home Connector program pairs socially responsible developers with vacant, bank-owned properties in our community and its surroundings. This initiative aims to promote investment in single-family homes. The program covers multiple counties including Montgomery, Greene, Miami, Warren, and Butler. County Corp, in partnership with the National Community Stabilization Trust (NCST), is the largest Community Buyer in Ohio, excluding Cuyahoga County.
YouthBuild Program	YouthBuild offers at-risk youth an opportunity to gain the necessary skills and knowledge to improve their lives. This college and career preparation program provides a blend of classroom instruction and hands-on experience in various fields such as construction, healthcare, advanced manufacturing, and working with people with developmental disabilities. Participants earn nationally recognized certificates while engaging in both educational and practical activities. Additionally, they learn the importance of community service through participation in volunteer workdays.
Montgomery County Land Bank	
Brownfield Assessment and Redevelopment	The Land Bank offers legal and technical assistance to communities seeking to clean up and repurpose brownfield sites for future redevelopment. They also help identify funding resources for local communities in the redevelopment process. Presently, the Land Bank has received funding from a US EPA Grant for Phase 1 and 2 assessment work, particularly in the county's riverfront corridors.
DIY Renovation Program	Through the DIY Renovation program, eligible applicants can purchase a home at a significantly reduced price. The program requires agreement for specific renovations to be completed within a six-month timeframe. Once the Land Bank verifies the completion of renovations, you are then able to occupy the house or utilize it as an investment property.
Land Banking Redevelopment	The Land Banking Program allows Montgomery County municipalities and townships to strategically "land bank" properties identified in local development plans. The Land Bank can acquire, maintain, and dispose of the properties on behalf of jurisdictions or non-profit corporations. This program allows jurisdictions to assemble properties for future redevelopment efficiently, relying on the Land Bank to hold them tax-free while finalizing development plans and financing strategies. The program streamlines property acquisition, maintenance, and disposition activities through one regional resource organization.
Planning Grant Program	The Land Bank's Planning Grant Program offers financial support to Land Bank Memorandum of Understanding communities for strategic planning efforts. The grants provide funding on a 25% matching basis to help communities acquire technical resources and staff capacity for plan development. The plan aims to help communities define goals, develop strategies, and implement their vision, with a particular focus on neighborhood stabilization, redevelopment, and blight elimination. The program does not cover greenfield planning.
Community Residential Rehab Loan Program	The Land Bank offers loans to local governments and public non-profit corporations for the renovation of distressed single-family homes as part of neighborhood redevelopment plans. Through the Community Residential Rehab Loan Program, these properties can be transformed into valuable assets that spur investment and revitalization in the surrounding neighborhoods.
Commercial Redevelopment Grant Program	The Land Bank offers opportunities for local governments to help authorized investors or developers rehabilitate distressed commercial and industrial properties for occupancy or sale. The Land Bank's objective is to bring these troubled properties back into productive use for retail, office, industrial, or other business purposes.
Demolition Program	The Land Bank has secured federal and state demolition funds to effectively remove abandoned and dilapidated residential buildings. This provides communities with the chance to eliminate blight in specific areas they have targeted.
Acceptance of Donated Property	Under specific conditions, the Montgomery County Land Bank is open to receiving donations of unwanted houses and vacant land.

B. Data Appendix

Sec. 1. Introduction

- 1.1 Background
- 1.2 Study Objectives
- 1.3 Project Team
- 1.4 Activation Process
- 1.5 Advisory Committee & Stakeholders
- 1.6 Previous Studies: Trotwood

Data gathered from:

- City of Trotwood. (2019). City of Trotwood Organizational Strategic Action Plan. Trotwood, OH.
- City of Trotwood. (2019). The Trotwood Organizational Strategic Plan Project Future Think-Tank Workshop Report. Trotwood, OH.
- City of Trotwood. (2022). Trotwood Economic Development Report. Trotwood, OH.

1.7 Previous Studies: Harrison Township

Data gathered from:

- Harrison Township. (2021). Harrison Township Strategic Plan. Harrison Township, OH.
- Harrison Township. (2020). Harrison Township Roadmap. Harrison Township, OH.
- Harrison Township. (2020). Harrison Township Development & Land Use Plan. Harrison Township, OH.
- Harrison Township (2022). Harrison Township Annual Report. Harrison Township, OH.

1.8 Dayton Riverfront Plan

Data gathered from:

- Dayton City Plan Board and Dayton City Commission. (2018). Dayton Riverfront Plan. Dayton, OH.
- Mixon, L. (2021, Nov. 5). The Dayton Riverfront Plan: what is it and how will it impact your community in the next two decades? 2News WDTN.com. <https://www.wdtn.com/news/the-dayton-riverfront-plan-what-is-it-and-how-will-it-impact-your-community-in-the-next-two-decades/>

Sec. 2. Existing Real Estate, Infrastructure, & Conditions

2.1 Regional

Data gathered from: Stewart, C. (2019, August 1). Survey shows tornadoes’ destruction across Montgomery County properties. *Dayton Daily News*. <https://www.daytondailynews.com/news/new-map-shows-tornadoes-destruction-across-montgomery-county-properties/FTAiQ8vWXFJae8y7ejqRfN/>

A. City of Trotwood

Data gathered from:

- City of Trotwood. (2022). Trotwood Economic Development Report. Trotwood, OH.
- City of Trotwood. (2019). City of Trotwood Organizational Strategic Action Plan. Trotwood, OH.
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B. Harrison Township

2.2 Obstacles to Maximize Preferred Reinvestment

Data gathered from:

- City of Dayton and Montgomery County. (2021). Housing Needs Assessment: City of Dayton & Montgomery County, OH. City of Dayton and Montgomery County, OH.
- City of Trotwood. (2019). City of Trotwood Organizational Strategic Action Plan. Trotwood, OH.

