



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 the 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, and supports Wright-Patterson Air Force Base and other federal installations in the region.



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

Dayton Development Coalition Board of Trustees
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	

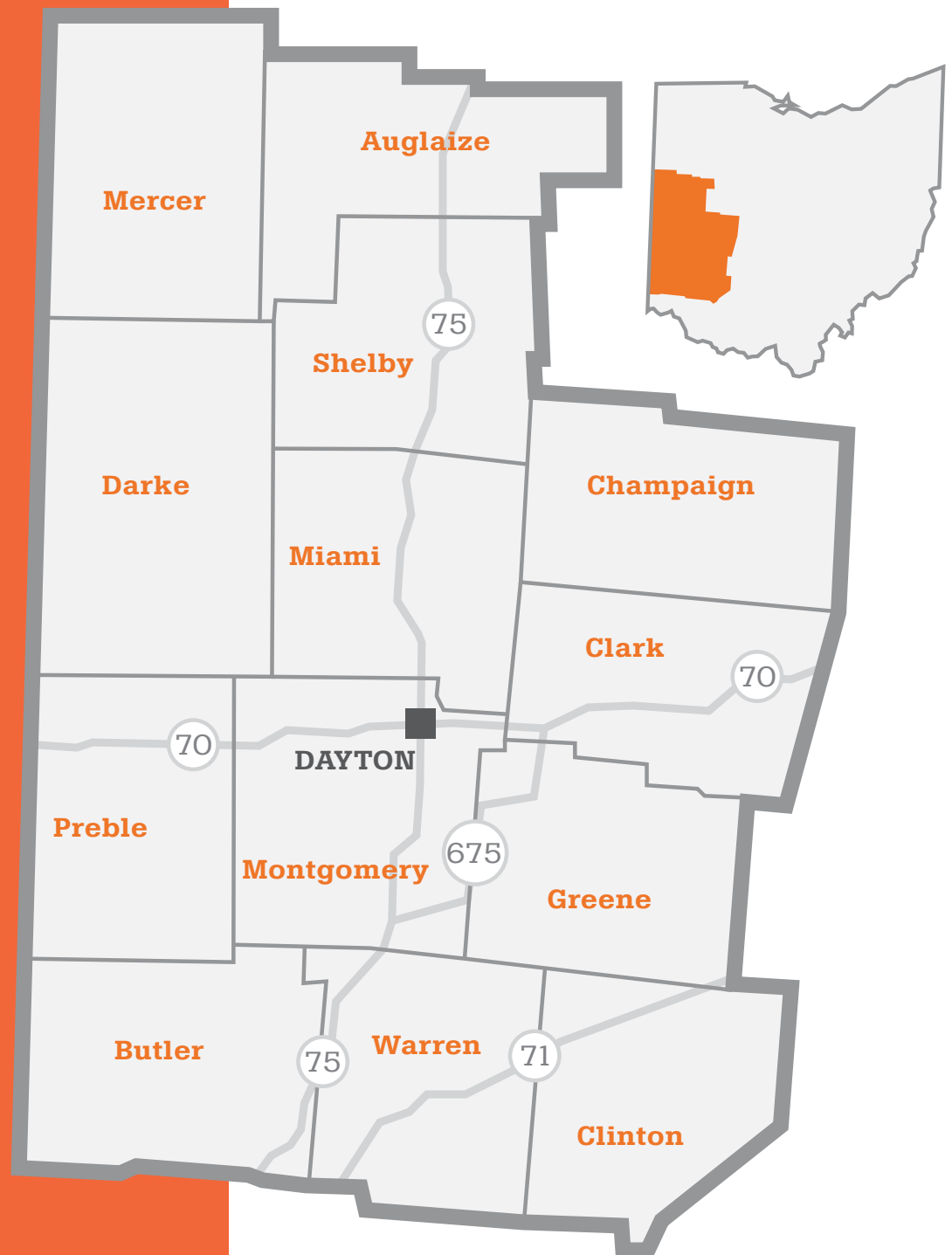
Dayton Area Logistics Association
Dayton Region Manufacturers Association
Dayton Region Military Collaborative
Dayton Region Workforce Development Partners
Entrepreneurs Center
Greater Dayton Hospital Association
I70/75 Development Association
Technology First
West Central Ohio Economic Development Association

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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 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
- Advanced 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 attract 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.

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 advocates strongly for investment in the expansion of passenger rail service, connecting our region with other Ohio cities and the national network.

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, FedEx, 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. The Dayton Region is also home to the Springfield Air National Guard Base at Springfield-Beckley Municipal Airport and Dayton VA Medical Center.

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.



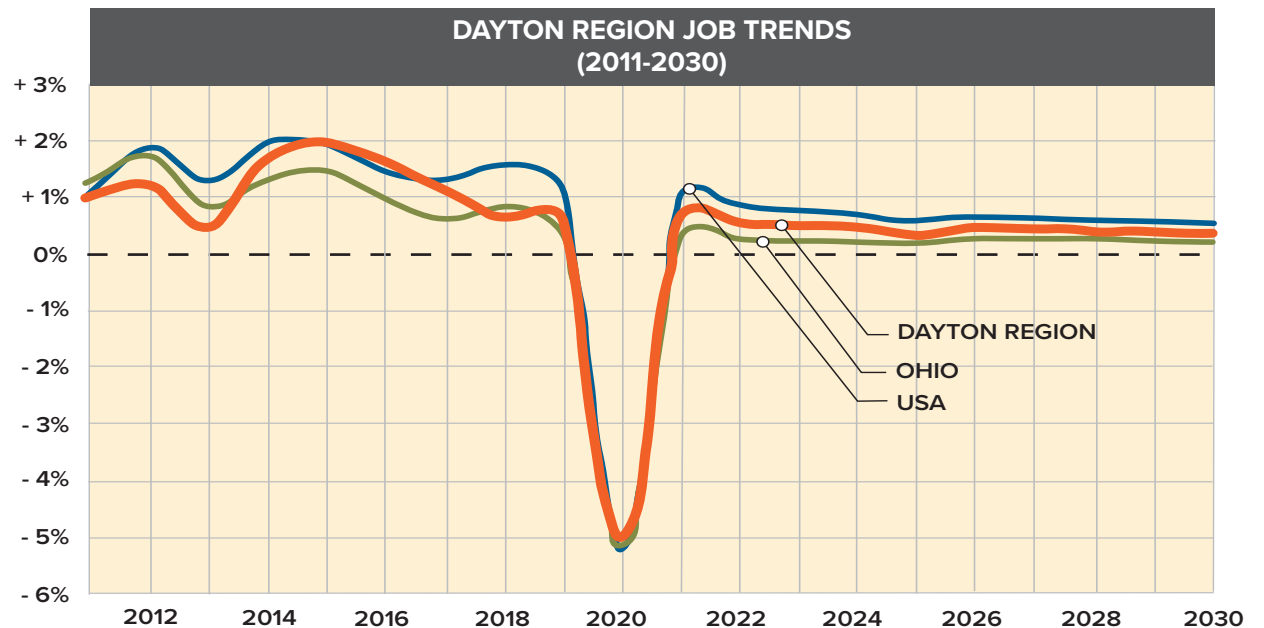
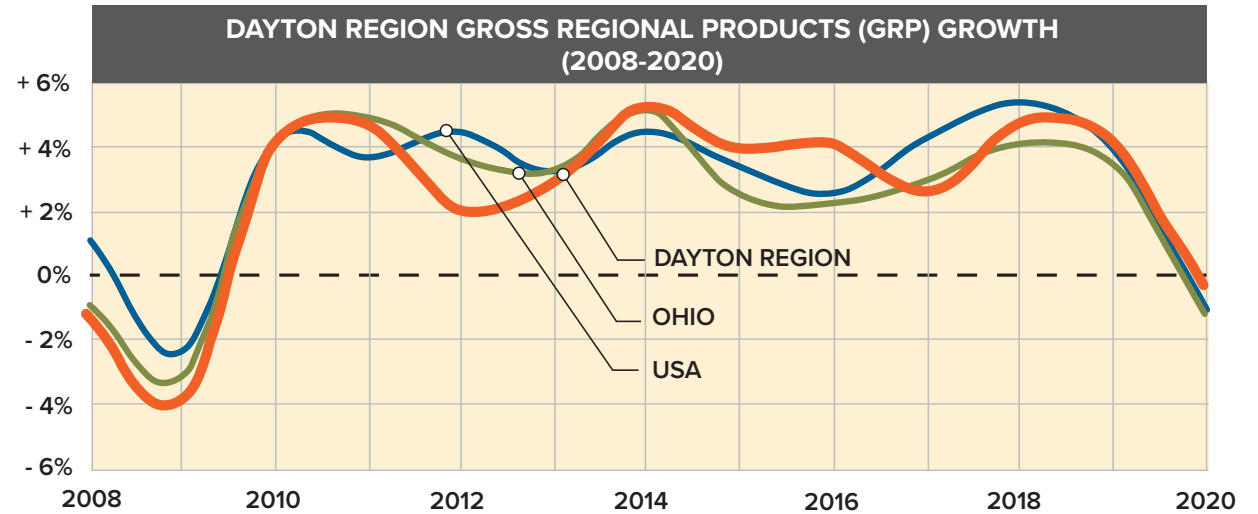
DAYTON REGION SUMMARY BACKGROUND

