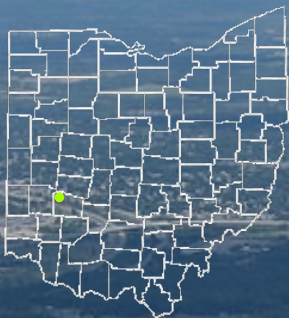


# Economic Development Strategic Plan

City of  
Fairborn,

Ohio



March 07, 2023

2022.02.19



*Red Tiger Investments, LLC*

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# 1. Introduction

## Economic Development Strategy

The pandemic has caused cities to begin updating and reevaluating their economic development strategies. The winners will be those whose strategic plans enhance their ability to grow jobs in ways that both align with disruptive forces in the economy and are crafted around emerging industries where the city has a distinct “right to win” in the marketplace. The City of Fairborn is well positioned to be a leading destination for cutting-edge technologies. A well-planned and activated economic development strategy will allow leading edge anchor institutions and companies to cluster and connect with start-ups, stage-2 businesses, incubators and accelerators... where good ideas become viable enterprises contributing to society through their innovation, products and job creation.

## Protecting Against Future Economic Disruptions

While planning its future, the city must also plan against current and future economic disruptions. COVID-19 has critically impacted our nation’s economy and workforce. The pandemic has exposed the importance of having a resilient economy, able to weather economic disruptions such as pandemics, international conflicts, social unrest, natural disasters and other disturbances. In order to foster a durable and prosperous economy, the city must cultivate a diversity of thriving industries and a unique sense of place to withstand economic downturns.

## A Framework for the Future

The Fairborn Economic Development Strategic Plan (EDSP) is intended to provide a 5-year framework to facilitate decision-making, while serving as a catalyst for future investment by the city in the coming fiscal years to drive economic success in relation to identified emerging industries, priority development areas and opportunities. The study takes an honest look at the city’s existing conditions and the trends shaping its future with a focus on the following:

1. **Optimal Industries:** Ranking of industries that are the most desirable for Fairborn that will best contribute to the creation of high wage jobs.
2. **Potential Sites:** Identification of existing specific sites ideal for recommended industries. Suggested will be industry-based improvements and amenities for these sites. Analysis of improvements to existing infrastructure, assets and improvements, including potential sources of funding to best serve identified clusters.
3. **Catalytic Projects:** Recommended transformational projects.

## Talent Cultivation and Retention

Fueled by Wright Patterson Air Force Base and Wright State University, the City of Fairborn must cultivate and retain this talent pipeline and skilled workforce, through collaboration between existing businesses and local government. Principal to these efforts are increasing high wage jobs in emerging industries, while advancing capital investments that increase tax revenue and boosts existing programs and services.

## EDSP Strategic Goals

**Easy Access to Data.** Provide comprehensive data and information to retain and attract business development.

**Small Business Environment.** Improve and support Fairborn’s local Small Business environment.

**Entrepreneurs & Startups.** Focus on fostering an environment that supports entrepreneurs and startup businesses.

**Business Friendly.** Promote a Business-Friendly Environment.

**Retention & Expansion.** Promote Business Retention and Expansion.

**Wright Patterson AFB Partnership.** Leverage, support and boost WPAFB.

**Military & Defense.** Increase the economic impact of the military and defense industry in Fairborn.

**Business Development & Innovation.** Position Fairborn to nationally compete for innovative high-quality investment and jobs.

**Communications & Marketing.** Engage in a comprehensive campaign to raise awareness of Fairborn’s advantages and successes.

**Strategic Areas of Influence.** Commit targeted resources and work with regional allies to support workforce development, entrepreneurship, community development, and economic equity in the city.

## 2. About the City of Fairborn



Credit: City of Fairborn

### 2.1 Understanding Fairborn

**The city's charm and appeal is rooted in its natural amenities, historic business district, strategic location and tradition of innovation.**

Located 10-miles northeast of Dayton, the City of Fairborn, established in 1950, is a family oriented, business friendly and innovative community anchored around Wright Patterson Air Force Base, Wright State University, and a cluster of innovative companies.

Fairborn, located in the Greater Dayton Region, has a population of 33,346. The city is advantageously situated with four interchanges along I-675. It's located within 2-miles of I-70 and Ohio State Route 4. The I-70/I-75 interchange is within nine (9) miles, with Cincinnati 1-hr to the south and Columbus 1-hr northwest.

**The city operates under a council-manager form of government.**

City council consists of seven members, six of which are elected to four-year terms in the general municipal election. The mayor, as seventh council member, is elected to a two-year term by a separate ballot from the municipality at large. City council appoints the city manager who oversees the daily operations of the city.

**As the city continues to establish itself as a destination for young families and innovative companies, it's crucial to take time to assess and determine how this evolution is impacting its future.**

The same qualities that make Fairborn a great place to live, are the same characteristics that make it an ideal location to grow a business. Furthermore, it's important to plan for existing and future challenges such as development ready sites, a growing air force base, related costs and development pressure to infrastructure and natural amenities.

“  
Fairborn is a place where history and high technology go hand in hand. Just take a stroll through our quaint downtown streets. Then witness the power of a state-of-the-art military aircraft developed at Wright-Patterson Air Force Base. Fairborn proves that an eclectic blend of Midwest charm and cutting-edge innovation is a recipe for success. As a diverse, full-service community, we have held on to the best traditions of our past while focusing on the future.”

Source: Fairborn Area Chamber of Commerce (2018)

See [Appendix A] for City of Fairborn Zoning Map.



Credit: City of Fairborn

**The gateway to Wright-Patterson Air Force Base.**

Keys to the city's successes are cultivating and retaining the talent pipeline coming out of Wright Patterson Air Force Base and Wright State University, while developing a skilled workforce in collaboration with business, Fairborn Development Corporation, Fairborn Chamber of Commerce, Greene County Department of Development, Dayton Development Coalition, JobsOhio, and others.

**In recent years, the city has implemented major steps to increase its economic vitality within the Dayton MSA.**

Since 2014, the city has expanded its economic development department, whose sole purpose is to assist the local business community and encourage new investment within the city. The city has implemented these efforts by capitalizing on the competitive advantages Fairborn has within the region.

**A key tool used by the city to advance its economic development initiatives is the Fairborn Development Corporation (FDC).**

The FDC, a 501(c)(3) non-profit corporation, advances, encourages, promotes and pursues civic, economic, commercial and industrial development within the city. The FDC is an important advisory board composed of city staff, community leaders and business stakeholders. The FDC has great latitude in implementing economic development initiatives, such as low interest loans, equipment leases, land acquisition, land assemblage, and land banking.



**FAIRBORN'S COMPETITIVE ADVANTAGES**

1. Proximity to Wright-Patterson Air Force Base, and future growth in Areas A and B.
2. Proximity to Wright State University and the growth of education around key centers of excellence.
3. An abundance of buildable land with easy access to transportation infrastructure.
4. Development potential due to a variety of transportation options including an active rail corridor, key interstate highways I-675/I-70, and proximity to air access.
5. A new, more aggressive internal approach to economic development.
6. Improving residential development throughout the city with increasing price points.
7. Aggressive redevelopment and infrastructure efforts within strategic corridors of the community designed to provide a catalyst to new development.

Source: City of Fairborn Five-Year Capital Improvements Plan 2020 – 2024



Credit: Unsplash.com

## 2.2 Demographics

### The city needs to work to retain young professionals

Fairborn's population is younger than the State of Ohio and the United States as a whole.

Fairborn's median age of 34.4 is less than the State of Ohio's 39.4 and the U.S. median age of 38.1. Fairborn's younger median age is generally because most of Wright State University's students live either on or near campus. The city needs to work to retain young professionals graduating from Wright State University by encouraging the development of housing attractive to millennials such as apartment and townhome rentals with high-end features, amenities, and in walkable neighborhoods.

### Leveraging Wright-Patterson AFB's continuous growth and high concentration of veterans is important for the city's economic vitality.

With Wright-Patterson AFB's continuous progression and robust employment, its projected that the city will have strong population growth if it's able to provide a high quality of life attractive to young professionals and their families. Also, given the city's proximity to Wright Patterson AFB, 12.1% of Fairborn's population consist of veterans, which is substantially higher when compared to the national average of approximately 7%. The strong concentration of military and veterans in Fairborn gives the city the opportunity to develop a strong pipeline of potential skilled workers.



### FIG 2.2-1 POPULATION & RACE

<b>33,346</b> Population
<b>34.4</b> Median Age
<b>81.1%</b> Over 18 years, percent
<b>85.5%</b> Under 65 years, percent
<b>12.1%</b> Veterans, percent
<b>80%</b> White
<b>08%</b> Black
<b>04%</b> Hispanic
<b>02%</b> Asian

Data: U.S. Census Bureau ACS 2020 5-year



Credit: whio.com

### High Percentage of High School Graduates

Fairborn residents are more likely to have a high school education than the typical U.S. citizen. Among Fairborn adults, 90.5% have a high school diploma or equivalent, compared to 87.7% of adults nationwide. Fairborn residents with a bachelor degree is approximately 29.8% of its population, which is slightly lower than the national average of 31.5%. Skilled labor is a major challenge of emerging and technology industries, and many positions don't require above a high school education. Fairborn's high percentage of high school graduates provides a foundation for skilled labor required for high-tech industries.

### Attainable Housing

The city's median home value of \$123,700 is lower than the State of Ohio's \$145,700 and the U.S. average of \$217,500, demonstrating that the city has not experienced the rapid rising prices in other markets. The ability to purchase an affordable first home is a compelling factor when attracting emerging industries that are largely made up of Millennials and Gen Z, especially given that Millennials make up approximately 35% of the total U.S. workforce, comprising the nation's largest working generation.

### Affordable Living

The median household in Fairborn earns \$48,825 a year, about \$18,595 less than the national median of \$67,421 and \$9,291 less than the median household income across the state of \$58,116. However, Fairborn's 77.8% Cost of Living Index is substantially less than the State of Ohio's 91.3% and the U.S., as a whole.



FIG 2.2-2

#### EDUCATION

**90.5%** High School Graduate  
**29.8%** Bachelors Degree  
**12.2%** Post-Grad



FIG 2.2-3

#### HOUSING

**16,200** Total Housing Units  
**\$123,700** Median Value Owner Occupied Housing Units  
**8%** Housing Units Vacancy  
**53.3%** Renter Occupied



FIG 2.2-4

#### INCOME

**\$48,825** Median HH Income  
**\$28,285** Per Capita Income  
**18.3%** Persons in Poverty  
**77.8%** Cost of Living Index

Data: U.S. Census Bureau ACS 2020 5-year



FIG 2.2-5

Employment by Industries (2019)



Source: DATA USA: Fairborn, OH

Fairborn employs 16,000 people. The six most common employment sectors for those who live in Fairborn are the following:

1. Retail Trade 2,610
2. Healthcare & Social Assistance 2,266
3. Educational Services 1,680
4. Accommodating & Food Services 1,585
5. Manufacturing 1,424
6. Professional, Scientific & Technical 1,251

FIG 2.2-6

Employment by Occupations (2019)



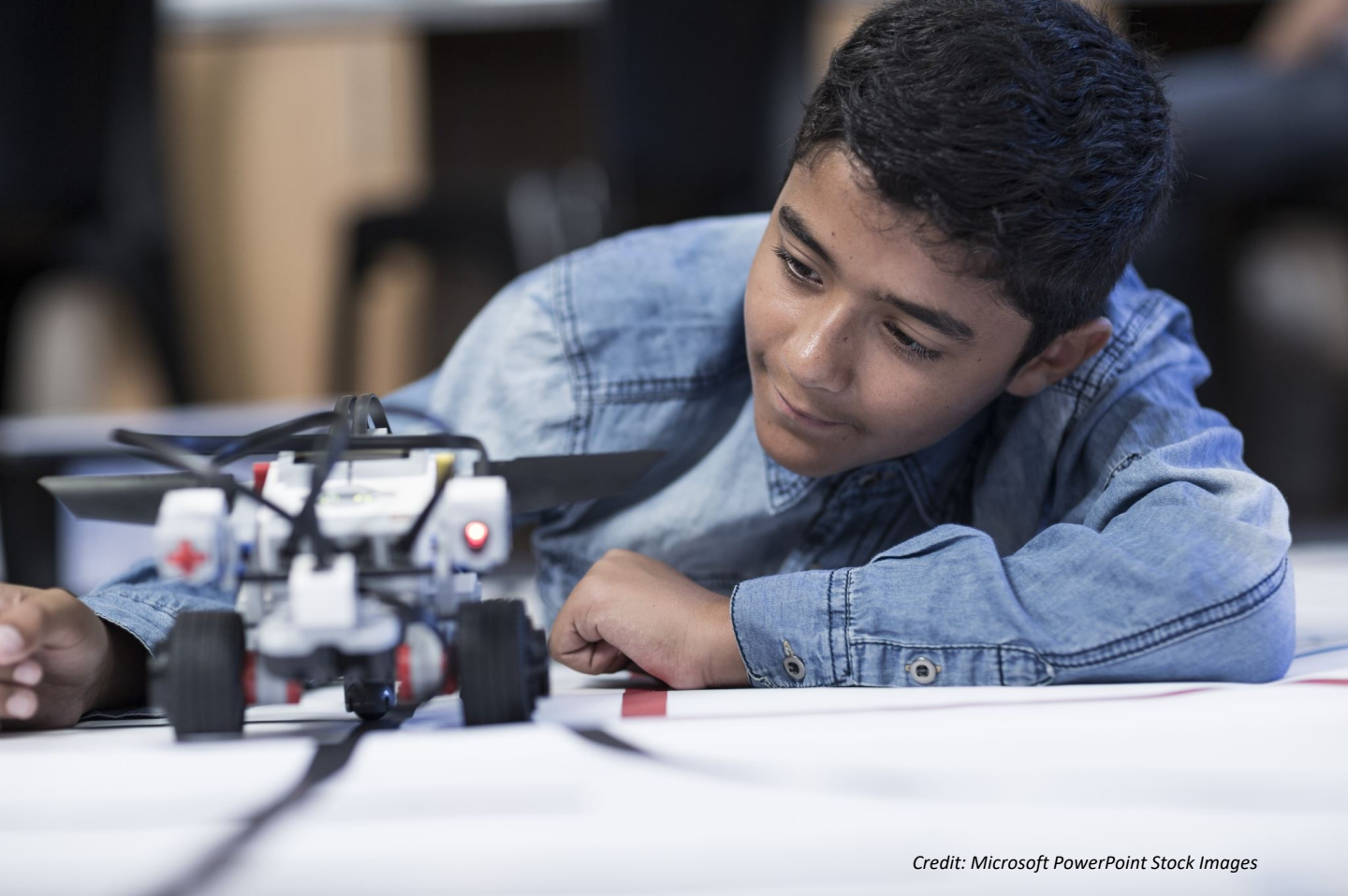
Source: DATA USA: Fairborn, OH

The five most common job groups, by number of people living in Fairborn are the following:

1. Sales & Related Occupations 2,033
2. Office & Administrative Support 1,981
3. Food Preparation & Serving 1,365
4. Management 1,191
5. Education, Instruction, & Library 1,075

Compared to the rest of the U.S., Fairborn has an unusually high number of residents working as Life, Physical, & Social Science Occupations (1.84 times higher than expected), and Computer & Mathematical Occupations (1.56 times). This is due to the city's proximity to Wright Patterson AFB and related entities.





