



# DAYTON REGION

## ECONOMIC DEVELOPMENT STRATEGY

2022 - 2026



## ACKNOWLEDGMENTS

The *Dayton Region Economic Development Strategy* is the result of a collaboration between the Miami Valley Regional Planning Commission (MVRPC) and the Dayton Development Coalition (DDC), in partnership with the U.S. Economic Development Administration (EDA), to establish a Comprehensive Economic Development Strategy (CEDS) for the Dayton Region.

Established in 1964, the Miami Valley Regional Planning Commission (MVRPC) promotes collaboration among communities, stakeholders, and residents to advance regional priorities. MVRPC is a forum and resource where the Board of Directors, comprised of elected officials and administrators from public agencies, identifies priorities and develops public policy and collaborative strategies to improve quality of life throughout the Miami Valley Region. MVRPC performs planning and research functions for our Region that ensure livable and equitable communities; clean air and water; robust roadway, transit, and active transportation options; and strategic community plans that chart the course for member communities and partners. As the designated Metropolitan Planning Organization (MPO), MVRPC is responsible for transportation planning in Greene, Miami and Montgomery Counties and parts of northern Warren County. MVRPC's areawide water quality planning designation encompasses five (5) counties: Darke, Preble plus the three MPO counties.

The Dayton Development Coalition (DDC) is a non-profit economic development organization. The mission of DDC is to recruit, expand and retain jobs in the Dayton Region. The DDC opens doors for businesses interested in locating to or expanding within our region, connects entrepreneurs who have a bold vision for growth to the resources they need to grow, collaborates with local, state and federal elected leaders to advance the economic priorities of our region; and strives to raise the area's national profile and share why businesses should call the Dayton Region home. The DDC is a regional network partner for JobsOhio, supports Wright-Patterson Air Force Base and other federal installations in the region, and operates the Accelerant Venture Capital Fund.



**The *Dayton Region Economic Development Strategy* formulation was supported with participation from:**

Dayton Development Coalition Board of Directors  
Dayton Region Public Sector Advisory Committee  
Miami Valley Regional Planning Commission Board of Directors  
Miami Valley Regional Planning Commission Technical Advisory Committee

Auglaize County	Butler County
Champaign County	Clark County
Clinton County	Darke County
Greene County	Mercer County
Miami County	Montgomery County
Preble County	Shelby County
Warren County	

Dayton Area Logistics Association  
Dayton Region Manufacturers Association  
Dayton Region Military Collaborative  
Dayton Region Workforce Development Partners  
Entrepreneurs Center  
Greater Dayton Hospital Association  
I70/75 Development Association  
Technology First  
West Central Ohio Economic Development Association

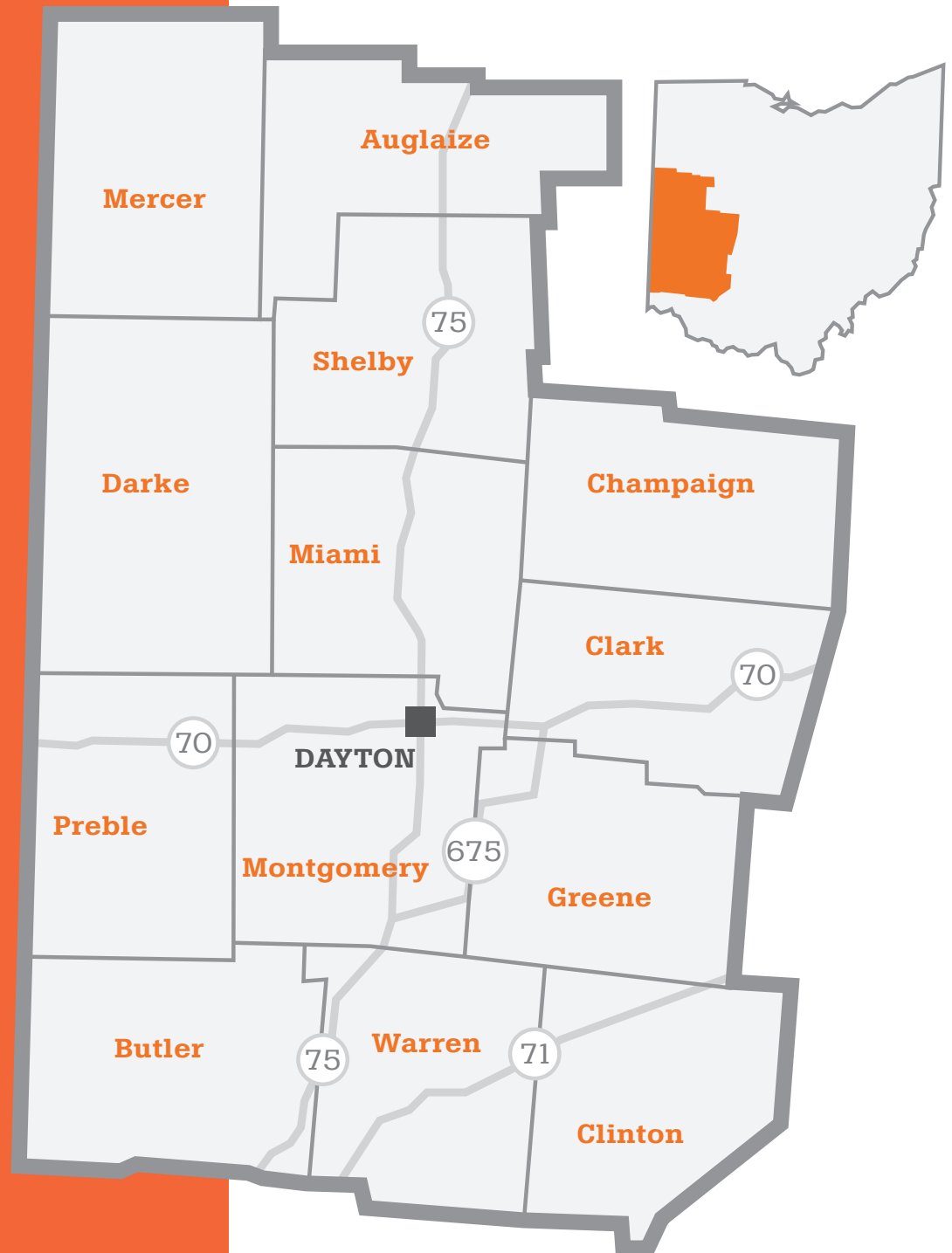
### **Dayton Region CEDS Steering Committee**

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## EXECUTIVE SUMMARY

The Miami Valley Regional Planning Commission (MVRPC) and The Dayton Development Coalition (DDC) partnered with the U.S. Economic Development Administration (EDA) to update to the Comprehensive Economic Development Strategy (CEDS) for the Dayton Region.

Titled the *Dayton Region Economic Development Strategy*, the CEDS is a strategy-driven plan to strengthen, diversify and build resiliency for our Regional economy. A current and EDA compliant CEDS is necessary because it is a pre-requisite for many critical funding and technical assistance opportunities available through the Department of Commerce for government, higher-education, non-profit and economic development organizations to accomplish the goals set out in this plan. The adoption of the *Dayton Region Economic Development Strategy* establishes an agreed upon set of strategic priorities, goals and

objectives, along with an evaluation framework, that will guide regional economic development efforts through 2026 and beyond.

The Dayton Region is anchored by the cities of Dayton and Springfield, Ohio and includes the following 13 counties in Southwest Ohio: Auglaize, Butler, Champaign, Clark, Clinton, Darke, Greene, Mercer, Miami, Montgomery, Preble, Shelby, and Warren.

### The major outcomes of the CEDS process include:

- identification of regional priorities
- streamlining and coordination of regional resources
- diversification of our economy for greater resilience
- impact on equity and increased opportunity for all
- economic development efforts extend across all sectors and geographic areas
- increase in access to funding and technical assistance to implement the CEDS plan strategies.

MVRPC and DDC leveraged both agencies' existing member and stakeholder groups in the *Dayton Region Economic Development Strategy* planning process. Particular efforts were made to engage private and public sector leaders from each of the participating counties, major industries, entrepreneurs and critical workforce partners to ensure that the *Dayton Region Economic Development Strategy* reflects the priorities and needs of our entire region. A summary of stakeholder engagement can be found in Appendix IV.

The Dayton Region has experienced economic momentum in the past decade, as evidenced by the 4.9% increase in jobs, the 3.4% reduction in unemployment, the 25.5% increase in per capita income and the 19.7% increase in median household income. This progress is critical to note because it demonstrates a reversal of the trend from 2001-2011 when our region lost jobs each year, and major regional industries such as manufacturing experienced a devastating 32% loss of jobs. Despite the data confirming a bounce-back of our regional economy, concerns remain because per capita income in our region still lags behind state and national data for the same time period. Furthermore, our region's overall population growth in the past decade is 2.5%. This is lower than the national average and not enough to keep up with the pace of job creation, creating a burdensome workforce shortage. While the data for our region is trending upward overall, progress is uneven. Underserved and minority populations throughout the region experience higher rates of poverty and unemployment, limited access to opportunity, and lower rates of educational attainment and workforce readiness.





The *Dayton Region Economic Development Strategy* identifies the primary industries that are the current backbone of our regional economy, as well as the legacy industries that have built our economy in the past and the emerging industries that will fuel our economic success in the future. Strategies throughout the plan support technological innovation and invention as drivers of regional growth. The plan also addresses critical contributing components of successful economic advancement for our region such as workforce development, housing and community vibrancy.



### Primary Industries

- Federal Government Services
- Business Services
- Insurance Services
- Aerospace Vehicles & Defense
- Automotive Manufacturing



### Legacy Industries

- Traditional Manufacturing
- Agriculture Production



### Emerging Industries

- Logistics & Distribution
- Biosciences & Biotechnology
- Cyber Technology & Digital Engineering
- Urban Air Mobility
- Energy Production & Alternative Energy



The *Dayton Region Economic Development Strategy* outlines five Priority Areas, each with a corresponding framework of goals, strategies, tactics and resources.



### Priority 1: Talent and Workforce

The Dayton Region develops, attracts and retains diversified talent, encouraging workforce readiness and resilience.



### Priority 2: Infrastructure

The Dayton Region features a well-connected, well-funded, reliable and well-maintained network of critical 21st century infrastructure.



### Priority 3: Vibrant Communities

The Dayton Region benefits from dynamic and diverse communities with vibrant quality of life that attracts new investment.



### Priority 4: Small Business & Entrepreneurship

The Dayton Region cultivates and nurtures a thriving business and entrepreneurial ecosystem.



### Priority 5: Resilient Economy

The Dayton Region maintains a growing, diversified, and resilient economy.

The participants in this plan are united around a common vision for our Region's future, and the strategic priorities that will enable us to make that vision a reality. The *Dayton Region Economic Development Strategy* leverages our leadership, assets and resources to propel economic growth, resiliency, and equitable access to opportunity throughout the entire region. For more information and plan updates, please visit [mvrpc.org/ceds](http://mvrpc.org/ceds).

# DAYTON REGION SUMMARY BACKGROUND

## History

The earliest settlers in the Dayton Region arrived in the late 1700's, primarily along our abundant rivers which served as primary transportation routes. In the decades that followed, industry and population centers developed in valleys along the rivers.

With the introduction of the automobile and construction of the interstate system, population in the Dayton Region migrated outward from the central urban areas. Development is now concentrated along the I-70, I-75, I-675, US 33, US 35 and US 36 corridors. Communities surrounding the densely populated urban areas are well-developed and in many cases find opportunities for growth limited due to being landlocked. In contrast, population is growing in rural areas that have ample opportunities for expansion which are only limited by the critical infrastructure necessary to support development and interest from private investors.

The Dayton Region specializes in scientific breakthroughs that work their way into the everyday. The Dayton Region boasts a rich history of innovation, and the spirit of ingenuity is still thriving today. The Wright Brothers invented the airplane here. Charles Kettering invented the automobile self-starter. A century later, autonomous flying vehicles are becoming a reality right here in the Dayton Region.

Wright-Patterson Air Force Base (WPAFB) has been a leader in military aviation development from the time of the Wright Brothers to today's aerospace age. The base is headquarters for a vast, worldwide logistics system, a world-

class laboratory research function, and is the foremost acquisition and development center in the U.S. Air Force. Dozens of associate organizations representing a broad spectrum of Air Force and Department of Defense activities call WPAFB home. The base is comparable to a medium sized city with services ranging from shopping facilities and child care centers to housing areas and a large medical center. With nearly 32,000 employees, including military, civilian and contractors, Wright-Patterson is the largest single site employer in the state of Ohio with an economic impact of \$16.7 billion per year. The base covers more than 8,000 acres of land (12.5 square miles) and provides operational support for more than 100 associate units located at Wright-Patterson. There are two runways, supporting an average of 47,000 aircraft operations every year, and more than 800 buildings on site.

In late 2011, the State of Ohio launched JobsOhio, a private non-profit organization focused on driving Ohio's job creation, new capital investment, and economic growth by being a leading provider of innovative business solutions to companies. The Dayton Development Coalition is a regional partner of the JobsOhio initiative responsible for the Western Region. DDC coordinates partnerships with local economic development organizations, local government leaders, the Ohio business community, labor organizations, industry and trade associations, and Ohio's colleges and universities to increase the Dayton Region's ability to capture more job creation and capital investment opportunities.

Outside Magazine named Dayton  
**"Best Rebirth of the American Dream."**

**Top 10** for 15 straight years in *Site Selection Magazine's Governor's Cup*

**3rd** in the U.S. for Manufacturing  
(*Business Facilities*)

**3rd** in the U.S. for STEM Jobs Growth  
(*Business Facilities*)

**4th** largest concentration of engineers  
per capita (*Forbes*)

**One of five** affordable cities for  
engineers and recent grads to find jobs  
(*Livability*)

**One of 17** communities nationwide  
designated today as a Talent Hub by the  
Lumina Foundation for its collaborative  
efforts to increase college access  
and attainment as a way of attracting,  
retaining, and cultivating talent

**Top 10** city for engineering jobs,  
(*Forbes*)

**Top 10** STEM Community,  
(*Forbes*)



## Geography & Environment

The geography of the Dayton Region is like much of the Midwest with a landscape prehistorically shaped by the glaciers into a relatively flat terrain ripe for agriculture. At the eastern edge of the United States “corn belt,” Ohio is strong in agricultural production. With over 75,700 farms in Ohio, the state’s farmers produce more than 200 different products. In the Dayton Region the most common crops are soy beans, corn, and hay. Farms in the regions are high producers of livestock.

The 13 county Dayton Region is crisscrossed by more than 6,000 miles of rivers and waterways. The most notable are the Great Miami, Little Miami and Mad Rivers. The older, larger cities in the region were founded on these water assets as the water supply supported early industrial development. The region is also home to several lakes and reservoirs including Grand Lake St. Marys, Lake Loramie, and Caesar Creek reservoir.

In March 1913, a flood devastated the communities along the Great Miami River including the city of Dayton. The outcome of the great flood was a community committed to rebuilding and devising a way to ensure resiliency. The result was a system of earthen dams and levees constructed to protect the Great Miami River Valley from a repeat disaster. The project also yielded conservation and recreation areas still utilized today.

The innovative flood-control and water conservation system in the Dayton Region is managed by the Miami Conservancy District, an organization engaged in ongoing water monitoring, research, and education in support of the region’s waterways.

In addition to the visible waterways, the Dayton Region is located on the Buried Valley Aquifer which provides more than 1.5 trillion gallons of exceptional quality water to 2.3 million residents. An increasingly valuable natural resource, the

Buried Valley Aquifer can yield as much as 13,900 gallons per minute with individual wells pumping as much as 3,000 gallons per minute. The depth and permeability of the groundwater system along with the region’s steady precipitation provides a regular recharge of the aquifer. The groundwater maintains a constant temperature of 56 degrees and is a valuable source of geothermal energy. The City of Dayton’s source water protection program is a nationally recognized, Environmental Protection Agency (EPA) award-winning program.

As natural disasters devastate many areas of our country, Ohio and the Dayton Region boast low risk to these threats. In fact, the tornadoes that struck the Dayton Region on Memorial Day 2019 were the first nationally declared natural disasters in Ohio in more than a decade. According to the National Risk Index maintained by the Federal Emergency Management Agency (FEMA), the Dayton Region has 9 counties rated Very Low risk, 3 counties Relatively Low risk and only one county rated as Moderate Risk.



# DAYTON REGION SUMMARY BACKGROUND

## Infrastructure & Transportation

The Dayton Region sits at the Crossroads of America, where Interstates 70 and 75 reach out from the nation's heartland. Within 600 miles of this intersection is 60% of the U.S. population (164 million people), 27 metropolitan areas with over 1 million people, and 323 of the Fortune 500 headquarters. In addition, two of Canada's four largest metropolitan areas (Toronto and Ottawa) are within this 600-mile radius.

Dayton International Airport (DAY) is served by 14 commercial airlines, FedEx®, and Aviation Sales, a full service Fixed Base Operator (FBO). DAY provides easy, direct access to markets and customers across North America. It serves the Region as the gateway to the United States' top 90-minute air market for passenger and freight. Within 90 minutes of the Dayton Region are five international airports – Cincinnati, Dayton, Columbus, Louisville and Indianapolis – responsible for more than 15% of all air cargo in North America.

Two U.S. Class I rail companies (CSX Transportation and Norfolk Southern) operate in the area. CSXT owns and operates a north-south line while Norfolk Southern owns and operates a northeast-southwest line within the Region. In addition, two regional carriers, R.J. Corman and Rail America provide rail service within the Region. These rail lines reach all 13 counties with over 500 miles of track throughout the Region. The closest rail intermodal terminal is located 50 miles from the Dayton Region in Queensgate, Cincinnati.

The Dayton Region hosts over 150 truck freight terminals and supporting infrastructure with over 106,000 daily truck movements. In the Dayton Region, areas with significant trucking, warehouses and distribution enterprises are found generally along the freeway corridors, specifically along the entire length of the I-75 corridor through the Region, which has the greatest concentration of industrial zoning. The other major corridors with significant freight-related establishments include I-70, I-675 in Montgomery County, SR4 and US 35 in Greene County, and I-71 through Clinton County.

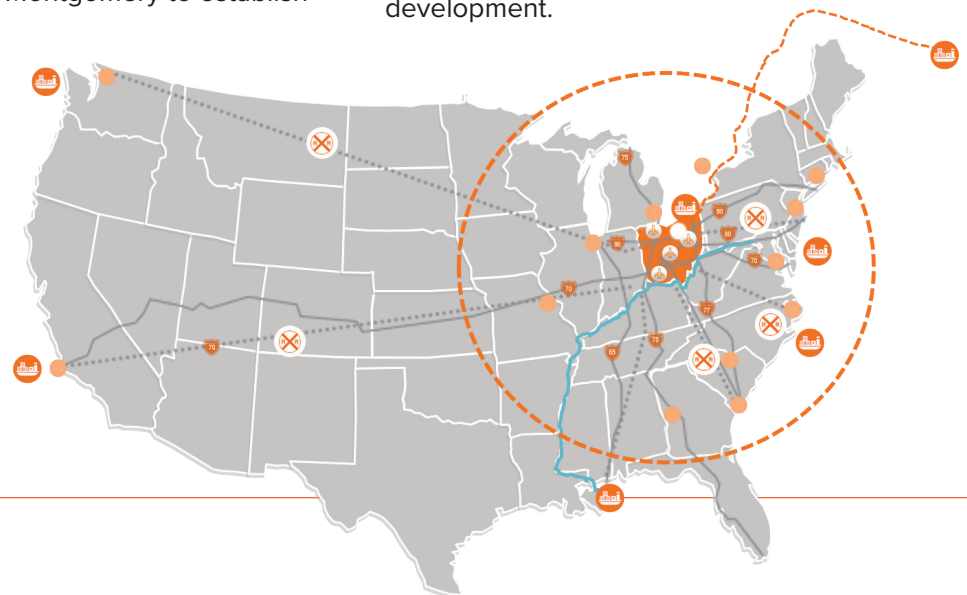
These regional transportation assets have increased the competitiveness of the Dayton Region as the location of choice for large distribution centers. More than 1,800 jobs have been created in the last four years including major distribution operations by Abbott Labs, Amazon, Carter Logistics, Caterpillar Logistics, Chewy, Crocs, Energizer, Fed Ex, Gabe's and White Castle. The potential for additional warehouse and distribution growth prompted the cities of Dayton, Vandalia, Tipp City and the counties of Miami and Montgomery to establish a Transportation Improvement District for the I-70 and I-75 area to spur additional development.

As the economy improves and construction

increases, the supply of “shovel ready” sites may constrain development opportunities and will require additional public and private infrastructure investment along the highway corridors to maintain momentum.

While the network transportation infrastructure of the Dayton Region is robust, investment in maintenance and modernization is essential. Likewise, many other critical infrastructure systems such as water, wastewater, gas, and power are in need of significant investment. Water lines throughout the region are aging past the point of their useful life. Economic development is hampered by lack of capacity of sewer and wastewater facilities. Several counties in the Dayton Region lack a network of natural gas supply.

Availability, reliability and affordability of broadband service in the Dayton Region varies widely, with many rural and underserved urban areas severely under-equipped. The lack of connectivity has a detrimental impact on educational attainment, employment opportunities, and economic development.





## Regional Assets

### Location

The Dayton Region's location makes it quick and convenient for both people and goods to travel. The average commute time in the Dayton Region is 22 minutes, and congestion is minimal.

### Cost of Living

The Dayton Region has hundreds of affordable communities, ranging from vibrant downtown spaces to quiet country retreats, and everything in between. With the entire 13-county region accessible within an hour's drive and the average commute time about 20 minutes, our residents can pick among urban, suburban and rural communities without sacrificing their free time to their commute. The average housing price is \$124,000 for Montgomery County, and the cost of living is 11 points below the U.S. average, and 25 percent lower than similar metropolitan areas across the nation. Needing to spend less on day-to-day living expenses means that residents of our region have the freedom to invest more for retirement, save for their children's education and

spend their discretionary income doing things they love.

### Recreation, Arts, Culture and Entertainment

The Dayton Region enjoys access to big-city amenities while maintaining small-town charm. From world-class performing arts, to national museums and historical sites, to the nation's largest paved trail network, the Dayton Region truly has something for everyone. *National Geographic* named the Dayton area the "Outdoor Adventure Capital of the Midwest" and *Outside Magazine* coined Dayton as the "Best Rebirth of the American Dream".