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.

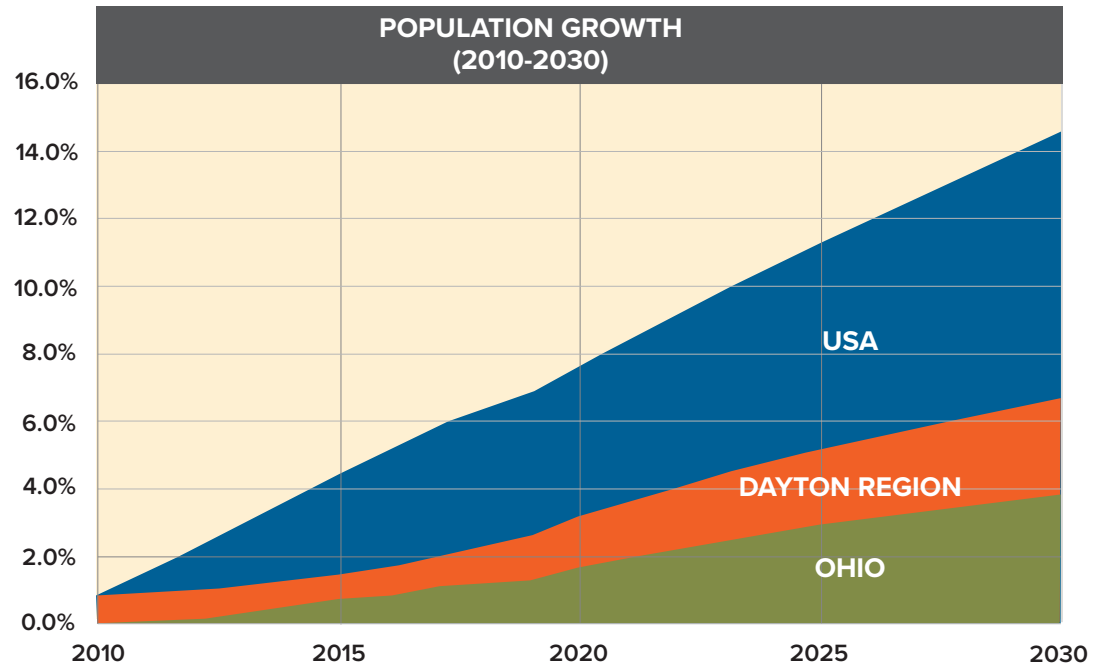
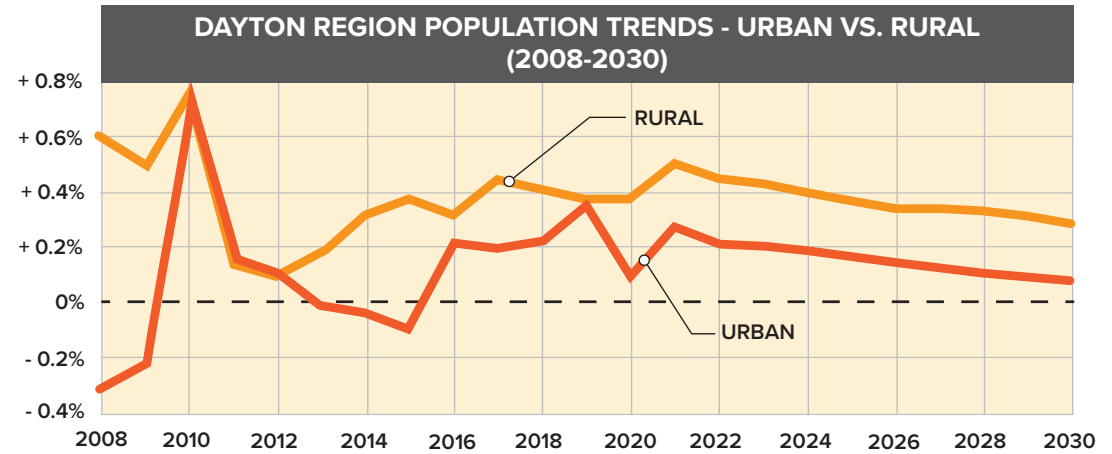
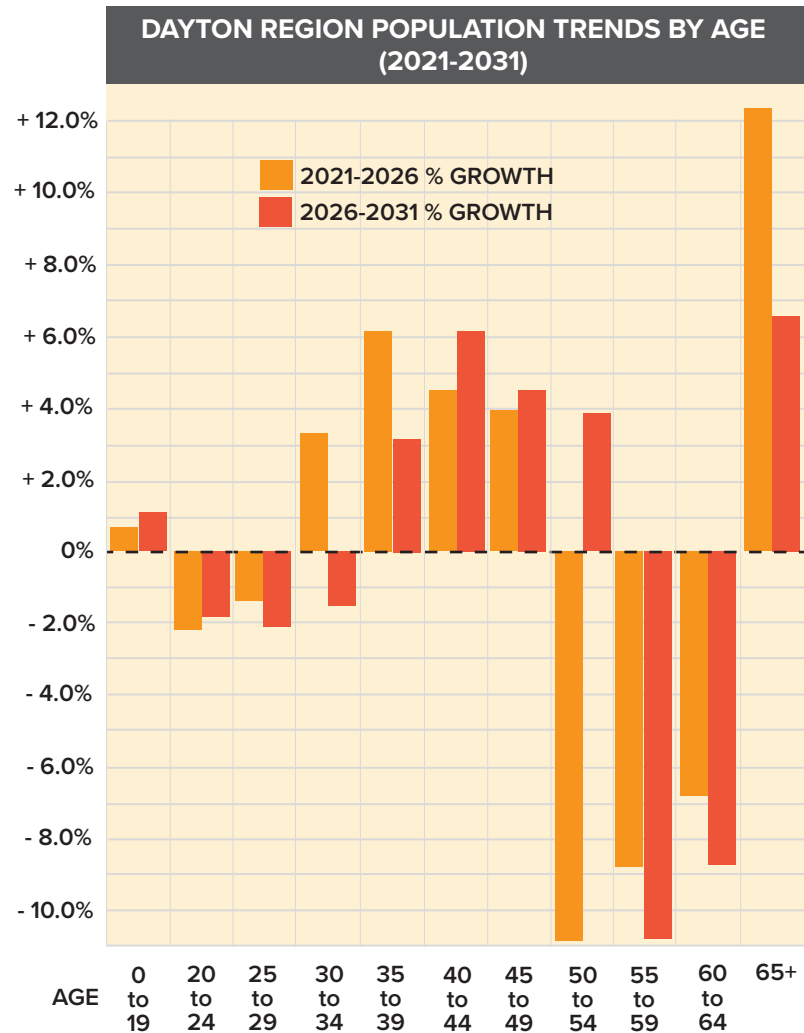
MAJOR EMPLOYERS