2.3 Demographics & Residential

A. Statistics

Data gathered from:

- ESRI, 2023-10-17
- 2022 American Community Survey 5-Year Estimates
- Sweigart, J. (2023, July 13). Property taxes will rise 4-12% next year as values soar 34%, county auditor says. *Dayton Daily News*. <https://www.daytondailynews.com/local/property-taxes-will-rise-4-12-next-year-as-values-soar-34-county-auditor-says/N4M2YOCFMJCVFBJVBHBMKDTVY/https://www.daytondailynews.com/local/area-rent-costs-could-go-even-higher-with-historic-taxable-property-value-hikes/YBM7ZE47HZGVTNLLSVWAXFNNNM/>

B. Analysis & Recommendations

Data gathered from:

- Golden Shovel Agency, www.goldenshovagency.com. (2024). *Montgomery County Business Services Programs*. <https://www.selectmcoho.com/community-development/programs>
- County Corp Affordable Housing. (2017, October 11). *Programs - County Corp Housing*. County Corp Housing. <https://countycorp.com/programs/>
- Local Government | Montgomery County Land Bank. (2023). <https://mclandbank.com/local-government/#>

Sec. 3. Strengths & Assets

3.1 Region

Data gathered from: Dayton City Plan Board and Dayton City Commission. (2018). Dayton Riverfront Plan. Dayton, OH.

3.2 City of Trotwood

Data gathered from:

- Gnau, T. (2023, Nov. 7). Trotwood welcomes Miamisburg manufacturer and 200+ expected jobs: Company expected to be in Trotwood in early 2025. *Dayton Daily News*. <https://www.daytondailynews.com/local/trotwood-welcomes-miamisburg-manufacturer-and-200-expected-jobs/PSL7NZB4OZFWPCPPGP63EEBXFU/>
- Hancock, A. (2023, Oct. 12). Trotwood touts recent growth, works with Harrison Twp. on Hara Arena, other sites: Two communities are working with county, MVRPC to study redevelopment of large vacant properties. *Dayton Daily News*. <https://www.daytondailynews.com/local/trotwood-touts-recent-growth-works-with-harrison-twp-on-hara-arena-other-sites/SCJMJ4RWND7ZDWOZ7HMMVPFPM/>
- Hancock, A. (2023, July 7). Trotwood approves deal with Gordon Food Services to open full-scale grocery store: The project will mend city’s ‘food desert’ left by 2019 Foodtown closure. *Dayton Daily News*. <https://www.daytondailynews.com/local/trotwood-approves-deal-with-gordon-food-services-to-open-full-scale-grocery-store/FAFUGLT4TFHXTKO744ONLZ2KUI/#:~:text=39%C2%B0-,Trotwood%20approves%20deal%20with%20Gordon%20Food,open%20full%2Dscale%20grocery%20store&text=An%20agreement%20between%20Trotwood%20and,grocery%20store%2C%20city%20officials%20said.>

3.3 Harrison Township

Data gathered from:

- Hancock, A. (2023, Oct. 12). Trotwood touts recent growth, works with Harrison Twp. on Hara Arena, other sites: Two communities are working with county, MVRPC to study redevelopment of large vacant properties. *Dayton Daily News*. <https://www.daytondailynews.com/local/trotwood-touts-recent-growth-works-with-harrison-twp-on-hara-arena-other-sites/SCJMJ4RWND7ZDWOZ7HMMVPFPM/>
- Welter, C. (2022, May 31). Sinclair Park rebuild is ahead of schedule after 2019 tornado but still has a ways to go. *WYSO*. <https://www.wyso.org/local-and-statewide-news/2022-05-27/sinclair-park-rebuild-2019-tornado>

Sec. 4. Critical Trends & Economic Drivers

4.1 Commercial Trends

4.2 Residential Trends

Data gathered from:

- City of Dayton and Montgomery County. (2021). Housing Needs Assessment: City of Dayton & Montgomery County, OH. City of Dayton and Montgomery County, OH.
- Sweigart, J. (2023, July 13). Property taxes will rise 4-12% next year as values soar 34%, county auditor says. *Dayton Daily News*. <https://www.daytondailynews.com/local/property-taxes-will-rise-4-12-next-year-as-values-soar-34-county-auditor-says/N4M2YOCFMJCVFBJBVBHBMKDTVY/https://www.daytondailynews.com/local/area-rent-costs-could-go-even-higher-with-historic-taxable-property-value-hikes/YBM7ZE47HZGVTNLLSVWAXFNNNM/>
- Dawes, S. (2023, Dec. 15). Montgomery County taxable property values reach record-high \$40.8B in value. *Dayton Daily News*. <https://www.daytondailynews.com/local/montgomery-county-taxable-property-values-reach-record-high-408b-in-value/FHD6BC5WYRA5FNG4IRY5CQV4SI/>
- ESRI, 2023-10-17
- 2022 American Community Survey 5-Year Estimates

4.3 Critical Priorities & Strategies

4.4 State & Regional Key Economic Drivers

Data gathered from:

- Hooper, M. (2023, July 11). *Central Ohio tech scene booms thanks to big investments: Columbus, OH and central Ohio at large have seen billions of dollars invested in the technology sector after major businesses like Intel, Amazon, and Meta announced development plans*. cbustoday.com. <https://cbustoday.6amcity.com/city/central-ohio-tech-scene-columbus-oh>
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A. Intel Corporation

Data gathered from:

- *Ohio Announces Finalization of \$600M Onshoring Incentive Grant Agreement with Intel*. (2023, June 3). <https://development.ohio.gov/home/news-and-events/all-news/2023-0623-ohio-announces-finalization-of-600m-onshoring-incentive-grant-agreement-with-intel>
- Williams, M. (2023, Feb. 28). Honda, LG Energy's \$3.5 billion battery plant in southwest Ohio starts push to electric vehicles. *Dayton Daily News*. [https://www.dispatch.com/story/business/automotive/2023/02/28/ev-battery-plant-in-fayette-county-to-employ-2200-workers/69933524007/Ohio Department of Development](https://www.dispatch.com/story/business/automotive/2023/02/28/ev-battery-plant-in-fayette-county-to-employ-2200-workers/69933524007/Ohio%20Department%20of%20Development)

B. Wright-Patterson Air Force Base

Data gathered from: Stephens, C. (2019, Oct. 1). Study illuminates

impact of Wright-Patt. *Dayton Business Journal*.

<https://www.bizjournals.com/dayton/news/2019/10/01/tudy-illuminates-impact-of-wright-patt.html>

C. GE Aerospace

Data gathered from:

- Nair, A. (2023, March 2). *GE plans to invest over \$450 mln to upgrade U.S. manufacturing in 2023*. Reuters. <https://www.reuters.com/business/ge-plans-invest-over-450-mln-upgrade-us-manufacturing-2023-2023-03-02/>
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D. Honda & LG Electric Vehicle Battery Plant

Data was gathered from:

- Williams, M. (2023, Feb. 28). Honda, LG Energy's \$3.5 billion battery plant in southwest Ohio starts push to electric vehicles. *Dayton Daily News*. [https://www.dispatch.com/story/business/automotive/2023/02/28/ev-battery-plant-in-fayette-county-to-employ-2200-workers/69933524007/Ohio Department of Development](https://www.dispatch.com/story/business/automotive/2023/02/28/ev-battery-plant-in-fayette-county-to-employ-2200-workers/69933524007/Ohio%20Department%20of%20Development)
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Sec. 5. Potential Targeted Industries

5.1 JobsOhio Targeted Industries

Data was gathered from:

- *Transforming industries in Ohio*. (2023). JobsOhio. <https://www.jobsohio.com/industries>
- Dayton Development Commission. (2023). DDC Dayton Region Macroeconomic Report Q1 2023.
- REDI Cincinnati. (2023, November 20). *Core Industries in Cincinnati | REDI Cincinnati*. <https://redicincinnati.com/industries/>

- *Industries | Dayton Development Coalition*. (2023). <https://www.daytonregion.com/dayton-region-economy/industries>

5.2 Emerging Industries & Technologies

Data was gathered from: Gnau, C. (2023, Aug. 20). Tech, talent and culture:

Why Dayton entrepreneurs never stop innovating. *Dayton Business Journal*.

<https://www.daytondailynews.com/local/tech-talent-and-culture-why-dayton-entrepreneurs-never-stop-innovating/CJUPDPXP5AABBCGF5A36RZ6KM/>

5.3 Recommended Industries

A. Advanced Manufacturing

Data gathered from:

- *Advanced & Additive Manufacturing Innovation in Ohio*. (2023). JobsOhio. <https://www.jobsohio.com/industries/advanced-manufacturing>
- <https://daytonregion.com/dayton-region-economy/industries/advanced-manufacturing>

B. Aerospace and Defense

Data gathered from:

- <https://www.jobsohio.com/industries/aerospace-and-aviation>
- <https://daytonregion.com/aerospace-defense-industry>
- Gnau, T. (2020, Oct. 6). Dayton region helping Ohio 'lead the nation into the aerospace age': Work at Wright-Patterson, Springfield Air National Guard Base touted at annual defense and aerospace forum. *Dayton Daily News*. <https://www.daytondailynews.com/news/leaders-hail-importance-of-defense-to-dayton-and-ohio/X7GW3E7RUVF4NLCG4RKTT4MWWA/>

C. Automotive

Data gathered from:

- *Why Ohio is the Best Place for Automotive Manufacturing*. (2023). JobsOhio. <https://www.jobsohio.com/industries/automotive>
- *Advanced mobility industry*. (2023). JobsOhio. <https://www.jobsohio.com/industries/advanced-mobility>
- *Automotive | Dayton Development Coalition*. (2023). <https://daytonregion.com/dayton-region-economy/industries/automotive>
- Dayton Development Coalition (FEB. 2023). Dayton Development Coalition Automotive Sector Report.