### Higher Education

The Dayton Region is home to more than 27 higher education institutions that produce close to 20,000 degrees a year and an additional 6,000+ technical certificates. Educational attainment is often a measure of a region's innovation, given that areas with high levels of technological innovation and productivity are correlated with a workforce that has advanced education.



### WPAFB

The Dayton Region is home to Wright-Patterson Air Force Base (WPAFB), headquarters of the Air Force Research Lab, National Air and Space Intelligence Center, Air Force Materiel Command, Air Force Life Cycle Management Center, and the Air Force Institute of Technology. Military and federal spending within the Dayton Region supported just over 103,000 jobs and accounted for approximately \$11.6 billion in regional economic impact, and \$19.4 billion in gross output. These impacts translate to roughly 17% of the region's total economy. The vast majority of military and federal activities in this region can be attributed to the presence of Wright-Patterson Air Force Base, one of the largest Air Force bases in the country, and the largest single-site employer in Ohio.

### Downtown Dayton

Dayton is the urban population center, and entities in Greater Downtown Dayton employ more than 64,000 people and contribute \$9.7 billion to our region's economy. Since 2010, more than \$1.65 billion in investment has fortified the downtown core, and more than \$600 million is committed for future projects.



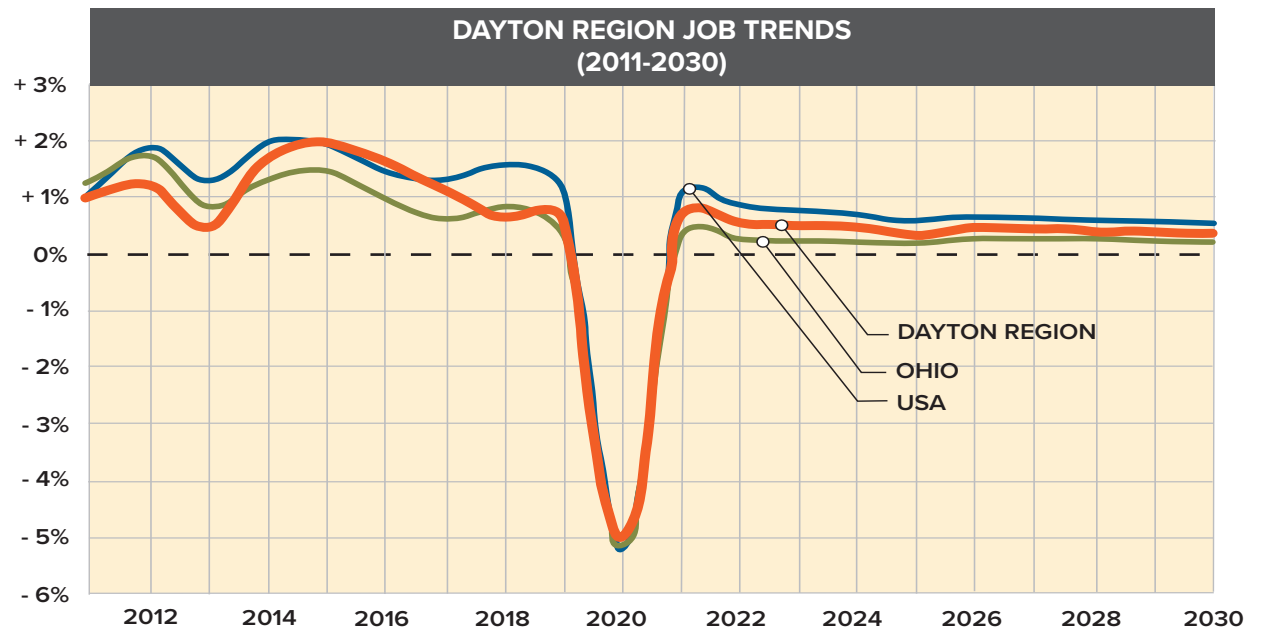
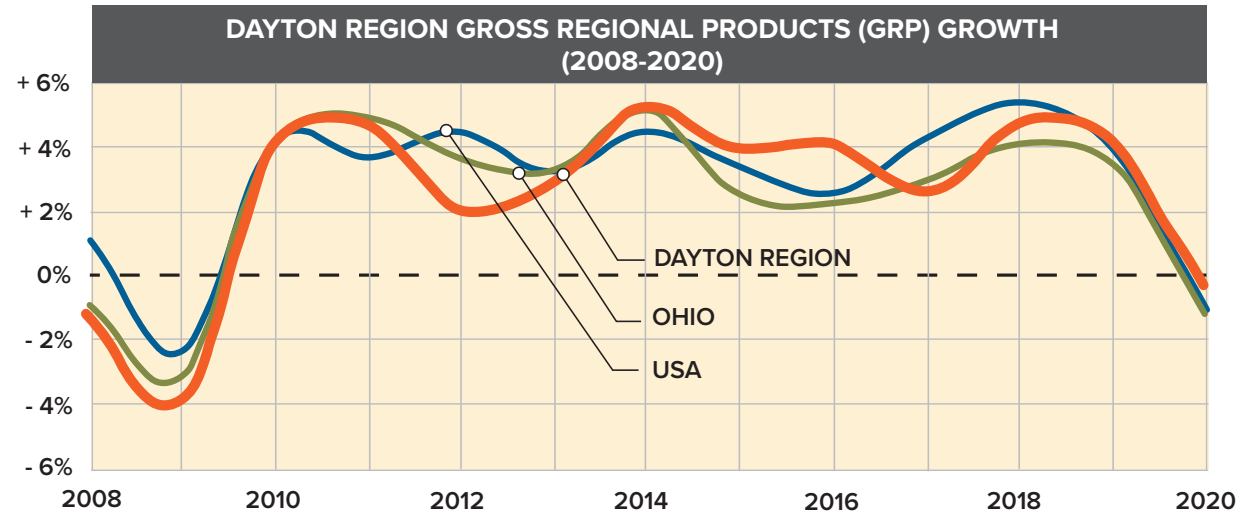
# DAYTON REGION SUMMARY BACKGROUND

## Economic Indicators

The Dayton Region experienced a sharp decline in Gross Regional Product (GRP) growth during the 2008-2009 economic recession. The GRP rebounded quickly, and by 2015 our region's GRP and Job Growth exceeded that of the state and the nation. This remains the case, even as we reflect on the economic impact of the COVID pandemic.

### MAJOR EMPLOYERS

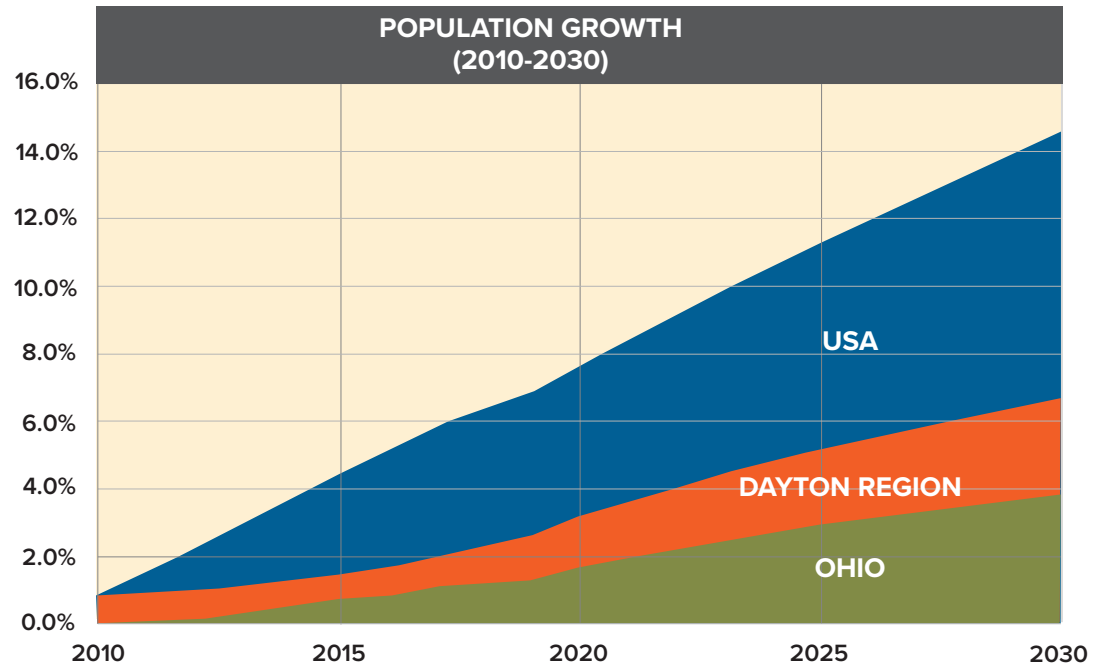
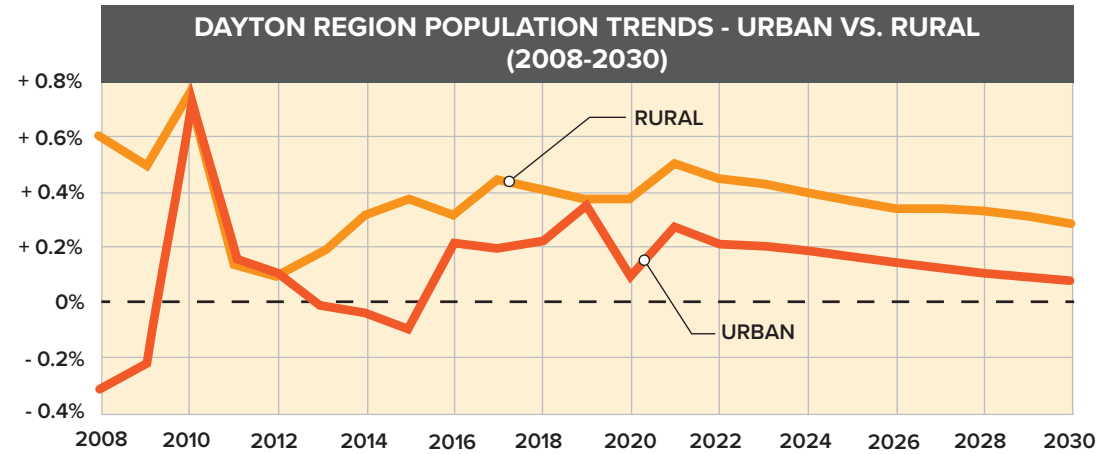
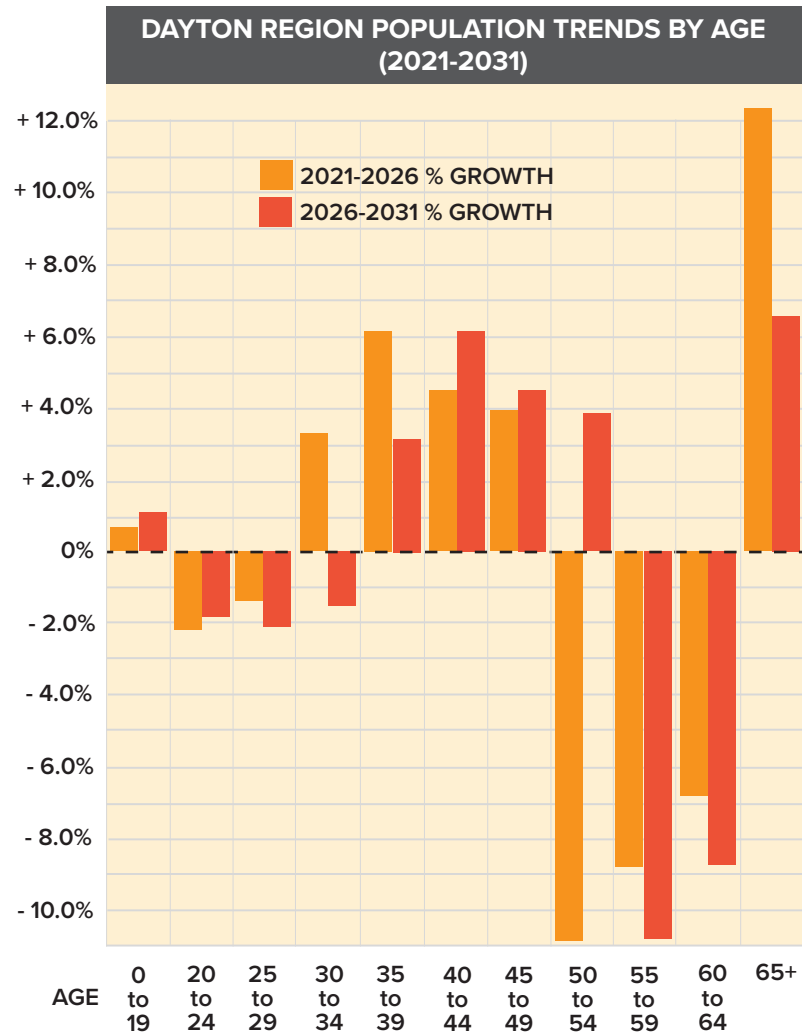
Organization	Employees at this Location
Wright-Patterson Air Force Base	32,478
Premier Health Partners	12,425
Kettering Health	12,419
Montgomery County	4,284
Dayton Children's Hospital	3,341
Honda of America Mfg., Inc.	3,200
Sinclair College	3,163
University of Dayton	3,028
Lexis Nexis Group	3,000
Crown Equipment Corporation	2,918





## Population Trends

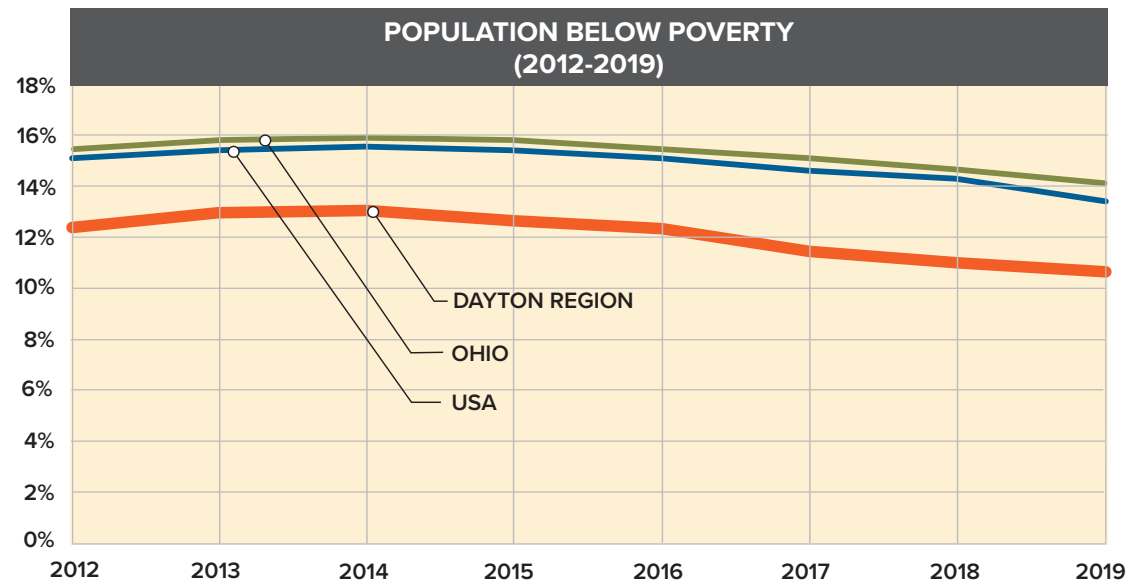
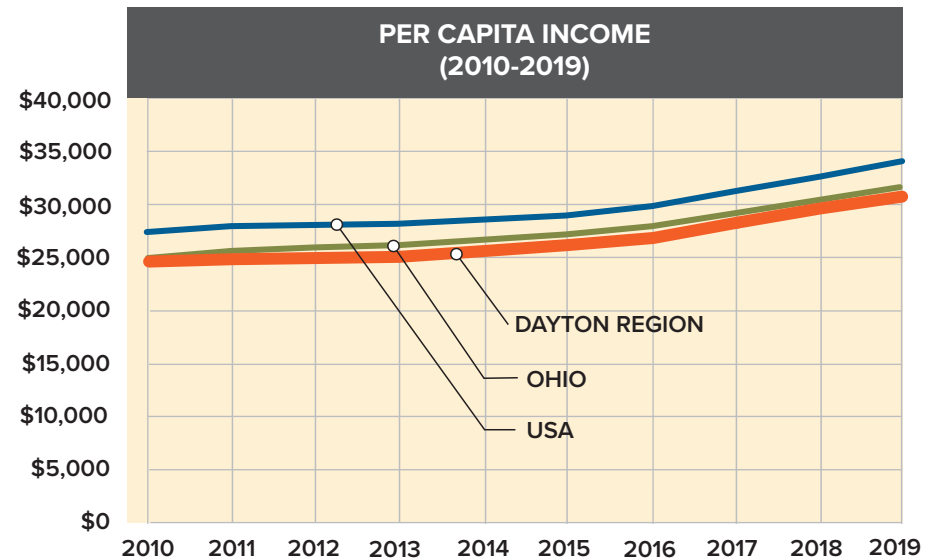
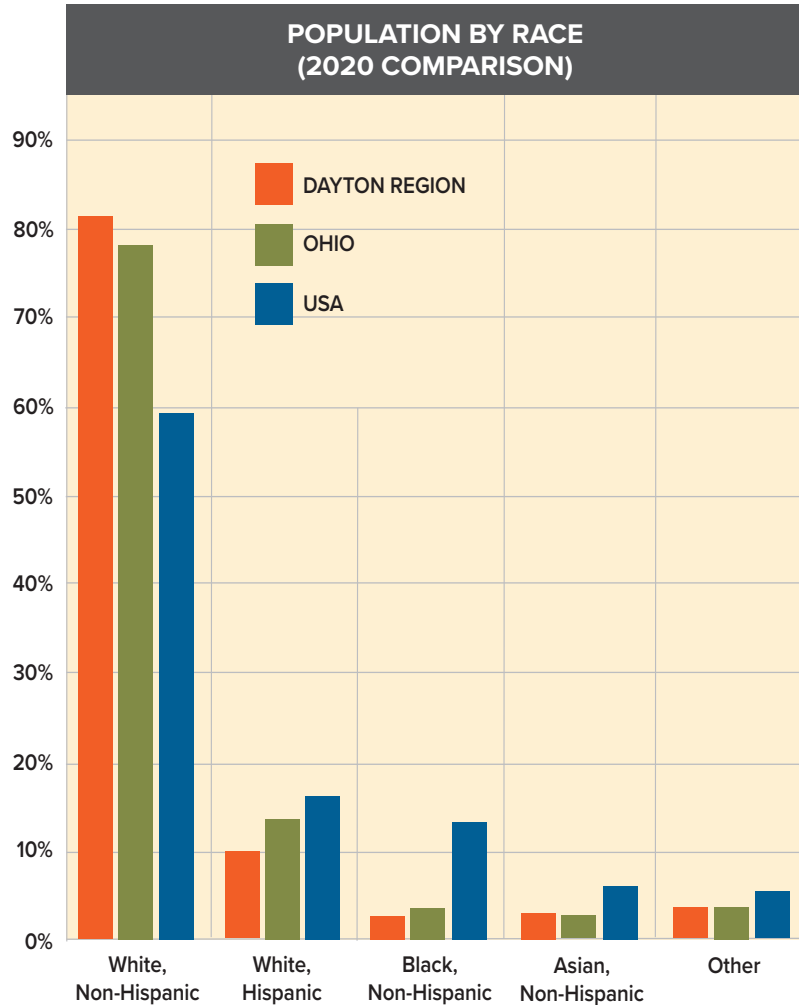
Population Growth in the Dayton Region outpaces statewide trends. Since 2012, rural areas of our region have experienced a higher rate of growth than urban areas, though both are projected to see declining growth in the coming decade. Of particular concern are the projected negative growth rates for the 20-30 and 50-65 year old population cohorts which will have a significant impact on our region's workforce.