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

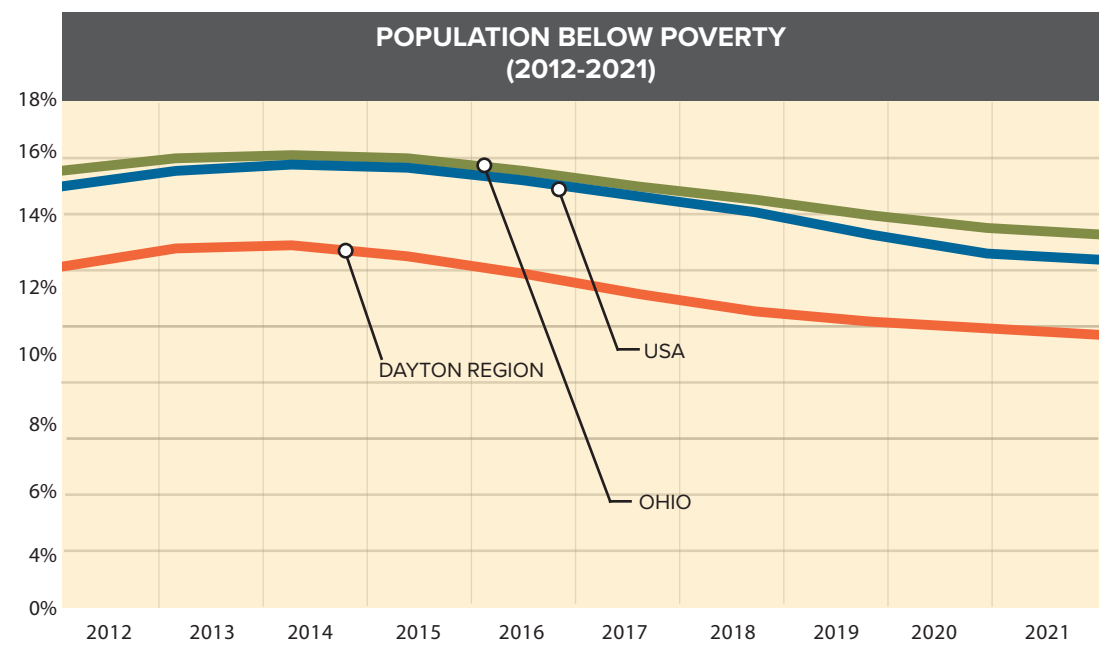
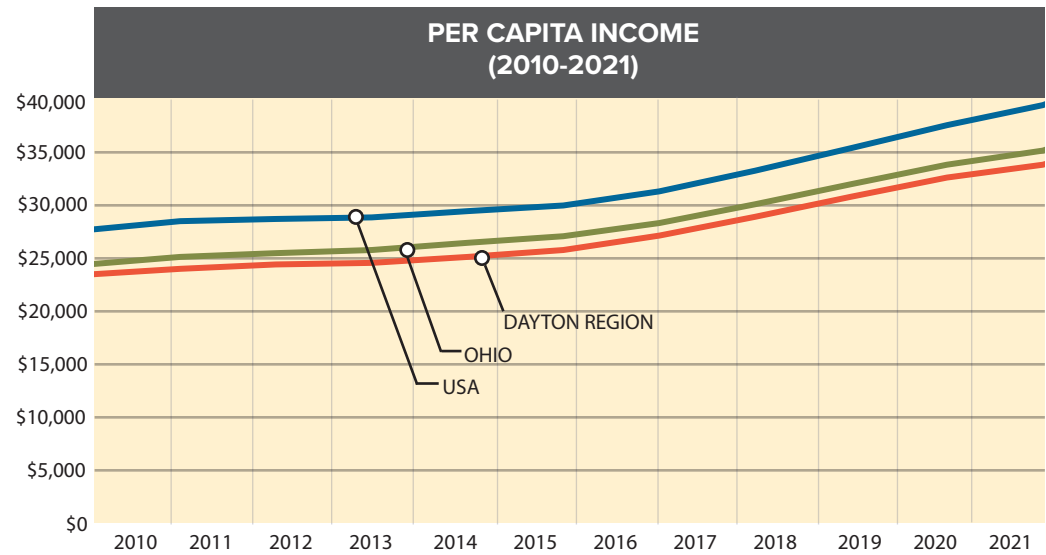
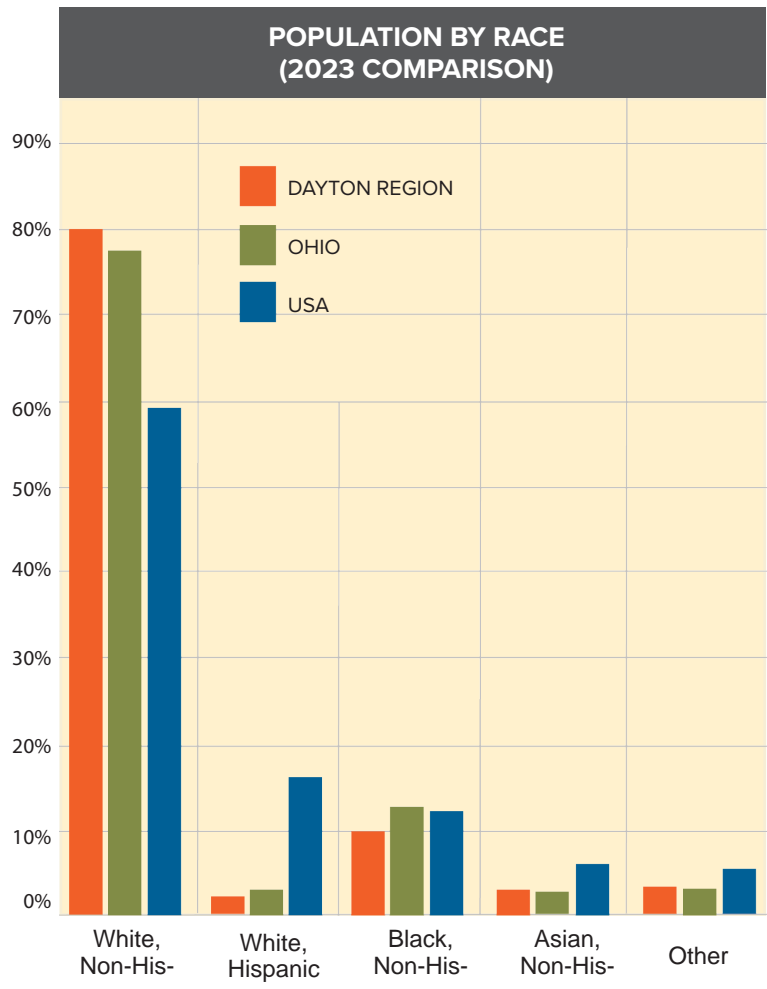
Population Growth in the Dayton Region outpaces statewide trends. Since 2012, rural areas of our region have experienced a higher rate of growth than urban areas, though both are projected to see declining growth in the coming decade. Of particular concern are the projected negative growth rates for 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