D. Electric Vehicle (EV) Industry & EV Battery Supply Chain

Data gathered from:

- *Why Ohio is the Best Place for Automotive Manufacturing*. (2023). JobsOhio. <https://www.jobsohio.com/industries/automotive>

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- *Electric Vehicle Workforce Strategy.* (2023). <https://workforce.ohio.gov/initiatives/initiatives/ev-workforce>
- Gnau, T. (2022, Oct. 11). OHIO’S BIG WIN: Honda’s new \$4.4B electric battery plant to bring 2,500+ jobs about 50 minutes from Dayton: Anna, Marysville and East Liberty plants will be ‘transformed,’ Honda says. *Dayton Daily News*. <https://www.daytondailynews.com/local/ohios-big-win-hondas-new-44b-electric-battery-plant-to-bring-2500-jobs-about-50-minutes-from-dayton/T2TJIMFOEFBIDBWC2RW44RWHYE/>

E. Food Processing

Data gathered from:

- *Food and agribusiness industry.* (2023). JobsOhio. <https://www.jobsohio.com/industries/food-and-agribusiness>
- *Agriculture and Food Processing | Dayton Development Coalition.* (2023). <https://daytonregion.com/dayton-region-economy/industries/agriculture-food-processing>

F. Logistics and Distribution

Data gathered from:

- *Why Ohio is the Best Choice for the Logistics Industry.* (2023). JobsOhio. <https://www.jobsohio.com/industries/logistics-and-distribution>
- *Logistics and Distribution | Dayton Development Coalition.* (2023). <https://daytonregion.com/dayton-region-economy/industries/logistics-distribution>

5.4 Real Estate Asset Classes

A. Industrial Buildings and Sites

Data gathered from: Gnau, T. (2023, Feb. 3). Dayton sees ‘explosion’ of industrial real estate in record-breaking year: Lease activity also strong, report reveals. *Dayton Daily News*. <https://www.daytondailynews.com/local/new-details-2022-was-strong-for-dayton-industrial-real-estate/BUMFQZDGENDFRMIT6OQZE5XTVE/>

B. Mixed-Use Development

Sec. 6. Priority Development Areas & Opportunities

Data gathered from: [Montgomery County Auditor](#)

6.1 Priority Development Areas

Data gathered from: [Montgomery County Auditor](#)

A. Hara Arena Trotwood: Trotwood, Ohio

Data gathered from: [Montgomery County Auditor](#)

B. Shiloh Springs Area Harrison: Harrison Township, Ohio

Data gathered from: [Montgomery County Auditor](#)

C. Turner Road Area Trotwood: Trotwood, Ohio

Data gathered from: [Montgomery County Auditor](#)

D. Turner Road Area Harrison: Harrison Township, Ohio

Data gathered from: [Montgomery County Auditor](#)

E. Trotwood-Harrison Innovation District

Data gathered from: [Montgomery County Auditor](#)

- Wildow, S. (2023, July 11). ‘Be what’s next;’ Area leaders encouraged to create innovation hub for this region: State budgeted \$125 million in 2024-2025 budget for creation of innovation hubs. *Dayton Daily News*. <https://www.daytondailynews.com/business/be-whats-next-area-leaders-encouraged-to-create-innovation-hub-for-this-region/26KOYVIIIO5CRDFSVHSHEWAF6M4/>

F. Forest Park Area: Harrison Township, Ohio

Data gathered from:

- [Montgomery County Auditor](#)
- Harrison Township. (2018, June 18). Forest Park Area Plan. Harrison Township, OH.

G. Twin Dixie Theater Property: Harrison Township, Ohio

Data gathered from:

- [Montgomery County Auditor](#)
- Moor, A. (2021, June 4). ‘Be what’s next;’ Area leaders encouraged to create innovation hub for this region: State budgeted \$125 million in 2024-2025 budget for creation of innovation hubs. *Dayton Daily News*. <https://www.daytondailynews.com/what-to-do/drive-in-delight-a-roundup-of-big-events-at-miami-valley-drive-in-theaters/VAAG3TRB6VG5ZNTSWOHLIVKOYY/>
- Souther, H. (2023, Nov. 21). Foodbank to host drive-thru mass food distribution at Dixie Twin Drive-In today. *Dayton Daily News*. <https://www.daytondailynews.com/local/foodbank-to-host-drive-thru-mass-food-distribution-at-dixie-twin-drive-in-tomorrow/AQOI5WLGBRBPBLENVVTCLJARA/>

H. Wagner Ford Area: Harrison Township, Ohio

Data gathered from: [Montgomery County Auditor](#)

I. Webster Street District: Harrison Township, Ohio

Data gathered from: [Montgomery County Auditor](#)

Sec. 7. Trotwood-Harrison Innovation District Action Plan

7.1 Development Strategy

7.2 Action Plan

Sec. 8. Site Readiness Incentives

8.1 Site Readiness

8.2 Incentives

Data gathered from:

- Cross, J. (2023, Aug. 31). 10 to 12 'Intel-sized projects' are considering locations. Fund helps Ohio's case| Opinion: There is no doubt that Ohio has become a national hub for workforce and economic development. *The Columbus Dispatch*. <https://www.dispatch.com/story/opinion/columns/guest/2023/08/31/all-ohio-future-fund-has-positioned-state-as-economic-leader-jon-cross-intel-honda-google/70642926007/>
- *Ohio House approves historic Two-Year state Budget.* (2023, June 30). Ohio House of Representatives. <https://ohiohouse.gov/news/republican/ohio-house-approves-historic-two-year-state-budget-115652>
- Cross, *Ohio House approve bipartisan state budget bill.* (2023, July 5). Ohio House of Representatives. <https://ohiohouse.gov/news/republican/cross-ohio-house-approve-bipartisan-state-budget-bill-115699https://www.jobsohio.com/programs-services/incentives>

8.3 New Community Authority (NCA)

Data gathered from:

- *New Community Authorities | Ohio Public Law Update |Squires Sanders.* (2029, Spring). https://www.squirepattonboggs.com/~media/files/insights/publications/2009/04/ohio-public-law-update/files/ohio_public_law_update_spring_2009_by_squire_san___fileattachment/ohio_public_law_update_spring_2009_by_squire_san___pdf
- *Development-Friendly changes to Ohio new community authorities go into effect March 2019 | Law Bulletins | Taft Stettinius & Hollister LLP.* (2023, December 27). <https://www.taftlaw.com/news-events/law-bulletins/development-friendly-changes-to-ohio-new-community-authorities-go-into-effect-march-2019/>

Sec. 9. Land Valuation

9.1 Target Industries Valuation: Current Conditions

9.2 Target Industries Valuation: Best Practice Conditions

9.3 Property Value Impact Analysis: Case Study

Data gathered from:

- [Montgomery County Auditor](#)
- [Smith, Z. \(2022, Mar. 14\). Where are the 32 highest property tax rates in Ohio?. Cleveland.com. https://www.cleveland.com/data/2022/02/where-are-the-32-highest-property-tax-rates-in-ohio.html](#)

G. Wagner Ford Area SWOT Analysis

H. Disclosures

Sec. 10. Policy Recommendations & Implementation

10.1 Key Findings & Recommendations

A. City and Township Collaboration

B. Public Private Partnerships

Data gathered from: [Friedman, Stephen B., editor. Successful Public/Private Partnerships: From Principles to Practices. Washington, DC: Urban Land Institute, 2016.](#)

C. Community Improvement Corporation Formation

D. Replace Old Infrastructure

E. Focus on Emerging Industries

F. Focus on Property Control, Site Readiness & Industrial

G. Joint Economic Development District

H. Zoning Flexibility, Streamline Procedures & Incentives

I. Commitment and Patience

J. Establish a Bold & Impactful Project

K. Diversify Housing Options

10.2 Cost of Best Practices Implementation

10.3 Recommended Next Steps and Estimated Cost

APPENDICES

A. Economic Development Tools

Data gathered from:

- [Golden Shovel Agency, www.goldenshovelagency.com. \(2024\). Montgomery County Business Services Programs. https://www.selectmcoho.com/community-development/programs](#)
- [County Corp Affordable Housing. \(2017, October 11\). Programs - County Corp Housing. County Corp Housing. https://countycorp.com/programs/](#)
- [Local Government | Montgomery County Land Bank. \(2023\). https://mclandbank.com/local-government/#](#)

B. Data Appendix

C. Commercial Stakeholder Meeting Participants & Attendees

D. Trotwood-Harrison Innovation District SWOT Analysis

E. Forest Park Area SWOT Analysis

F. Twin Dixie Theater Property SWOT Analysis

C. Commercial Stakeholder Meeting Participants & Attendees

Commercial Stakeholder Meeting	
Date:	October 10, 2023
Time:	11 am – 1 pm
Location:	Trotwood Community Center, 4000 Lake Center Dr., Trotwood, OH 45426
Purpose:	Presented midpoint findings with a focus on some of the larger commercial opportunities identified for both communities, especially around flex and light industrial development.

Participants & Attendees	
Ronald Winburn Harrison Township Trustee	Greg Wollenhaupt Business Development at DLZ
Danielle Bradley Harrison Township Trustee	Bethany Yost Realtor at Irongate Commercial Relators
Kris McClintick Harrison Township Administrator	Elizabeth Baxter Manager of Disaster Recovery & Economic Development Planning at Miami Valley Regional Planning Commission (MVRPC)
Georgeann Godsey Harrison Township Trustee	Mike Grauwelman Executive Director at Montgomery County Land Reutilization Cor
Fred Burkhardt CEO at Geneva Investment Group	Tyler Hauck Township Planner at Harrison Township
Mike Heitz Partner at Garrett LLC	Salman Khan UIG
Todd Cochran Brokerage Vice President at Colliers Dayton	Lauren Rau Real Estate Salesperson at CB Commercial
Carlton Jackson CEO at Dayton REALTORS	Murad Ilyasov Murad Estates LLC