# DAYTON REGION SUMMARY BACKGROUND

## Demographic Trends

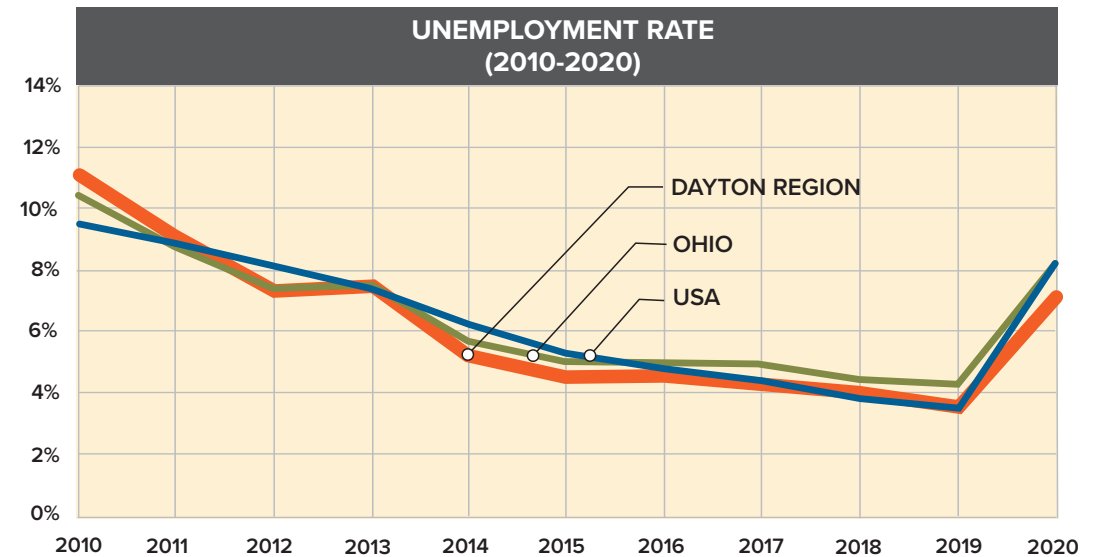
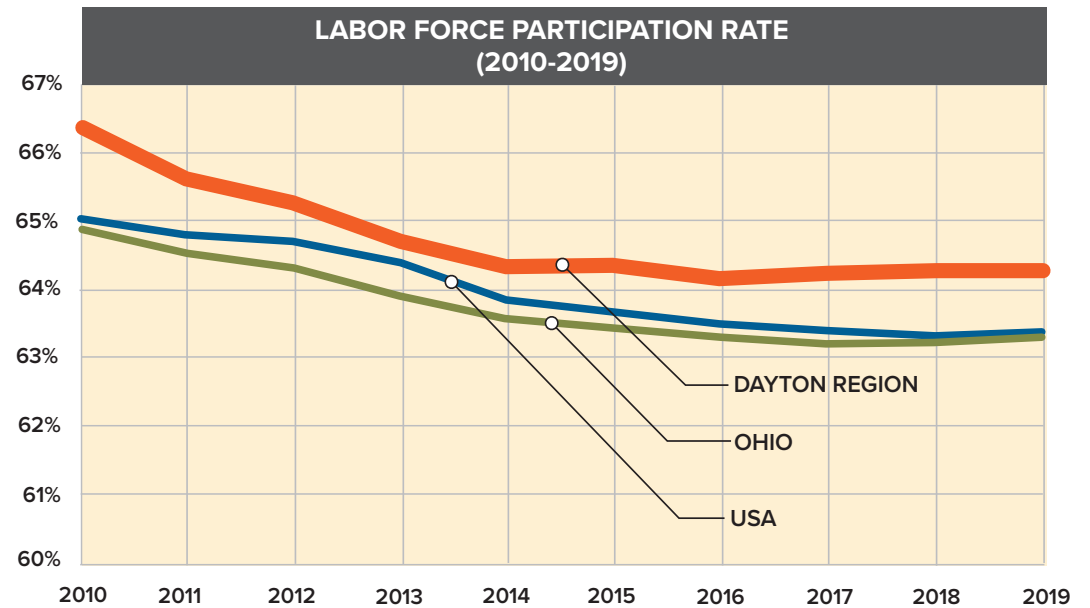
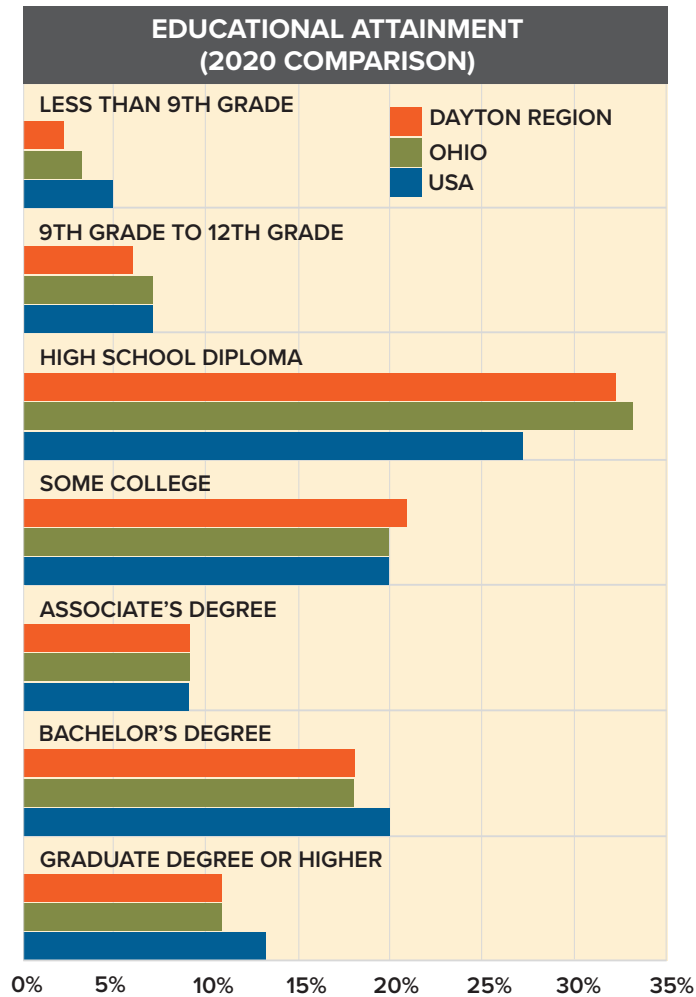
While the Per Capita Income for the Dayton Region lags behind both state and national trends, there is some reassurance that the percentage of the Population Below the Poverty Level in the Dayton Region is lower. The population of the Dayton Region is less racially diverse than the state and the country.





## Workforce and Education Trends

Since 2010, the Dayton Region's Unemployment Rate has remained at or below the state average. The Labor Force Participation Rate, comprised of adults 16 or older who are working or actively seeking work, exceeds state and national trends. Educational Attainment rates for the Dayton Region are consistent with statewide rates.



# DAYTON REGION SUMMARY BACKGROUND

## Equity

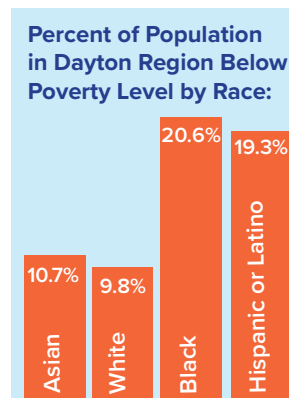
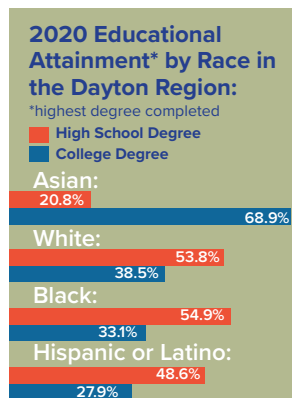
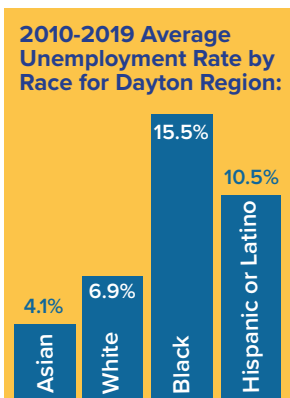
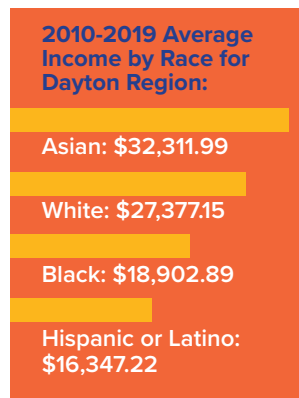
Access to opportunity throughout the Dayton Region is uneven. MVRPC's Regional Equity Profile, conducted in 2016 in partnership with the Kirwan Institute for the Study of Race and Ethnicity at the Ohio State University, examined the historical context of equity and inequity in the Miami Valley through data, maps, and other infographics. The work focused on access to opportunity as measured through five areas that make a place high in opportunity: effective transportation, living wage jobs, strong educational pathways, stable housing, and healthcare.

To address these disparities and to demonstrate a commitment to advancing equity, the *Dayton Region Economic Development Strategy* incorporates strategies and key performance indicators in each of the Priority Areas. We must collaborate as a region, using an equity lens, to implement tactics that will enhance access to opportunity for all in our region.

While there is still much work to be done, there is progress. The Brookings Institute found the Dayton Region to be one of only 11 of the top 100 metro areas achieving “inclusive growth” in 2017. Measured one way—by improving the employment

rate, median earnings, and relative poverty—only 11 of the 30 metro areas achieved inclusive economic outcomes. Metro areas that did manage to achieve inclusive growth of some kind shared the following common traits around recent job growth.

- Adding jobs in high-skilled traded sectors like advanced business and professional services, information, and manufacturing at a rate faster than the nation
- Adding jobs in lower-paid types of work within those traded sectors; the traded sectors cited above typically grew less productive and/or saw their average wages decline, suggesting hiring was skewed in favor of middle- or low-skilled workers
- Balanced “traded-sector” job growth with growth of good-paying jobs for middle-skilled workers in non-traded sectors like construction, logistics, and health care
- Relied on traded and secondary sectors to fuel modest growth of typically local-serving sectors like hospitality and retail that don't pay well, but expand employment opportunities for less-skilled workers



## Equity Specific Strategies & Tactics

### Talent & Workforce

Address structural barriers that inhibit workforce participation.

- Improve access to quality, affordable childcare
- Expand public transportation and mobility options to address education and workforce needs
- Expand options for affordable housing to provide workforce stability
- Lighten the burden of education and workforce training costs
- Establish place-based program deployment partnerships in underserved, distressed and rural communities

### Infrastructure

Expand broadband infrastructure to allow equitable access to education, employment and economic development opportunities.

### Vibrant Communities

Address regional housing needs which impact economic growth.

### Small Business & Entrepreneurship

Ensure all entrepreneurs have the resources to succeed.

## Equity Specific Key Performance Indicators

- Unemployment by Race
- Labor Force Participation by Race
- Educational Attainment by Race
- Broadband Availability
- Opportunity Zone Investment
- Poverty Rates by Race
- Income Inequality
- Minority Business Enterprises

## Resiliency

*Economic resiliency is the ability to prevent, withstand, and quickly recover from disruptions to the economy. Alignment and sustained focus on resiliency efforts is critical to the fortification of our regional economy. The following strategies, along with all of the priorities in the Dayton Region Economic Development Strategy plan, will contribute to resiliency.*

### Industry Diversification

A diverse economy builds stability for the Region. Volatility arises when our economy relies too heavily on any one industry and that industry faces a disturbance.

### Distribution of Growth throughout the Region

The Dayton Region's economy is inter-dependent, and while strong urban cores are essential, we must also focus on sustainable economic growth in suburban and rural areas. Strengthening the economy at each county-level will enhance resiliency and lead to stronger regional economic growth.

### Regional Disaster Resiliency Planning

The MVRPC is the designated leader of the Long-Term Community Disaster Recovery Network, helping the counties, cities, townships and villages impacted by the devastating Memorial Day 2019 tornadoes create a plan for recovery and resiliency. As part of this effort, MVRPC will create a Regional Disaster Resiliency Plan to capture the response, recovery and resiliency strategies that are a critical element of preparedness.

### Regional Advocacy

The DDC leads regional efforts to advocate at the federal and state levels to promote economic development and job growth in the Dayton Region. DDC supports the Dayton Region's federal installations, including Wright-Patterson Air Force Base, which are major sources of jobs for the region. DDC also assists local businesses with formulating government policies, securing government assistance and fielding government-related questions. The Dayton Region Priority Development and Advocacy Committee (PDAC) process is organized to evaluate projects and establish a list of regional priorities and recommended projects that aid the community in speaking with a singular voice when pursuing funding opportunities.



*Economic disruptions can occur as a result of disasters, loss of major regional employers, or a significant downturn in the economy. In recent years, the Dayton Region has experienced all of these disruptions.*

### Memorial Day 2019 Tornadoes

Nineteen tornadoes, ranging from F0 to F4 struck the Dayton region on the evening of May 27, 2019. The storms left nearly 6,000 homes damaged, and of these, over 1,100 had major damage or were destroyed. The tornadoes' path disproportionately impacted low-income neighborhoods where many residents were un- or underinsured. The water systems in two counties took direct hits, leading to significant disruptions in service.

### Automotive Plant Closures

The Dayton Region experienced a continuous economic downturn for more than a decade, losing jobs each year during the period 2001 to 2011. Employment levels in manufacturing fell off dramatically throughout this period with job losses accounting for 32% of the

manufacturing workforce. The automobile sector was particularly impacted by the closing of Delphi Automotive and the General Motors Co. operations in the Dayton Region. On an aggregate basis, more than 50,000 jobs were lost during this period, a 6% reduction in total employment in the Region.

### BRAC

Base Realignment and Closure (BRAC) is the method the federal government uses to analyze military installation and determine where expansions and consolidations will occur. Because WPAFB is the Dayton Region's and the State of Ohio's largest single site employer and major driver of our economy, we are acutely aware of the potential risk as a result of a BRAC. Time and time again, the Dayton Region has demonstrated our ability to unify during the BRAC process. Under the leadership of DDC, we have leveraged this regional support for our military to secure more missions and more investment at WPAFB.



# DAYTON REGION SUMMARY BACKGROUND

## Industry Cluster Analysis

The *Dayton Region Economic Development Strategy* identifies the primary industries that are the current backbone of our regional economy, as well as the legacy industries that have built our economy in the past and the emerging industries that will fuel our economic growth in the future. The plan also addresses critical contributing components of successful economic advancement for our region such as workforce development, housing and community vibrancy.

The following is a multi-factor analysis of the Dayton Region's primary industry clusters as defined by the EDA/Harvard Clustermapping tool. This specific analysis and use of the cluster mapping tool is a requirement of the EDA for this CEDS process. It is important to note that this specific tool only includes private sector, non-agriculture employment. Because WPAFB is our region's and the state's largest single site employer and because so much of our region relies on agriculture as an economic driver, analysis generated using this tool is limited in its applicability for the Dayton Region.

**When queried using Employment by Cluster (Traded and Local), Top Clusters by Employment, Employment by Wages (Traded and Local that highlight the highest paid), and Employment by Timeline, the EDA/Harvard Clustermapping tool reveals the following as the primary industries in the Dayton Region:**

- Business Services
- Distribution and Electronic Commerce
- Metalworking Technology
- Education and Knowledge Creation
- Transportation and Logistics

**Because of the limitations of the EDA/Harvard Clustermapping tool, an analysis was conducted using the EMSI tool which included all forms of public employment. For purposes of our regional analysis, we queried using three methods:**

- Industry clusters using the default program algorithms
- Industry clusters with high-earnings growth
- Industry clusters based on regional specialization

**There were five primary industry clusters that appeared in all three of these queries:**

- Federal Government Services: which includes Civilian and Enlisted Military, US Postal Service, Other Federal Agencies
- Business Services: Professionals and Business that support primary industry such as Architects, Engineers, Defense Contractors, Payroll and Personnel Services, Computer Systems and Data Technology Services
- Insurance Services: All types of insurance and affiliated businesses
- Aerospace Vehicles and Defense
- Automotive Manufacturing

## Legacy Industries:

Although the Dayton Region has seen significant economic success in the past decade, there are several industry clusters that are not experiencing growth. Often referred to as legacy industries, these industries were once the foundation of our regional economy.

- Traditional Manufacturing
- Agriculture & Food Production

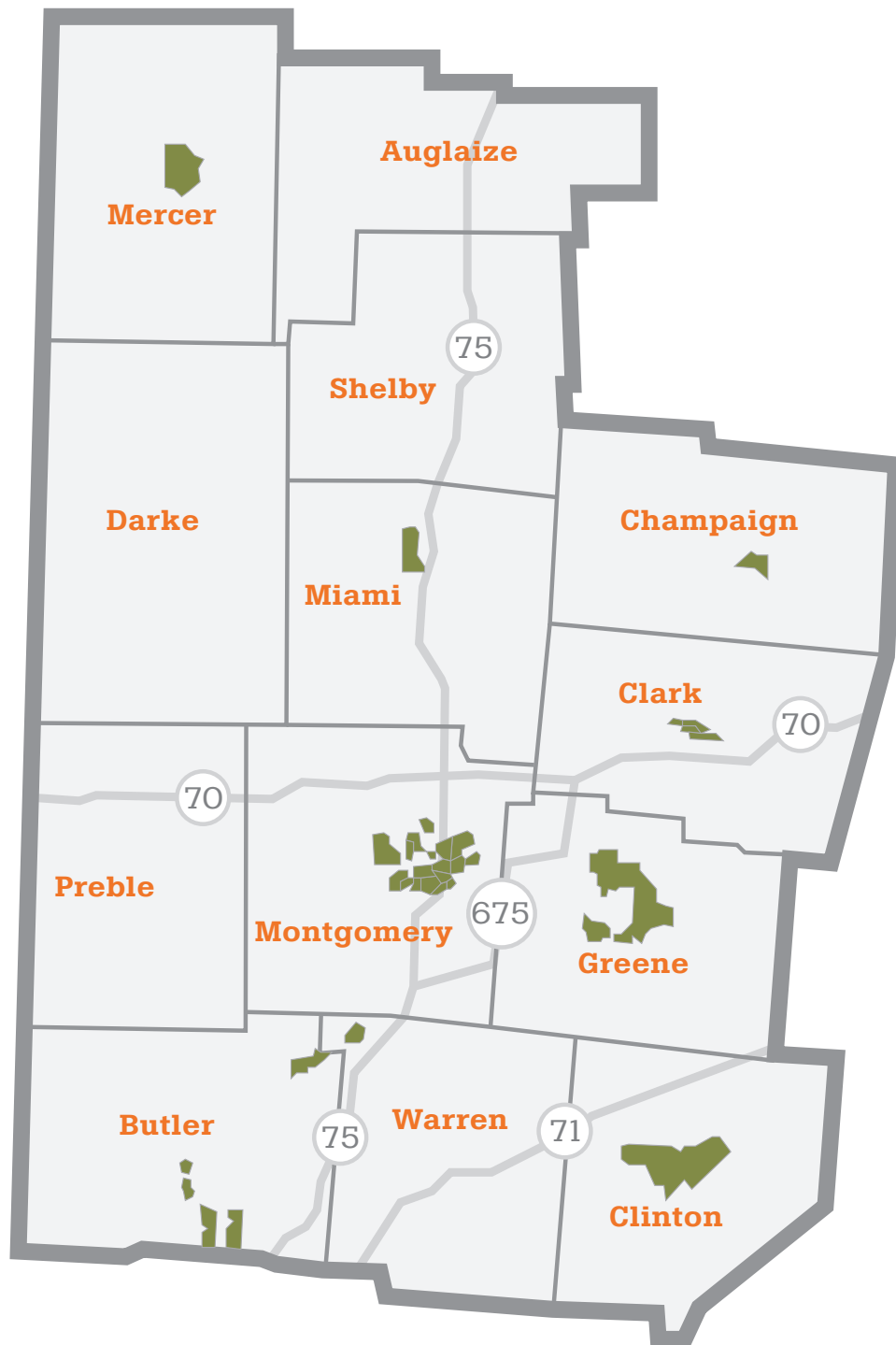
Since the mid-1990's, as it became evident that the Dayton Region economy was highly dependent on mature industries unlikely to sustain growth through the next decade, the 13-county Dayton Region has been engaged in strategic planning to diversify the economic base and capture growth opportunities being driven by technological innovation.

## Emerging Industries:

- Logistics & Distribution
- Biosciences & Biotechnology
- Cyber Technology & Digital Engineering
- Urban Air Mobility
- Energy Production & Alternative Energy

While they are not captured in this analysis, we know that healthcare and higher education are significant sources of employment in the region.

While the trends of the past decade have been particularly difficult for the Dayton Region, an analysis of current conditions recognizes the robustness of the Dayton region's primary and emerging cluster trends, and the transformational role they are playing in Dayton's future. The trends dictate an evolving economy that will shift from its blue-collar roots of agriculture production and traditional manufacturing to a more dynamic, technology-driven economy.



## Opportunity Zones

Opportunity Zones were created nationwide through the 2017 federal tax bill, establishing a tax incentive program targeted at low-income census tracts in both rural and urban areas.

Investors in Opportunity Zones are able to defer tax on capital gains if the proceeds are invested in a Qualified Opportunity Fund (QOF). A QOF, in turn, will invest in one or more businesses or properties located within qualified Opportunity Zones. The capital gains invested in a QOF are eligible for partial tax forgiveness if the investment is held for at least five years and if an investment is held for ten years, any tax on the appreciation of that investment is forgiven.

In addition to the federal benefit, the state of Ohio also has their own version known as the Ohio Opportunity Zone Tax Credit Program that provides a nonrefundable tax credit against the individual income tax for Taxpayers that invest in projects located in designated Ohio Opportunity Zones. To qualify for the program, a Taxpayer must invest in an Ohio Qualified Opportunity Fund. After the investment is made, the Taxpayer is eligible for a nonrefundable tax

credit equal to 10% of the total of its funds that were invested into a property through the QOF. For the 2020-2021 biennium, there was a \$50 million cap in tax credit allocation with an individual cap at \$1 million per qualified Taxpayer.

The JobsOhio Inclusion Grant provides financial support for eligible projects in designated distressed communities and for businesses owned by underrepresented populations across the state. The Dayton Development Coalition, JobsOhio's network partner for the Dayton Region, supports companies through the grant application process.

### There are 34 Opportunity Zones in the Dayton Region.

Auglaize County	0
Butler County	5
Champaign County	1
Clark County	4
Clinton County	1
Darke County	0
Greene County	2
Mercer County	1
Miami County	1
Montgomery County	18
Preble County	0
Shelby County	0
Warren County	1

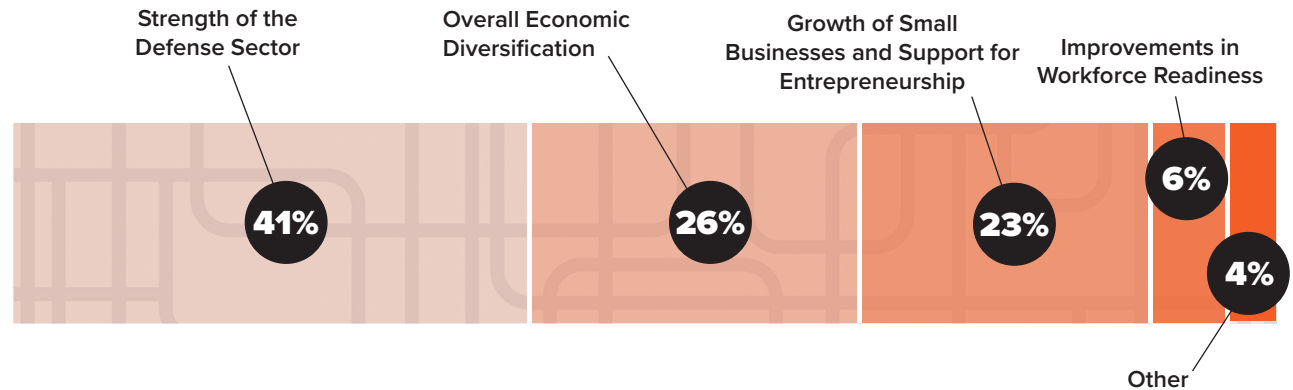
## SSOAR ANALYSIS

The first step in the planning process for the *Dayton Region Economic Development Strategy* was a robust stakeholder engagement effort to seek input on our region's Successes, Strengths, Opportunities, Aspirations and Risks (SSOAR). An EDA approved CEDS requires this collective analysis, and the asset based SSOAR inventory was selected as opposed to a more traditional SWOT approach because the intent for the Dayton Region CEDS plan is to provide a future focused, aspirational roadmap to a thriving economy.