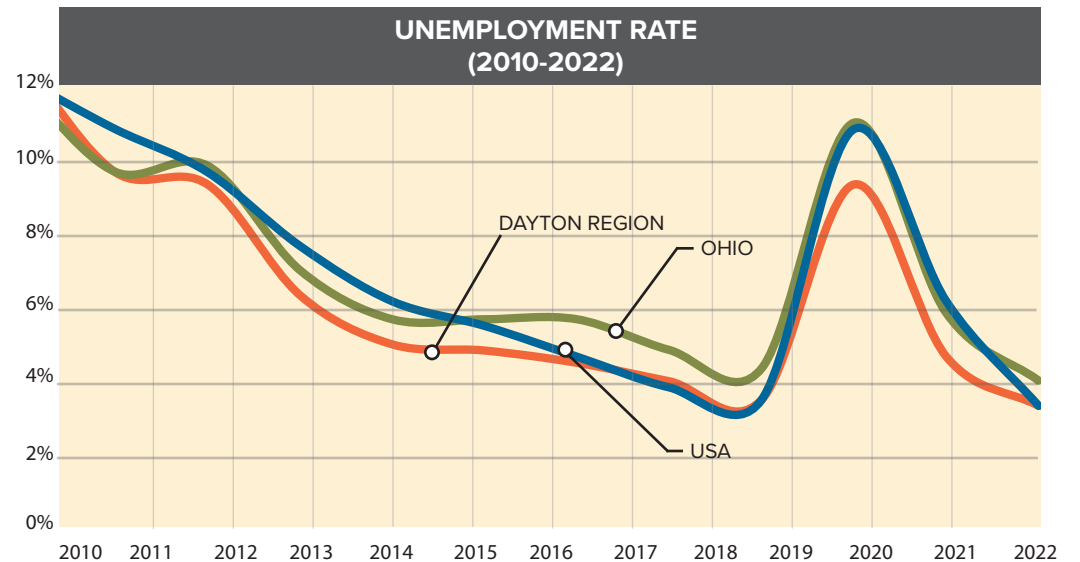
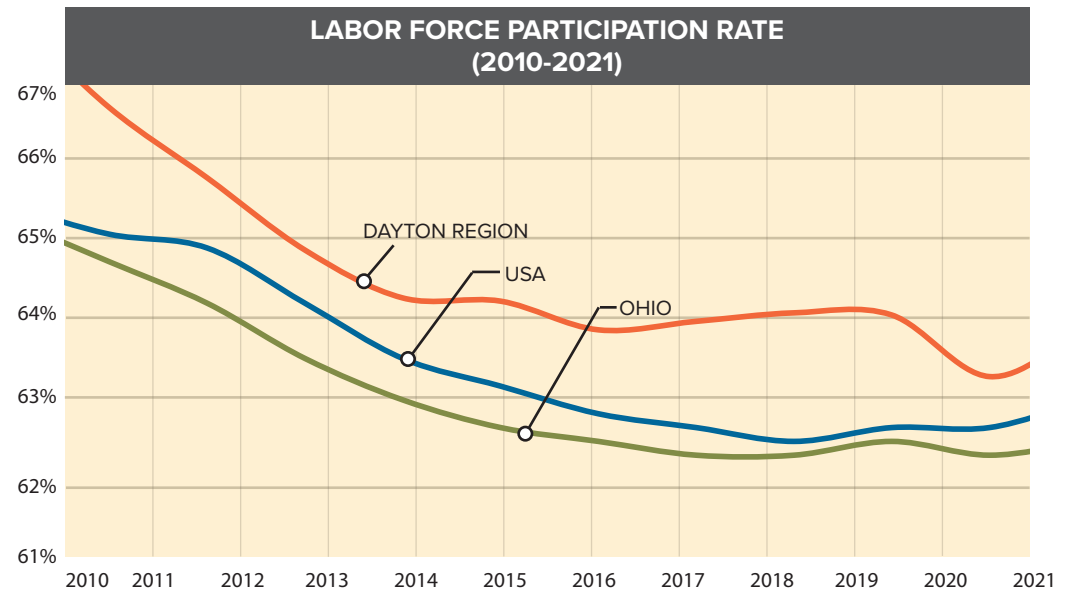
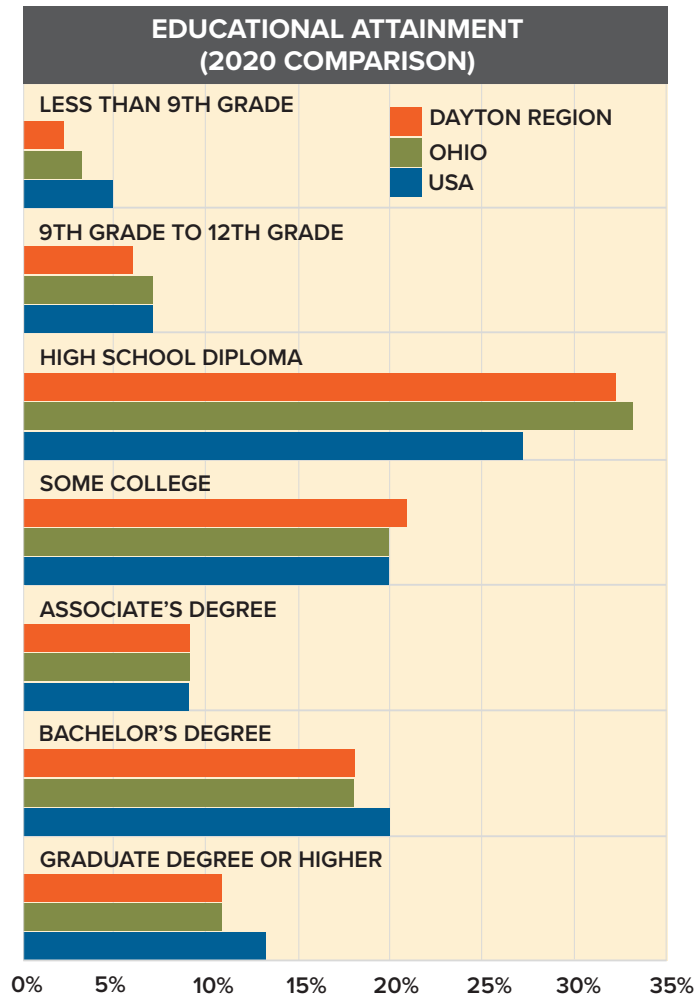
Demographic Trends