D. Trotwood–Harrison Innovation District SWOT Analysis

Trotwood–Harrison Innovation District			
Strengths	Weaknesses	Opportunities	Threats
Strategic Location: The district's proximity to major cities like Cincinnati, Dayton, and Columbus provides a competitive advantage, offering access to a large market and diverse resources.	Deteriorating Infrastructure: The deteriorating infrastructure poses challenges for potential real estate development due to the need for extensive repairs and upgrades. This can result in higher costs for developers, delays in construction, and decreased attractiveness for businesses and investors. It also hinders the overall growth and economic development of the area.	Partnerships: The district can capitalize on its connections with influential entities like Wright–Patterson Air Force Base and Sinclair Community College to establish collaborative partnerships, driving innovation and attracting investment.	Economic Uncertainty: National and global economic fluctuations (e.g., high interest rates and construction costs) and market instability (e.g., labor shortage) could impact the district's ability to attract investment and sustain economic growth.
Abundance of Developable Land: This district spans +/-522 acres along the corridor from the Trotwood–Harrison Township border to SR-49. It offers a substantial amount of buildable land with convenient access to transportation infrastructure.	Infrastructure Development: The district will require significant investment in infrastructure and site readiness, such as utilities, to support the growth and attract businesses.	Collaboration & JEDD Potential: There is strong potential for collaboration between Trotwood and Harrison Township to establish a joint economic development district (JEDD), facilitating cooperative efforts and support for industrial development. This collaborative approach can leverage shared resources and expertise.	Economic Challenges: The area's economic conditions, such as low-income levels or a struggling local economy, may hinder the successful implementation of improvements, especially regarding attracting businesses and creating employment opportunities.
Significant Property Owner: Tax Redevelopment LLC, owns approximately 150 acres in the district. Having a single entity controlling so much land is a major advantage for the district's potential.	Zoning & Land Use: The district does not currently have uniform zoning and land use designations, allowing for desired and consistent industrial and commercial development.	Industrial Demand: Industrial developers are showing growing interest in the Dayton region. Industrial sites and buildings in nearby larger cities are limited, leading developers to focus on secondary markets like Dayton.	Lack of Funding: Without sufficient financial resources and investment, it may be challenging to carry out infrastructure improvements, develop amenities, and attract businesses to the district.
Economic Drivers: The presence of Wright–Patterson Air Force Base and GE Aerospace in the Dayton region opens opportunities for collaboration, research, and development, and attracts industries connected to these entities.	Development Guidelines: To ensure a consistent aesthetic of high quality, it is important to establish uniform development guidelines for the district.	Supply Chain Opportunities: Establishment of the new Honda EV battery plant in Fayette County offers an additional opportunity for economic growth, job creation, and increased local development. By leveraging this development, the innovation district can attract companies and industries that are connected to the battery industry, supporting the growth of a sustainable and clean energy sector.	Lack of Collaboration and Coordination: The success of improvements relies on collaboration between different property owners, stakeholders, such as Trotwood and Harrison Township respective leadership, community members, government agencies, developers, and businesses. Failure to foster effective collaboration and coordination can slow down or hinder progress.
Recent Ohio Investments: Intel's investment in New Albany and the establishment of the EV Battery Plant in Fayette County can serve as catalysts for economic growth and job creation within the district.	Initial Anchor: Currently there is a void of an established economic driver entity. A viable innovation district will require sourcing and securing an initial economic driver and anchor.	Housing for Young Professionals and Empty-Nesters: Creating housing options that are attractive and affordable for young professionals and empty-nesters can help retain and attract a talented workforce, as well as cater to the needs of an aging population.	Competition: The district may face competition from other innovation hubs in the region, which could limit its ability to attract businesses and investment.
Innovation Focus: The district's emphasis on innovation and technology can attract forward-thinking businesses and foster a culture of collaboration and entrepreneurship.	Limited Awareness: The district will need to actively promote and market its potential to attract businesses and investors, as it may currently lack widespread recognition and awareness.	Emerging Industries: By positioning itself as a hub for emerging industries and startups, the district can attract cutting-edge enterprises and support long-term economic growth and enhance the quality of life for residents.	Environmental Considerations: The district should undergo environmental assessments and have no significant environmental issues that would hinder development. If any environmental concerns exist, a mitigation or remediation plan should be in place.
Site Readiness Incentives. Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness. Refer to [Sec. 8] for details on State of Ohio Site Readiness Incentives.		PUD Zoning: Implementing a uniform Planned Unit Development (PUD) zoning for the entire Trotwood–Harrison Innovation District would attract a wide range of industries	Regulatory Constraints: Compliance with regulations and policies at local, state, and federal levels may pose challenges and affect the ease of doing business within the district.
		Sustainable Practices: The district can focus on encouraging businesses and industries to adopt sustainable practices, aligning with the increasing demand for environmentally friendly solutions.	Resistance to Change: There might be resistance from residents or stakeholders who are opposed to the proposed changes. Overcoming this resistance requires effective communication, community engagement, and demonstrating the long-term benefits of the strategy and improvements.