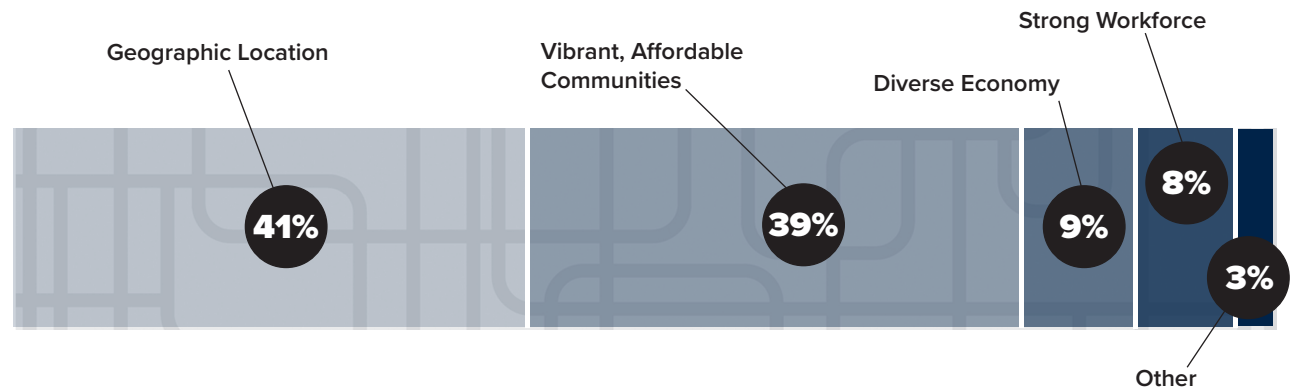
The SSOAR stakeholder engagement effort launched during the *Dayton Region Economic Development Strategy* Kickoff event on May 5, 2021. The virtual event, with nearly 300 attendees registered, utilized an interactive process to facilitate the SSOAR inventory. A custom *Dayton Region Economic Development Strategy* website collected responses to the SSOAR inventory over the course of two months. The opportunity to participate online was promoted with critical stakeholder groups throughout the region and with the public through our local media.

The intentional stakeholder engagement effort gathered the region's residents, leaders, educators, and business members representing a wide spectrum of voices in our diverse urban, suburban, and rural communities. Economic development practitioners, city and county administrators, township and community leaders, business leaders, planners, engineers, elected officials, industry association leaders, and members of minority business associations participated in the SSOAR inventory. Because of this broad participation, the SSOAR inventory established regional consensus and provides direction for the Strategic Framework section of the Dayton Region CEDS plan.

### What was our Region's Greatest **SUCCESS** During the Past 10 Years?

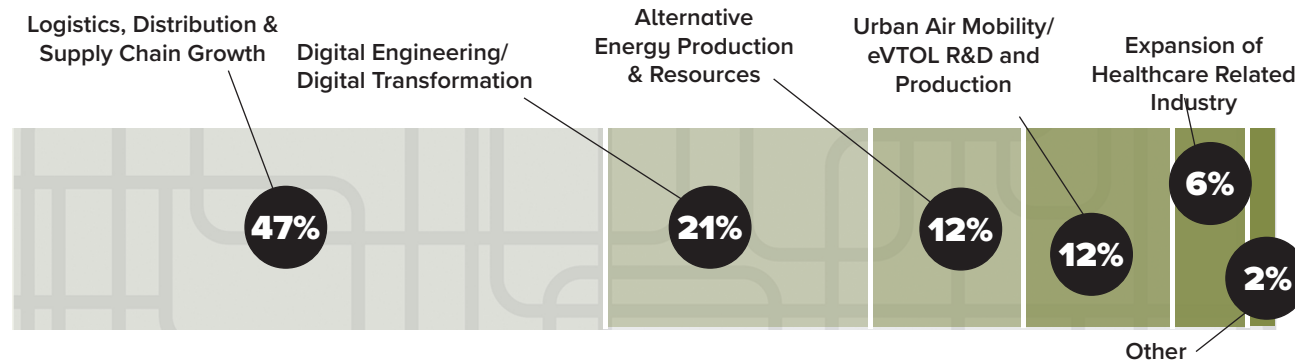


### What is our Region's Greatest **STRENGTH**?

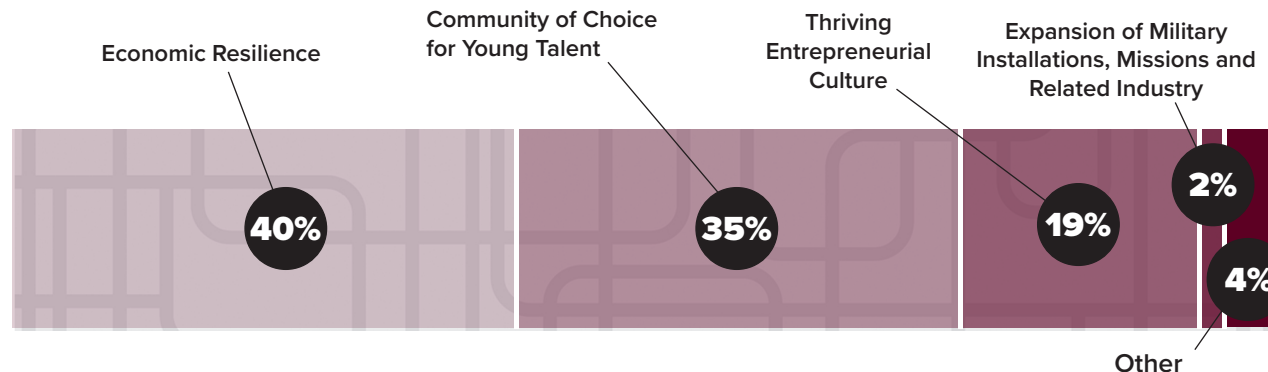




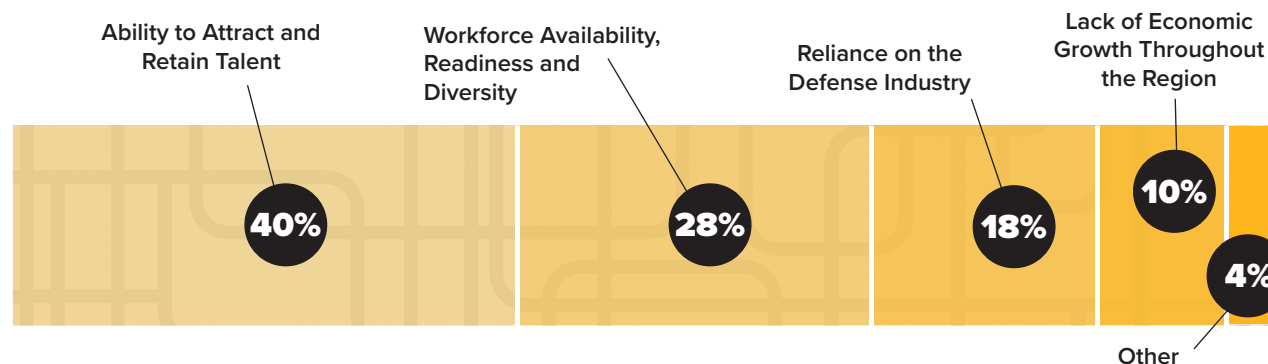
## What is our Region's Strongest *OPPORTUNITY* for Strategic Growth?



## What is your *ASPIRATION* for our Region?



## What is our Region's Most Significant *RISK*?



## SSOAR Inventory Summary

### SUCCESSSES

When asked to identify the Dayton Region's successes during the past ten years, respondents primarily noted the strength of the defense sector; growth of small businesses and support for entrepreneurship; and overall economic diversification.

### STRENGTHS

When asked to identify the Dayton Region's strengths, respondents primarily noted geographic location; and vibrant, affordable communities.

### OPPORTUNITIES

When asked to identify the Dayton Region's strongest opportunities for strategic growth, respondents primarily noted several emerging clusters and industry sectors including logistics, distribution and supply chains; digital engineering and digital transformation; alternative energy production and resources; and urban air mobility/eVTOL research, development and production.

### ASPIRATIONS

When asked to identify their aspirations for the future of the Dayton Region, respondents primarily noted economic resilience; community of choice for young talent; and thriving entrepreneurial culture.

### RISKS

When asked to identify the Dayton Region's risks, respondents primarily noted the ability to attract and retain talent; workforce availability, readiness and diversity; and reliance on the defense industry.

## PRIORITY AREAS & GOALS

The Dayton Region's Priority Areas were established using common themes from the results of the SSOAR process and trends from the data and industry cluster analysis. The investment priorities of federal and state partners, as well as the key themes in other local economic development and regional plans, were also incorporated.

**Three commitments are interwoven in to each of the Dayton Region's Priority Areas:**

- Equity and increased opportunity for all
- Efforts extended across all sectors and geographic areas
- Economic resiliency

### Dayton Region Priority Areas & Goals



#### **TALENT AND WORKFORCE:**

The Dayton Region develops, attracts and retains diversified talent, encouraging workforce readiness and resilience.



#### **INFRASTRUCTURE:**

The Dayton Region features a well-connected, well-funded, reliable and well-maintained network of critical 21st century infrastructure.



#### **VIBRANT COMMUNITIES:**

The Dayton Region benefits from dynamic and diverse communities with vibrant quality of life that attracts new investment.



#### **SMALL BUSINESS & ENTREPRENEURSHIP:**

The Dayton Region cultivates and nurtures a thriving business and entrepreneurial ecosystem.



#### **RESILIENT ECONOMY:**

The Dayton Region maintains a growing, diversified, and resilient economy.



## Stakeholder Engagement

To confirm that the proposed Priority Areas and corresponding Strategies and Objectives were representative of the entire Dayton Region, meetings were held with leadership in each of the counties in our CEDS territory, as well as with representatives from talent and workforce partners, entrepreneur networks and major industry associations. A widely promoted corresponding online survey sought feedback on the Priority Areas and encouraged input on how the strategies should address equity, impact economic resiliency and reach all sectors and geographic areas.

**The *Dayton Region Economic Development Strategy* incorporates and is aligned with the following local and regional plans:**

- Dayton Development Coalition Priority Development & Advocacy Committee Projects
- MVRPC 2050 Long Range Transportation Plan
- Auglaize County Economic Analysis Report
- Champaign County Comprehensive Plan 2020
- City of Dayton Inclusive Recovery Playbook
- Connect Clark County Comprehensive Plan
- Clinton County Regional Planning Commission 2019 Progress Report
- Clinton County Port Authority
- Darke County Revolving Loan Fund
- Greene County Land Use Plan
- Mercer County 2013 Comprehensive Plan
- Miami County Priority Project Highlights
- Montgomery County Comprehensive Land Use Plan
- Global Dayton Report
- Preble County 2016 CEDS & Land Use Plan
- Shelby County Wagner Site Redevelopment Plan
- Sidney-Shelby 2020 Annual Report
- Sidney-Shelby-Business in Focus
- Shelby County Housing Development Study
- Entrepreneur's Center Strategic Plan
- Dayton Region Talent & Workforce Forum
- Montgomery County Educational Service Center Business Advisory Council Plan

## EDA Investment Priorities:

- Equity – Directly benefit underserved and rural communities
- Recovery & Resilience – Build resilience to economic shocks
- Workforce Development – Support education and skills training directly related to the needs of the business community
- Manufacturing – Encourage job creation, business expansion, technology and capital upgrades and growth
- Technology-Based – Foster regional knowledge ecosystems that support entrepreneurs and startups, creating well-paying jobs of the future
- Environmentally Sustainable Development – Help address the climate crisis including the development of green products, processes, places and buildings

- Exports & Foreign Direct Investment – Enhance or build community assets to support US growth

## State of Ohio Investment Priorities:

- Invest in talent development for today's workforce and for the future
- Build the infrastructure to support Ohio's economy
- Ensure growth includes all Ohioans, across demographics and geographies
- Establish a strong entrepreneurial and small business ecosystem
- Capture a competitive mix of high-growth sectors





# STRATEGIC PRIORITIES

## Talent & Workforce

**GOAL:** The Dayton Region develops, attracts and retains diversified talent, encouraging workforce readiness and resilience.

### Overview

An analysis of data demonstrates that across the Dayton Region job growth is outpacing population growth. A deeper look at the data reveals that in the coming decade the region is projected to experience a significant decrease in population at both the early and late stages of our workforce. These data points, combined with stakeholder feedback in the SSOAR analysis which identified the primary risks to our regional economy being ability to attract and retain talent and workforce diversity and readiness, point to a need for a regional focus on this priority area.

### Partners & Resources

- Ohio Means Jobs offices
- Workforce Investment Board
- Other state-level workforce development offices
- Higher Education Institutions
- Career Technical Schools
- Industry Associations
- Educational Service Centers
- Non-profit organizations



**2.5%** Population Growth vs.  
**4.6%** Job Growth  
(2012 – 2021)

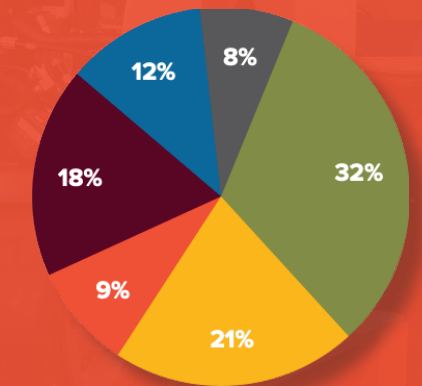
**4.2%** Unemployment  
(September 2021)

From 2008 to Present,  
lowest unemployment rate was  
**3.7%** in 2019 and highest was  
**11.2%** in 2009

**64%** Labor Force  
Participation Rate

*Labor Force Characteristics -  
Ohio Department of Job & Family  
Services*

Educational Attainment:



- **8%** Less than High School Diploma
- **32%** High School Diploma
- **21%** Some College
- **9%** Associates Degree
- **18%** Bachelor's Degree
- **12%** Graduate Degree



## Talent & Workforce

### STRATEGY 1:

*Encourage an integrated continuum of workforce preparation across the education and life-stage spectrum.*

#### TACTICS:

- Support K-12 career awareness, exploration and planning opportunities
- Strengthen trade education and promote possibilities of careers in trades
- Integrate financial literacy and soft skills in to career development programs
- Package opportunities for reskilling/upskilling to enhance upward mobility
- Increase opportunities for work-based learning at all stages through internships, certifications and credentialing



### STRATEGY 2:

*Align education and workforce development programs with industry need and opportunities.*

#### TACTICS:

- Audit the region to understand baseline and identify specific needs
- Develop regional training, certification and credentialing inventory
- Determine points of entry and pathways for growth in high-growth, high-wage industries
- Enhance collaboration and coordination amongst talent/workforce stakeholders
- Strengthen partnerships between talent/workforce stakeholders and business / industry representatives

### STRATEGY 3:

*Address structural barriers that inhibit workforce participation.*

#### TACTICS:

- Improve access to quality, affordable childcare
- Expand public transportation and mobility options to address education and workforce needs
- Expand options for affordable housing to provide workforce stability
- Lighten the burden of education and workforce training costs
- Establish place-based program deployment partnerships in underserved, distressed and rural communities



### STRATEGY 4:

*Promote the career opportunities available in our region.*

#### TACTICS:

- Focus on promoting jobs and viable career pathways in our region to students in order to retain talent
- Partner with business/industry leaders to showcase opportunities
- Explore a campaign beyond our region to attract talent
- Build networks of locally embedded partners to reinforce awareness
- Advocate for talent and workforce investment



# STRATEGIC PRIORITIES

## Infrastructure

**GOAL:** The Dayton Region features a well-connected, well-funded, reliable and well-maintained network of critical 21st century infrastructure.

### Overview

Infrastructure is critical to economic prosperity and resiliency. Across the Dayton Region, there is a need to invest in the expansion and modernization of critical infrastructure in our communities.

### Partners & Resources

- *JobsOhio*
- *Ohio Department of Transportation*
- *Ohio Environmental Protection Agency*
- *Ohio Department of Development*
- *Utility Companies*
- *Broadband Providers*
- *DriveOhio / FlyOhio*
- *Miami Conservancy District*
- *Local Governments*



The Dayton Region is part of an infrastructure system that is **2nd** in the nation for the number of bridges, **3rd** largest in freight volume, **4th** in the nation for total interstate lane miles, and **6th** largest in total vehicle miles traveled.

**19.1%** of residents in Dayton Region have access to high-quality, low-cost broadband service.

The Dayton Region has **34** Opportunity Zones

According to a State of Ohio report, more than **\$7.1M** of investment occurred in Opportunity Zones in the Dayton Region in 2020.



## Infrastructure

### STRATEGY 1:

*Invest in expansion and modernization of transportation, water, sewer and gas infrastructure.*

#### TACTICS:

- Inventory the region for areas that lack or need upgrades to critical infrastructure
- Identify sites where infrastructure investment would result in new economic development opportunities
- Develop mechanisms to integrate local government managers and governing boards in planning and communications related to capital systems planning
- Expand and strengthen technical assistance programs to aid local governments in accessing the resources and financing to install, upgrade and maintain infrastructure systems

### STRATEGY 2:

*Expand broadband infrastructure to allow equitable access to education, employment and economic development opportunities.*

#### TACTICS:

- Conduct an analysis of broadband availability throughout the region
- Catalogue the local, state and federal programs to support broadband investment
- Advocate for quality, affordable broadband, particularly in underserved and rural areas of the region



### STRATEGY 3:

*Develop resources for revitalization and repurposing of previously developed parcels.*

#### TACTICS:

- Leverage state and federal partnerships to secure technical assistance and resources for redevelopment
- Establish strategies and resources to navigate environmental regulations
- Address environmental justice concerns resulting from prior development



### STRATEGY 4:

*Advance development of environmentally sustainable infrastructure.*

#### TACTICS:

- Attract investment in alternative energy production and technology
- Advance prevalence of e-Mobility infrastructure
- Connect emerging alternative energy industry to talent and workforce stakeholders to ensure skill acquisition in new career pathways
- Support alternative fuel infrastructure



# STRATEGIC PRIORITIES

## Vibrant Communities

**GOAL:** The Dayton Region benefits from dynamic and diverse communities with a vibrant quality of life that attracts new investment.

### Overview

People come to the Dayton Region, and stay here, because of the variety of homes, quality of schools, and range of attractive amenities in our local communities. Retaining and further enhancing this vibrant quality of life is essential for our regional economy. We must have welcoming and well-maintained neighborhoods to attract and retain the talent needed for our businesses to thrive.

### Partners & Resources

- Regional arts & culture organizations
- Home Builders Association
- Counties, Cities, Townships and Villages
- Parks & Recreation organizations
- Convention and Visitor's Bureaus
- Chambers of Commerce



Dayton Region scores a **52** on the Livability Index

Cost of Living in the Dayton Region is **82.2 / 100**.

**9** counties have Cost of Living rates below the state average.

**21.4%** of renters face severe cost burden for housing expenses.

**26,287** Estimated number of additional affordable housing units needed in the Dayton Region to meet demand

*Ohio Housing Finance Agency*

Median Household Value ranges from **\$155,500 - \$173,000**

National Household Value Median is **\$217,500**

*Housing Data - US Census Bureau, 2019 ACS 5-Year Estimates*

Crime Rate is **226** violent crimes per 10,000 people, slightly below the national average

**350+** miles of paved trails



## Vibrant Communities

### STRATEGY 1:

*Bolster investment in place-making.*

#### TACTICS:

- Increase resources to support the creation and revitalization of downtowns and town centers that are walkable, safe and accessible
- Advocate for resources to support locally owned small businesses that influence the character of communities
- Maximize opportunities to capitalize on the natural landscape, including integrated waterfront development spanning the Region, to create unique recreational destinations for outdoor adventurers and families
- Leverage the cultural, artistic, recreational, and historical assets of our communities
- Explore the formation of new opportunity zones, innovation districts and industry hubs to attract investment

### STRATEGY 2:

*Address regional housing needs which impact economic growth.*

#### TACTICS:

- Conduct a regional housing analysis to determine housing needs based on projected population, industry and job growth
- Advocate for access to quality, varied, and income appropriate housing stock throughout the region
- Encourage updates to zoning and property standards that align with modern development interests and the needs of our regional population
- Attract developers to communities to meet housing demand



### STRATEGY 3:

*Champion the livability of the Dayton Region.*

#### TACTICS:

- Encourage collaboration among governments, academia, technology centers of excellence, technology accelerators and private and public funding sources to promote the Dayton Region
- Support the Livability Dayton, Ohio campaign in partnership with DDC and the Dayton Area Chamber of Commerce. The campaign encourages business investment, talent recruitment and relocation by reaching entrepreneurs, site selectors, corporate executives and talented individuals and families attracted to our quality of life.
- Actively promote the region's assets to residents and employers to increase the percentage of people who act as ambassadors for the Dayton Region, encouraging family, friends, co-workers and business colleagues to move here.





## STRATEGIC PRIORITIES

### Small Business & Entrepreneurship

**GOAL:** The Dayton Region cultivates and nurtures a thriving business and entrepreneurial ecosystem.

#### Overview

Support for the full spectrum of business development - from ideation to demonstration, and from commercialization to business expansion - is essential for the vitality of our regional economy. Business owners from all areas of the Dayton Region and at all stages of the business life cycle need resources, technical assistance and access to capital in order to grow.

#### Partners & Resources

- Small Business Administration
- Entrepreneurs Center
- Wright Brothers Institute
- Minority Business Partnership
- University Research Institutes
- Incubators and Accelerators



**9.77** Number of Utility Patents per 10K Employees (2015)

**1.43%** Patent Growth Rate in the Dayton Region (1998-2015)

**2,798** Number of Business Establishments (2018)

**-0.11%** Business Establishment Growth Rate in Dayton Region 1998-2018

**115** Minority Business Enterprise Certified Companies

**230** Jobs Created in 2020 from Entrepreneur Launches

**\$60M** in Third-Party Investment for Entrepreneurs



## Small Business & Entrepreneurship

### STRATEGY 1:

*Advocate for local, state and federal investment to support business generation and entrepreneurship.*

#### TACTICS:

- Conduct workshops for local officials to convey how communities can grow their tax base by welcoming and investing in entrepreneurship
- Leverage opportunities for creation of accelerators, incubators and entrepreneurial hubs across the region



### STRATEGY 2:

*Grow the funding streams to support business creation and entrepreneurship.*

#### TACTICS:

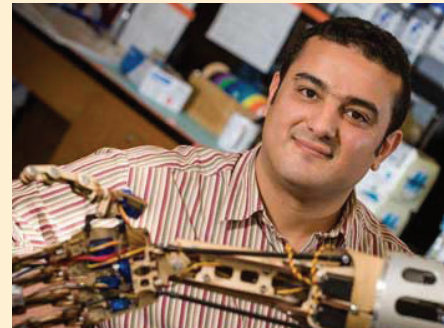
- Develop strategies and partnerships to attract and solicit outside, private capital in the Dayton Region
- Bolster capital access through local, state or federal grants and revolving loan funds
- Address need for access to risk capital at all stages of business growth

### STRATEGY 3:

*Build upon regional prominence in technology, research and development.*

#### TACTICS:

- Support the transition of concepts from regional research institutes, higher education partners and startups to commercialization
- Foster innovation across all industries through corporate partnerships



### STRATEGY 4:

*Ensure that all entrepreneurs in the region have the resources to succeed.*

#### TACTICS:

- Identify strategies to reach greater minority participation in entrepreneurship and develop support systems to ensure success
- Explore establishment of satellite entrepreneur centers to make high-quality resources available in all areas of the region
- Implement programming, events and technical assistance workshops throughout the region to increase the capabilities, skills and success rates of all entrepreneurs
- Equitable access to incentives and capital





# STRATEGIC PRIORITIES

## Economic Resiliency

**GOAL:** The Dayton Region maintains a growing, diversified, and resilient economy.

### Overview

We must advance strategies to fortify our regional economy to protect against economic shocks and disruptions. Economic diversity, demonstrated by balanced employment and Gross Regional Products (GRP) in a range of industries.