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

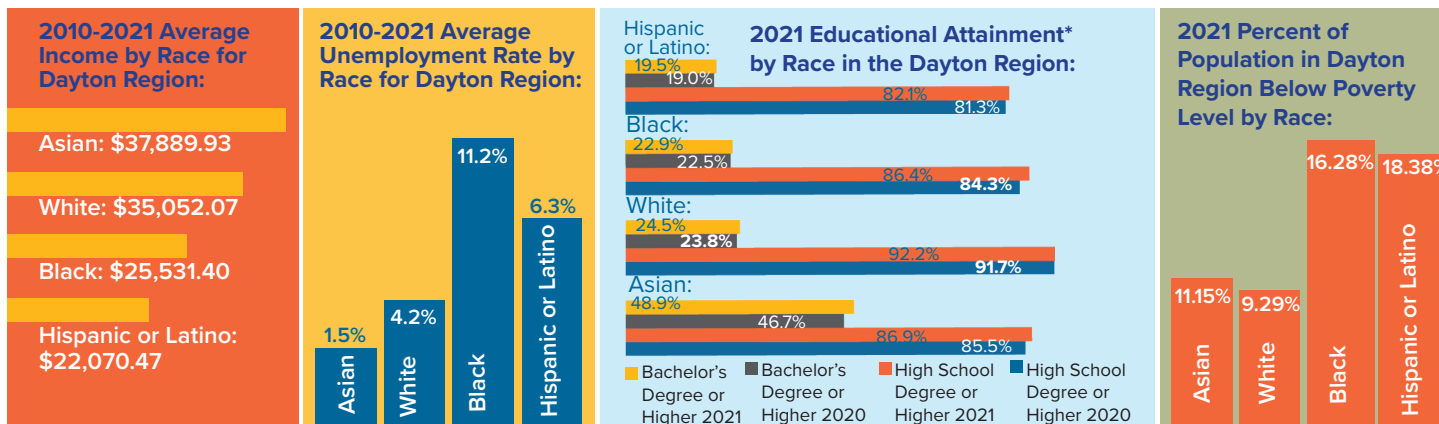
Access to opportunity throughout the Dayton Region is uneven. MVRPC's Regional Equity Profile, conducted in 2016 in partnership with the Kirwan Institute for the Study of Race and Ethnicity at the Ohio State University, examined the historical context of equity and inequity in the Miami Valley through 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

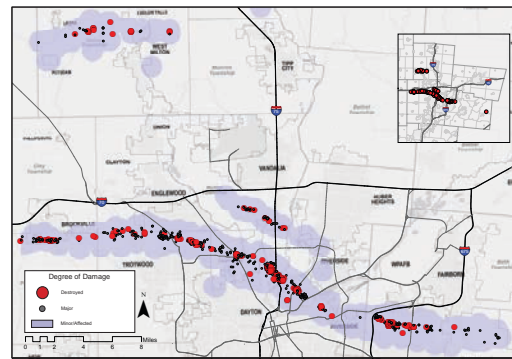
The Dayton Region's economy is inter-dependent, and while strong urban cores are essential, we must also focus on sustainable economic growth in suburban and rural areas. Strengthening the economy at each county-level will enhance resiliency and lead to stronger regional economic growth.

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 uninsured or under-insured. 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 installations 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 the 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

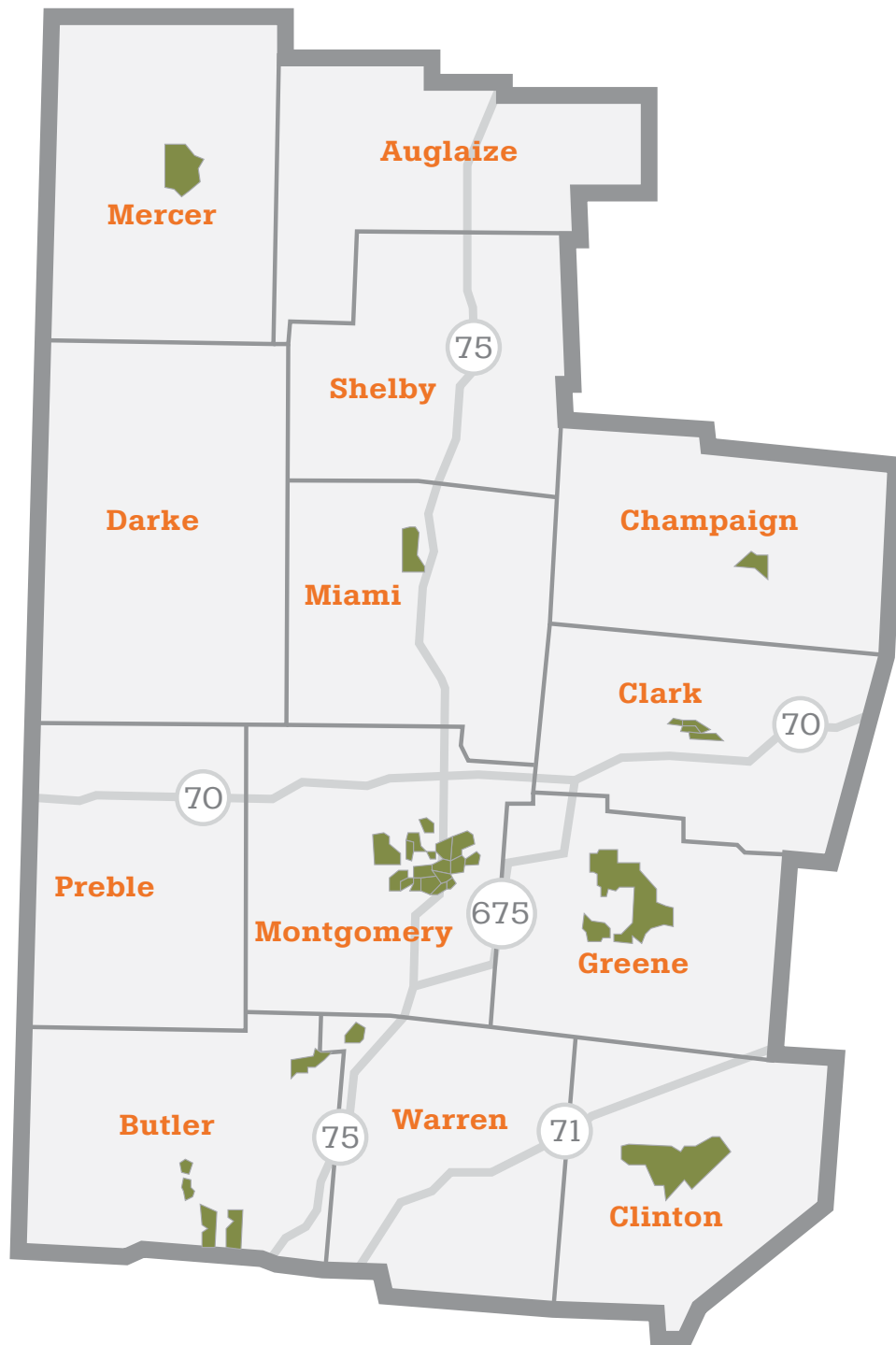
Since the mid-1990's, as it became evident that the Dayton Region economy was highly dependent on mature industries unlikely to sustain growth through the next decade, the 13-county Dayton Region has been engaged in strategic planning to diversify the economic base and capture growth opportunities being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

Emerging Industries:

- Logistics & Distribution
- Biosciences & Biotechnology
- Cyber Technology & Digital Engineering
- Advanced 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