Credit: Microsoft PowerPoint Stock Images

**Passing school bonds and tax incentives have been difficult due to city's high concentration of absentee ownership.**

With 53.3% of renter-occupied housing units, Fairborn has a substantially higher rate than the national average of 35.6%. The development of new single-family homes and attracting jobs in the emerging industries should lead to a higher percentage of home ownership and in return a more stable economy and school district.

**It's important for the city to continue focusing on (a) emerging industries, STEM education, (b) retaining the talent pipeline being developed at Wright Patterson AFB and Wright State, and (c) cultivating a skilled workforce.**

By focusing on emerging industries, STEM education and skilled workforce development, the city can attract millennials and well-paying jobs that will support the growth of quality housing, retail, local businesses, mixed-use housing, and other amenities.

See **[Appendix B]** for additional information regarding Demographics.

“

*The Fairborn City School District is a leader in STEM education (Science, Technology, Engineering and Math.). The district offers Project Lead the Way math curriculum at Baker Middle School and STEM Science. Baker also has an outstanding Media Productions curriculum. Fairborn High School offers Engineering 101 and Biomedical Science.*

”

<https://www.fairborn.k12.oh.us/MilitaryFamiliesPage.aspx>

# 3. The Future



## 3.1 Technology Hub & Future Innovation District

**Fairborn is well positioned to be a leading destination for cutting edge and emerging industries.**

A well-planned and activated economic development strategy will allow leading edge anchor institutions and companies to cluster and connect with start-ups, business incubators and accelerators... where good ideas become viable enterprises that contribute to society through their innovation, products and job creation. The high concentration of existing research and innovation entities, spurred by catalyst Wright Patterson Air Force Base and Wright State University, provides a “game changing opportunity” for the City of Fairborn.

**The creation of an “innovation district” will allow for sustainable economic prosperity.**

Historically, innovation corridors in the U.S. have been anchored by higher education campuses like the Research Triangle in North Carolina or developed organically such as Silicon Valley. The current trend is a more urban planned model, labeled “Innovation Districts”, and defined by the Brookings Institute as “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.” See [Sec. 8.5] for additional information regarding Downtown Fairborn.

**Public private partnerships are the key to growing the city’s human and economic capacity.**

Innovation districts tend to be public private partnerships with corporations, municipalities and education as key partners. Public private partnerships have emerged as the catalyst for “innovation districts” by creating structures that allow the skills and resources of the public and private sectors to be leveraged in order to deliver projects that promote the growth of a city’s human and economic capacity. To fully understand and advanced a city and region, you must actively engage key community stakeholders and experts. See [Sec. 9.1] for more analysis on public private partnerships.

### EDSP ADVISORY COMMITTEE

#### Clint Allen

City of Fairborn Council Member  
U.S. Air Force Chief Master Sgt.

#### David Burrows

VP Engagement at Dayton  
Development Coalition

#### David Deskins

Superintendent, Greene County Career  
Center

#### Kevin DeWine

Partner at CBD Advisors  
Board Member at Fairborn  
Development Corporation

#### Mike Gebhart

Assistant City Manager  
City of Fairborn

#### Melody Gast

Career Services Coordinator at Clark  
State

#### Madeline Iseli

Senior Vice President | Advancement  
and Regional Strategy at Sinclair

#### Andrea Kunk

President at Peerless Technologies

#### Barbara O’Brien

Chief, Portfolio Optimization,  
Engineering Division, 88th Civil Engineer  
Group – Wright Patterson AFB

#### Scott Rash

President/CEO at Wright State  
University Foundation

#### Cherise Schell

Assistant Director of Economic  
Development  
City of Fairborn

#### Gerritt Smith

Director, Workforce Development and  
Business Solutions at Clark State



**For the city to create a thriving and successful innovation district, physical “collision” points are required to link entrepreneurs, corporations, government, and innovation.**

These collision points result in opportunities for people to socialize and collaborate. Collision points can consist of innovation centers, incubators, conference centers, corporate office space, co-working space, and education centers. Innovation centers serve as key collision points where education, business and government partners collaborate to provide innovative environments for tomorrow’s workforce. See **[Appendix S]** for Innovation Center examples.

**A strong and vibrant downtown is essential for the economic future of Fairborn.**

It is widely recognized that without a healthy urban center, a city will not sustain long-term economic growth and a high quality of life. Downtown Fairborn has made progress as evidenced by Spark Fairborn and other successful locally owned small businesses . Fairborn’s downtown is being further enhanced with projects under development, including the redevelopment of historic icons such as the Fairborn Phoenix Theater into an events center and the former N. Broad Street Firehouse into a community center. See **[Sec. 8]** for additional information regarding Fairborn Innovation District Strategy.

**The revitalization of the city, and the activation of the Fairborn Innovation District, can be accomplished through the development and delivery of quality residential, commercial, community and innovation real estate projects.**

Such projects will strengthen the Fairborn’s economy by providing business and job creation, eliminating blight, and increasing its population to create a growing tax base.

**The Fairborn Development Corporation is a key catalyst for creating the city’s innovation district.**

The recent pandemic has caused cities to begin updating and reevaluating their economic development strategies. The creation of an innovation district will require resources and capital. The Fairborn Development Corporation (the “FDC”) will need to leverage a multitude of financial tools. It will be necessary to fund the FDC through a combination of incentives, corporate contributions and foundation donations. Overtime the FDC funding could also consist of management fees, and below-market developer fees. See **[Sec. 9]** for detailed information.



Credit: City of Fairborn

### 3.2 Building a Memorable Civic Identity

A civic identity has greater meaning and impact when it is woven into current plans, programs and places. The new vision for economic development in Fairborn creates an opportunity to celebrate many narratives from the city's past, present and future. Each of these narratives could be shared throughout the community. Visual expression, function, location, and prominence are all factors to consider when amplifying the message Fairborn wants to convey. The above diagram details different physical and digital applications for how brand can be deployed within the city.

“  
The city should create a marketing campaign where it claims Wright-Patterson Air Force Base, Wright State University, and the adjacent Air Force Museum so all three assets become identified with Fairborn.”

Source: Report of the CRE Consulting Corps City of Fairborn, Ohio: A Strategic Overview for City Revitalization (2016)



*It resides in your mind...*

*Somewhere between tradition and innovation.*

*Between yesterday and today.*

*The best of both times and places.*

*Now, it's building a bright future.*

**Fairborn.**

*Innovative. Focused. Unique.*

*Full of promise. Full of pride.*

*Beginning a new tradition.*

*With new relationships, new activities, new opportunities.*

***A city on motion.***

# 4. Activation Process

## Engagement

Red Tiger was commissioned by the City of Fairborn, Ohio to prepare a 5-year Economic Development Strategic Plan (EDSP) that not only builds on the economic development work already completed or underway; but one that furthers the efforts of the community and introduces new strategies of proven success.

## Red Tiger

Red Tiger focuses on inspiring catalytic economic development through planning, real estate, public-private partnerships and collaboration. Red Tiger imagines and creates strategies that are catalysts for economic prosperity. Its philosophy is to understand the community through city staff, active stakeholders, citizens, professionals, experts and market participants.

## Activation

This study concludes with a framework for catalytic projects that will begin to put the industry diversification strategy in motion and create a unique sense of place.



\* See [Appendix C] for relevant previous plans, work product and studies.

\*\* See [Sec. 3.1] for list of the EDSP Advisory Committee comprised of stakeholders and experts engaged.



# 5. Economic Drivers



## 5.1 Wright Patterson Air Force Base

Wright Patterson AFB is the single most important economic driver in the City of Fairborn and the Dayton Region as a whole.

Wright Patterson Air Force Base (WPAFB) is the engine of the Dayton Region’s economy. WPAFB is Ohio’s largest single site employer and the largest military base operated by the Air Force in the U.S. WPAFB serves as a driver for high paying jobs and other high-tech companies throughout Southwest Ohio having generated in excess of 80,000 jobs and an economic impact of \$15+ billion. See [FIG 5.1-1] for additional information regarding WPAFB’s Economic Impact.

### Main driver of research and technology in Southwest Ohio.

WPAFB has been a catalyst for cutting edge aerospace and defense technology. With WPAFB as an anchor, Fairborn is well positioned to be a leading destination for cutting edge and emerging technology companies.

### The availability of high-quality skilled employees is a key driver that makes development around WPAFB so attractive.

While in the military, service men and women develop unique skills and experiences that translate well for professions in technology, research & development, and advanced manufacturing. The strong concentration of military and veterans in Fairborn give the city the unique advantage of a strong pipeline of potential skilled workers.



FIG 5.1-1

**\$15.54 Billion** Economic Impact  
**\$2.52 Billion** Payroll  
**29,423** Direct Employment  
**50,784** Indirect employment  
**440** New Jobs from F-35 program  
**\$182 Million** New National Air and Space Intelligence Center

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

See [Appendix D] for additional information regarding Wright Patterson AFB.



Credit: Microsoft PowerPoint Stock Images

**Retired military personnel and spouses of service personnel are potential major employment segments for Fairborn.**

Many retirees want to remain close to the base for its services and possess the necessary security clearances. Spouses of service personnel often have young children and prefer employment close to the base.

**Fairborn is the gateway to WPAFB and should collaborate to develop major opportunities for the private sector.**

WPAFB is located near a cluster of colleges and universities. Additional aspects, such as nearby labor and attractive land for development, make WPAFB and Fairborn ideal locations for major business development activity.

“

*Proximity to one of the largest air force bases in the country positions the Downtown District for a high level of exposure to Air Force personnel and visitors. Fairborn should strive to harness this immense opportunity and strengthen both its commercial and residential offerings to reflect the wants and needs of the Wright Patterson AFB community.*

”

*Source: Fairborn Comprehensive Land Use Plan Update (2016)*

“

*With the bed-down of new Base Realignment and Closure missions, Wright-Patterson will continue to provide an economic engine to Fairborn and the surrounding communities as it presses on with the largest Military Construction project since World War II. The base anticipates adding 1200 new Combat Airmen to its team. That means the base will be aggressively hiring new interns and reaching out to the community with information on how they can become part of our Air Force family.*

”

*Source: Fairborn Area Chamber of Commerce Visitors Guide (2018)*



Credit: <https://www.wpafb.af.mil/>

## 5.2 Air Force Institute of Technology (AFIT)

The AFIT is the Department of the Air Force’s graduate school for higher, multi-disciplinary academic education and technical professional education.

The AFIT, with its main campus at WPAFB, educates military and civilian defense professionals through the following schools:

- Civil Engineering School
- Graduate School of Engineering and Management
- School of Systems and Logistics
- School of Strategic Force Studies

The AFIT’s “Cyber Technical Center of Excellence” is a world leader in cybersecurity education, research and consulting.

AFIT has historically been a leader in cybersecurity education, having been designated the Air Force’s Cyber Technical Center of Excellence in 2008. Forbes reported that “the global cybersecurity talent shortage reached an estimated 3.5 million workers in 2021, and the shortage of skilled practitioners presents an extraordinary risk for critical infrastructure organizations,” thus presenting an opportunity for the city to attract cybersecurity related businesses.

See [FIG 5.2-1] and [Appendix E] for additional information regarding the Air Force Institute of Technology.

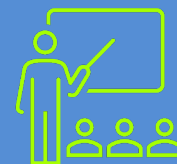


FIG 5.2-1

**Established 1919** as the Air School of Application

**22,000+** Advanced Degrees Awarded since 1965

**35,500+** Professional Continuing Education Students in FY21

**3,800+** Students at 350+ Civilian Institutions in 15 Countries

Source: <https://www.afit.edu/#>



Credit: emersion DESIGN

### 5.3 Air Force Research Laboratory

**Innovation leader in affordable warfighting technologies for our air, space and cyberspace force.**

Headquartered at WPAFB, the Air Force Research Laboratory (AFRL) manages the Air Force’s research, development, innovation and integration of cost-effective warfighting technologies related to air, space and cyberspace. The AFRL’s WPAFB headquarters houses one of four high-performance computing centers for the DoD. THE AFRL provides Science & Technology support to both the Air Force and Space Force.

See [FIG 5.3-1] and [Appendix F] for additional information regarding the Air Force Research Laboratory.

**There is a movement within the AFRL to develop open innovation campuses.** These campuses connect researchers from government, industry, and academia, to share the best and brightest people, ideas, and facilities virtually and in person, in order to solve the Air Force’s most challenging technological problems. Examples are (a) the Griffiss Business & Technology Park which was developed at the former Griffiss Air Force Base in Rome, NY and (b) the National Advanced Air Mobility Center of Excellence (NAAMCE) at the Springfield-Beckley Municipal Airport.

See [Appendix G] for additional information regarding the AFRL Open Innovation Campus.



**FIG 5.3-1**  
**AIR FORCE**  
**RESEARCH LABORATORY**

**100 Years** of Critical Research on behalf of Air Force and DoD by AFRL and its predecessors

**1997** Officially Launched by Consolidating the four former Air Force laboratories and the Air Force Office of Scientific Research

**11,500+/-** Military, Civilian and Contractor Employees

**35,500+** Professional Continuing Education Students in FY21

Source: <https://www.af.mil/About-Us/Fact-Sheets/Display/Article/104463/air-force-research-laboratory/>



Credit: <https://www.daytondailynews.com>

## 5.4 National Air and Space Intelligence Center

**NASIC creates advantage that gives policymakers, warfighters, and the acquisition community a war-winning edge through critical work to solve complex space and aerospace challenges.**

Headquartered at WPAFB, the National Air and Space Intelligence Center (NASIC) employs more than 4,100 military, civilian, Reserve, Guard and contract personnel globally. NASIC is the principal provider of foreign air and space threat analysis for the Department of Defense. NASIC provides critical research and development driving emerging industries, often in collaboration with NASA.

See [\[Appendix H\]](#) for additional information regarding NASIC.