### Partners & Resources

- State and Federal Legislators
- Dayton Region Military Collaborative
- Wright-Patt 2030
- Community & Economic Development Partners
- Target Industry Associations
- Miami Valley Disaster Recovery Leadership Board



Industry	% of Jobs	% GRP
Manufacturing	14.66%	20.73%
Government	14.37%	13.70%
Health Care and Social Assistance	13.36%	9.59%
Retail Trade	10.01%	6.93%
Accommodation and Food Services	7.61%	2.43%
Administrative & Support, and Waste Management & Remediation Services	4.92%	2.85%
Professional, Scientific, and Technical Services	4.90%	6.17%
Construction	4.83%	4.42%
Other Services (except Public Administration)	4.49%	2.15%
Transportation and Warehousing	4.46%	3.71%
Wholesale Trade	4.21%	8.71%
Finance and Insurance	3.81%	8.48%
Educational Services	1.99%	1.13%
Management of Companies & Enterprises	1.86%	2.90%
Arts, Entertainment, and Recreation	1.34%	0.65%
Real Estate and Rental and Leasing	1.12%	1.61%
Information	1.08%	2.84%
Agriculture, Forestry, Fishing and Hunting	0.75%	-0.05%
Utilities	0.17%	0.92%
Mining, Quarrying, and Oil and Gas Extraction	0.07%	0.12%



## Economic Resiliency

### STRATEGY 1:

*Unify the Dayton Region.*

#### TACTICS:

- Achieve EDA Economic Development District Designation for the Dayton Region
- Invest in a regional approach to economic development and resiliency which addresses local needs and supports local efforts, and leverage with state and federal assistance
- Implement initiatives to advance the priorities identified in the *Dayton Region Economic Development Strategy* plan

### STRATEGY 2:

*Build upon regional assets.*

#### TACTICS:

- Exploit the location advantages of the Dayton Region
- Make the Dayton Region the destination of choice for emerging industries
- Catalyze advancement in high-growth, high-wage industries
- Increase the Dayton Region's market share of defense contracting awards
- Provide the resources, technical assistance and investment necessary to assist legacy industries with modernization and transformation

### STRATEGY 3:

*Leverage the region's leadership, assets and resources.*

#### TACTICS:

- Develop synergies between regional entities, governments and academia
- Enhance coordination of business attraction, expansion and retention efforts
- Support the use of multi-government economic development tools to spur investment opportunity
- Provide the resources, technical assistance and investment necessary to grow jobs and workforce in all areas of the region



# EVALUATION FRAMEWORK

The Evaluation Framework outlines the Key Performance Indicators which will be tracked in order to measure economic progress in the Dayton Region as a result of the CEDS plan. KPIs will be measured annually, updated on the Dayton Region CEDS website [mvrpc.org/ceds](http://mvrpc.org/ceds) and reported formally to the MVRPC Board of Directors, DDC Board of Directors and the EDA.

PRIORITY AREA 1: TALENT & WORKFORCE											
Key Performance Indicators	Data Source	Measurement Details	US Average			2021 Benchmark			Desired Outcome		
Population vs. Job Growth	EMSI Burning Glass Market Analytics, 2021	Population growth as compared to job growth	Population Growth 8.4% vs. Job Growth 7.2%			Population Growth 3.6% vs. Job Growth 4.2%			Population Growth maintains pace with job growth		
Employment	Ohio Department of Job & Family Services	The number of unemployed people as a percentage of total workforce.	8.1% (2020 annual average)			7.1% (2020 annual average)			Reduced Unemployment		
Labor Force Participation	US Census Bureau, 2019 ACS 5-Year Estimates	The labor force participation rate represents the number of people in the labor force as a percentage of the civilian noninstitutional population.	63.4%			64.2% (2019 US Census ACS Estimates)			Greater Labor Force Participation		
Educational Attainment	EMSI Burning Glass Market Analytics, 2021	Highest level of education completed by population.	Less Than 9th Grade, 5%; 9th Grade to 12th Grade, 7%; High School Diploma, 27%; Some College, 20%; Associate's Degree, 9%; Bachelor's Degree, 20%; Graduate Degree and Higher, 13%.			Less Than 9th Grade, 2%; 9th Grade to 12th Grade, 6%; High School Diploma, 32%; Some College, 21%; Associate's Degree, 9%; Bachelor's Degree, 18%; Graduate Degree and Higher, 12%			Greater Educational Attainment		
Employment by Race	US Census Bureau, ACS 5-Year Estimates	The number of unemployed people as a percentage of total workforce.	White alone; 4.5%; Black or African American alone: 9.5%; American Indian & Alaska Native alone: 10.2%; Asian alone: 4.2%; Native Hawaiian & Other Pacific Islander alone: 6.8%; Some other race alone: 6.4%; Two or more races: 8.0%; Hispanic or Latino origin (of any race): 6.2%; White alone, not Hispanic or Latino: 4.3%			White alone: 4.2%; Black or African American alone: 8.6%; American Indian & Alaska Native alone: 8.3%; Asian alone: 5.7%; Native Hawaiian & Other Pacific Islander alone: 5.8%; Some other race alone: 5.6%; Two or more races: 8.5%; Hispanic or Latino origin (of any race): 6.5%; White alone, not Hispanic or Latino: 4.1%			Reduced unemployment		
Labor Force Participation by Race	US Census Bureau, ACS 5-Year Estimates	The labor force participation rate represents the number of people in the labor force as a percentage of the civilian noninstitutional population.	White alone: 62.9%; Black or African American alone: 62.8%; American Indian & Alaska Native alone: 58.2%; Asian alone: 65.2%; Native Hawaiian & Other Pacific Islander alone: 66.8%; Some other race alone: 69.4%; Two or more races: 67.0%; Hispanic or Latino origin (of any race): 67.6%; White alone, not Hispanic or Latino: 62.3%			White alone: 62.9%; Black or African American alone: 62.8%; American Indian & Alaska Native alone: 58.2%; Asian alone: 65.2%; Native Hawaiian & Other Pacific Islander alone: 66.8%; Some other race alone: 69.4%; Two or more races: 67.0%; Hispanic or Latino origin (of any race): 67.6%; White alone, not Hispanic or Latino: 62.3%			Greater Labor Force Participation		
Educational Attainment by Race	EMSI Burning Glass Market Analytics, 2021	Highest level of education completed by population.  <b>A</b> = 2020 Less Than HS <b>B</b> = 2020 HS Diploma <b>C</b> = 2020 College Degree	White, Non-Hispanic	<b>A</b> 6.8%	<b>B</b> 47.6%	<b>C</b> 45.6%	White, Non-Hispanic	<b>A</b> 7.7%	<b>B</b> 53.8%	<b>C</b> 38.5%	Greater Educational Attainment
		Black, Non-Hispanic	13.3%	54.8%	31.8%	Black, Non-Hispanic	12.0%	54.9%	33.1%		
		American Indian or Alaskan				American Indian or Alaskan					
		Native, Non-Hispanic	18.6%	56.2%	25.2%	Native, Non-Hispanic	20.9%	45.7%	33.4%		
		Asian, Non-Hispanic	12.6%	27.1%	60.3%	Asian, Non-Hispanic	10.2%	20.8%	68.9%		
		White, Hispanic	30.4%	45.6%	24.0%	White, Hispanic	23.6%	48.6%	27.9%		

## PRIORITY AREA 2: INFRASTRUCTURE

Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome
State and Federal Investment in Critical Infrastructure including Roadways, Water, Wastewater, Sewer and Utilities	State and Federal Funding Partners	Projects Awarded per FY	NA	NA	Increased Investment
State and Federal Investment in Brownfield Remediation and Redevelopment	State and Federal Funding Partners	Projects Awarded per FY	NA	NA	Increased Investment
% of Residents with High-Speed, Low-Cost Broadband Service	Federal Communications Commission, 2014 Fixed Broadband Deployment Data from FCC Form 477, <a href="https://www.fcc.gov/general/broadband-deployment-data-fcc-form-477">https://www.fcc.gov/general/broadband-deployment-data-fcc-form-477</a> , v2018	Percentage of residents who have access to three or more wireline Internet service providers, and two or more providers that offer maximum download speeds of 50 megabits per second: measured at the neighborhood scale and aggregated by county, higher values are better	14.6%	19.1%	Increased Access
Opportunity Zone Investment	State of Ohio	Investment in Opportunity Zones	NA	\$7.1M	Increase Investment in Opportunity Zones

## PRIORITY AREA 3: VIBRANT COMMUNITIES

Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome
Livability Index	AARP Livability Index	This score rates the overall livability on a scale from 0 to 100. It is based on the average score of seven livability categories—housing, neighborhood, transportation, environment, health, engagement, and opportunity—which also range from 0 to 100.	50	52	Increase in Livability Index
Property Values	US Census Bureau, ACS 5-Year Estimates	Estimated median housing price.	\$217,500	\$147,031	Increase in Property Values
Crime Rate	U.S. Federal Bureau of Investigation, 2014 Uniform Crime Reporting Program Data v2018	Combined violent and property crimes per 10,000 people.	261	226	Decrease in Crime Rate
Poverty Rates	US Census Bureau, 2019 ACS 5-Year Estimates	Percent population for whom poverty status is determined.	13.4%	Dayton Region: 10.7%	Overall decreased poverty rates.
Poverty Rates by Race	US Census Bureau, ACS 5-Year Estimates	Percent population for whom poverty status is determined.	White alone: 11.1%; Black or African American alone: 23.0%; Asian alone: 10.9%; Some other race alone: 21.0%; Two or more races: 16.7%; Hispanic or Latino origin (of any race): 19.6%; White alone, not Hispanic or Latino: 9.6%	White alone: 9.8%; Black or African American alone: 20.6%; Asian alone: 10.7%; Some other race alone: 14.2%; Two or more races: 20.3%; Hispanic or Latino origin (of any race): 19.3%; White alone, not Hispanic or Latino: 9.5%	Overall decreased poverty rates, and reduction of the disparity between races
Income Inequality	US Census Bureau, ACS 5-Year Estimates	Gini coefficient (the gap between rich and poor): measured at the county scale from 0 to 1, lower values are better.	.48	.44	Close the gap in income inequality



## EVALUATION FRAMEWORK

PRIORITY AREA 4: SMALL BUSINESS & ENTREPRENEURSHIP					
Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome
Patent Growth Rate	Clustermapping.us	Utility Patents per 10K employees (1998-2015)	2.53%	1.43%	Increased patent filing per 10K employees.
Growth in Business Establishments	Clustermapping.us	Number of Business Establishments (1998-2018)	0.66%	- 0.11%	Overall increase in number of new businesses.
Minority Business Enterprise Certified Companies	State of Ohio Minority Business Enterprise Program Database	Number of Minority Business Enterprise Certified Companies	NA	115	Increase number of Minority Business Enterprise Certified Companies
Net Entrepreneurial Job Creation	Entrepreneurs' Center	Number of new jobs created	NA	2019: 230 2020: 230	Increase jobs resulting from launch of new businesses
Third Party Investment in Entrepreneurship	Entrepreneurs' Center	Amount of investment secured	NA	2019: \$26M 2020: \$60 M	Increase third-party investment

PRIORITY AREA 5: ECONOMIC RESILIENCY					
Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome
Per Capita Gross Regional Product	Emsi Burning Glass Market Analytics, 2021	Gross regional product per capita measures the final market value of all goods and services produced in a region divided by total population.	\$57,720	\$47,032	Increased per capita gross regional product
Median Household Income	US Census Bureau, ACS 5-Year Estimates	Income in the last 12 months by household which includes householder and all other individuals 15 years and over.	\$62,843	\$61,827	Increased household income
Industry Cluster Data	Emsi Burning Glass Market Analytics, 2021		NA	NA	Increased diversity in industries
Job Growth Trends	Emsi Burning Glass Market Analytics, 2021		NA	NA	Job growth in a wide range of sectors

# IMPLEMENTATION

## Implementation Strategy

The DDC and MVRPC partnered on the *Dayton Region Economic Development Strategy* because we know that a thriving regional economy doesn't happen in a vacuum and that the outcomes we seek on behalf of the stakeholders we each represent are interdependent upon each other.

The EDA uses CEDS to confirm that projects seeking EDA funding are a priority for the Region and align with regional goals. The *Dayton Region Economic Development Strategy* compelled our region to engage on a broad level to identify regional strengths and opportunities for growth. On an ongoing basis, our region also uses the Priority Development and Advocacy Committee (PDAC) to identify regional project priorities. Each year, a list of PDAC projects will be added to the *Dayton Region Economic Development Strategy* Appendices with detail about how the proposed projects align with the Priority Areas in the CEDS.

Through the existing programs and funding mechanisms administered by MVRPC and DDC, and in partnership with state and federal funding partners, we will endeavor to advance the strategies and tactics identified in the *Dayton Region Economic Development Strategy*. We will convene critical partners and stakeholders to determine leadership of initiatives in each priority area, and we will produce an annual report on progress toward plan goals.

## Economic Development District

In order to position our Region to take full advantage of technical resources and funding available through EDA, we are pursuing establishment of an Economic Development District (EDD). MVRPC will serve as the lead agency for the EDD, in partnership with the DDC. The proposed EDD will serve all 13 of the counties represented in the *Dayton Region Economic Development Strategy*.

The EDD designation is for a multi-jurisdictional entity that helps lead locally-based, regionally driven economic development planning processes. An EDD is the entity put in place to oversee implementation of, and regular updates to, the priorities outlined in the CEDS plan, once approved by EDA.

Establishment of the EDD may also allow eligible local governments and public agencies to receive EDA funding for infrastructure and planning that would otherwise be restricted. For example, the first wave of pandemic relief funds available from the EDA that were administered across the country were done so through existing economic development districts. EDDs are an efficient mechanism for the EDA to deploy funding and technical resources.





## APPENDICES

- I. Resolutions & Letters of Support
- II. Data by County
- III. Industry Cluster Data
- IV. Stakeholder Engagement Summary
- V. Local and Regional Plans
- VI. Regional Projects Inventory
- VII. Public Involvement Summary

## APPENDIX I: RESOLUTIONS AND LETTERS OF SUPPORT

The Miami Valley Regional Planning Commission and the Dayton Development Coalition have requested resolutions and letters of support from all participating counties and major industry associations. Links to those documents will be provided in this appendix for the final plan.

### Resolutions

- Auglaize County
- Butler County
- Champaign County
- Clark County
- Clinton County
- Darke County
- Greene County
- Mercer County
- Miami County
- Montgomery County
- Preble County
- Shelby County
- Warren County

### Letters of Support

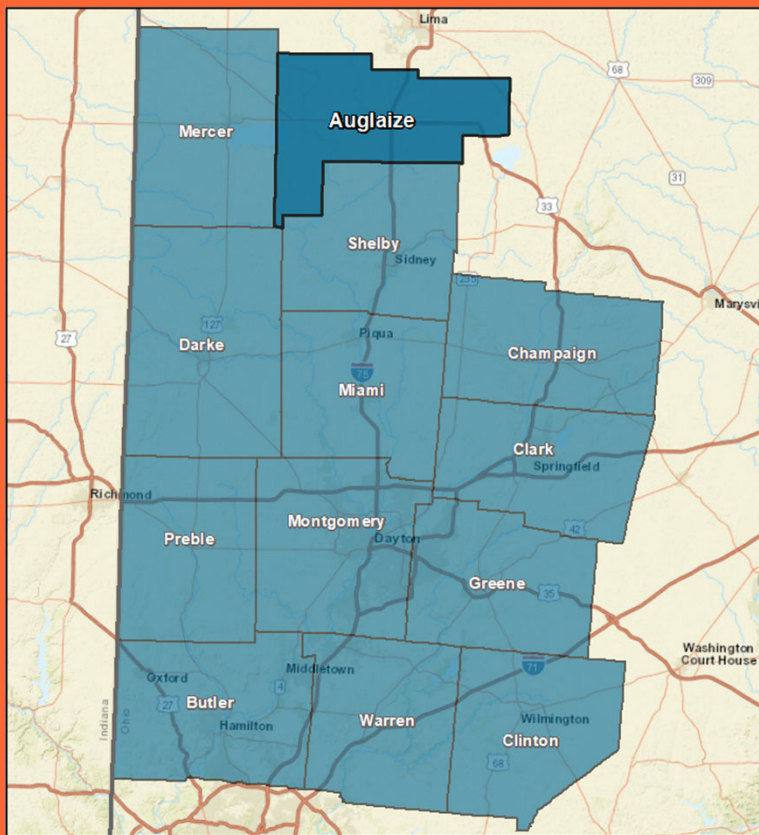
- Dayton Area Logistics Association
- Dayton Region Manufacturers Association
- Dayton Region Military Collaborative
- Dayton Region Workforce Development Partners
- Entrepreneurs Center
- Greater Dayton Hospital Association
- I70/75 Development Association
- Technology First
- West Central Ohio Economic Development Association



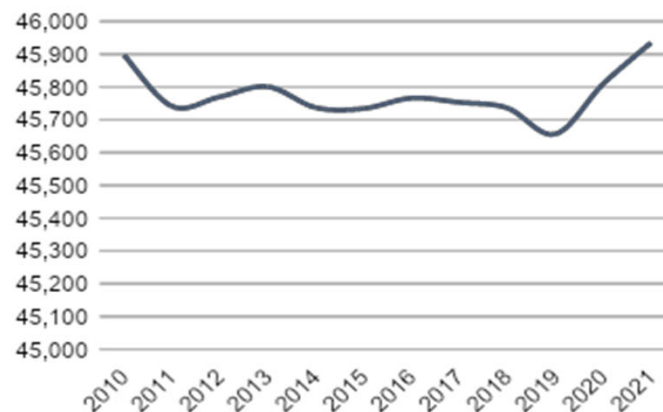
## APPENDIX II: DATA BY COUNTY

The Miami Valley Regional Planning Commission and the Dayton Development Coalition conducted regional data analysis for the purposes of the Dayton Region Economic Development Strategy planning process. A summary of key data by county was prepared for point of reference and summaries are presented in this appendix.

# AUGLAIZE COUNTY



## AUGLAIZE COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**53**

## RACE

95.4%  
White

MEDIAN AGE **41.1**

## LARGEST EMPLOYERS

Crown Equipment Corporation  
Grand Lake Health System  
KSM St. Mary's Corporation S  
Setex, Inc.  
Nidec-Minster Machine Co.  
ContiTech USA, Inc.  
Dannon Company

## TOP INDUSTRIES

Manufacturing  
Healthcare  
Government  
Retail

## INCOME

Median Household Income: **\$64,074**

Per Capita Income: **\$31,198**

## LABOR FORCE PARTICIPATION RATE

**67%**

## EDUCATIONAL ATTAINMENT

Less than High School: **7%**

HS Diploma: **43%**

Some College: **19%**

Associate's Degree: **11%**

Bachelor's Degree: **12%**

Graduate Degree & Higher: **8%**

## POVERTY

Population in Poverty: **8.4%** Families in Poverty: **6.7%**

## OWNER vs RENTER

75.7% Own

24.3%  
Rent

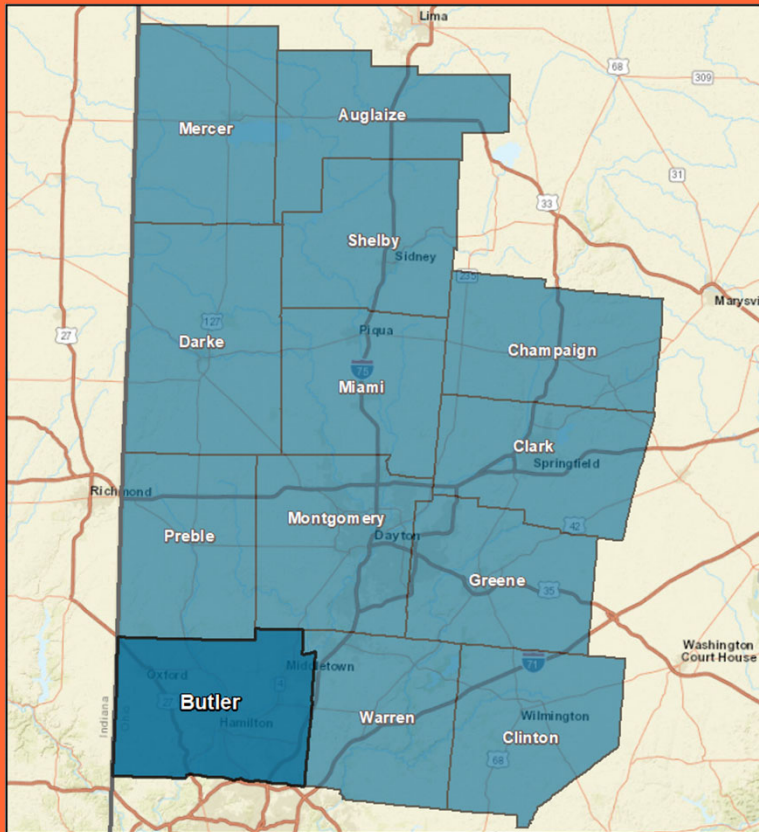
## HOUSING

Median Housing Value: **\$147,300**

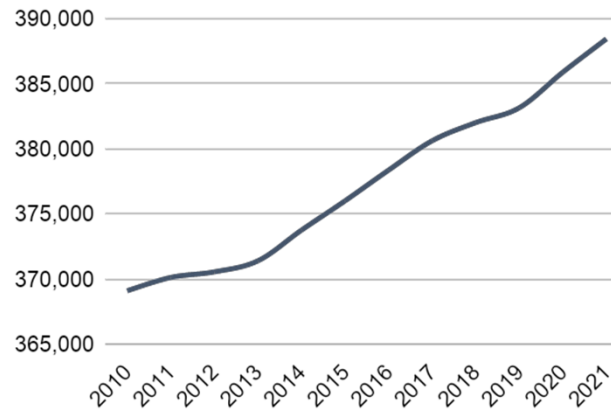
Median Rent: **\$729**



# BUTLER COUNTY



## BUTLER COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**53**

## RACE

78.6%  
White

9.2%  
Black  
12.2%  
Other

MEDIAN AGE **36.7**

## LARGEST EMPLOYERS TOP INDUSTRIES

Cincinnati Insurance Company  
Middletown Regional Health System  
Koch Foods of Cincinnati LLC  
Fort Hamilton-Hughes Healthcare Corp.  
Miami University