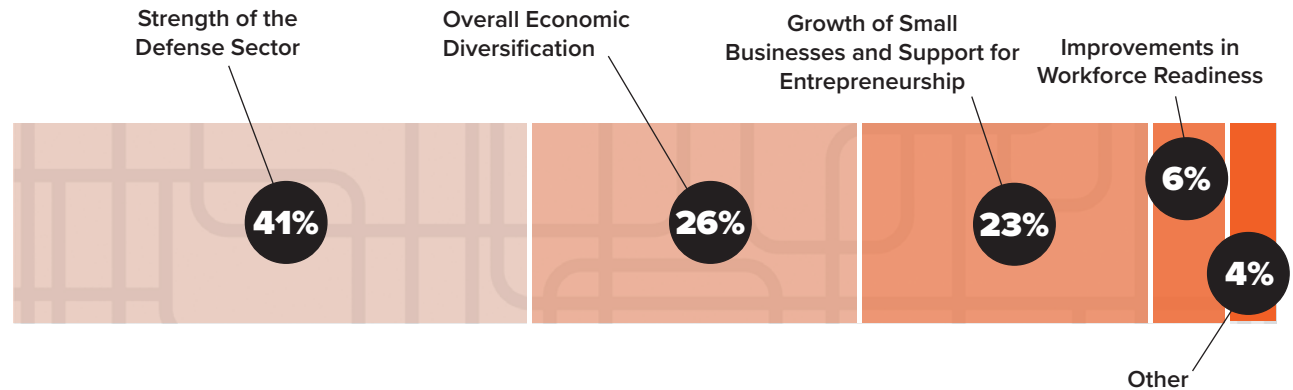
SSOAR ANALYSIS

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.

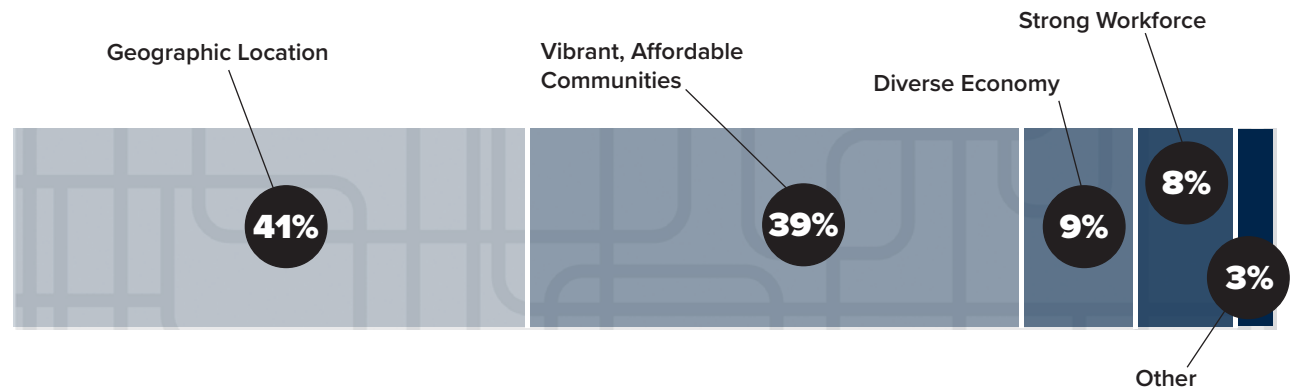
The SSOAR stakeholder engagement effort launched during the *Dayton Region Economic Development Strategy* Kickoff event on May 5, 2021. The virtual event, with nearly 300 attendees registered, utilized an interactive process to facilitate the SSOAR inventory. A custom *Dayton Region Economic Development 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.

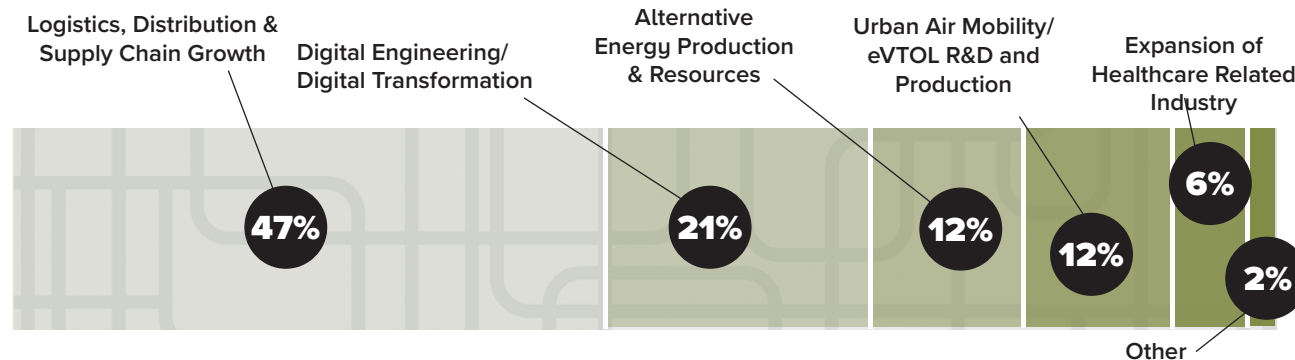
What was our Region's Greatest **SUCCESS** During the Past 10 Years?



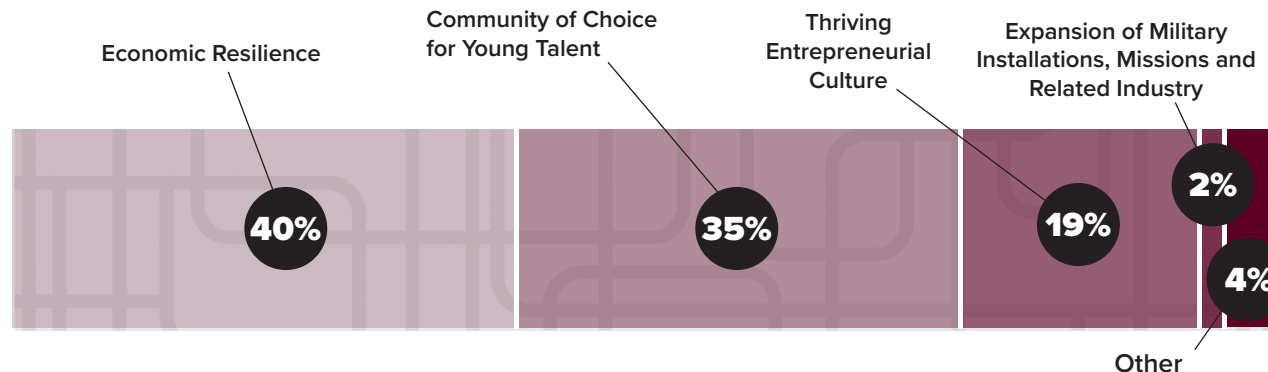
What is our Region's Greatest **STRENGTH**?