E. Forest Park Area SWOT Analysis

Forest Park Area : Harrison Township, Ohio			
Strengths	Weaknesses	Opportunities	Threats
Highly Visible and Accessible Location: The site is conveniently located and easily accessible to residents and visitors, making it an attractive destination for various activities. The area is at the geographic center of Harrison, approximately 10-minutes from downtown Dayton and 15-minutes from the Dayton International Airport.	Deteriorating Infrastructure: The deteriorating infrastructure poses challenges for potential real estate development due to the need for extensive repairs and upgrades. This can result in higher costs for developers, delays in construction, and decreased attractiveness for businesses and investors. It also hinders the overall growth and economic development of the area.	Establish Commercial/Light Industrial District: A smaller but impactful phase would involve designating a portion of the 230-acres for commercial/light industrial development. While not explicitly mentioned in the 2018 plan, this step is complementary as it sets the foundation for infrastructure development, which will support future growth, including mixed-use, housing, and retail.	Lack of Collaboration and Coordination: The success of improvements relies on collaboration between different stakeholders, such as community members, government agencies, developers, and businesses. Failure to foster effective collaboration and coordination can slow down or hinder progress.
Abundance of Developable Land: This area spans +/- 230 acres, much of which is clear, and offers ample space for development and potential expansion.	Perception Problems: The general perception of the area may be negative, which can impact the willingness of people to visit or invest in the site, ultimately affecting its success and attractiveness.	Pop-Up Civic Space: Creating a pop-up civic space could serve as a community destination and event space, developed in phases depending on funding availability. The initial focus would be on creating access, landscaping, and basic utilities for events, aligning with the grand vision of the 2018 plan.	Lack of Funding: Without sufficient financial resources and investment, it may be challenging to carry out infrastructure improvements, develop amenities, and attract businesses to the area.
Affordable Surrounding Historic Neighborhoods: The availability of affordable housing in the surrounding historic neighborhoods is a great advantage, as it can attract diverse residents and contribute to a vibrant community fabric.	Vacancy and Lack of People Present: The site may contain vacant or underutilized spaces, leading to a lack of vibrancy and social activity, which can negatively impact the desirability of the area.	Providing Access to Regional Trails and Parks: Invest in infrastructure that connects the area to regional parks and trails, making it easier for residents to enjoy outdoor recreational activities.	Limited Support from Township: If the township does not prioritize or support the proposed improvements, it may hinder progress and make it difficult to secure necessary permits, funding, or resources.
Forest Park Area Plan: In 2018, a 10-year Area Plan was established, aiming for a mixed-use development that incorporates retail, housing, a hotel, educational space, some industry, and interconnected parks in Harrison Township.	Lack of Amenities: The area may lack essential amenities, such as restaurants, shops, and entertainment options, particularly during evening hours, which can limit the overall appeal and activity level of the area.	Sinclair Park: By extending the existing Sinclair Park into the project area, the opportunity arises to create a unified regional park that is seamlessly connected to one of the nation's premier trail networks.	Economic Challenges: The area's economic conditions, such as low-income levels or a struggling local economy, may hinder the successful implementation of improvements, especially regarding attracting businesses and creating employment opportunities.
Site Readiness Incentives. Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness. Refer to [Sec. 8] for details on State of Ohio Site Readiness Incentives.	Lack of Employment: The absence of employment opportunities within or near the area can result in a decreased daily presence of people and reduce the potential for economic vitality.	Creating Destination Retail and Entertainment: Develop retail and entertainment spaces that become popular destinations, drawing people from both within and outside the area.	Resistance to Change: There might be resistance from residents or stakeholders who are opposed to the proposed changes. Overcoming this resistance requires effective communication, community engagement, and demonstrating the long-term benefits of the improvements.
	Disconnection from Regional Parks and Trails: The lack of direct connectivity to the regional parks and trails network may limit the potential for seamless integration and accessibility to outdoor recreational opportunities.	Creating Walkable Connections: Improve infrastructure, including sidewalks and bike lanes, to make streets safer for pedestrians and cyclists, encouraging active transportation and improving connectivity within the area.	External Factors: Unforeseen external factors such as economic downturns, natural disasters, or changes in government policies could impact the implementation of the improvements and pose challenges.
	Lack of Safe Streets for Pedestrians and Bikes: The absence of safe infrastructure, such as well-designed sidewalks and bike lanes, can impede pedestrian and cyclist movement and discourage their usage of the site.	Providing More Housing Options: Increase the availability of affordable housing options, including rental and ownership opportunities, to attract and retain residents.	
	Pervasive Crime: The area has a high incidence of various types of crime, which can deter visitors and residents from utilizing the space and hinder the overall sense of safety and security.	Creating a Community Hub: Develop a central community hub with amenities such as community centers, libraries, parks, and gathering spaces that and foster a sense of community.	
		Changing the Perception Through Better Branding and Storytelling: Develop a comprehensive branding strategy that highlights the area's unique assets, history, and potential, focusing on positive narratives to change the negative perception and attract investment and interest.	

F. Twin Dixie Theater Property SWOT Analysis

Twin Dixie Theater Property: Harrison Township, Ohio			
Strengths	Weaknesses	Opportunities	Threats
Historic Significance: The Twin Dixie Theater Property holds historical value, which can add character and appeal to a redevelopment project. Preserving or integrating the historic elements, such as its signage, can create a unique and attractive feature.	Financial Constraints: The cost of redeveloping the property can be a significant weakness. The funding required for renovation, infrastructure upgrades, and ongoing maintenance may exceed available resources. This financial constraint could limit the potential scope and impact of the redevelopment project.	Vibrant Community Gathering Place: The Property has potential as a vibrant community gathering place. With its large size, it can host diverse events and activities, fostering connections among residents. Transforming into a landmark would bring pride, unity, and attract visitors, revitalizing the region.	Economic Uncertainty: Current economic factors, such as high interest rates and construction costs, pose a threat to the success of the redevelopment project.
Convenient Location: The property benefits from its central location, conveniently positioned near I-75, which enhances its accessibility for both residents and visitors. This prime location makes it an appealing destination for a diverse range of activities.	Deteriorating Infrastructure: The deteriorating infrastructure poses challenges for potential real estate development due to the need for extensive repairs and upgrades. This can result in higher costs for developers, delays in construction, and decreased attractiveness for businesses and investors. It also hinders the overall growth and economic development of the area.	Collaboration and Empowerment: Involving residents in the planning and implementation process empowers them and fosters community pride and ownership. The redevelopment can be a collaborative effort between residents and the municipality, resulting in spaces that truly meet the community's needs and enhance their quality of life.	Property Owner: North Dixie Theater Inc., the property's owner, may not want to participate in redevelopment or be interested in selling the property.
Excellent Revitalization Potential: The property has excellent redevelopment potential, resulting in an opportunity to revitalize the property and surrounding area, injecting new life and vibrancy into the community.	Preservation Concerns: The Twin Dixie Theater Property may have historical significance that needs to be considered during the redevelopment process. Balancing the desire for revitalization with the need to preserve any historic elements can be a challenge and may require careful planning and coordination.	Social and Cultural Benefits: The property can serve as a community destination site, providing a place for residents to gather and engage in cultural activities. It can host events, performances, and exhibitions that contribute to the social and cultural fabric of the community.	Lack of Community Support: Without sufficient support from the local community, the redevelopment project may face considerable hurdles. Resistance from residents, neighborhood groups, or other stakeholders can impede progress, delay approvals, or affect the project's reputation.
Existing Infrastructure: The property has existing infrastructure such as parking spaces and utilities that can help reduce construction costs and accelerate the development process.		Enhanced Township Identity: Through collaborations, initiatives like streetscapes, signage, branding, and other enhancements can further define and showcase the unique identity of the township. This can contribute to a stronger sense of community pride and attract residents and visitors alike.	Competing Development Projects: The property's redevelopment may face competition from other nearby development projects in the area. This competition can lead to challenges in attracting tenants, visitors, and investors, potentially reducing the overall success of the redevelopment.
Single Property Owner: North Dixie Theater Inc., owns the property. Having a single entity controlling the land is a major advantage for the project's potential.		Platform for Community-Based Initiatives: The property can provide a platform to support and promote community-based initiatives. It can encourage grassroots beautification projects, such as transforming underutilized spaces into vibrant marketplaces. These initiatives can enhance the overall appeal of the township and foster community connections.	
Infill Site: The parcel is comprised of +/-21 acres, much of which is clear, and offers ample space for development.		Site Readiness Incentives. Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness. Real estate is considered "site ready," when the land or property has been fully prepared and developed to meet the requirements for immediate development or use. This typically includes activities such as clearing the land, grading, and leveling the terrain, providing necessary utilities and infrastructure connections (e.g., water, electricity, sewerage), and obtaining necessary permits and approvals for development. In Ohio, grants for site readiness are competitive, while loans are comparatively easier to obtain. Refer to [Sec. 8] for details on State of Ohio Site Readiness Incentives.	