“

*NASIC’s mission is to discover and characterize air, space, missile, and cyber threats to enable full-spectrum multi-domain operations, drive weapon system acquisition, and inform national defense policy. The center’s intelligence is foundational and forms a knowledge base upon which NASIC’s customers develop strategies, programs, and plans.*

*NASIC provides authoritative, engineering-level scientific and technical intelligence on air, space, missile, and cyber threats. The center’s team of trusted subject matter experts deliver unique collection, exploitation, and analytic capabilities not found elsewhere. The center is tasked with discovering and characterizing advanced threats to enable full-spectrum, multi-domain operations against peer adversaries.*

*NASIC creates advantage that gives policymakers, warfighters, and the acquisition community a war-winning edge.*

”

Source: <https://www.nasic.af.mil/About-Us/Fact-Sheets/Article/611841/national-air-and-space-intelligence-center/>



Credit: <https://www.wpaafb.af.mil/>

## 5.5 Healthcare & Human Performance Cluster

Fairborn’s quality of life is sustained by a cluster of excellent medical services.

Fairborn should leverage its proximity to “best-in-class” medical and education facilities such as Wright-Patterson Medical Center, Air Force School of the Boonshoft School of Medicine and the nearby nearby Soin Medical Center:

- Coordination of local resources to strengthen Fairborn’s medical cluster near WPAFB Medical Center
- Source and grow nearby medical providers, services and facilities
- Attract synergistic industries that support healthcare cluster
- Encourage collaboration between public and private healthcare partners to effectively leverage resources and assets
- Attract and draw amenities, services, and medical providers in support of the Healthcare Industry throughout the city
- Encourage collaborations with medical facilities and local education institutions
- Continued partnerships between WPAFB, Boonshoft School of Medicine and the local health care industry.

### Wright-Patterson Medical Center

Wright-Patterson Medical Center is the second largest military treatment facility in the U.S. Air Force. The medical center is a major military and civilian united platform with numerous prescribed programs in cutting-edge specialty training of physicians, nurses and technicians.

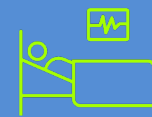


FIG 6.5-1

### WPAFB Medical Center

**2<sup>nd</sup> Largest Military Treatment Facility** in the Air Force

**58,000+** eligible beneficiaries provided providing primary and specialty care

### Major Military/Civilian

**Integrated Platform** with many formal programs in advanced specialty training of physicians, nurses and technicians

**7<sup>th</sup> largest Dental Treatment facility** in the Air Force

Source: <https://wrightpatterson.tricare.mil/About-Us>



Credit: <https://afresearchlab.com>

**U.S. Air Force School of Aerospace Medicine is a globally recognized facility for aerospace medical learning.**

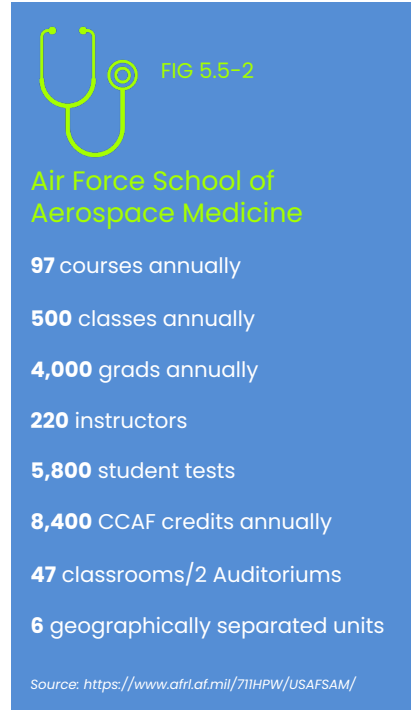
The Air Force School of Aerospace Medicine (USAFSAM), headquartered at WPAFB, is a globally recognized facility for aerospace medical learning, consultation, aerospace medical investigations, aircrew health assessments and operational medicine. Its mission is to “ready airman and guardians in their environment. Ready medics.” See [FIG 5.5-2].

**Embry-Riddle Aeronautic University is the world’s top-rated aviation and aerospace school, ahead of the United States Air Force Academy.**

The Embry-Riddle Wright-Patterson Campus, located at WPAFB, offers associate, bachelor’s, and master’s degrees, in addition to undergraduate certifications. Embry-Riddle Wright-Patterson Campus assist active-duty service members, veterans, and civilian workers at or around Wright-Patterson Air Force Base.

**The AFRL’s 711th Human Performance Wing (HPW) consolidates research, education and consultation under a single organization, comprising the Airman Systems Directorate and the USAFSAM.**

In conjunction with the Naval Medical Research Unit-Dayton and surrounding universities and medical institutions, the 711th HPW functions as a Joint DoD Center of Excellence for human performance sustainment, readiness and optimization. Wight State University, the property owner, leverages partnerships within the HPW and the USAFSAM. See [Appendix F] for additional information regarding the 711th Human Performance Wing .



**FIG 5.5-2**  
**Air Force School of Aerospace Medicine**

- 97** courses annually
- 500** classes annually
- 4,000** grads annually
- 220** instructors
- 5,800** student tests
- 8,400** CCAF credits annually
- 47** classrooms/2 Auditoriums
- 6** geographically separated units

Source: <https://www.afri.af.mil/711HPW/USAFSAM/>



Credit: wright.edu

## 5.6 Wright State University

### Wright State University is a crucial economic driver in the City of Fairborn.

The largest employer in Fairborn, Wright State University is a nationally recognized leader in entrepreneurship, engineering, MBA, healthcare, cybersecurity, human performance, sensor technology and graduate information systems programs.

- Located 8-miles northeast of downtown Dayton, Ohio
- Annually serves over 11,000 students
- 315 undergraduate, graduate, doctoral, and professional degree programs

### A strong STEM program is the foundation for establishing an ongoing pipeline of workforce talent in technology.

Fairborn should leverage both (a) Wright State University’s focus on science, technology, engineering, and mathematics (STEM) related degree programs and (b) the fact that the Fairborn City School District is a leader in STEM education, by focusing on emerging industries, to attract and retain millennials and well-paying jobs to the city. These well-paying jobs will support the growth of quality housing, retail, local businesses and other amenities.

See [Appendix I] for additional information regarding Wright State University.

“  
Wright State University, faced with enrollment declines and a sagging economy, will cut jobs while shoring up STEM-related degree programs, moves school leaders believe will allow it to meet the demand for jobs and maintain its more than \$1.5 billion economic impact on the region.  
”

Source: <https://www.daytondailynews.com/local/wright-state-has-15b-economic-impact-on-the-region-will-cuts-affect-that/NIEVRR3HBJC55I2VH544OXLQCY/> Accessed 1 May, 2022.





Credit: wright.edu

## 5.7 Calamityville



### Calamityville – Wright State University

506 E. Xenia Dr., Fairborn, Ohio

53 acres

**Wight State University** leverages partnerships within Wright-Patterson Air Force Base's Air Force Research Labs (AFRL)—specifically the 711th Human Performance Wing (HPW) and the Air Force School of Aerospace Medicine (USAFSAM)

**Training** with high-fidelity realistic scenarios and technical infrastructure duplicating the full range of hazardous environments seen in both man-made and natural disasters

**Testing** technology in an active training environment with one or more end-user communities

**Collaborative laboratory** for researchers dedicated to investigating questions and issues surrounding medical readiness

Source: <https://www.wright.edu/calamityville/research>

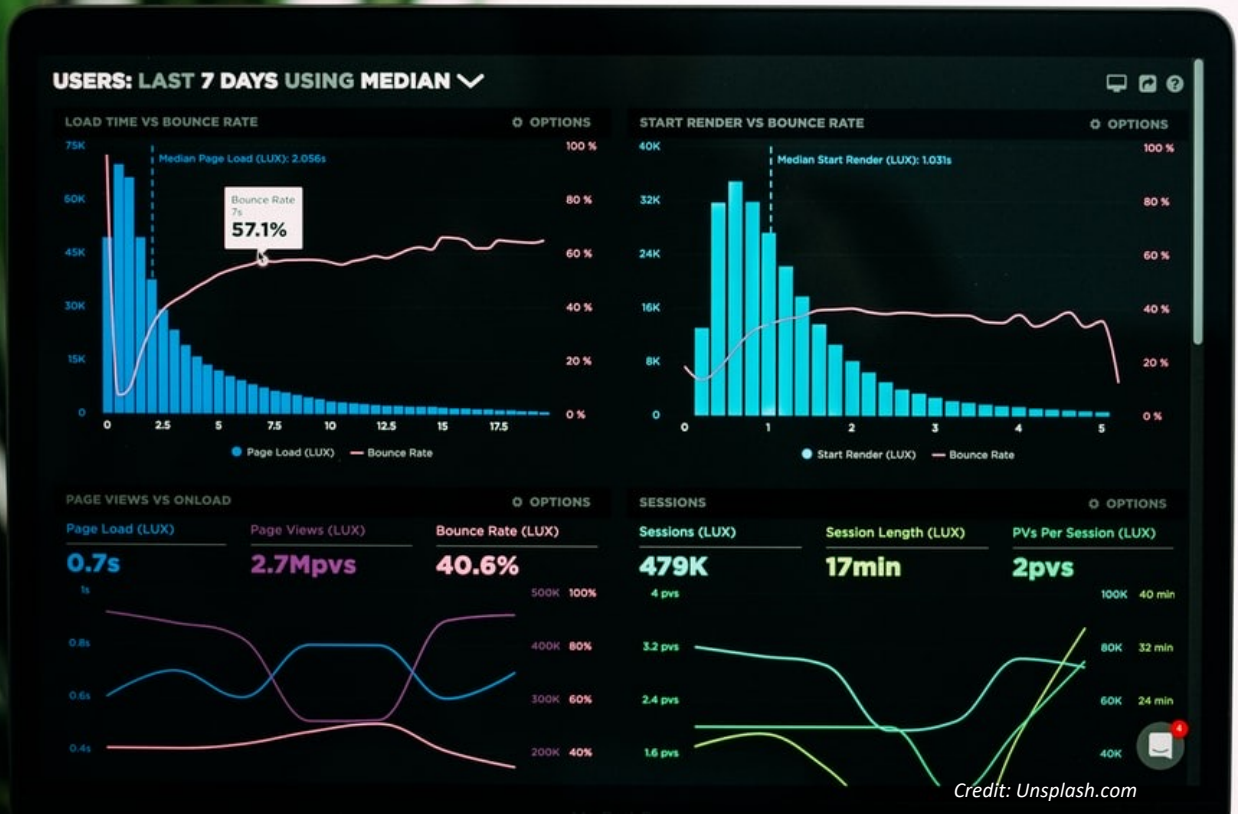
“

*For almost 90 years, the 53-acre site at 506 East Xenia Drive in Fairborn, Ohio, produced cement, an ingredient critical to building infrastructure in the region. Today, Calamityville is a training, testing, and research venue where military and civilian emergency first responders hone their skills while building relationships. The proximity to Wright-Patterson Air Force Base, Wright State University, and hospitals in the Greater Dayton region make the old cement plant an ideal location for a versatile training facility. These stakeholders help transform emergency response training to better prepare first responders for disasters and provide an opportunity to work cooperatively on-scene.*

”

Source: <https://www.wright.edu/calamityville/about>

See [Sec. 8.3(b)] for development opportunities associated with Calamityville.



## 5.8 The Ohio Center of Excellence in Knowledge-enabled Computing (Kno.e.sis)

Businesses are increasingly investing in Big Data and Artificial Intelligence (AI) technology to to obtain actionable insights to drive business growth.

The Ohio Center of Excellence in Knowledge-enabled Computing (Kno.e.sis) at Wright State University conducts cutting-edge research in artificial intelligence (AI), database management (consisting of including integration, mining, and visualization), knowledge representation, and bioinformatics.

Fairborn should collaborate with Kno.e.sis to position the city as a destination for companies in need of Big Data and AI expertise and talent.

Through collaboration and strategic planning with Kno.e.sis, Fairborn can attract, support, retain and grow companies looking to take advantage of these emerging technologies.

Technology is rapidly evolving. The winners will be those cities who enhance their ability to grow jobs in ways that both align with disruptive forces in the economy and are crafted around emerging industries where the city has a distinct “right to win” in the marketplace.

“

The well-funded center consists of 13 labs and approximately 100 multidisciplinary researchers, including 15 faculty and more than 50 Ph.D. students from Computer Science, Biomedical Sciences and Health Informatics, and the Cognitive Sciences... its faculty members have recent innovation, challenge, or faculty awards from MSR, IBM Research, Google, and HP Labs, and maintain strong industry collaborations. Kno.e.sis' outcomes have made the university among the top in WWW, and its graduates highly sought after and successful.

”

[https://corescholar.libraries.wright.edu/knoesis\\_comm/](https://corescholar.libraries.wright.edu/knoesis_comm/)



# FastLane

## ACCELERATING MANUFACTURING GROWTH

Credit: <https://fastlane-mep.org>

### 5.09 FastLane

“

*FASTLANE was born out of the challenge to build and grow the sensor industry within Ohio. In five years, the Institute for the Development and Commercialization for Advanced Sensor Technology (IDCAST) had helped create over 325 jobs and a \$300,000,000 impact for Ohio.*

*The success of this University of Dayton Research Institute (UDRI) program created the opportunity for UDRI to bid on the broader Ohio Manufacturing Extension Program (MEP) contract. UDRI won the contract and in 2012 FastLane was born.*

*Since then, FastLane has improved the competitiveness of more than 500 Ohio companies.*

”

Source: <https://fastlane-mep.org/about/>

FIG 5.9-1

### FASTLANE CLIENT REPORTED IMPACTS 2017-2022

**4,752** New & Retained  
Jobs

**\$28.2 M** Cost Savings

**\$73.9 M** Investments

**\$653.8 M** Sales

**\$755,915,104** Total  
Economic Impacts

Source: <https://fastlane-mep.org/>



## 5.10 Intel Project Columbus Region

**The largest single private-sector investment in Ohio history.**

On January 21, 2022, Intel announced that it will be building at least two semiconductor chip facilities in the City of New Albany, Ohio.

**Fairborn should consider forming task force to pursue Intel suppliers.**

Many existing and aspiring suppliers to Intel are expected to bring tens of thousands of other new jobs to Ohio.

Given that Fairborn is approximately 1-hour from New Albany, the city should consider forming a task force to pursue Intel suppliers. The task force should include representatives from the business community, Fairborn Development Corporation, Wright Patterson AFB, Wright State University, Dayton Development Coalition and others.