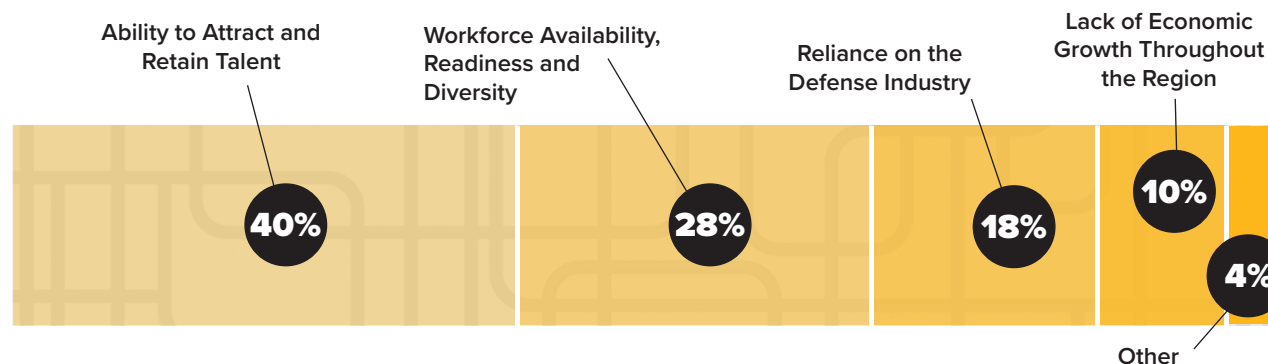
What is our Region's Strongest *OPPORTUNITY* for Strategic Growth?



What is your *ASPIRATION* for our Region?



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



SSOAR Inventory Summary

SUCCESSIONS

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 attract 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
- Clinton County Regional Planning Commission 2019 Progress Report
- Clinton County Port Authority
- Connect Clark County Comprehensive Plan
- Darke County Revolving Loan Fund
- Dayton Region Talent & Workforce Forum
- Entrepreneur's Center Strategic Plan
- Global Dayton Report
- Greene County Land Use Plan
- Mercer County 2013 Comprehensive Plan
- Miami County Priority Project Highlights
- Montgomery County Comprehensive Land Use Plan
- Montgomery County Educational Service Center Business Advisory Council Plan
- Playbook for Equitable Economic Development (IEDC)
- Preble County 2016 CEDS & Land Use Plan
- Shelby County Housing Development Study
- Shelby County Wagner Site Redevelopment Plan
- Sidney-Shelby 2020 Annual Report
- Sidney-Shelby-Business in Focus

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

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



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

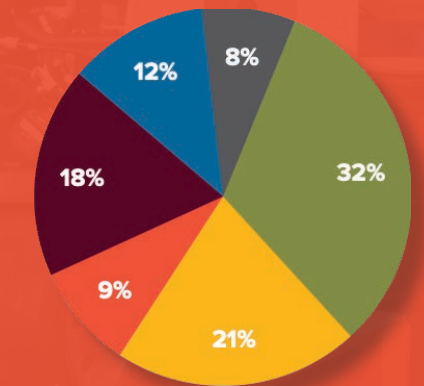
4.2% Unemployment
(September 2021)

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

2022 STRATEGIC PRIORITY ACHIEVEMENTS

Talent & Workforce

Funds from this grant will support every stage of education from cradle to career such as student success planning and family focused services. The program will ensure children are connected to resources and access to the necessary educational opportunities which support their unique abilities and needs allowing them to succeed.

Most notably has been the establishment of Central State University's Workforce Training & Business Development Center at their West Dayton campus. The Center was awarded \$4.5M in EDA funding to create career pathways for historically underserved and underemployed populations by offering short certification programs in emerging and high demand industries.

Additionally, the Miami Valley Regional Planning Commission, Ohio Department of Transportation and Clark State College have partnered to develop a reduced cost training opportunity to support the need for additional public transit operators in the region. This provides individuals with the required skills and certifications to operate transit buses while supporting increased mobility options for workforce throughout the region.

The Omega Community Development Corporation received \$28M from the U.S. Department of Education's Promise Neighborhoods program that will help thousands of kids in northwest Dayton. Funds from this grant will support every stage of education from cradle to career such as student success planning and family focus services. The program will ensure children are connected to resources which support their unique abilities and needs and help them succeed and provide more stability to access educational opportunities.



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

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



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





2022 STRATEGIC PRIORITY ACHIEVEMENTS

Infrastructure

Over the last year, the Dayton Region has been investing significantly in the region's infrastructure to ensure we are at a competitive advantage. Roadway and bridge construction projects continued to see large investments from the Ohio Department of Transportation totaling more than \$262M throughout the region.

Cities and counties across the region are also focusing efforts to expand broadband infrastructure. Funding through Broadband Ohio has allowed the region to understand where there is a lack of quality and affordable broadband services. This provides communities the opportunity to develop a plan to upgrade and expand services into underserved and rural areas of the region.

The Dayton Region has also worked with the Ohio Department of Transportation to support alternative fuel infrastructure by establishing a program to allocate funding to install EV charging stations along primary interstate routes across the region and in community centers. The Dayton Region has over 10 possible sites identified for future EV charging stations along interstate routes further connecting the region to the national network.

STRATEGIC PRIORITIES

Vibrant Communities

GOAL: The Dayton Region benefits from dynamic and diverse communities with a vibrant quality of life that attract 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

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



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 campaigns to promote the livability of the Dayton Region, reaching entrepreneurs, site selectors, corporate executives and talented individuals to encourage business investment, talent recruitment and relocation
- 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



2022 STRATEGIC PRIORITY ACHIEVEMENTS

Vibrant Communities

The Dayton Region strives to ensure people living in and relocating to the region have the highest quality of life possible. The Great Miami Riverway is a coalition of communities that supports the redevelopment of riverfronts along the Great Miami River. The coalition connects more than 99 miles of paved trails and connected communities to promote the region as a recreation destination to support economic development strategies and strengthen communities along the riverway.

The Miami Valley Non-profit Housing Collaborative conducted a housing assessment which evaluated the region's housing market including multifamily rental housing, non-conventional, and for-sale housing, and future development. This study helped organizations and communities identify the most impactful housing **development opportunities for the region** as well as **develop and structure programs aimed to support low income individuals access quality and affordable housing.**



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

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



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:

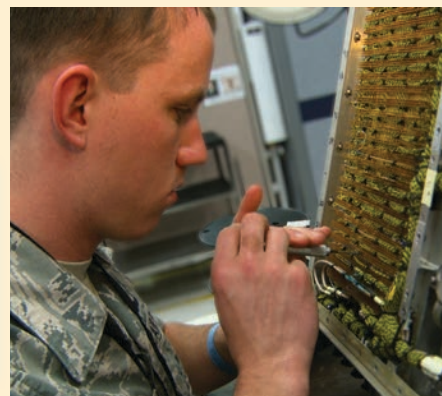
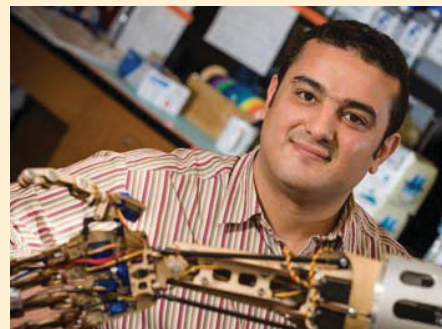
- Develop strategies and partnerships to attract and solicit outside, private capital in the Dayton Region
- Bolster capital access through local, state or federal grants and revolving loan funds
- Address need for access to risk capital at all stages of business growth

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



2022 STRATEGIC PRIORITY ACHIEVEMENTS

Small Business & Entrepreneurship

The Dayton Region has a number of resources and programs available to support small business owners. Notably, Launch Dayton received a grant award from the EDA through the Build to Scale program that helped establish an accelerator program focused to support minority and women owned businesses launch high growth technology based start up companies. Launch Dayton intends to continue the program with efforts to support businesses within their first-year increase profits and strengthen their foundation.