Manufacturing  
Government  
Healthcare  
Retail Trade

## INCOME

Median Household Income: **\$66,117**

Per Capita Income: **\$31,921**

LABOR FORCE PARTICIPATION RATE  
**64.2%**

## EDUCATIONAL ATTAINMENT

Less than High School: **9%**

HS Diploma: **32%**

Some College: **19%**

Associate's Degree: **8%**

Bachelor's Degree: **20%**

Graduate Degree & Higher: **11%**

## POVERTY

Population in Poverty: **12.5%** Families in Poverty: **7.9%**

## OWNER vs RENTER

68.1% Own

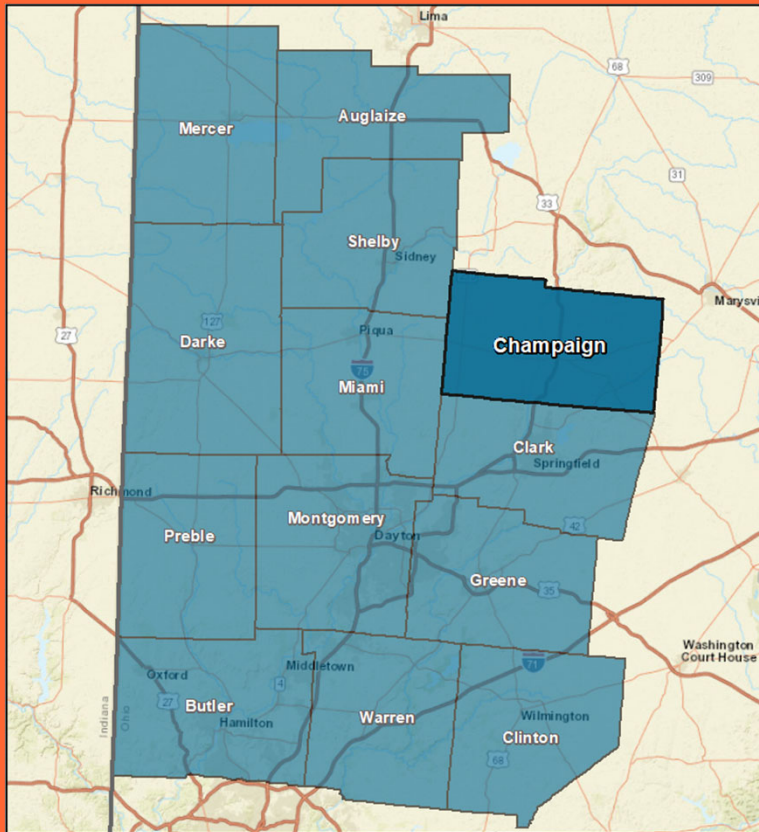
31.9%  
Rent

## HOUSING

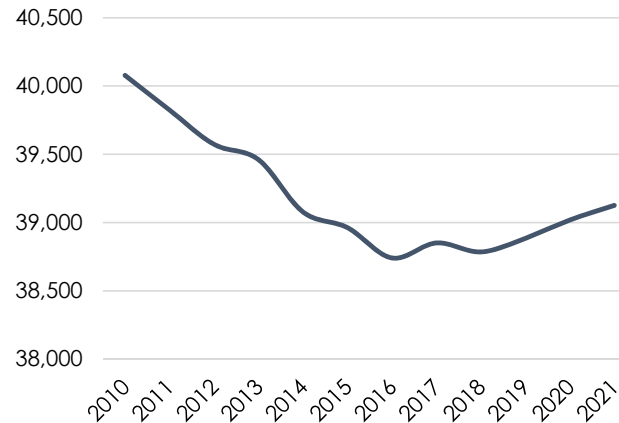
Median Housing Value: **\$172,900**

Median Rent: **\$883**

# CHAMPAIGN COUNTY



## CHAMPAIGN COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**48**

## RACE

92.8%  
White

MEDIAN AGE **41.9**

## LARGEST EMPLOYERS

KTH Parts Industries, Inc.  
Honeywell International, Inc.  
Rittal North America, LLC  
ORBIS Corporation  
Johnson Welded Products

## TOP INDUSTRIES

Manufacturing  
Government  
Retail Trade  
Healthcare

## INCOME

Median Household Income: **\$60,112**  
Per Capita Income: **\$27,722**

LABOR FORCE PARTICIPATION RATE  
**61.9%**

## EDUCATIONAL ATTAINMENT

Less than High School: **7%**  
HS Diploma: **46%**  
Some College: **20%**  
Associate's Degree: **10%**  
Bachelor's Degree: **11%**  
Graduate Degree & Higher: **6%**

## POVERTY

Population in Poverty: **10.1%**  
Families in Poverty: **8.4%**

## OWNER vs RENTER

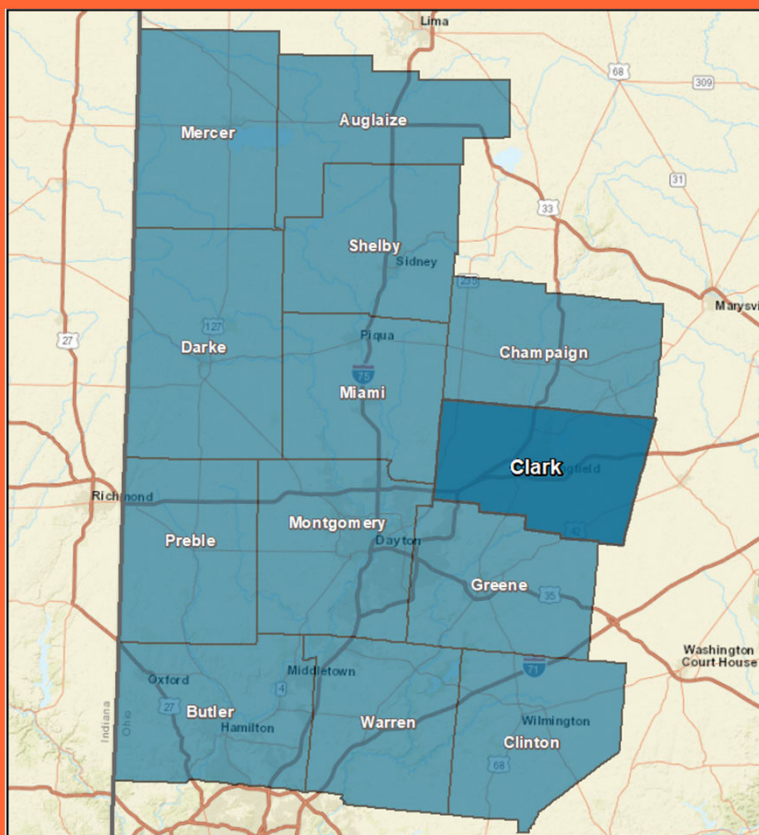
73.2% Own 26.8% Rent

## HOUSING

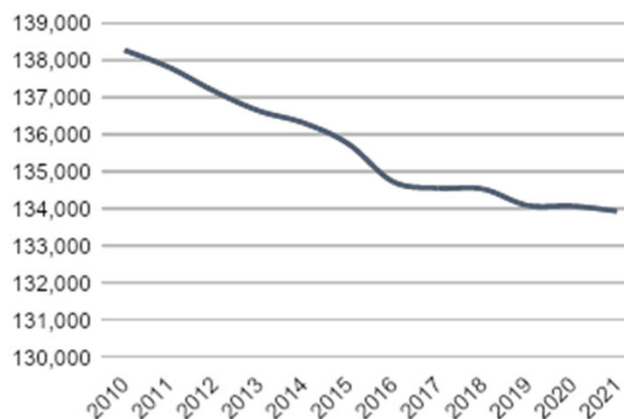
Median Housing Value: **\$132,800**  
Median Rent: **\$696**



# CLARK COUNTY



## CLARK COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**51**

## RACE

83.6%  
White

8.6%  
Black

7.8%  
Other

## MEDIAN AGE

**41.1**

## LARGEST EMPLOYERS

Community Mercy Health Partners  
Navistar, Inc.  
Assurant Specialty Property  
Speedway LLC  
Community Hospital of Springfield

## TOP INDUSTRIES

Healthcare  
Government  
Manufacturing  
Retail Trade

## INCOME

Median Household Income: **\$50,873**

Per Capita Income: **\$27,066**

## LABOR FORCE PARTICIPATION RATE

**60.5%**

## EDUCATIONAL ATTAINMENT

Less than High School: **10%**

HS Diploma: **38%**

Some College: **23%**

Associate's Degree: **10%**

Bachelor's Degree: **12%**

Graduate Degree & Higher: **8%**

## POVERTY

Population in Poverty: **14.9%** Families in Poverty: **10.9%**

## OWNER vs RENTER

66.0% Own

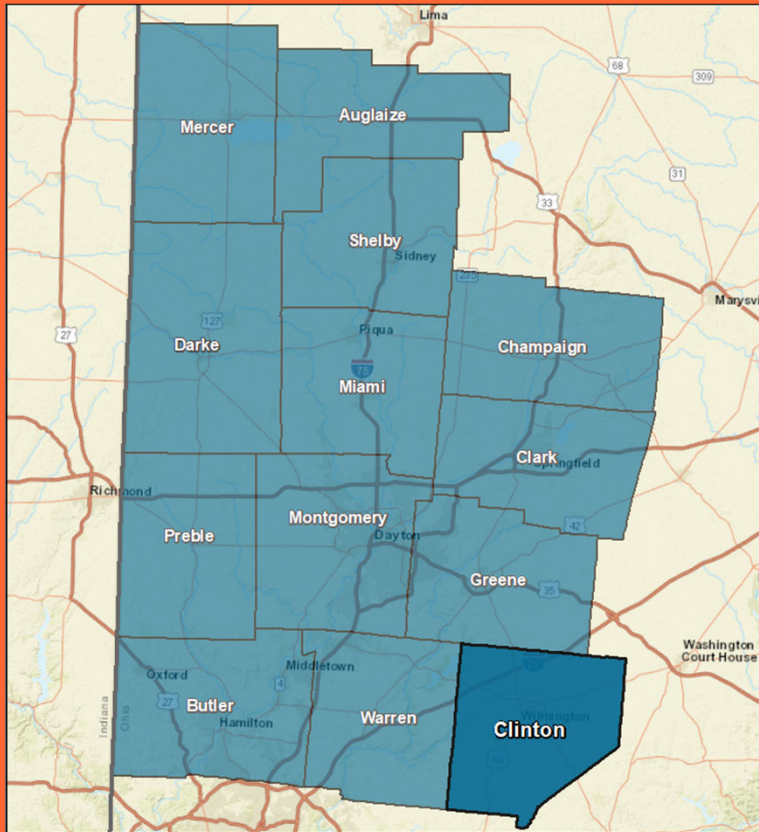
34.0%  
Rent

## HOUSING

Median Housing Value: **\$115,500**

Median Rent: **\$749**

# CLINTON COUNTY



## CLINTON COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**54**

## RACE

93.0%  
White

MEDIAN AGE **39.4**

## LARGEST EMPLOYERS TOP INDUSTRIES

R&L Carriers, Inc.  
Air Transport Services Group  
Amazon Services, Inc.  
AMES, Inc.  
Ahresty Wilmington Corporation

Transportation &  
Warehousing  
Manufacturing  
Government  
Healthcare

## INCOME

Median Household Income: **\$52,815**  
Per Capita Income: **\$26,690**

LABOR FORCE PARTICIPATION RATE  
**62.9%**

## EDUCATIONAL ATTAINMENT

Less than High School: **12%**  
HS Diploma: **37%**  
Some College: **22%**  
Associate's Degree: **9%**  
Bachelor's Degree: **12%**  
Graduate Degree & Higher: **8%**

## POVERTY

Population in Poverty: **14.8%** Families in Poverty: **11.6%**

## OWNER vs RENTER

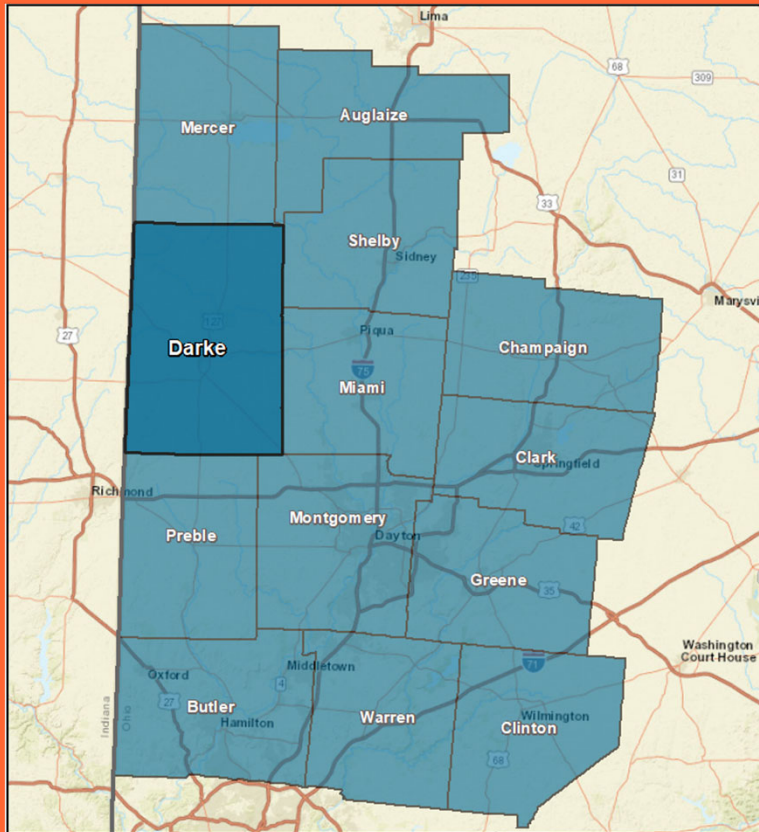
64.6% Own 35.4% Rent

## HOUSING

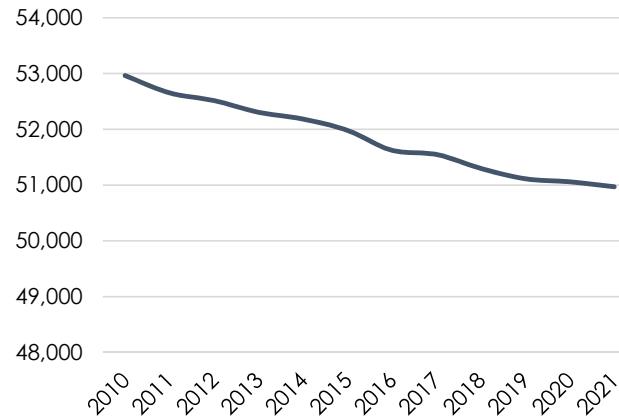
Median Housing Value: **\$128,400**  
Median Rent: **\$755**



# DARKE COUNTY



## DARKE COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**50**

## RACE

93.5%  
White

MEDIAN AGE **41.9**

## LARGEST EMPLOYERS

Whirlpool Corporation  
Greenville Technology, Inc.  
Midmark Corporation  
Wayne Hospital Inc.  
Brethren Retirement Community

## TOP INDUSTRIES

Manufacturing  
Healthcare  
Government  
Retail

## INCOME

Median Household Income: **\$55,620**  
Per Capita Income: **\$27,855**

## LABOR FORCE PARTICIPATION RATE

**63.7%**

## EDUCATIONAL ATTAINMENT

Less than High School: **8%**  
HS Diploma: **46%**  
Some College: **19%**  
Associate's Degree: **10%**  
Bachelor's Degree: **11%**  
Graduate Degree & Higher: **6%**

## POVERTY

Population in Poverty: **10.5%** Families in Poverty: **7.1%**

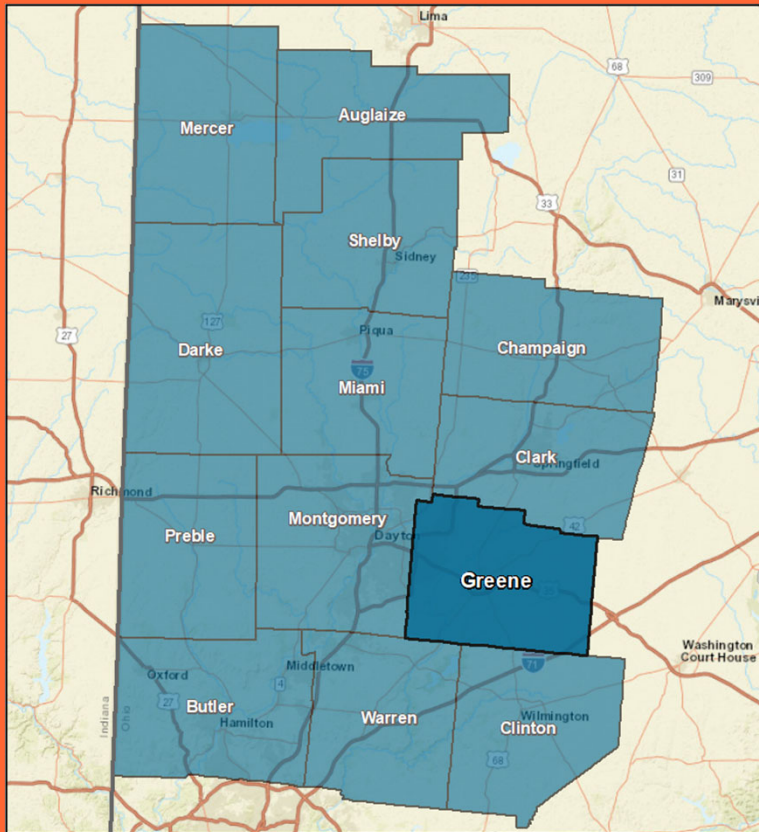
## OWNER vs RENTER

72.8% Own 27.2% Rent

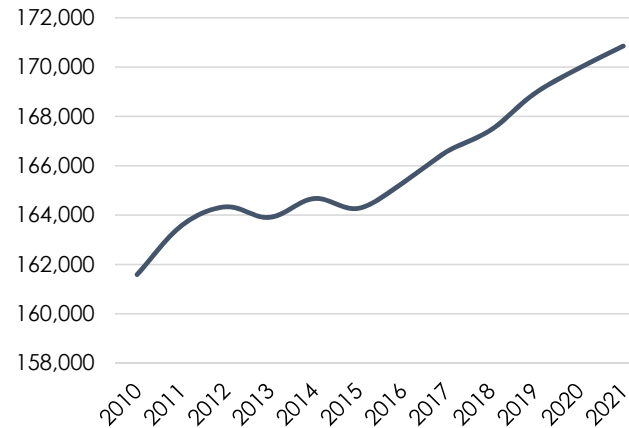
## HOUSING

Median Housing Value: **\$123,300**  
Median Rent: **\$673**

# GREENE COUNTY



## GREENE COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**54**

## RACE

83.1%  
White

7.2%  
Black

9.7%  
Other

MEDIAN AGE **38.3**

## LARGEST EMPLOYERS

Wright Patterson Air Force Base  
Wright State University  
Greene County  
Unison Industries LLC  
Cedarville University

## TOP INDUSTRIES

Government  
Professional, Scientific,  
and Technical Services  
Retail Trade  
Accommodation  
and Food Services

## INCOME

Median Household Income: **\$68,720**

Per Capita Income: **\$35,833**

## LABOR FORCE PARTICIPATION RATE

**63.7%**

## EDUCATIONAL ATTAINMENT

Less than High School: **8%**

HS Diploma: **46%**

Some College: **19%**

Associate's Degree: **10%**

Bachelor's Degree: **11%**

Graduate Degree & Higher: **6%**

## POVERTY

Population in Poverty: **10.5%** Families in Poverty: **7.1%**

## OWNER vs RENTER

66.1% Own

33.9%  
Rent

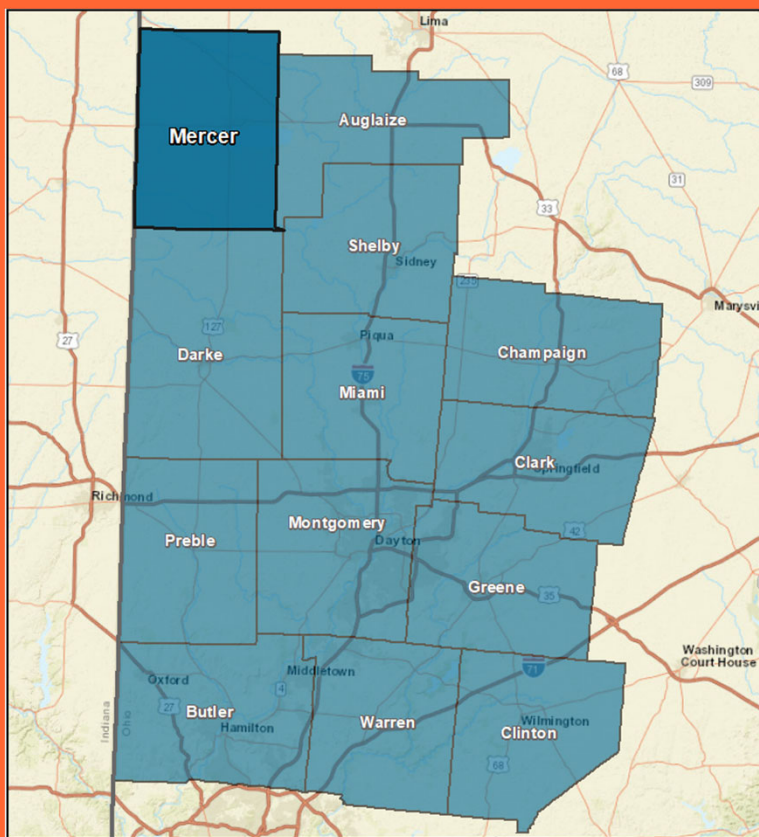
## HOUSING

Median Housing Value: **\$173,000**

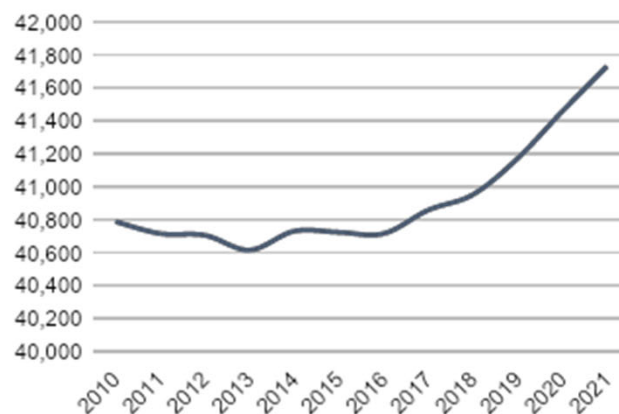
Median Rent: **\$910**



# MERCER COUNTY



## MERCER COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**57**

## RACE

94.2%  
White

## MEDIAN AGE

**39.6**

## LARGEST EMPLOYERS

Crown Equipment Corporation  
Celina Aluminum Precision Tech.  
Cooper Farms Processing  
Mercer Health  
Fort Recovery Industries, Inc.