“

*LICKING COUNTY, Ohio, Jan. 21, 2022 – Intel today announced plans for an initial investment of more than \$20 billion in the construction of two new leading-edge chip factories in Ohio. The investment will help boost production to meet the surging demand for advanced semiconductors, powering a new generation of innovative products from Intel and serving the needs of foundry customers as part of the company’s IDM 2.0 strategy. To support the development of the new site, Intel pledged an additional \$100 million toward partnerships with educational institutions to build a pipeline of talent and bolster research programs in the region.*

”

*Source: <https://www.intel.com/content/www/us/en/newsroom/news/intel-announces-next-us-site-landmark-investment-ohio.html#gs.ss6p2v>*

“

*As the largest single private-sector investment in Ohio history, the initial phase of the project is expected to create 3,000 Intel jobs and 7,000 construction jobs over the course of the build, and to support tens of thousands of additional local long-term jobs across a broad ecosystem of suppliers and partners. Spanning nearly 1,000 acres in Licking County, just outside of Columbus, the “mega-site” can accommodate a total of eight chip factories – also known as “fabs” – as well as support operations and ecosystem partners. At full buildout, the total investment in the site could grow to as much as \$100 billion over the next decade, making it one of the largest semiconductor manufacturing sites in the world.*

”

*Source: <https://www.intel.com/content/www/us/en/newsroom/news/intel-announces-next-us-site-landmark-investment-ohio.html#gs.ss6p2v>*



Credit: trailink.com

## 5.11 Parks and Nature Amenities

As communities work to recover from the impact of COVID-19, parks and outdoor amenities are increasingly being viewed as economic development catalysts.

The city's 753+ acres of parkland consisting of 22 parks (including a nature reserve, a historical home, and the Wright Brothers Huffman Prairie Bikeway) are primed to be catalytic nodes for commerce, civic identity building, and differentiators from adjacent communities. A successful economic development strategy needs to connect businesses, recreation amenities, civic facilities and cultural resources by integrating walkable and pedestrian friendly-pathways and bike paths. Fairborn's parks and nature areas are some of its greatest assets. These amenities should be used to emphasize civic identity and storytelling. See [Appendix J] for (a) Parks & Rec 2021 Year-End Stats, (b) Fairborn Park Facilities Map, and (c) additional analysis on the economic benefits of parks.

### Promote Fairborn's Wright Brothers-Huffman Prairie Bikeway

Fairborn's Wright Brothers-Huffman Prairie Bikeway, is a 5-mile urban trail following Kaufman Avenue along the boundary of Wright Patterson, linking downtown Fairborn to Wright State University.

### Place emphasis on attracting young entrepreneurs to the city through distinctive gathering spaces.

The advantageous Cost of Living in Fairborn provides the opportunity to create a destination for young professionals and empty nesters, both of whom are gravitating more towards nature heavy and walkable urban environments for both home and work. Furthermore, businesses desire to locate and invest in cities with a young workforce.

### Promote, enhance and maintain scenic qualities and natural amenities.

Fairborn should promote, enhance and maintain the scenic qualities and natural amenities that makes it an attractive and desirable place to live. This differentiator should be highlighted as part of the city's brand. When possible, any new development should complement the natural environment.



**Wright Brothers-Huffman  
Prairie Bikeway**

**Length:** 5-miles

**Connecting Trails:** Mad River Trail

**End Points:** Huffman MetroPark  
(west) to downtown Fairborn  
(east)

**Cities & Towns:** Wright-Patterson  
AFB, Fairborn

**Surfaces:** Paved, multi-use

**Area Attractions:**

- Downtown Fairborn
- Huffman Dam
- Wright Brothers  
Memorial/Huffman Flying Field
- Wright State University

Source:  
<https://www.miamivalleytrails.org/trails/wright-brothers-huffman-prairie-trail>

# 6. Stakeholder Survey Analysis



Credit: Microsoft PowerPoint Stock Images

## 6.1 City-wide Insights

### Introduction

The Red Tiger team engaged with key stakeholders in the community to understand areas of weakness and opportunity in the City. Separate surveys were conducted with both businesses and residents to gather feedback and impressions of Fairborn. The feedback from these surveys were key to understanding the perceived strengths and weaknesses of the city

### Grow Competitive Advantage

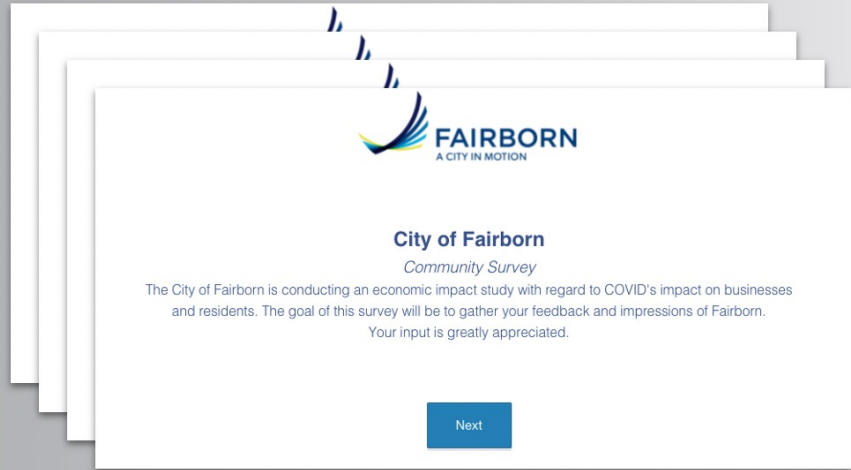
Residents and businesses alike recognize and want to grow Fairborn’s competitive advantage in industries such as aerospace, defense, and associated professional services.

### Grow City Amenities

Stakeholders believe creating more live, work, and play amenities in the city will drive customer traffic that is vital for new business growth in Fairborn.

“  
*Fairborn brags we have the most historic and up and coming downtown area, but it still has so much untapped potential!*  
”

For detailed analysis of the surveys’ findings, see [\[sec. 8.5\]](#).



Red Tiger Investments, LLC

## 6.2 Community Survey

### Community Engagement & Ideation

The City of Fairborn engaged the Red Tiger consulting team in order to update its economic strategic plan post-COVID. As a part of this study, the city requested community participation in the form of a survey to gather thoughts and input on the future vision of Fairborn.

### Fairborn performs well on key indicators of vibrancy according to residents.

Fairborn performs well on a variety of indicators that impact the level of vitality in communities.

Residents award high-marks to the city in terms of connectivity, proximity to military assets, and affordability.

Areas of improvement continue to be live, work and play amenities. Additionally, support for entrepreneurial ventures and the appearance / character were areas that scored noticeably lower than other indicators.

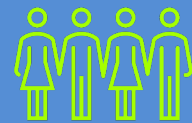


FIG 6.2-1

### COMMUNITY SURVEY

337 Responses

### QUESTIONS

1 Demographic Question

3 Future of Fairborn Questions

2 Open Response Questions

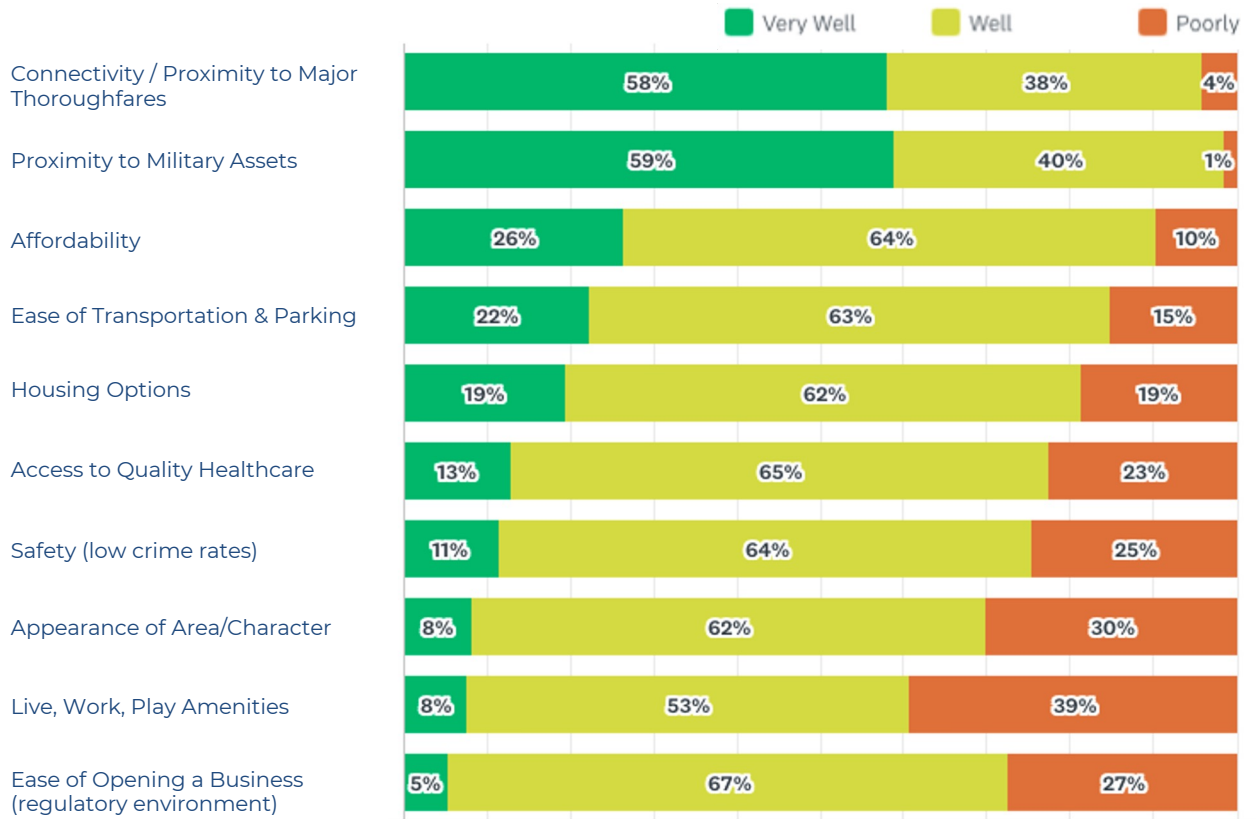
“

*All the empty business spaces around downtown need to be occupied with businesses that help the neighborhood, contribute to walkability.*

”

**FIG 6.2-2**

**How well does Fairborn deliver on the following?**



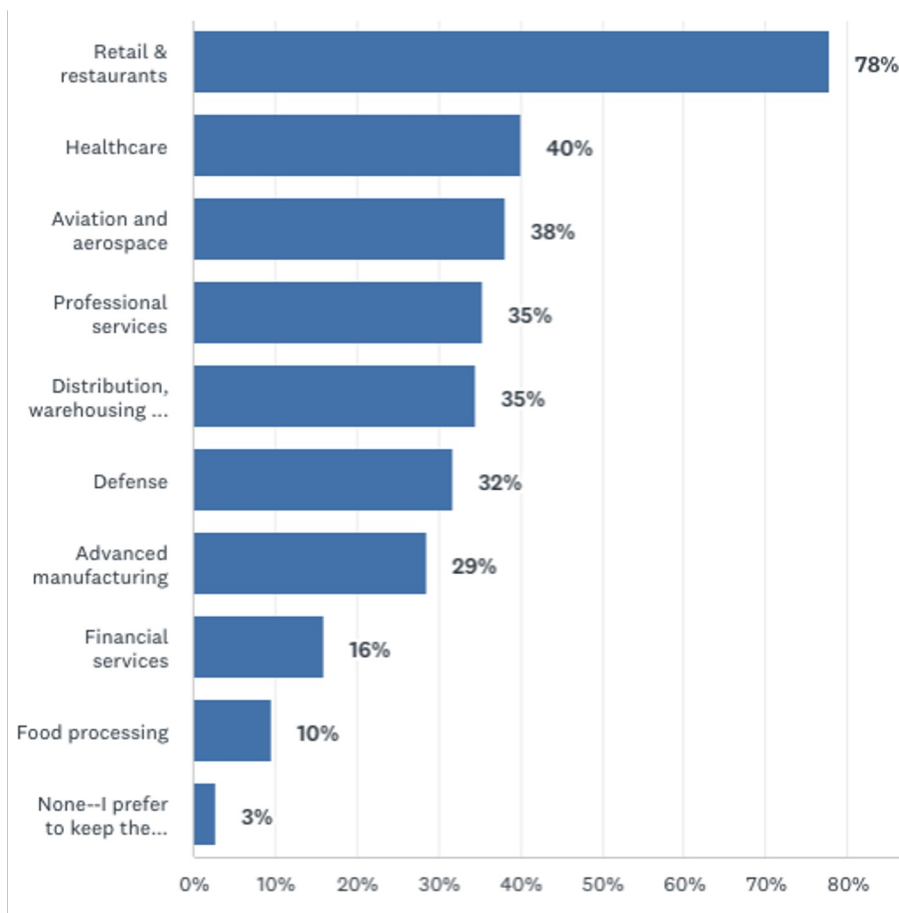


### Residents seek variety

Residents have indicated a desire for a variety of different industries in Fairborn. Based on the current mix of industry, many residents likely see the potential for growth in existing competitive advantage areas such as aviation, aerospace, defense and related services. As these industries grow, resident population will as well. Thus, we are already seeing the need for additional supportive (live, work, play) businesses such as retail, restaurants and healthcare.

“  
We have a great downtown with any unique stores. We need to advertise it more... maintain and /or improve it , encourage more business and we need more sit-down restaurants!  
”

**FIG 6.2-3 Which industry types should increase their presence in Fairborn?**




### Residents envision a future based in smart growth

Residents had a wide range of opinions on what the highest priority was in terms of economic development, likely because all these areas surveyed have merit in the minds of residents. The top three ranking paint a picture of a vibrant and growth-oriented community, with high-levels of economic growth.