Additionally, the Dayton Chamber of Commerce was recently awarded the opportunity to join the Minority Business Assistance Network as a Tier 2 provider. This focuses on supporting businesses in the growth state with procurement assistance and accessing 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

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



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
- Align regional economic development efforts to establish a unique identity for the Dayton Region as the national center for advanced air mobility, and leverage the State of Ohio Silicone Heartland campaign to attract new investment in the technology industry

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



2022 STRATEGIC PRIORITY ACHIEVEMENTS

Economic Resiliency

The Dayton Region continues to work to unify the region, build upon its assets and leverage existing leadership to promote economic resiliency. The region is working toward making the Dayton Region a destination of choice for emerging industries by working with communities to identify ‘shovel ready’ sites for companies through the SiteOhio, Site Authentication program.

Further, the region will leverage existing opportunities through Wright-Patterson Air Force Base to enhance technologies that will reshape the way supporting industries interact with the national economy as well as support opportunities to grow future and current workforce.



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 and reported formally to the MVRPC Board of Directors, DDC Board of Directors and the EDA.

PRIORITY AREA 1: TALENT & WORKFORCE

Key	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome	2022/2023 Outcome	Desired Outcome Achieved
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	Population growth: 4.2% vs. Job growth: 5.6%. (2014-2023)	Yes, both population and job growth increased at a higher rates between 2014-2023 than 2012-2021.
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	Regional unemployment rate declined from 7.1% in 2020 to 4.4% in 2021 and 3.6% in 2022. Unemployment has reduced every month in 2023 so far (January through April), moving from 3.7% to 2.7%.	Yes
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	Average labor force participation rate in the Dayton Region declined from 64.2% in 2019 to 63.8% in 2020 before seeing a minor increase to 64.1% in 2021.	No
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	Regional educational attainment increased in two categories by 1% point: Associate's and Bachelor's Degrees.	Yes
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	Unemployment rates increased across all groups from 2019 to 2020 before reducing slightly in 2021. Black or African Alone average unemployment increased from 10.7% in 2019 to 11.8% in 2020 and 11.2% in 2021. White unemployment remained the same at 4.2% from 2019-2021. Hispanic unemployment remained fairly stagnant - fluctuating from 6.5% in 2019 to 6.7% in 2020 and 6.3% in 2021.	Yes/No
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	Labor force participation rates varied across groups in the Dayton Region from 2019 to 2021. Black or African American labor force participation increased from 56.7% in 2019 to 57.6% in 2020 and 63.3% in 2021. White participation rates decreased from 64.3% in 2019 to 63.6% in 2020 before increasing to 64% in 2021. Hispanic labor force participation rates also increased every year, from 70.5% in 2019 to 71.3% in 2021.	Yes/No

PRIORITY AREA 2: INFRASTRUCTURE

Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome	2022/2023 Outcome	Desired Outcome Achieved
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	\$262,679,488	Yes
State and Federal Investment in Brownfield Remediation and Redevelopment	State and Federal Funding Partners	Projects Awarded per FY	NA	NA	Increased Investment	\$15,514,810	Yes
% of Residents with High-Speed, Low-Cost Broadband Service	Federal Communications Commission, 2014 Fixed Broadband Deployment Data from FCC Form 477, https://www.fcc.gov/general/broadband-deployment-data-fcc-form-477 , 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	"Data was unavailable for residents at download speeds of 50mbps. Information was collected for residents which had access to three or more wireline internet service providers that offer download speeds of 25mbps and 100mbps. 25mbps: 94.5% 50pmbs: 11.36%"	Yes/No
Opportunity Zone Investment	State of Ohio	Investment in Opportunity Zones	NA	\$71M	Increase Investment in Opportunity Zones	Dayton Region Opportunity Zones saw a total of 12 projects, investing \$33,775,746 in 2021, which more than quadruples investment seen in 2019.	Yes

PRIORITY AREA 3: VIBRANT COMMUNITIES

Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome	2022/2023 Outcome	Desired Outcome Achieved
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	53	Yes
Property Values	US Census Bureau, ACS 5-Year Estimates	Estimated median housing price.	\$217,500	\$147,031	Increase in Property Values	Regional median home values increased every year since 2019. From 2019 to 2020, the region saw an average increase of about \$6,000 and \$8,000 from 2020-2021.	Yes
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	Data not available	N/A
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.	Regional poverty rates have decreased every year since 2019, starting at 10.7% as last reported, followed by 10.4% and 10.2% in 2020 and 2021 respectively.	Yes
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	Decreased poverty rates were observed across most groups from 2019 to 2021, with the exception of Asian alone, which increased by "0.5%. The greatest reduction seen was for Black or African American Alone, which reduced from 20.5% in 2019 to 16.3% in 2021. One other group which saw increases in poverty was 'Some other race alone' which increased from 14.2% in 2019 to 20.4% in 2021.	Yes
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	Income inequality in the Dayton Region experienced a minor increase - from 0.4185 in 2019 to 0.4194 in 2021. Income inequality in the region was the same in 2020 as it was in 2021.	No

EVALUATION FRAMEWORK

PRIORITY AREA 4: SMALL BUSINESS & ENTREPRENEURSHIP							
Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome	2022/2023 Outcome	Desired Outcome Achieved?
Patent Growth Rate	Clustermapping.us	Utility Patents per 10K employees (1998-2015)	2.53%	1.43%	Increased patent filing per 10K employees.	0.43%	No
Growth in Business Establishments	Clustermapping.us	Number of Business Establishments (1998-2018)	0.66%	- 0.11%	Overall increase in number of new businesses.	Reduction of 506 business establishments.	No
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	MBE Certified companies increased by 3 to 118.	Yes
Net Entrepreneurial Job Creation	Entrepreneurs' Center	Number of new jobs created	NA	2019: 230 2020: 230	Increase jobs resulting from launch of new businesses	"2021: 201 2022: 197"	No
Third Party Investment in Entrepreneurship	Entrepreneurs' Center	Amount of investment secured	NA	2019: \$26M 2020: \$60M	Increase third-party investment	"2021: \$48M 2022: \$22.45M"	"No, but there was significant federal and state grants in 2021 and 2022 totaling \$78.33M"
PRIORITY AREA 5: ECONOMIC RESILIENCY							
Key Performance Indicators	Data Source	Measurement Details	US Average	2021 Benchmark	Desired Outcome	2022/2023 Outcome	Desired Outcome Achieved?
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	Gross regional product per capita decreased by 1%, or about \$500 from 2019-2020, before increasing to \$51,500 per capita, a 7.4% increase from 2020 to 2021.	Yes
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	Regional median household income increased from \$61,827 in 2019 to \$63,262 in 2020 and \$66,490 in 2021.	Yes
Industry Cluster Data	Emsi Burning Glass Market Analytics, 2021		NA	NA	Increased diversity in industries	A few new industry clusters appeared as prominent in the region since running the analysis previously in 2021. New clusters include Plastics, Production Technology and Heavy Machinery and Metal Working Technology, among others.	Yes
Job Growth Trends	Emsi Burning Glass Market Analytics, 2021		NA	NA	Job growth in a wide range of sectors	All previously identified clusters experienced growth as well as the new clusters mentioned above.	Yes

*The data to complete the Evaluation Framework portion of this document was collected by Matt Shimp, Manager of Research & Analytics, Dayton Development Coalition.

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

[Click to view appendices](#)



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