## TOP INDUSTRIES

Manufacturing  
Government  
Healthcare  
Agriculture

## INCOME

Median Household Income: **\$62,952**

Per Capita Income: **\$29,765**

## LABOR FORCE PARTICIPATION RATE

**68.5%**

## EDUCATIONAL ATTAINMENT

Less than High School: **9%**

HS Diploma: **43%**

Some College: **17%**

Associate's Degree: **12%**

Bachelor's Degree: **12%**

Graduate Degree & Higher: **7%**

## POVERTY

Population in Poverty: **6.4%** Families in Poverty: **4.2%**

## OWNER vs RENTER

77.0% Own

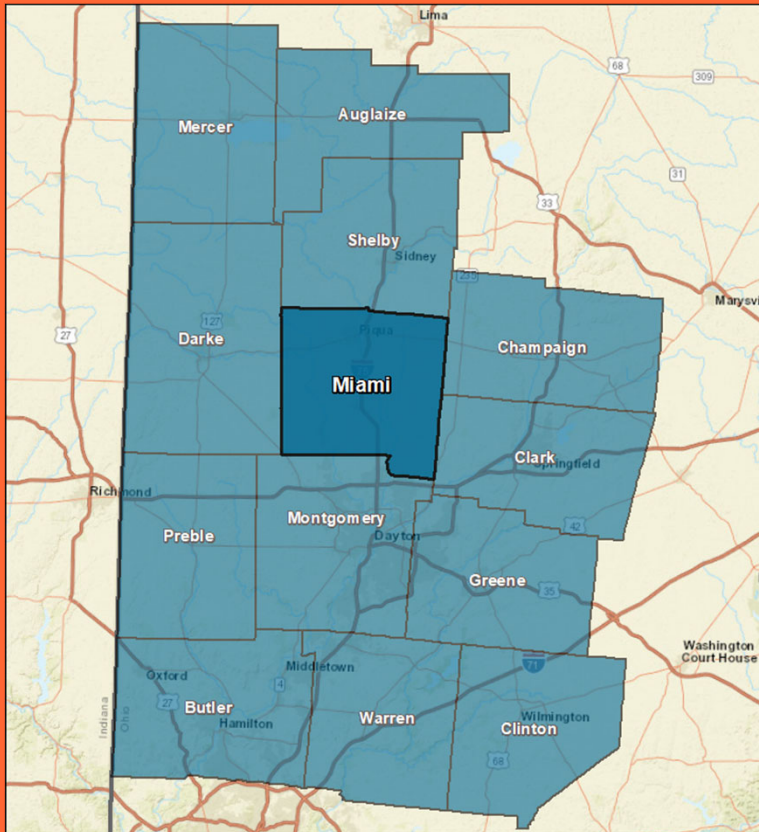
23.0%  
Rent

## HOUSING

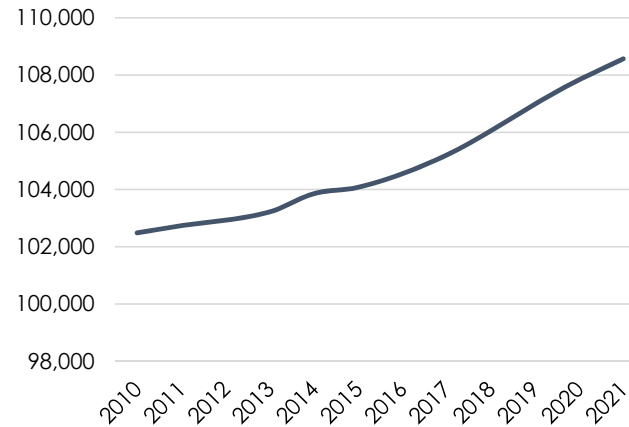
Median Housing Value: **\$153,800**

Median Rent: **\$679**

# MIAMI COUNTY



## MIAMI COUNTY POPULATION TRENDS



## LARGEST EMPLOYERS

Upper Valley Medical Center  
 Clopay Building Products  
 Meijer Stores Limited Partnership  
 F&P America Inc.  
 Conagra Packaged Foods LLC

## TOP INDUSTRIES

Manufacturing  
 Government  
 Healthcare  
 Retail Trade

## LABOR FORCE PARTICIPATION RATE

**63.7%**

## EDUCATIONAL ATTAINMENT

Less than High School: **8%**  
 HS Diploma: **46%**  
 Some College: **19%**  
 Associate's Degree: **10%**  
 Bachelor's Degree: **11%**  
 Graduate Degree & Higher: **6%**

## POVERTY

Population in Poverty: **10.5%** Families in Poverty: **7.1%**

## AARP LIVABILITY INDEX SCORE

**54**

## RACE

91.2%  
 White

## MEDIAN AGE

**41.3**

## INCOME

Median Household Income: **\$61,041**  
 Per Capita Income: **\$31,254**

## OWNER vs RENTER

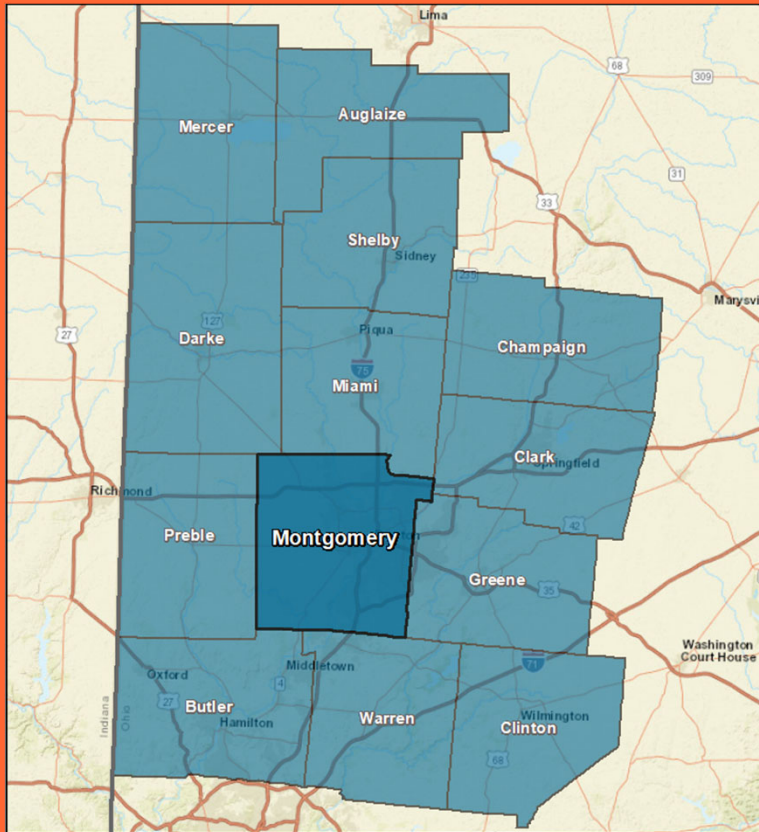
71.1% Own 28.9% Rent

## HOUSING

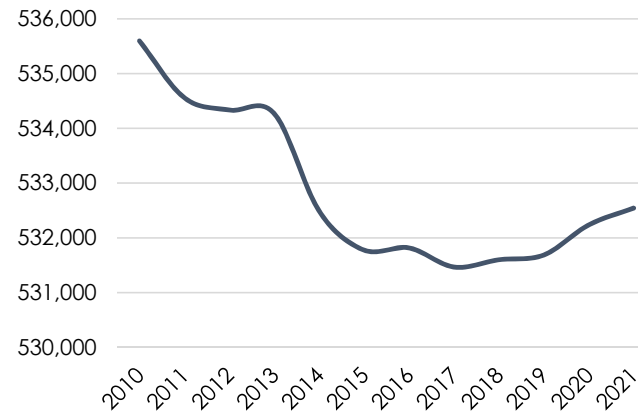
Median Housing Value: **\$151,400**  
 Median Rent: **\$767**



# MONTGOMERY COUNTY



## MONTGOMERY COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**54**

## RACE

69.7%  
White

21.4%  
Black

8.9%  
Other

## MEDIAN AGE

**39.2**

## LARGEST EMPLOYERS

Premier Health Partners  
Kettering Health Network  
Montgomery County  
Dayton Children's Hospital  
Sinclair Community College

## TOP INDUSTRIES

Healthcare  
Government  
Manufacturing  
Retail Trade

## INCOME

Median Household Income: **\$51,542**

Per Capita Income: **\$30,034**

## LABOR FORCE PARTICIPATION RATE

**61.9%**

## EDUCATIONAL ATTAINMENT

Less than High School: **9%**

HS Diploma: **27%**

Some College: **24%**

Associate's Degree: **10%**

Bachelor's Degree: **17%**

Graduate Degree & Higher: **12%**

## POVERTY

Population in Poverty: **16.6%** Families in Poverty: **12.6%**

## OWNER vs RENTER

61.0% Own

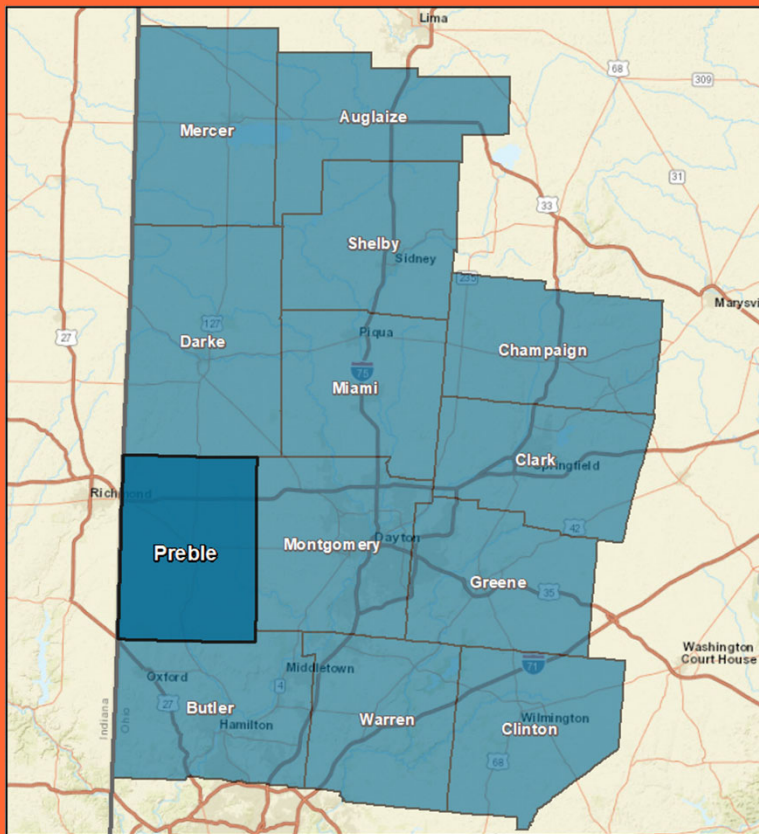
24.3%  
Rent

## HOUSING

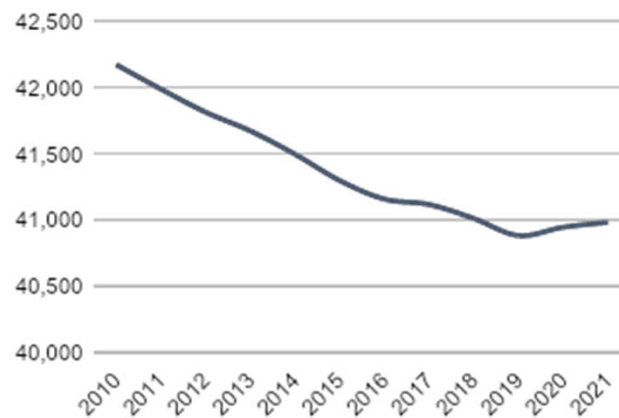
Median Housing Value: **\$119,800**

Median Rent: **\$793**

# PREBLE COUNTY



## PREBLE COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**46**

## RACE

95.7%  
White

## MEDIAN AGE

**42.7**

## LARGEST EMPLOYERS

Henny Penny Corporation  
Neaton Auto Parts Inc.  
Silfex, Inc.  
Pratt (Lewisburg Container) LLC  
Parker Hannifin

## TOP INDUSTRIES

Manufacturing  
Government  
Retail Trade  
Healthcare

## INCOME

Median Household Income: **\$58,957**

Per Capita Income: **\$28,890**

## LABOR FORCE PARTICIPATION RATE

**62.8%**

## EDUCATIONAL ATTAINMENT

Less than High School: **6%**

HS Diploma: **24%**

Some College: **21%**

Associate's Degree: **9%**

Bachelor's Degree: **21%**

Graduate Degree & Higher: **19%**

## POVERTY

Population in Poverty: **11.6%** Families in Poverty: **7.7%**

## OWNER vs RENTER

78.4% Own

21.6%  
Rent

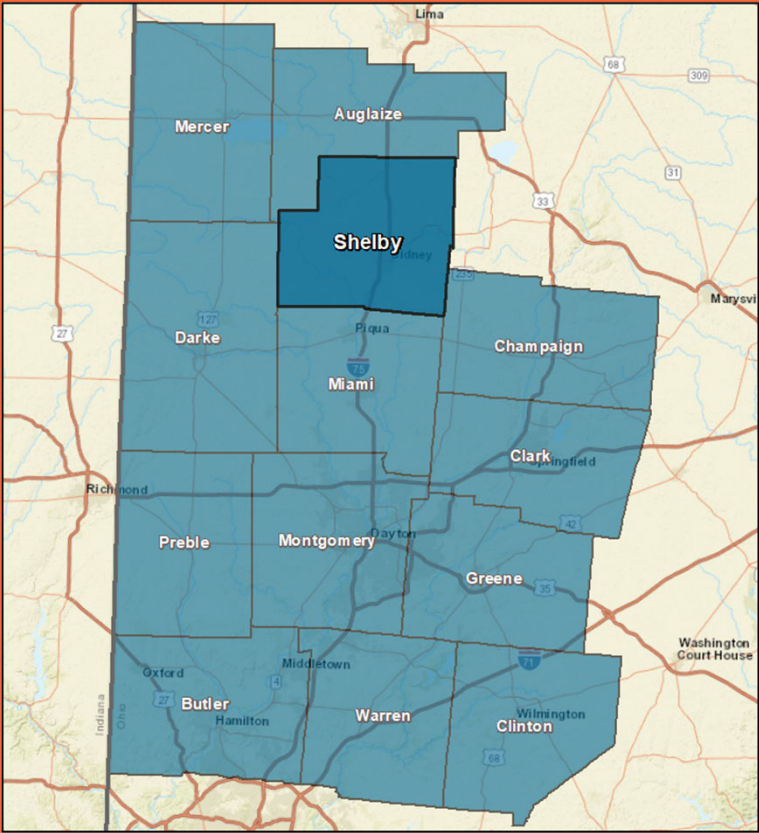
## HOUSING

Median Housing Value: **\$125,100**

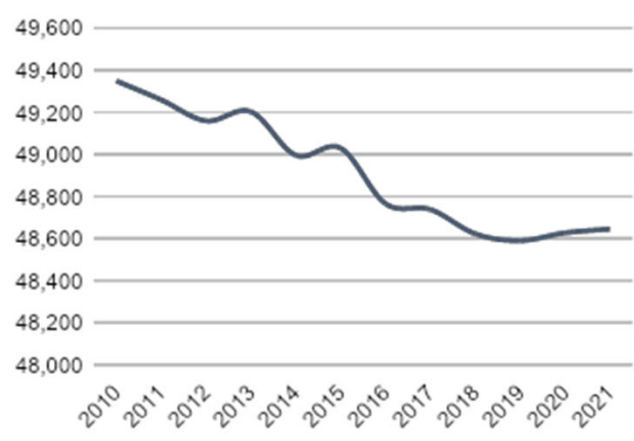
Median Rent: **\$741**



# SHELBY COUNTY



## SHELBY COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

54

## RACE

92.1%  
White

## MEDIAN AGE 39.5

## LARGEST EMPLOYERS

- Honda of America Mfg, Inc.
- Emerson Climate Technologies, Inc.
- Airstream, Inc.
- NK Parts Industries, Inc
- Stolle Machinery

## TOP INDUSTRIES

- Manufacturing
- Government
- Retail Trade
- Healthcare

## INCOME

- Median Household Income: **\$63,806**
- Per Capita Income: **\$29,381**

## LABOR FORCE PARTICIPATION RATE 69.1%

## EDUCATIONAL ATTAINMENT

- Less than High School: **9%**
- HS Diploma: **40%**
- Some College: **20%**
- Associate's Degree: **11%**
- Bachelor's Degree: **13%**
- Graduate Degree & Higher: **7%**

## POVERTY

Population in Poverty: **8.4%** Families in Poverty: **6.8%**

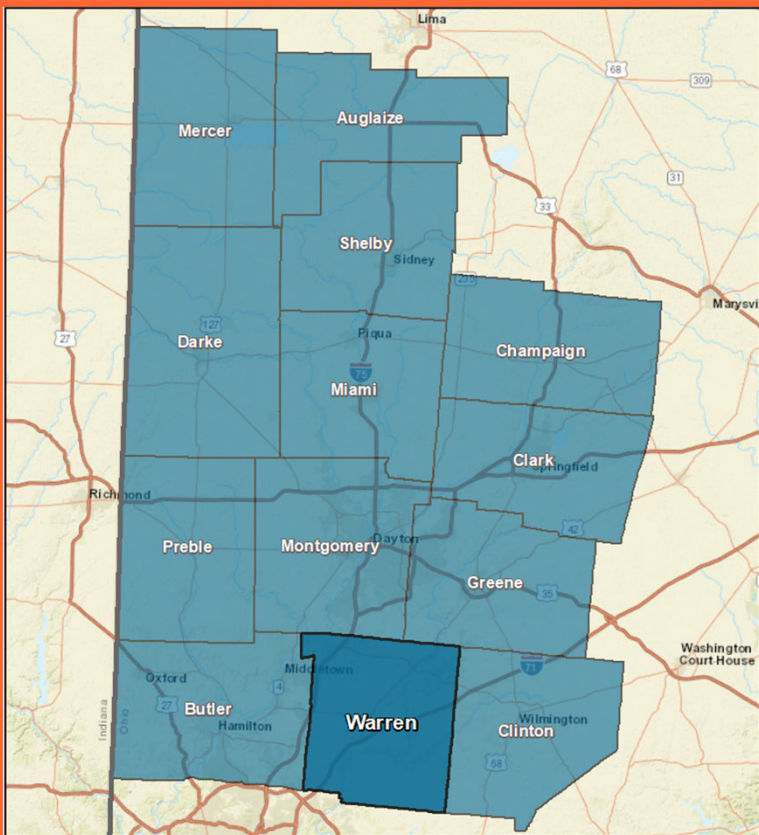
## OWNER vs RENTER

71.2% Own 28.8% Rent

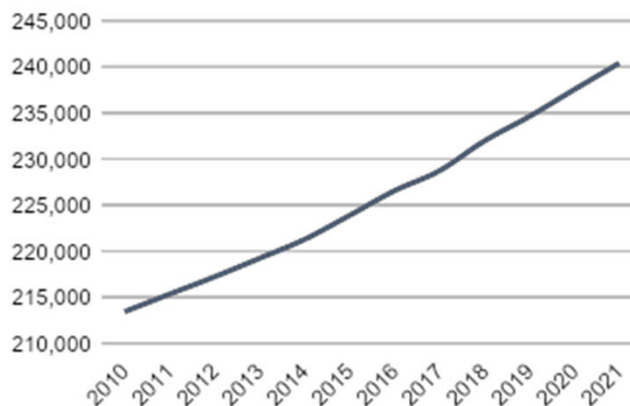
## HOUSING

- Median Housing Value: **\$145,600**
- Median Rent: **\$733**

# WARREN COUNTY



## WARREN COUNTY POPULATION TRENDS



## AARP LIVABILITY INDEX SCORE

**57**

## RACE

84.2%  
White

7.0%  
Asian

3.7%  
Black

## MEDIAN AGE

**39.4**

## LARGEST EMPLOYERS

Amazon.com.dedc, LLC  
Atrium Medical Center – Middletown  
Anthem  
Macy's Customer Services, Inc.  
Advics Manufacturing Ohio, Inc.

## TOP INDUSTRIES

Manufacturing  
Retail  
Healthcare  
Government

## INCOME

Median Household Income: **\$87,125**

Per Capita Income: **\$41,792**

## LABOR FORCE PARTICIPATION RATE

**66.1%**

## EDUCATIONAL ATTAINMENT

Less than High School: **6%**

HS Diploma: **25%**

Some College: **16%**

Associate's Degree: **8%**

Bachelor's Degree: **28%**

Graduate Degree & Higher: **17%**

## POVERTY

Population in Poverty: **4.6%** Families in Poverty: **3.4%**

## OWNER vs RENTER

77.7% Own

22.3%  
Rent

## HOUSING

Median Housing Value: **\$222,500**

Median Rent: **\$1,061**

## APPENDIX III: INDUSTRY CLUSTER DATA

### Regional Industry Cluster Analysis Using EMSI

- View Industry Cluster Report compiled using default algorithms
- View Industry Cluster Report compiled based on industries with high-earnings growth
- View Industry Cluster Report compiled based on industries that reflect regional specialization

### Clustermapping.us Analysis by County

Clustermapping.us is the specialized tool created by Harvard University, in partnership with the EDA, which offers economic data by county. Rather than inserting static reports for each county in the Dayton Region, links to the custom county level dashboards with the most current data are provided below.