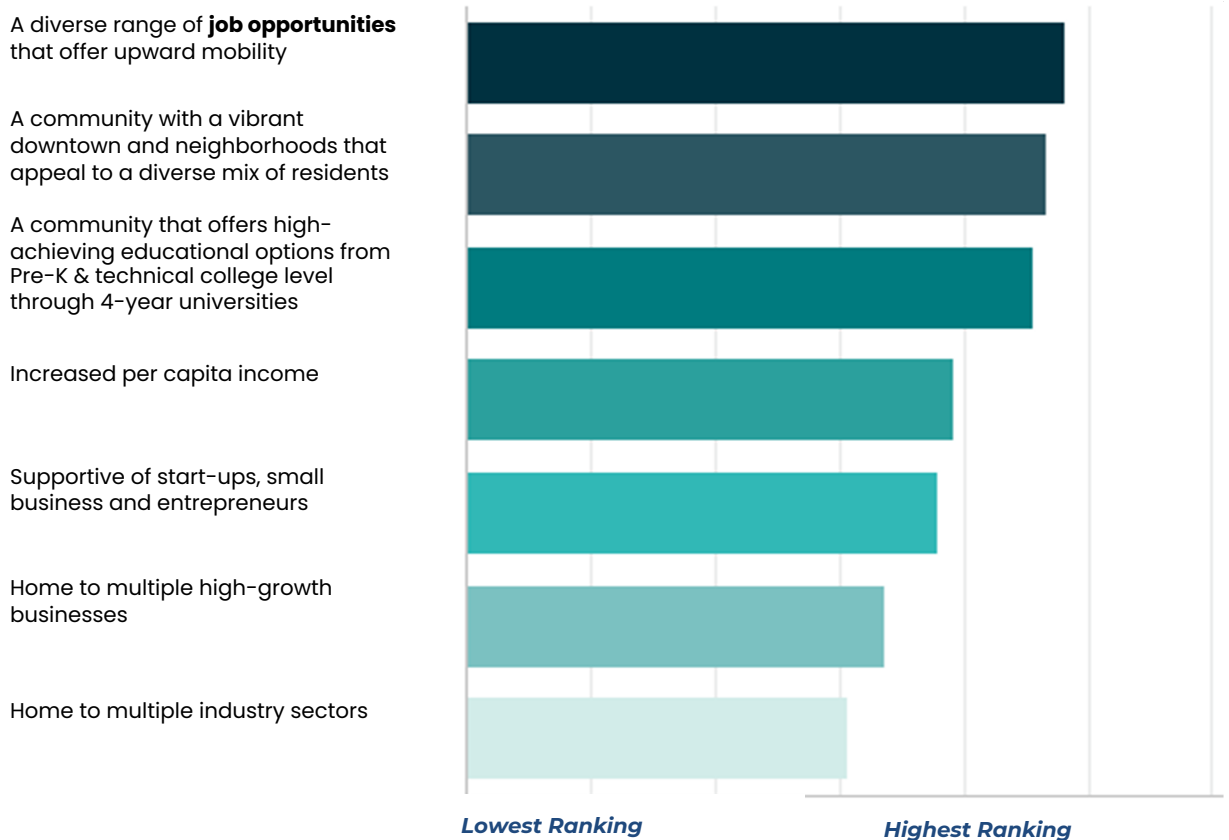
The area with the least traction was “home to multiple industry sectors.” This could be because residents recognize the competitive advantage maintaining a strong hold in the defense, technology, and aerospace sectors.

**44%**

Respondents ranked, “a diverse range of job opportunities that offer upward mobility” in their top 2 for the future desired state for the city.



**FIG 6.2-4** What do you desire to see from Fairborn in the next 5 years?





Credit: City of Fairborn

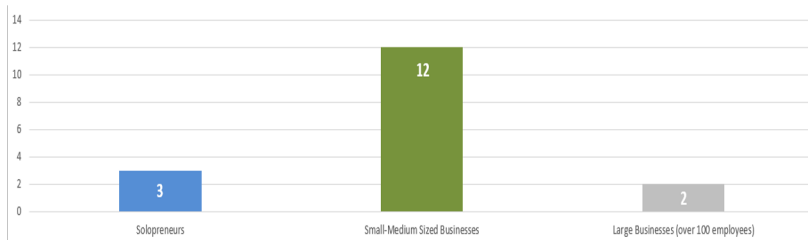
## 6.3 Business Survey

### Business Engagement & Ideation

The City of Fairborn engaged the Red Tiger consulting team in order to update its economic strategic plan post-COVID. As a part of this study, the city requested **business-leader participation** in linked community and business survey to better understand the impact of COVID on local businesses and leaderships' thoughts on the future vision of Fairborn.

### Demographics of Businesses

**FIG 6.3-2 Respondent Organization Sizes**



**FIG 6.3-1**

**BUSINESS SURVEY**

**24 Responses\***

\*Sample data may be skewed due to the volume of participants and unanswered questions

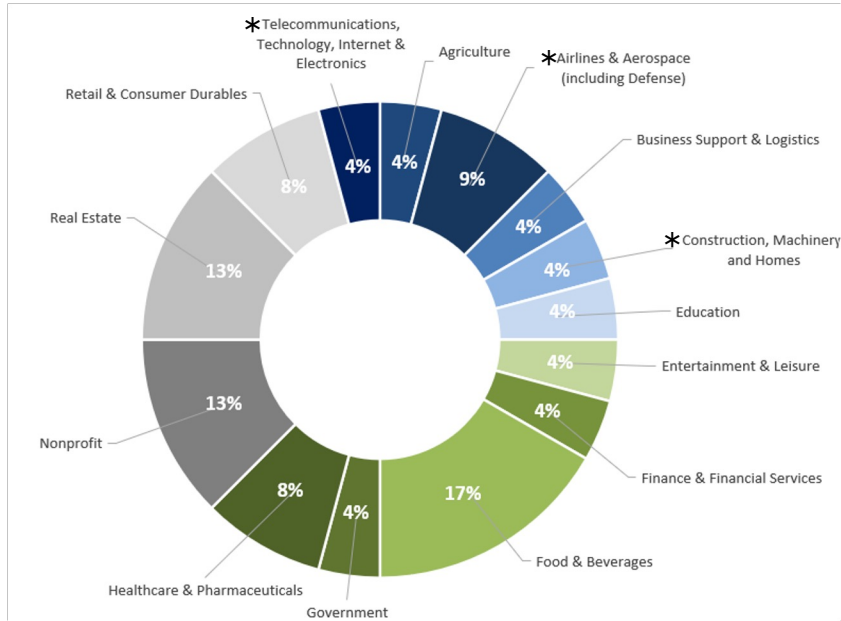
**QUESTIONS**

- 5** Demographic Question
- 6** COVID Impact Questions
- 7** Future of Fairborn Questions
- 2** Open Response Questions

## Business Industries

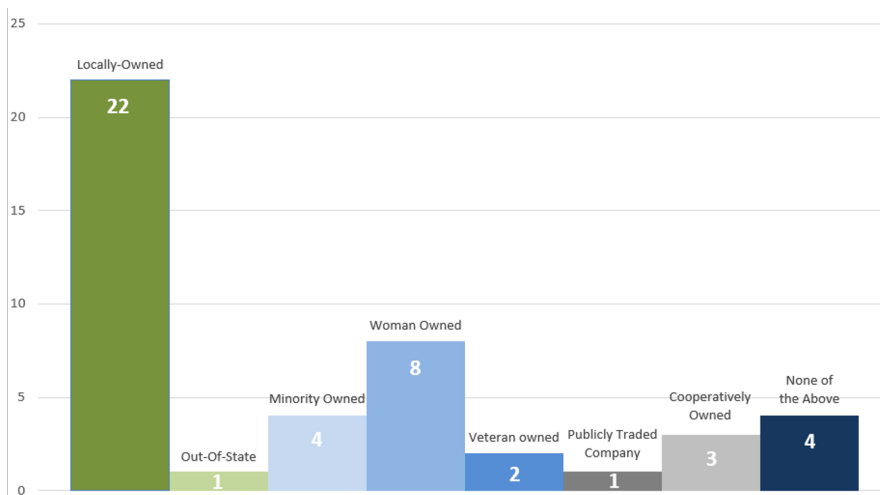
We received responses from businesses in all the industries shown in "Primary Company Industries in Fairborn". We did not receive responses from companies in the following industries: (a) Advertising & Marketing; (b) Insurance; (c) Transportation & Delivery; and (d) Utilities, Energy & Extraction.

**FIG 6.3-3 Respondents by Industry in Fairborn**



\* Manufacturing falls within several categories

**FIG 6.3-4 Respondents by Ownership**



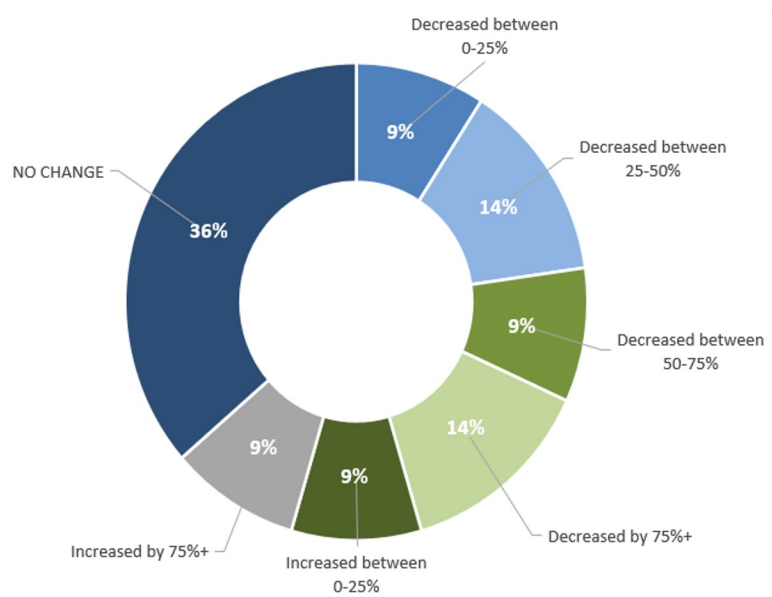


Credit: Unsplash.com

**Business Runway**

COVID significantly impacted Fairborn business owners. Businesses experienced significant revenue loss, and consumers are not generating the foot traffic they use to. Nationally, small business revenue fell by 22% in April 2020, according to the *Connecticut Business & Industry Association*.

**FIG 6.3-5 Pandemic Impact on Fairborn Business Revenue**

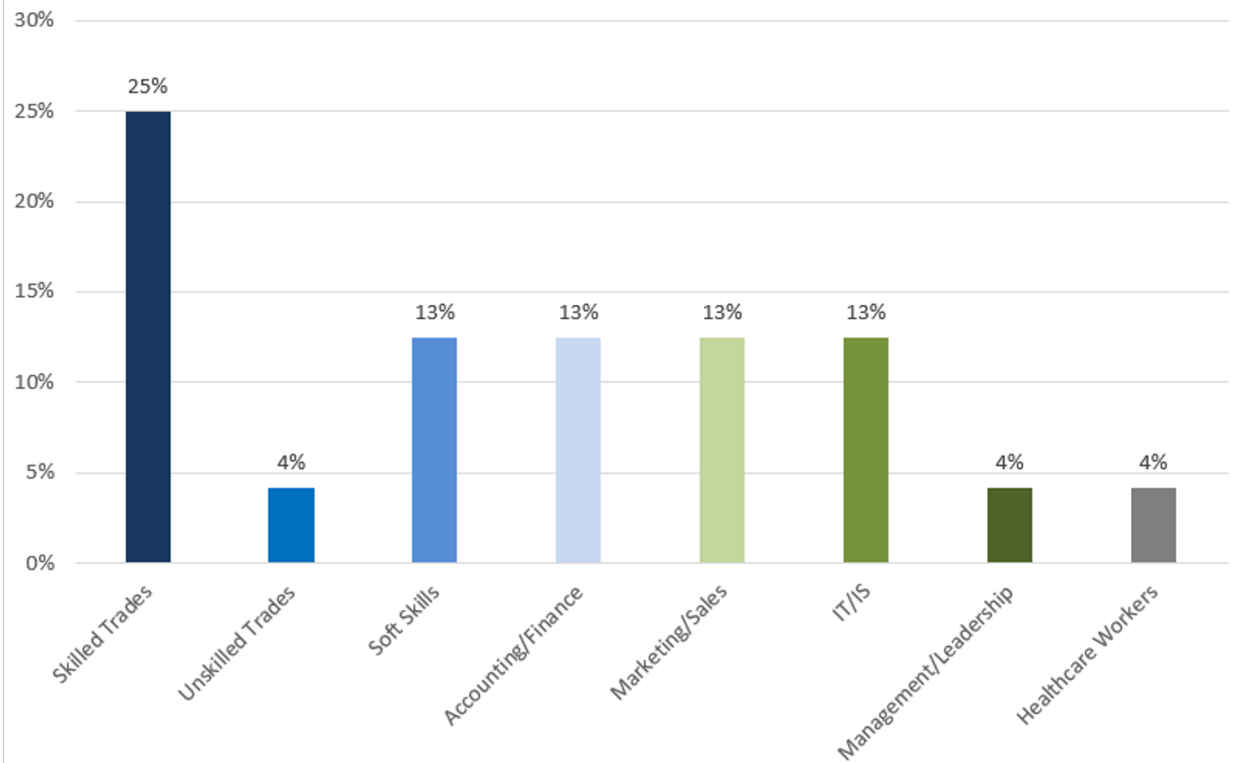


**FIG 6.3-5**  
**46%** of businesses that participated in the survey reported a decrease in revenue.  
**23%** of all respondents reported a revenue loss of 50% or greater.

**25%**  
of business respondents are at risk or feel they are unsure if they're at risk of closing permanently

“  
*I would like to see the businesses in the downtown area increased and renovated.*  
”

**FIG 6.3-6 Skills that are currently difficult to hire for by respondent's industry**



**8.33%** of responding businesses experienced layoffs during the height of the pandemic.

**25%** of responding businesses experienced resignations from staff since July 2021.



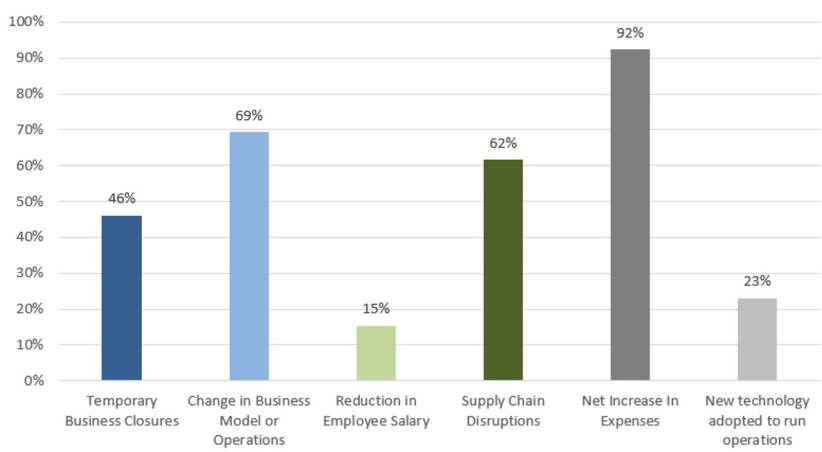
**47%**

of business respondents are actively seeking to hire in the City of Fairborn



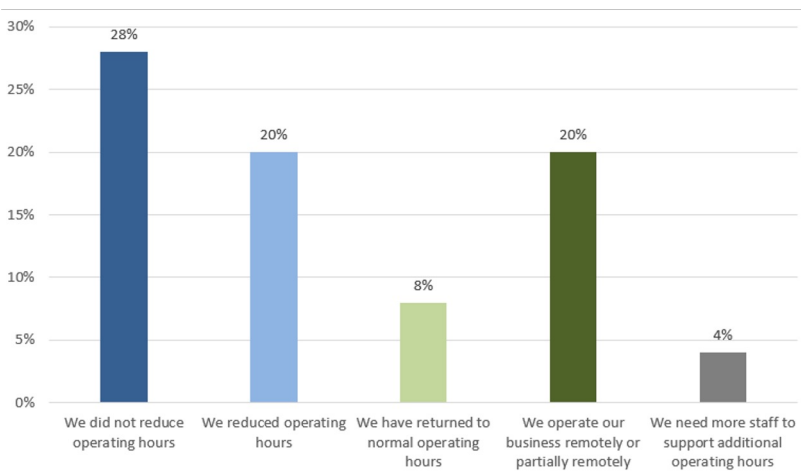
Credit: Unsplash.com

**FIG 6.3-7 How has COVID affected your business?**



**FIG 6.3-7**  
 Businesses in Fairborn see that COVID has made it more expensive to operate, with **92%** identifying that there has been a Net Increase in Expenses.  
  