G. Wagner Ford Area SWOT Analysis

WAGNER FORD AREA: HARRISON TOWNSHIP, OHIO			
Strengths	Weaknesses	Opportunities	Threats
I-75 Adjacency: The area benefits from its central location, conveniently positioned near I-75, which enhances its accessibility for both residents and visitors. This prime location makes it an appealing destination for a diverse range of activities.	Deteriorating Infrastructure: The deteriorating infrastructure poses challenges for potential real estate development due to the need for extensive repairs and upgrades. This can result in higher costs for developers, delays in construction, and decreased attractiveness for businesses and investors. It also hinders the overall growth and economic development of the area.	Leverage Interstate Access: Potential to attract industries that value interstate access and visibility, such as logistics, manufacturing, retail, hospitality, food and beverage, automotive, construction, and events.	Economic Uncertainty: National and global economic fluctuations (e.g., high interest rates and construction costs) and market instability (e.g., labor shortage) could impact the district's ability to attract investment and sustain economic growth.
Abundance of Developable Land: This area spans +/- 57 acres, much of which is clear, and offers ample space for development and potential expansion.	Infrastructure Development: The district will require significant investment in infrastructure and site readiness, such as utilities, to support the growth and attract businesses.	Destination Retail: Use its location and visibility to attract destination retail establishments that can draw customers from a wider geographic region.	Economic Challenges: The area's economic conditions, such as low-income levels or a struggling local economy, may hinder the successful implementation of improvements, especially regarding attracting businesses and creating employment opportunities.
Excellent Revitalization Potential: The property has excellent redevelopment potential, resulting in an opportunity to revitalize the property and surrounding area, injecting new life and vibrancy into the community.	Urban Blight: Challenges posed by tornado damage, urban blight, and underutilized land.	Light Industrial: Potential for warehouse, distribution, and light manufacturing facilities, considering the area's access to customers and suppliers through I-75.	Lack of Funding: Without sufficient financial resources and investment, it may be challenging to carry out infrastructure improvements, develop amenities, and attract businesses to the district.
Traffic Circle: Efforts by the township to control and develop the "traffic circle" property, attracting commercially-driven businesses that cater to commuters and visitors.	Curb Appeal: Need for gradual extension of curb appeal improvements throughout the community.	Create Sense of Place: Consider combining development efforts with the improvement of an interchange to create a sense of place and a gateway for Harrison Township.	Taking the First Thing to Come: Due to its close proximity to I-75, the Wagner Ford Area draws interest from gas stations, fast food establishments, self storage facilities, and other lower-end uses.
Township's Effort: Township leadership's eagerness to attract a diverse range of commercial offerings, including hotels, restaurants, grocery stores, and service businesses.	Financial Constraints: The cost of redeveloping the property can be a significant weakness. The funding required for renovation, infrastructure upgrades, and ongoing maintenance may exceed available resources. This financial constraint could limit the potential scope and impact of the redevelopment project.	Gateway to Regional Trails and Parks: The area's access to I-75 could provide a gateway that connects to regional parks, trails, and promotes nature sustainability, providing residents with convenient access to outdoor recreational activities such as Shiloh Park, Sinclair Park, and Five Rivers MetroParks.	
		Multi-Family: Properties accessibility to I-75 could make it an attractive location for higher density multi-family development.	
		Site Readiness Incentives. Most State of Ohio incentives in relation to real estate projects focuses on Site Readiness. Real estate is considered "site ready," when the land or property has been fully prepared and developed to meet the requirements for immediate development or use. This typically includes activities such as clearing the land, grading, and leveling the terrain, providing necessary utilities and infrastructure connections (e.g., water, electricity, sewerage), and obtaining necessary permits and approvals for development. In Ohio, grants for site readiness are competitive, while loans are comparatively easier to obtain. Refer to [Sec. 7.3] for details on State of Ohio Site Readiness Incentives.	

H. Disclosures

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