As stated in the Industry Cluster section of the plan, it is important to note that this specific tool only includes private sector, non-agriculture employment. Because WPAFB is our Region's and the state's largest single site employer and because so much of our region relies on agriculture as an economic driver, analysis generated using this tool is limited in its applicability to many counties the Dayton Region.

- [Auglaize County](#)
- [Butler County](#)
- [Champaign County](#)
- [Clark County](#)
- [Clinton County](#)
- [Darke County](#)
- [Greene County](#)
- [Mercer County](#)
- [Miami County](#)
- [Montgomery County](#)
- [Preble County](#)
- [Shelby County](#)
- [Warren County](#)



## APPENDIX IV: STAKEHOLDER ENGAGEMENT SUMMARY

To confirm that the proposed Priority Areas and corresponding Strategies and Objectives were representative of the entire Dayton Region, meetings were held with leadership in each of the counties in our CEDS territory, as well as with representatives from talent and workforce partners, entrepreneur networks and major industry associations. A widely promoted corresponding online survey sought feedback on the Priority Areas and encouraged input on how the strategies should address equity, impact economic resiliency and reach all sectors and geographic areas.

The following is a summary of stakeholder engagement efforts:

### **Dayton Region CEDS Steering Committee**

- April 19, 2021 - Briefing
- August 24, 2021 - Briefing
- December 2021 – Work Sessions

### **Dayton Region Economic Development Strategy Kickoff Event**

The Dayton Region Economic Development Strategy Kickoff event took place on May 5, 2021. The event was virtual, with 289 attendees registered.

### **Public Engagement**

- Public survey for SSOAR Analysis posted on CEDS website, promoted through local media, stakeholder networks and social media – May & June, 2021
- Public survey for Priority Areas, Goals, Strategies and Tactics posted on CEDS website, promoted through local media, stakeholder networks and social media – August through November, 2021

### **Presentations to Participating Counties**

- Auglaize County – September 9, 2021
- Champaign County – September 16, 2021
- Clark County – October 6, 2021
- Clinton County – October 18, 2021
- Darke County – September 13, 2021
- Greene County – September 16, 2021
- Mercer County – September 30, 2021
- Miami County – September 16, 2021
- Montgomery County WIB – December 7, 2021
- Preble County – September 27, 2021
- Shelby County – September 28, 2021
- Warren County – November 15, 2021

### **Presentations to Regional Stakeholders**

- Dayton Area Logistics Association – October 21, 2021
- Dayton Development Coalition Public Sector Advisory Board – September 1, 2021
- Dayton Region Manufacturers Association – October 14, 2021
- Dayton Region Military Collaborative – October 28, 2021
- Dayton Region Workforce Development Partners – October 19, 2021
- Entrepreneur Leadership – October 8, 2021
- Greater Dayton Hospital Association – October 25, 2021
- 170/75 Development Association – August 20, 2021
- MVRPC Technical Advisory Committee – May 20, 2021 & October 21, 2021
- MVRPC Board of Directors – June 3, 2021 & November 4, 2021
- Technology First – October 6, 2021
- West Central Ohio Economic Development Association – July 26, 2021

## APPENDIX V: LOCAL AND REGIONAL PLANS

The Dayton Region Economic Development Strategy incorporates and is aligned with the following local and regional plans. Where available, links to the plan documents are provided.

- [Dayton Development Coalition Priority Development & Advocacy Committee Projects](#)
- [MVRPC 2050 Long Range Transportation Plan](#)
- [Auglaize County Economic Analysis Report](#)
- [Champaign County Comprehensive Plan 2020](#)
- [City of Dayton Inclusive Recovery Playbook](#)
- [Connect Clark County Comprehensive Plan](#)
- [Clinton County Regional Planning Commission 2019 Progress Report](#)
- [Clinton County Port Authority Services](#)
- [Darke County Revolving Loan Fund](#)
- [Greene County Land Use Plan](#)
- [Mercer County 2013 Comprehensive Plan](#)
- Miami County Priority Project Highlights
- [Montgomery County Comprehensive Land Use Plan](#)
- [Global Dayton Report](#)
- [Preble County 2016 CEDS & Land Use Plan](#)
- Shelby County – City of Sidney Wagner Site Redevelopment Plan
- [Sidney-Shelby 2020 Annual Report](#)
- [Sidney-Shelby-Business in Focus](#)
- Shelby County Housing Development Study
- Entrepreneur's Center Strategic Plan
- First Suburbs Dayton Region Talent & Workforce Forum
- [Montgomery County Educational Service Center Business Advisory Council Plan](#)



## APPENDIX VI: REGIONAL PROJECTS INVENTORY

PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Additive Manufacturing of Carbon Nanotube Metal Matrix Composites	SHEPRA, Inc.	Greene	\$17,835,000	Equipment Purchases	1-10	1-10	11-25	\$75,001-\$100,00
Air Camp and Educational Outreach Complex (ACEOC)	Air Camp Inc and US AFRL WPAFB Educational Outreach Office	Montgomery	\$23,200,000	Construction or Capital				
Commercialization of IP Which Is on the Shelf	NAI Bergman	Montgomery	\$5,000	Administration or Operations	51-100	51-100	101-250	\$50,000-\$75,000
Digital Design Studio-A Digital Engineering Resource Center, Ohio University, Beavercreek, OH	Russ Research Center, Ohio University	Greene	\$5,000,000	Construction or Capital				
Digital Twin Center of Excellence	ARCTOS Technology Solutions	Greene	\$20,000,000	Administration or Operations				
DVA/DoD Partnership to Rehabilitate Disabled Veterans	Wright Brothers Institute (WBI)	Montgomery	\$5,100,000	Planning or Studies				
Holographic Based Augmented Reality	Spectral Energies, LLC	Greene	\$10,000,000	Planning or Studies	1-10	1-10	26-50	\$50,000-\$75,000
Next Generation Air Force Electronic Warfare Simulation Research	The Design Knowledge Company KBR	Greene	\$109,000,000	Equipment Purchases				
Smart Manufacturing - Ohio Digital Thread Initiative II	ARCTOS LLC	Greene	\$15,000,000	Administration or Operations				
Virtual, Augmented, and Mixed (VAM) Reality Readiness	University of Dayton	Montgomery	\$18,000,000	Planning or Studies	1-10	1-10	1-10	\$75,001-\$100,00
Wearable, Non-Opioid Pain Management	Cornerstone Research Group, Inc. (CRG)	Montgomery	\$7,000,000	Planning or Studies				
Wright Patterson Software Factory	Radiance Technologies, Inc	Greene	\$10,000,000	Equipment Purchases	11-25	26-50	11-25	More than \$100,000
Wright-Patterson Air Force Base Community Infrastructure Support	DaytonDefense	Greene	\$2,000,000	Construction or Capital				

PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Aircraft Mechanic Training Center	Dayton International Airport	Montgomery	\$1,014,000	Construction or Capital	26-50			\$50,000-\$75,000
Arcade District Launch	Dayton Arcade Partners c/o Cross Street Partners	Montgomery	\$187,400,000	Construction or Capital	More than 1000	51-100	More than 1000	\$50,000-\$75,000
Artificial Intelligence & Cybersecurity Center of Excellence for Workforce Development	Discovery Lab - Global (DLG)	Montgomery	\$5,000,000	Administration or Operations	11-25	None	26-50	\$75,001-\$100,00
Citizens and Community Businesses Rebuilding Together Dayton, Ohio Neighborhoods For-Profit	C T C Community Business Investment Incubator Co. LLC.	Montgomery	\$10,000,000	Construction or Capital	More than 1000	1-10	More than 1000	\$50,000-\$75,000
Dayton Region Digital Nexus	Miami Valley Regional Planning Commission	Montgomery	\$75,000,000	Construction or Capital	More than 1000	None	More than 1000	\$50,000-\$75,000
Former Trotwood Salem Mall Redevelopment	Trotwood Community Improvement Corporation	Montgomery	\$22,900,000	Construction or Capital	51-100	None	51-100	\$25,001-\$50,000
Greater West Dayton Incubator (GWDI)	University of Dayton	Montgomery	\$3,000,000	Construction or Capital	101-250	51-100	101-250	\$25,001-\$50,000
Historic Preservation Revolving Fund: Acquire and Stabilize At-Risk Historic Properties	Preservation Dayton, Inc.	Montgomery	\$576,000	Land Acquisition	1-10		1-10	\$25,001-\$50,000
I-70 & SR 72 Community Enhancement Project	City of Springfield, Ohio	Clark	\$2,627,470	Construction or Capital	26-50	11-25	26-50	\$25,001-\$50,000
Job-Centric Upskilling & Housing	Cross Over Community Development	Montgomery	\$8,890,000	Construction or Capital	101-250	26-50	51-100	\$50,000-\$75,000
Masonic Lodge Building (28 West Main Wilmington, Ohio) Redevelopment Project	Clinton County Port Authority	Clinton	\$4,200,000	Construction or Capital	51-100		51-100	\$25,001-\$50,000
National Aerospace Electric Power Innovation Center (NAEPIC)	University of Dayton	Montgomery	\$11,980,400	Equipment Purchases	1-10	None	1-10	\$50,000-\$75,000
National Aviation Heritage Area Reauthorization	National Aviation Heritage Alliance	Montgomery	\$800,000	Administration or Operations	1-10	1-10	51-100	\$50,000-\$75,000
National Veterans Affairs History Center (NVAHC)	American Veterans Heritage Center (501(c)3)	Montgomery	\$34,100,000	Construction or Capital	101-250		251-500	\$50,000-\$75,000
onMain: Dayton's Imagination District	onMain, Inc.	Montgomery	\$72,300,000	Construction or Capital	More than 1000		More than 1000	\$50,000-\$75,000

PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Power House	INFINITY LABS LLC	Greene	\$24,943,538	Construction or Capital	More than 1000	More than 1000	More than 1000	More than \$100,000
Ross VKI Partners	Ross VKI Partners WRCX TV40	Montgomery	\$100,000,000	Construction or Capital	101-250	1-10	101-250	\$50,000-\$75,000
San Marco Dayton	The Lumpkin & Lumpkin Group LLC	Ohio	\$14,000,000	Construction or Capital	101-250		51-100	\$25,001-\$50,000
Study and Design for Data Center in Yellow Springs	Village of Yellow Springs	Greene	\$25,000	Planning or Studies	None		None	\$50,000-\$75,000
Triumph of Flight Monument	Wright Image Group, Inc.	Montgomery County	\$8,900,000	Construction or Capital	51-100	None	101-250	Under \$25,000
Uptown Centerville Streetscape and Parking Improvements, Phase 1	City of Centerville	Montgomery	\$2,200,000	Construction or Capital	101-250	101-250	251-500	\$25,001-\$50,000
Wagner Business Incubator and Coworking Space	City of Sidney	Shelby	\$5,250,000	Construction or Capital	51-100	None	51-100	\$50,000-\$75,000
West Carrollton Riverfront Development - Whitewater Park and Low Dam Improvements	City of West Carrollton	Montgomery	\$7,500,000	Construction or Capital	101-250	26-50	251-500	\$25,001-\$50,000
Wilmington Air Park Deice Infrastructure	Clinton County Port Authority	Clinton	\$3,000,000	Construction or Capital	101-250	251-500	251-500	\$25,001-\$50,000
Brigid's Path Community	Brigid's Path	Montgomery	\$15,184,050	Construction or Capital	51-100	1-10	51-100	\$25,001-\$50,000
Building a New Ronald McDonald House - Keeping More Families Close	Ronald McDonald House Charities Dayton	Montgomery	\$25,000,000	Construction or Capital	1-10	11-25	11-25	\$50,000-\$75,000
Community Mercy Health Partners (CMHP) Musculoskeletal Institute	Community Mercy Health Partners	Clark	\$1,924,533	Equipment Purchases	11-25		11-25	\$75,001-\$100,000
Dayton Regional Pathways HUB	Greater Dayton Area Hospital Association	Montgomery	\$250,000	Administration or Operations				
Development of Healthcare Campus on the Westside of Dayton, Ohio	Gem City Hilltop Community Development & Housing, Inc	Montgomery	\$1,500,000	Administration or Operations	51-100	51-100	51-100	\$25,001-\$50,000
East End Whole Family Services Hub Facility Expansion	WestCare Ohio, Inc. (dba East End Community Services)	Montgomery	\$5,416,480	Construction or Capital	11-25	51-100	101-250	\$25,001-\$50,000



PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Expanding Affordable Housing and Victim Services at YWCA Dayton's Huber Heights Campus	YWCA Dayton	Montgomery County	\$10,185,000	Construction or Capital				
Expansion of Medical Education Building, Boonshoft School of Medicine (BSOM)	Boonshoft School of Medicine, Wright State University	Greene	\$2,500,000	Construction or Capital	1-10		251-500	More than \$100,000
Homefull Healthy Living in West Dayton	Homefull	Montgomery	\$13,400,000	Construction or Capital	251-500	26-50	101-250	\$25,001-\$50,000
Kinship Care Housing Project	Dayton Children's Hospital	Montgomery	\$6,120,000	Construction or Capital				
Miami Valley Meals Expansion Project	Set the Banquet Table dba Miami Valley Meals	Montgomery	\$6,693,755	Administration or Operations	1-10	11-25	11-25	\$25,001-\$50,000
Northwest Health and Wellness Campus	YMCA of Greater Dayton	Montgomery	\$11,000,000	Construction or Capital				
Sinclair Community College/Premier Health Partners Center for Nursing Excellence	Sinclair Community College	Montgomery	\$6,000,000	Construction or Capital	11-25	101-250	500-1000	\$50,000-\$75,000
Three Phase Foodbank Building Expansion: Investing in Health Equity and Re-Entry	The Foodbank, Inc.	Montgomery	\$5,188,349	Construction or Capital				
West Dayton Community Recreation and Space Sharing Project.	Boys & Girls Club of Dayton, Inc.	Montgomery	\$28,000,000	Construction or Capital	26-50	1-10	1-10	\$50,000-\$75,000
937 Hoop Dreams Sports Complex & Educational Center	City of Fairborn	Greene	\$9,461,519	Construction or Capital	1-10	1-10	1-10	\$25,001-\$50,000
Air Show Parking	United States Air and Trade Show	Montgomery	\$606,000	Land Acquisition			1-10	
APTC Blight Elimination Project	All Purpose Tree Care	Montgomery	\$1,000,000	Construction or Capital	11-25	1-10	11-25	\$50,000-\$75,000
Arts and Cultural Center	Dayton Contemporary Dance Company	Montgomery	\$5,939,800	Construction or Capital				
Benham's Grove Improvements, Phase 1	City of Centerville	Montgomery	\$2,450,000	Construction or Capital	1-10	1-10	11-25	\$25,001-\$50,000
Benjamin and Marian Schuster Center for the Performing Arts Roof Replacement	Victoria Theatre Association d.b.a Dayton Live	Montgomery	\$2,090,100	Construction or Capital				

PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Centerville Community Event Space Improvements	City of Centerville	Montgomery	\$1,350,160	Construction or Capital	1-10	1-10	1-10	\$25,001-\$50,000
Day Air Credit Union Ballpark PDL Facility Standard Improvements	City of Dayton	Montgomery	\$20,500,000	Construction or Capital		101-250	26-50	\$25,001-\$50,000
Dayton Art Institute Restoration - Windows, Doors and More	The Dayton Art Institute	Montgomery	\$1,500,000	Construction or Capital	None	None	None	
Dayton Convention Center Public Event Street and Green Space Project	Montgomery County Convention Facilities Authority	Montgomery	\$2,400,000	Construction or Capital	26-50	101-250	251-500	\$25,001-\$50,000
Dayton Performing Arts Campus	Dayton Performing Arts Alliance	Montgomery	\$49,623,229	Construction or Capital				
Downtown Signage & Wayfinding	Downtown Dayton Partnership	Montgomery	\$1,042,920	Construction or Capital	None	None	More than 1000	\$50,000-\$75,000
Early Visions Purpose Center	Elizabeth Gainous	Montgomery	\$1,100,000	Construction or Capital				
Enhanced PowerNet Ex-Offender Support Program	PowerNet of Dayton	Montgomery	\$926,000	Construction or Capital				
Glen Helen Nature Preserve Accessibility Improvements	Glen Helen Association	Greene	\$1,250,000	Construction or Capital	51-100	11-25	101-250	\$25,001-\$50,000
Great Miami River Corridor Improvement between Stewart Street/OnMain and I75 interchange	Miami Conservancy District-Great Miami Riverway	Montgomery	\$15,000,000	Planning or Studies				
Great Miami River Recreational Trail Extension, Phase 2	Shelby County Commissioners	Shelby	\$3,425,863	Construction or Capital	None	None	More than 1000	
Help Immigrants and Refugees to Be Integrated in Dayton Area	Greater Dayton African Coalition	Greene	\$1,942,000	Administration or Operations				
Levitt Pavilion Dayton	Friends of Levitt Pavilion Dayton	Montgomery	\$150,000	Construction or Capital	1-10	1-10	1-10	\$50,000-\$75,000
Lewisburg Fire House Historic Preservation	Village of Lewisburg	Prebble	\$200,000	Construction or Capital				
MCAS (Montgomery County Agricultural Society) Fairgrounds Facilities Upgrade	Montgomery County Agricultural Society	Montgomery	\$1,250,000	Construction or Capital				

PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
Miami Valley Historic Preservation Institute and Historic Preservation Construction Trades Training Program	Miami Valley Historic Preservation Institute	Montgomery	\$8,800,376	Construction or Capital				
Miami Valley Research Park Bike Path & Pedestrian Bridge	City of Kettering	Montgomery	\$2,750,000	Construction or Capital	None	None	500-1000	\$75,001-\$100,00
Miami Valley Women's Hall of Fame at the Dayton Woman's Club	Woman's Club of Dayton Foundation dba Dayton Woman's Club	Montgomery	\$500,000	Construction or Capital				
National Aviation Hall of Fame Innovation Laboratory (Lab)	National Aviation Hall of Fame	Greene	\$986,000	Construction or Capital	1-10	None	None	\$50,000-\$75,000
Old North Dayton Park Expansion Project	CityWide Development Corporation	Montgomery	\$5,400,000	Construction or Capital				
Piqua Downtown Riverfront Park Improvements	City of Piqua	Miami	\$3,483,796	Construction or Capital	51-100	None	51-100	\$25,001-\$50,000
S.O.A.R. (Solid Opportunities for Advancement & Retention) Pathways to Prosperity	Urban League of Greater Southwestern Ohio dba Miami Valley Urban League	Montgomery	\$536,084	Administration or Operations	1-10	None	26-50	\$25,001-\$50,000
Saving Dayton's Treasures at the Boonshoft Museum of Discovery	Dayton Society of Natural History	Montgomery	\$1,256,421	Construction or Capital	None	1-10	51-100	\$25,001-\$50,000
Schoolhouse Park	Village of Covington	Miami	\$3,408,000	Construction or Capital				
Southwest Ohio CARES Circle, Inc.	Southwest Ohio CARES Circle, Inc.	Warren	\$3,536,500	Administration or Operations	1-10		1-10	\$50,000-\$75,000
Springfield Museum of Art Renovation	Springfield Museum of Art	Clark	\$7,000,000	Construction or Capital	1-10	11-25	1-10	\$25,001-\$50,000
STEAM (Science, Technology, Engineering, ART, Math) ADA Compliant Space	K12 Gallery & TEJAS	Montgomery	\$995,211	Construction or Capital	1-10	11-25	1-10	\$50,000-\$75,000
Sunrise MetroPark Gardens of Remembrance and Celebration	Five Rivers MetroParks	Montgomery	\$1,084,000	Construction or Capital	11-25		1-10	\$25,001-\$50,000
Wayfinding Signage	Beavercreek Township Board of Trustees	Greene	\$80,000	Construction or Capital				



PROJECT TITLE	PRINCIPAL ORGANIZATION	COUNTY	TOTAL COST	PROJECT TYPE	DIRECT NEW JOBS	EXISTING JOBS RETAINED	SUSTAINED PERMANENT JOBS	ESTIMATED AVERAGE SALARY
West Memory Gardens Cemetery in Moraine, Ohio	StoneMor Inc.	Montgomery	\$500,000	Construction or Capital				
Woodland Historic Chapel Preservation	Woodland Arboretum Foundation	Montgomery	\$5,500,000	Construction or Capital				
Wright State University Archives Facilities Upgrade Project	Wright State University	Greene	\$1,788,500	Construction or Capital	1-10	11-25	1-10	\$50,000-\$75,000
WYSO's New Headquarters Construction	Miami Valley Public Media, Inc.	Greene	\$8,606,738	Construction or Capital	1-10	11-25	11-25	\$50,000-\$75,000
YS-Clifton Connector Trailhead parking	Village of Yellow Springs	Greene County	\$25,000	Construction or Capital				
Dayton Wright Brothers Airport Terminal Upgrades	Dayton International Airport	Montgomery	\$500,000	Construction or Capital				
Flight Line (East Dayton Rails-to-Trails) Phase 1	City of Dayton	Montgomery	\$6,500,000	Construction or Capital				
I-675/Grange Hall Road Interchange	City of Beavercreek	Greene	\$18,650,000	Planning or Studies	11-25	1-10	101-250	\$50,000-\$75,000
I-675/Wilmington Pike Interchange Project	The Montgomery County Transportation Improvement District	Montgomery	\$44,000,000	Planning or Studies				
Mad River Conversion Dam Replacement	City of Dayton	Montgomery	\$4,290,000	Construction or Capital				
Mound Connector Project	The City of Miamisburg	Montgomery	\$20,000,000	Planning or Studies				
Wolf Creek Trunks Sanitary Liners Installation	City of Dayton	Montgomery	\$3,500,000	Construction or Capital				

## APPENDIX V: PUBLIC INVOLVEMENT SUMMARY

The Miami Valley Regional Planning Commission conducted a public participation process for the Dayton Region Economic Development Strategy in compliance with their Public Participation Policy. Actions included a virtual public meeting, a method for online and in person public comment, and broad communication about these opportunities. A summary of all public involvement efforts will be included in the appendices for the final plan document.