**69%** of businesses feel that they had to adapt to these changes by adjusting their business model and ways they're operating.  
  
**62%** of businesses experienced supply chain disruptions.

**FIG 6.3-8 How have your operating hours been affected by COVID?**



**44%** of businesses are planning to expand, but only **25%** of businesses plan to expand within Fairborn

*“Fairborn is very unique in that we still have a traditional downtown and it needs to stay that way. I would like to see the downtown area more utilized outside of normal business hours”*



Credit: City of Fairborn

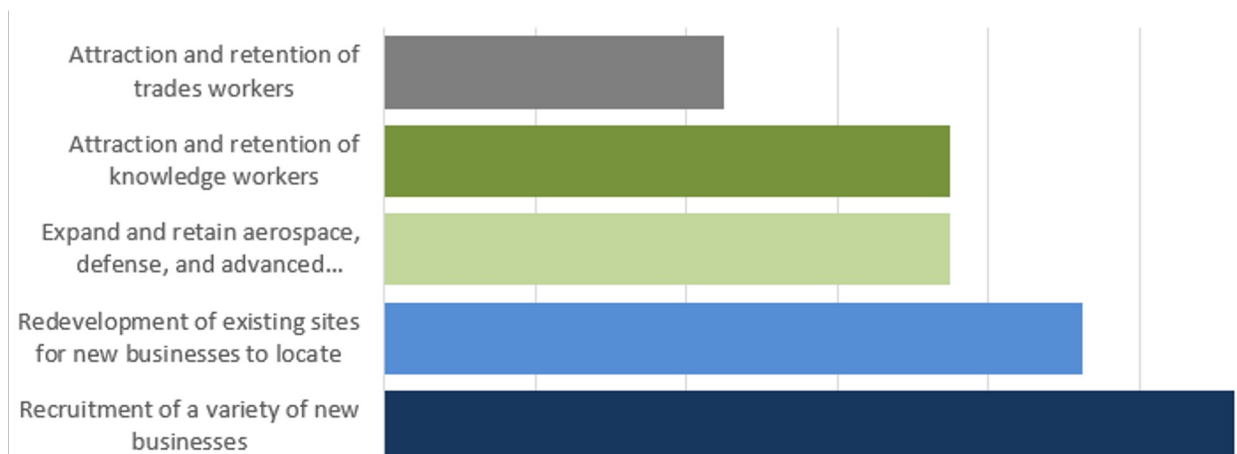
### Business Vision

The community and businesses are both in agreement that improving the appearance of the city will be important for future success. Adding amenities that will encourage people to visit and spend more time in the city also directly correlates to economic growth. In order to best capitalize on new growth opportunities, creating an inviting environment for the current and new entrepreneurs in the city would positively impact the community.

**FIG 6.3-9** How important are the following to the success of your business?

	Important	Not Important	Indifferent
Safety (low crime)	92.31%	7.69%	0.00%
Ease of Operating a Business (regulatory environment)	92.31%	0.00%	7.69%
Appearance of Area / Character of the City	84.62%	7.69%	7.69%
General Affordability of the City	84.62%	7.69%	7.69%
Live, Work, Play Amenities in the City	76.92%	7.69%	15.38%
Connectivity / Proximity to major thoroughfares	76.92%	7.69%	15.38%
Ease of Transportation & Parking in the City	69.23%	7.69%	23.08%
Local Housing Stock (multi-family, single-family etc. )	69.23%	15.38%	15.38%
Access to Quality Healthcare	61.54%	30.77%	7.69%
Proximity to Military Assets	61.54%	15.38%	23.08%

**FIG 6.3-10** What values do you feel are important for prosperity in Fairborn?





**FIG 6.3-11 What is the greatest area of opportunity for the City of Fairborn?**

*Improving the Downtown storefronts to fill them	24%
*Partnership with Wright Patterson Airforce Base	13%
*Improving the School System	13%
Including Family-focused Entertainment events	13%
*Providing more Restaurant and Grocery Options	12%
Providing more Retail Options	11%

\*Overlap between the Business and Community survey answers

“  
*I would like to see Fairborn move in the same resident focused direction as other communities.*  
 ”

Respondents emphasized in their free response answers that they want more new businesses to stay long term in Fairborn, creating a downtown environment that will encourage residents and visitors to spend more time exploring the city. They want growth in areas that will emphasize a sense of community and civic engagement and pride.

**FIG 6.3-12 Free response additional comments from respondents**

More Family-Friendly Entertainment	18%
Improving the Downtown storefronts to fill them	13%
Improving Private and Rental Property neighborhood conditions	11%
Welcome more new businesses into the area	11%

# 7. Target Industries



Credit: Microsoft PowerPoint Stock Images

## Introduction

A main objective of the study is to rank those industries that are the most desirable for Fairborn that will best contribute to the creation of high wage jobs.

## 7.1 Emerging Industries & Technologies

**Focus on emerging industries, to attract and retain millennials and well-paying jobs to Fairborn. These well-paying jobs will support the growth of quality housing, retail, local businesses and other amenities.**

Emerging industries are typically centered around a new technology, product or idea. It's imperative that the city's economic development and industry diversification strategy be crafted around emerging industries where the city has a distinct "right to win" in the marketplace. Carefully planned and implemented development around emerging industries will broaden the city's tax base, increase the number of well-paying jobs, be a catalyst for attracting state and federal dollars, and result in greater economic prosperity.

**Leverage proximity to both Wright Patterson AFB and Wright State University.**

Wright Patterson AFB and Wright State University provide Fairborn a competitive advantage when retaining, growing and attracting companies focused on emerging industries and technologies.

“  
An emerging industry is a group of companies in a line of business formed around a new product or idea that is in the early stages of development. An emerging industry typically consists of just a few companies and is often centered around new technology. Emerging industries frequently come into existence when one technology begins to eclipse and replace an older technology.  
”

Source: Investopedia



Credit: Unsplash.com

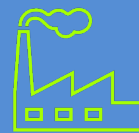
## 7.2 Advanced Manufacturing

**New technologies, material, and manufacturing processes are leading a resurgence in manufacturing.**

Advanced manufacturing is dramatically transforming the way we do business and the way we live. Its demonstrated power as an economic engine is growing daily. Advanced manufacturing's foundation is not in the past of heavy industry, but in the future of high tech. Not smokestacks and blast furnaces, but clean rooms and electron beams.

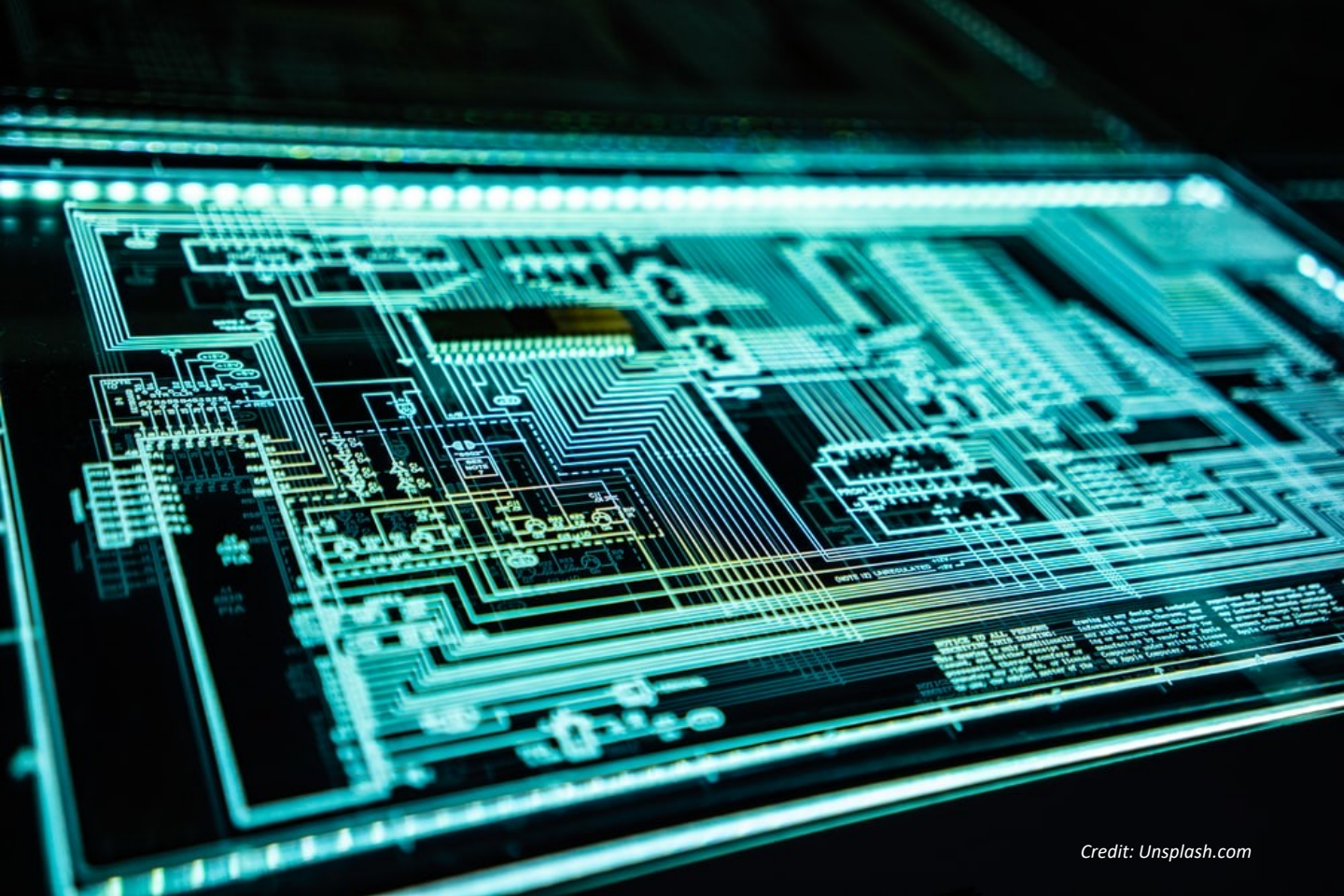
**Emerging industries are evolving so rapidly that the skills gap between available technical skilled workers and industry demand continues to widen.**

The states, counties and municipalities addressing this skills gap now, will be in the best position to attract emerging industries such as advanced manufacturing, additive manufacturing, information technology, and cyber security.



### ADVANCED MANUFACTURING

- Broad industry
- Component of manufacturing that uses new technologies, materials, and processes
- Requires the availability of industrial land and properties



Credit: Unsplash.com

## 7.3 Cybersecurity

The abundance of data analytics and cybersecurity skills among the Dayton region’s workforce, especially in proximity to Fairborn, critically benefits new and existing businesses.

Cybersecurity is becoming a fundamental business strategy to all industries. By leveraging its proximity to leading cybersecurity and big data innovation drivers, coupled with the fact that Fairborn is home to leading cybersecurity firms, such as Peerless Technologies and Apogee Engineering, the city should promote itself as a leading location for the development and advancement of cyber education and innovation. Fairborn proximity to this IT and cyber workforce provides a differentiating strength and competitive advantage. See [Section 5] for information on proximate cybersecurity innovation drivers.

“

**Apogee Engineering Creates 150 New Cybersecurity Jobs in Fairborn...** Ohio has the tech talent, collaborative environment, and pro-tech legislation to support cybersecurity companies. Across the state, Ohio’s universities, businesses, governments, and citizens are investing in cybersecurity measures to protect and defend the interests of Ohioans and Ohio businesses. These investments strengthen Ohio’s position as a leader in the fields of cybersecurity and data protection (April 25, 2022)

”

Source: <https://www.jobsohio.com/news-press/apogee-engineering-creates-150-new-cybersecurity-jobs-in-fairborn/>



Credit: Unsplash.com

## 7.4 Big Data

**The proximity of Big Data drivers and the required skilled IT workforce, positions Fairborn to be a hub for Big Data company development.**

The tremendous investment and innovation being made at AFIT, AFRL, National Air and Space Intelligence Center, Wright State University, The Ohio Center of Excellence in Knowledge-enabled Computing (Kno.e.sis), presents Fairborn the opportunity to leverage not only this existing Big Data cluster, but also the entrepreneurial initiatives, to make Fairborn a hub for Big Data company development. See **[Section 5]** for information on proximate Big Data innovation drivers. Fairborn proximity to these leading Big Data drivers and the related workforce provides a differentiating strength and competitive advantage.

“

*Big data is a combination of structured, semistructured and unstructured data collected by organizations that can be mined for information and used in machine learning projects, predictive modeling and other advanced analytics applications.*

”

Source: <https://www.techtarget.com/searchdatamanagement/definition/big-data>

“

*The area is home to nearly 600 IT and services firms that leverage the know-how and strong skills of more than 13,000 employees. Multiple colleges, universities and vocational training programs graduate thousands of STEM-focused students annually who are ready to help your technology business succeed.*

”

Source: <https://www.daytonregion.com/dayton-region-economy/industries/cyber>



Credit: Unsplash.com

## 7.5 Artificial Intelligence

**Lead by the Air Force Research Laboratory, Artificial Intelligence is a rapidly emerging trend and industry cluster being established in Dayton and a growing economic engine.**

*Investopedia* defines Artificial Intelligence (AI) as “the simulation of human intelligence in machines that are programmed to think like humans and mimic their actions. The term may also be applied to any machine that exhibits traits associated with a human mind such as learning and problem-solving.” By leveraging its proximity to existing AI economic drivers and the emerging workforce, Fairborn should focus on industry AI networking activities.

“

*Thanks to a critical Defense and Aerospace marketplace in the region, Dayton is a world leader in data set modeling and simulation technologies, often critical tools in advanced manufacturing and other industries.*

”

Source:  
<https://www.daytonregion.com/dayton-region-economy/industries/cyber>

“

*Tech is one of Ohio’s fastest growing industries with expertise in sectors including artificial intelligence, cybersecurity, IoT, Semiconductors, analytics and more.*

”

Source:  
<https://www.jobsohio.com/industries/technol>



## 7.6 Aerospace Defense

**Collaboration and joint planning between Fairborn and WPAFB are critical to protect military missions and the wellbeing of the city's economy, dependent industries and population growth.**

Wright Patterson AFB (WPAFB) is critical to the Greater Dayton Region's economy, and specifically Fairborn, generating over 80,000 jobs and \$15 billion+ in annual economic impact. Historically, conflicts have existed between U.S. military bases and their respective local communities. Proactive collaboration and planning, between WPAFB and the city, can head off potential difficulties, allowing numerous alternatives to be analyzed prior to issues becoming insurmountable.

**Many aerospace defense contractors want to shorten the supply chain and locate as close to WPAFB as possible.**

This allows these companies to enhance their customer interface, ensuring communications lines are good so they can provide the services WPAFB needs not only to meet contract specifications but to meet expectations as well.

“

*Ever since Orville and Wilbur Wright set up shop in Dayton, the region has been a globally recognized powerhouse for innovation in the aerospace and aviation industries. Businesses have unrivaled access to research partners, including the Air Force Research Laboratory and specialized university research centers; an established infrastructure targeted to the industry's needs; a thriving customer base; and an unmatched supply of highly trained professionals. The region's focus on the fast-growing unmanned aerial systems industry, combined with the area's expanding advanced manufacturing and IT clusters, provides the perfect environment to develop, commercialize, manufacture, and market aerospace and aviation technologies, services, and products.*

”

Source: <https://www.daytonregion.com/aerospace-defense-industry>



## 7.7 Industrial, Logistics & Distribution, and E-Commerce

Emerging industries such as advanced manufacturing and e-commerce often require industrial space and easy access to transportation infrastructure.

As a result of the booming e-commerce industry, there is a scarcity of available industrial sites and buildings in major logistics and distribution hubs in nearby cities Cincinnati, Columbus, Indianapolis and Louisville. National and regional industrial developers are increasingly searching for sites in secondary markets such as Dayton.

Fairborn has an abundance of buildable land with easy access to transportation infrastructure. The city's abundance of agricultural land, north of SR-444 on the western side of I-675, could transition well into industrial. The proximity and accessibility of I-675 and the ability to assemble 400+ contiguous acres would make this location a premier infill site in Southwest Ohio. See [Sec. 8.3(c)] for optimal locations within Fairborn for industrial development.



### DAYTON REGION LOGISTICS & DISTRIBUTION

Central location allows **60%** of US consumers to be reached in **one day**.

**5 international airports** — Cincinnati, Dayton, Columbus, Louisville and Indianapolis — **within 90 minutes**.

**730+** businesses in the region focus on logistics.

**20,000+** logistics jobs in region.

Source:  
<https://www.daytonregion.com/dayton-region-economy/industries/logistics-distribution>





Credit: Unsplash.com

## 7.8 Human Performance Sensor Technology

AFRL is a world leader in sensor technology and has established the Dayton region as a hotbed for this industry.



### COMPASE (COMPrehensive Assessment of Sensor Exploitation) Center

The Air Force Research Laboratory's Sensors Directorate mission is to lead the discovery and development of future capabilities, providing integrated Intelligence, Surveillance, and Reconnaissance (ISR), combat identification, and spectrum warfare effects.

**Technical program** of AFRL/RyAA

**AFRL scientists** discover new applications for radar and electro-optic sensors that give the US an undeniable mission advantage.

Source: <https://www.afrl.af.mil/About-Us/Fact-Sheets/Fact-Sheet-Display/Article/2331833/afrlry-compase/RL>

“

*The physiological effects of military aircraft on humans cannot be underestimated, and military officials are seeking to more effectively monitor the interactions of humans with various aircraft systems.*

”

Source: <https://www.fierceelectronics.com/sensors/air-force-research-lab-advocates-more-sensors-to-monitor-humans-aircraft>

“

*At the beginning of the aviation age, the airplane had one mission, staying in the air. As the speed and altitude of planes increased, they quickly outpace the pilot's ability to react to the ever-increasing sensory load. From the early instrumentation of the Wright Brothers, to the fused sensor picture of the latest fifth generation fleet, AFRL's research excellence has extended what the pilot can feel, hear, and see.*

”

Source: <https://afresearchlab.com/technology/sensors/>



THANK YOU  
for shopping  
LOCAL

Credit: Unsplash.com

## 7.9 Localism

**Use localism as a key driver to create an authentic experience and make Fairborn a destination that stands apart.**

Localism is a developing trend and economic development model centered on the community, small business, essential jobs, and responsible corporate citizenship.

Support and grow businesses in Fairborn that are local and unique. National chains can drive dollars away from local stores and the local economy, further cratering the economic stability of small local businesses. During COVID, people continue to “buy local” and often prefer small businesses over chain or national stores. Locally-owned businesses have historically been the backbone of small business districts.

**At the core of localism is recruiting, supporting and growing startups and second-stage businesses in the city.**

The city’s authentic charm and appeal is rooted in its natural amenities, historic business district, strategic location and tradition of innovation. This provides the city a distinctive advantage when recruiting, supporting and growing startups and second-stage businesses.

“

*It is recommended that Fairborn concentrate, embrace, and build upon its unique local businesses with a focus on restaurants, activity centers, and entertainment venues, particularly in the downtown area. Expansion of outdoor dining and efforts to bring the “outside inside” are also recommended. The key is to increase activity in the downtown through a range of initiatives that may include adding housing.*

”

*Source: Report of the CRE Consulting Corps  
City of Fairborn, Ohio: A Strategic Overview  
for City Revitalization ( July 2016)*

## 8. Priority Development Areas, Catalytic Projects, Action Plans & Economic Impact



Credit: Unsplash.com

### 8.1 Fairborn Innovation Hub

**Fairborn is well positioned to be a leading destination for cutting edge and emerging industries.**

A well-planned and activated economic development strategy will allow leading edge anchor institutions and companies to cluster and connect with start-ups, business incubators and accelerators... where good ideas become viable enterprises that contribute to society through their innovation, products and job creation. See [\[Appendix S\]](#) for examples of Innovation Centers.

**Geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators.**

Historically, innovation corridors in the U.S. have been anchored by higher education campuses like the Research Triangle in North Carolina or developed organically such as Silicon Valley. The current trend is a more urban planned model, labeled “Innovation Districts”, and defined by the Brookings Institute as “geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.” Given the adjacencies of best-in-class anchors such as Wright Patterson AFB, Air Force Institute of Technology, Air Force Research Laboratory, National Air and Space Intelligence Center, Wright State University and an existing authentic business district... Fairborn is an optimal location for an Innovation District.

“

*Innovation districts facilitate the creation and commercialization of new ideas and support metropolitan economies by growing jobs in ways that leverage their distinct economic attributes. These districts build on and revalue the intrinsic qualities of cities: proximity, density, authenticity, and vibrant places.*

”

*Source: Brookings Institute*



## 8.2 Innovation District Strategy: Action Plan

Red Tiger’s analysis demonstrates that these identified properties comprise the potential for a thriving Innovation District.

A well-planned and activated economic development strategy requires opportunities from start-ups, stage-2 companies, established firms and leading-edge anchor institutions to grow and connect, allowing good ideas to become viable enterprises contributing to society through their innovation, products and job creation.

**The strategy is a holistic one.**

It starts with a focus on workforce development and “startups” located at the Skyway property at the bottom of the above aerial. It progresses to the Calamityville site, a location conducive for second stage “emerging industries” and technology companies synergistic with the training, testing, and research being performed by military and civilian emergency first responders. At the very top is approximately 400 acres ideal for permanent technology and industrial companies, especially for advanced manufacturing. And finally, downtown Fairborn has been identified as a destination district for “quality-of-life businesses” (e.g., local restaurants and retail).

### Step 1. Established Objectives

Red Tiger and the city worked together to explore, clarify and prioritize our collective objectives. An advisory committee was formed to provide feedback. See [Sec. 1] for established objectives and [Sec. 3.1] for a list of the advisory committee members.

### Step 2. Reviewed & Analyzed Previous Work Product

Gathered, organized and analyzed were all available previous related plans, work product and studies. See [Appendix C] for description of previous work product analyzed.

### Step 3. Innovation District Analysis

Innovation Districts allow good ideas to become viable enterprises that contribute to society through their products and job creation. The Brookings Institute found that not only are brains and dollars important, but social interaction, proximity and physical setting matter. To make them real, Innovation Districts are almost always founded by a “triple helix” of (a) research/innovation entities, (b) private enterprise, and (c) government. Fairborn’s unique characteristics advantageously positions it to become a hub for innovation and emerging technologies.

### Step 4. Optimal Development Areas & Opportunities

In order to have a viable “innovation district” there must be identified property for development, conducive for the industries you’re building the ecosystem around. See [Sec. 8.3] for Identified Priority Development Areas. The revitalization and repopulation of Fairborn and its downtown, coupled with the activation of an “innovation district”, must be accomplished through the development and delivery of quality residential, commercial, community and innovation real estate projects.

### Step 5. Business Marketing & Recruitment Strategies

The city must continue to formulate marketing and recruitment strategies for emerging industries and those that will be attracted to Fairborn such as those Targeted Industries identified in [Sec. 7]. See [Sec. 3.2] for Building a Memorable Civic Identity.

### Step 6. Strategic Relationships

Red Tiger sourced, fostered, and facilitated meetings and working relationships with key business leaders, workforce development, education, elected officials, community leaders and other stakeholders. Continued collaboration with stakeholders will be imperative in order to achieve success. See [Sec. 3.1] for a list of the EDSP Advisory Committee comprised of stakeholders and experts engaged.

### Step 7. Public Private Finance Structure

Developing catalytic infill real estate projects for urban revitalization is often difficult because traditional lenders and developers consider such projects risky and pioneering. These projects require specialized professional expertise and subsidy or patient capital to support them until the markets are proven and a critical mass of similar development is achieved. The city can’t do this by itself. Red Tiger recommends exploring the concept of a “Public Private Investment Fund”. These funds engage in various activities, such as (a) providing gap financing for large development projects undertaken by private developers, and (b) purchasing and controlling key underutilized commercial properties and working to repurpose them to their highest and best use. See [Section 9] for Public Private & Investment Strategy. See [Appendix K] for description of Economic Development Tools.

### Step 8. Innovation District Master Plan

The final step is to draft an Innovation District Master Plan (IDMP) to serve as a framework setting forth the city’s vision and objectives for the present and future uses, improvements, and development of the district. The IDMP should represent the goals and strategies to guide the the city and stakeholders well into the future. The IDMP provides foresight, adaptability, direction, and a defined achievable future for Fairborn by establishing existing conditions, goals and objectives, planning principles, master plan documentation, and a unified implementation strategy for the district and the Identified Priority Development Areas.

## Fairborn Innovation District Characteristics

- Anchored around Wright Patterson AFB, Wright State, and a cluster of innovative companies
- Home to leading and developing industries
- Abundance of research/innovation entities
- Retired military personnel and service personnel spouses provide a pipeline of skilled workers
- Current public and private investment in a historic downtown
- Abundance of parks and nature amenities
- Proximity between Columbus and Cincinnati
- Situated with four interchanges along I-675
- Strong and stable local government leadership
- Affordable cost of living



**EMERSION DESIGN** 310 Culvert St Suite 100  
Cincinnati, Ohio 45202  
513.845.9100  
emersiondesign.com

### 8.3 Identified Priority Development Areas

For an innovation district to thrive, physical “collision” points are required to link entrepreneurs, corporations, government, and innovation.

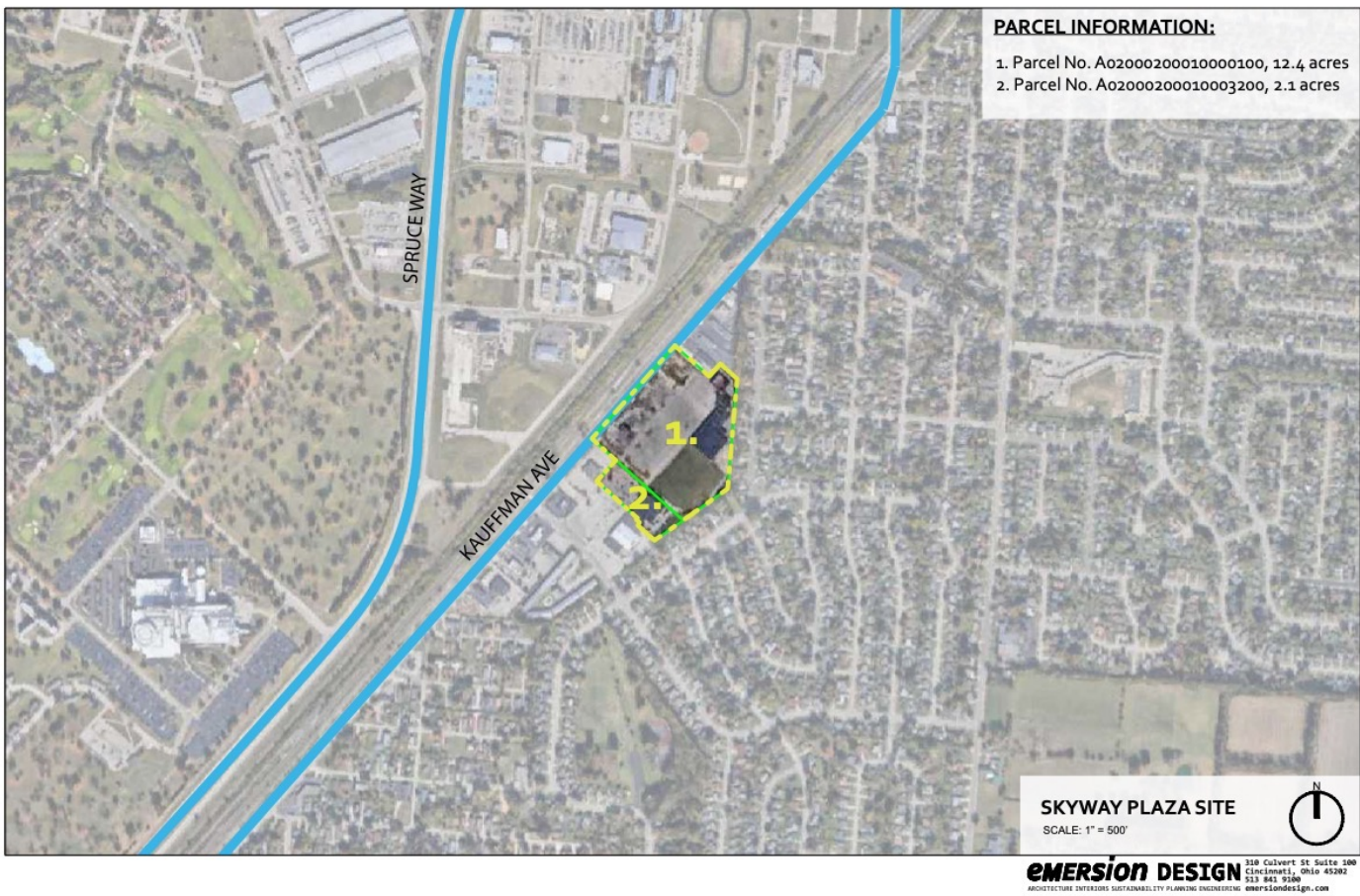
These collision points result in opportunities for people to socialize, collaborate, educate, research and innovate. Collision points can consist of co-working space, incubators, accelerators, micro-factories, innovation centers, education centers, coffee shops, bars, restaurants, etc.

In order to have a viable “Innovation District” there must be identified property for development, conducive for the industries you’re building the ecosystem around.

Envisioned for Fairborn is an “Innovation District” supporting technologies where innovative products are made. As a result, you must have available property to support the type of flex space and industrial space required for advanced manufacturing. Red Tiger’s research has identified the following properties as the optimal locations for a successful Innovation District:

- A. **Skyway Plaza:** Former Elder-Beerman retail site comprised of +/-14 acres and currently owned by the City of Fairborn ideal for “incubation and start-up” companies.
- B. **Calamityville:** +/-53 acres located near the northeast corner of E. Dayton Dr. and E. Xenia Dr., formerly a cement manufacturing plant, currently owned by Wright State University and operated as a training, testing, and research venue for military and civilian emergency first responders to perfect their skills while building relationships, ideal for synergistic second stage “emerging industries” and technology companies.
- C. **Northern Industrial District:** +/-400 acres of agricultural land currently available on the open market located on the northeast corner of WPAFB and adjacent east of I-675, ideal for industrial related and “permanent companies”.
- D. **Downtown Fairborn:** Historic dense business district located directly northeast of WPAFB comprised of multiple commercial corridors, ideal for “destination quality of life businesses”.

See [\[Appendix L\]](#) for Identified Priority Development Areas Map.



### 8.3(a) Skyway Plaza: Action Plan

**Skyway Plaza is the city’s immediate opportunity to create a catalytic economic development project and innovation district.**

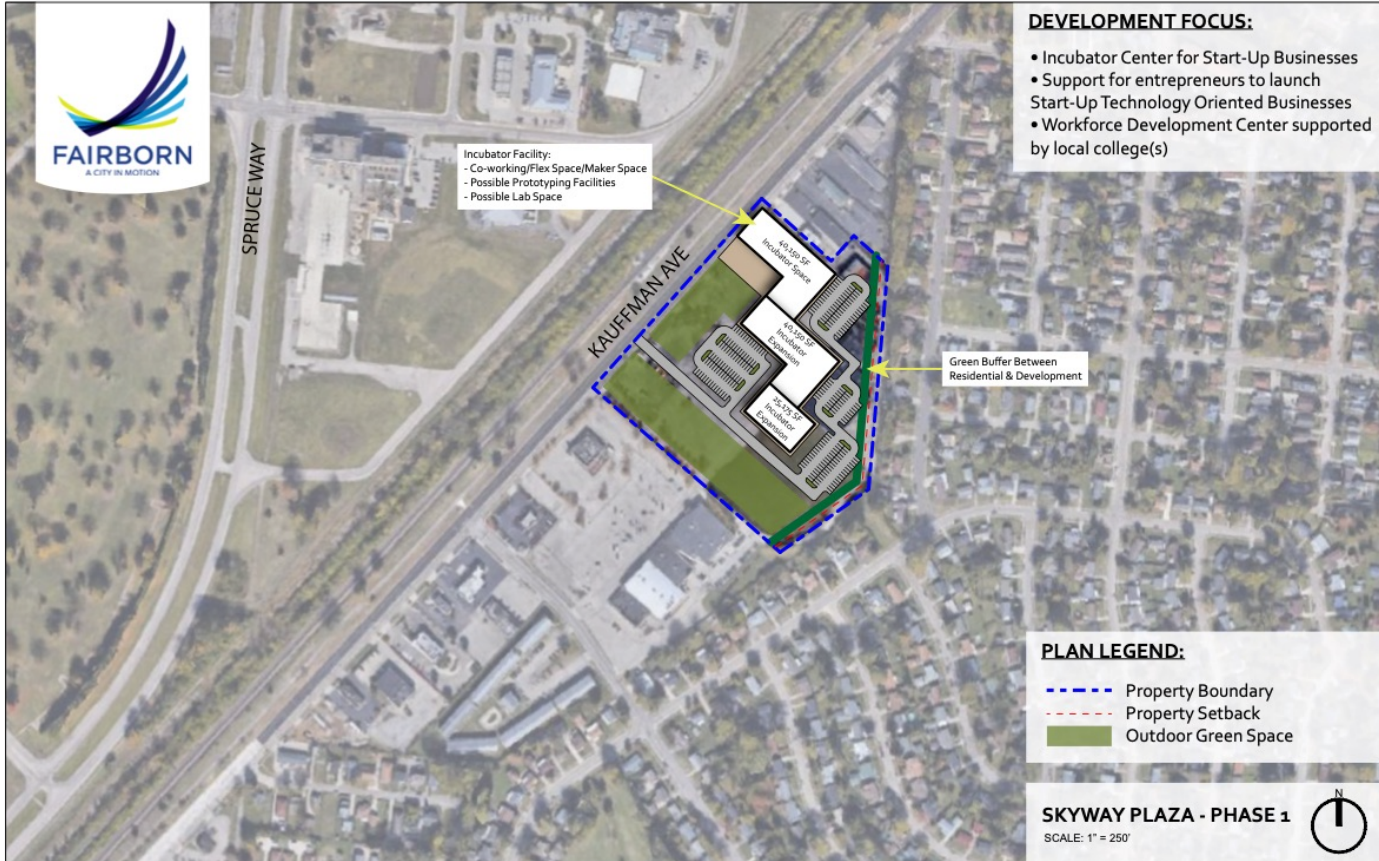
Acquired by the City of Fairborn in 2016, the site was formerly home to an Elder-Beerman department store. Comprised of two parcels combining for about 14 acres. Parcel-2, +/-2.1 acres, is currently the location of the city’s Municipal Courthouse. Skyway Plaza’s redevelopment offers excellent development opportunities to new and expanding companies in Fairborn. The Skyway site represents the city’s proactive economic development approach to optimizing its “right to win” jobs and companies, providing an ideal location for “incubation and start-up” companies with a focus on workforce development. A bicycle path along the eastern boundary of Wright Patterson AFB, connects the Skyway Plaza site to Wright State University and downtown. See [\[Appendix M\]](#) and for Identified Priority Development Areas Map.

**An ideal site for start-up advanced manufacturers and technology businesses.**

This site is ideal for an incubator or a micro factory that supports entrepreneurs for launching start-up technology-oriented businesses... or the manufacturing of innovative products, especially those that have synergies with WPAFB, the AFRL and other related established entities. See [\[Appendix G\]](#) and [\[Appendix S\]](#) for examples of innovation centers and micro-factories.

#### **Step 1. Explore Collaboration with Start-Up Technology Oriented Businesses and Regional Workforce Development Providers.**

The city should explore collaboration with start-up technology-oriented businesses and regional workforce development providers such as Clark State and Sinclair College. The location is ideal for the following potential uses: (a) incubator center for start-up businesses; (b) support for entrepreneurs to launch start-up technology-oriented businesses; and (c) workforce development center supported by local college(s). See Targeted Industries identified in [\[Sec. 7\]](#).



## Step 2. Internal Charrette & Private Sector Expertise

Consider partnering with private sector experts and real estate development professionals to assist with planning and related complex issues required to bring the project to fruition. A charrette is a collaborative design-based planning process including an interdisciplinary team usually consisting of a developer, planner, county and city officials, architect and other stakeholders, usually performed over a short time period.

## Step 3. Evaluate Zoning & Potential PUD

Analyze the proper zoning for the project. Consider creating a planned use development district. The PUD district is an overlay of alternative regulations, including procedures and standards, designed to encourage the efficient use of land and resources, promote greater efficiency in public and utility services, promote orderly improvement of property in accordance with community plans, and to encourage innovation in the planning and building of all types of development. It may permit uses, as well as increases in the density or intensity of development beyond that permitted as-of-right in a zone district.

## Step 4. Public Incentive Evaluation and Tax Incremental Financing (TIF) Evaluation

Evaluate potential incentives (e.g., TIF) to encourage site readiness and a layer of protection to the city. TIF allows the city to finance public infrastructure improvements. A TIF district raises funds by capturing the incremental property tax from increases in property value over time. Existing property tax collection and distribution is frozen at current levels, while the increment is diverted to a special fund that can be used for public infrastructure improvements. The property owner(s) instead makes Payments In Lieu Of Taxes (PILOTs) in an amount equal to only the increase in property taxes generated by the improvement. A disadvantage of TIF is that revenues are dependent on future recovery value increases and are difficult to predict unless a specific development project is underway in the district. See [Appendix K] for description of Economic Development Tools.







**DEVELOPMENT FOCUS:**

- Incubator Center for Start-Up Businesses
- Support for entrepreneurs to launch Start-Up Technology Oriented Businesses
- Workforce Development Center supported by local college(s)



**Skyway Plaza – Phase 2**

**Potential Economic Impact Upon Full Buildout**

The aforesaid economic impact figures represent the potential effects of the redevelopment and full buildout of of Skyway Plaza:

Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%	Indirect Earnings	\$1.89	No. Jobs Created in Goods & Services	2.5
Advanced Manufacturing / R&D	40,150	898.5	45	\$78,011	3,485,967	\$69,719		\$6,588,478		112	
Advanced Manufacturing / R&D	40,150	898.5	45	\$78,011	3,485,967	\$69,719		\$6,588,478		112	
Advanced Manufacturing / R&D	25,175	898.5	28	\$78,011	2,185,784	\$43,716		\$4,131,132		70	
Advanced Manufacturing / R&D	24,900	898.5	28	\$78,011	2,161,908	\$43,238		\$4,086,005		69	
<b>TOTAL</b>	<b>130,375</b>		<b>145</b>		<b>11,319,626</b>	<b>\$226,393</b>		<b>\$21,394,093</b>		<b>363</b>	

Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%
Amenities/Retail	13,650	151	90	\$27,877	2,520,007	\$50,400	
Amenities/Retail	13,650	151	90	\$27,877	2,520,007	\$50,400	
<b>TOTAL</b>	<b>27,300</b>		<b>181</b>		<b>\$5,040,014</b>	<b>\$100,800</b>	

Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%
Office Space	100,000	898.5	151	\$36,750	5,549,250	\$110,985	
<b>TOTAL</b>	<b>257,675</b>		<b>477</b>		<b>\$21,908,890</b>	<b>\$438,178</b>	

See [Appendix P] for Economic Impact Assumption & Sources.



### 8.3(b) Calamityville: Action Plan

The site’s current use, size, advantageous proximity to Wright Patterson AFB, and accessibility to I-675 presents the opportunity for a game changing development.

Currently the property is home to Calamityville, a training, testing, and research venue where the Air Force and civilian emergency first responders perfect their skills while building relationships. Wright State University, the property’s owner, is open to exploring collaboration with the city, Wright Patterson AFB, workforce development providers, and private technology companies on redeveloping a portion of the property synergistic with Calamityville.

#### IDEAL LOCATION

#### STAGE-2 COMPANIES ATTRIBUTES

- Employ from 1 – 100 employees
- Accounts for 35% of all jobs and 25% of positive job growth in the U.S.
- Most are in the emerging industries
- Many need flex space or light industrial
- Often their technology was originally supported and grew from a nearby university

“

For almost 90 years, the 53-acre site at 506 East Xenia Drive in Fairborn, Ohio, produced cement, an ingredient critical to building infrastructure in the region. Today, Calamityville is a training, testing, and research venue where military and civilian emergency first responders hone their skills while building relationships. The proximity to Wright-Patterson Air Force Base, Wright State University, and hospitals in the Greater Dayton region make the old cement plant an ideal location for a versatile training facility. These stakeholders help transform emergency response training to better prepare first responders for disasters and provide an opportunity to work cooperatively on-scene.

Source:

<https://www.wright.edu/calamityville/about>

”



Calamityville provides the ideal location for start-ups and stage-2 companies specializing in human performance sensor technology and the establishment of a “center of excellence” for this technology. Co-location at Calamityville could allow private sector human performance technology companies to collaborate with Wight State, the AFRL’s 711th Human Performance Wing and the Air Force School of Aerospace Medicine, which entities currently use Calamityville for training, testing and as a collaborative laboratory

The AFRL’s 711th Human Performance Wing (HPW) consolidates research, education and consultation under a single organization, comprising the Airman Systems Directorate and the United States Air Force School of Aerospace Medicine (USAFSAM). In conjunction with the Naval Medical Research Unit-Dayton and surrounding universities and medical institutions, the 711th HPW functions as a Joint DoD Center of Excellence for human performance sustainment, readiness and optimization. Wight State University, the property owner, leverages partnerships within the HPW and the USAFSAM. See [Appendix F] for additional information regarding the 711th Human Performance Wing .

### Step 1. Explore Collaboration with Wright State University

Fairborn should engage Wright State University and explore redeveloping the northern 1/3 of the property along E. Xenia Dr. to attract synergistic private second stage emerging industries, technology companies, and workforce development providers. Targeted Industries identified in [Sec. 7] with a focus on Human Performance Technology detailed in [Sec. 7.8].

### Step 2. Coalesce Stakeholders

The Calamityville property is large enough for a catalytic development. The city should serve as a market intermediary to coalesce Wright State University, Wright Patterson AFB, workforce development providers, private technology companies, and other stakeholders for the



cohesive planning, marketing and implementation of a “game changing” project. Developers are vastly sensitive to minimizing risk related to site development and zoning. Demolition of existing buildings may be prerequisites to any new substantial development. A catalytic project will spur additional growth.

### Step 3. Pursue Public Private Partnerships

Evaluate potential public-private partnerships that could advance Calamityville’s future potential development. Approach Wright State University, Wright Patterson AFB, AFRL, HPW, workforce development providers, and private technology companies about exploring a public private partnership. Collectively work together to source potential state and federal infrastructure dollars. See [Sec. 3.1] for a list of the EDSP Advisory Committee comprised of stakeholders and experts engaged. See [Section 9] for Public Private & Investment Strategy.

### Step 4. Explore Collaboration with Second-Stage Technology Companies & Workforce Development Providers

The city should explore collaboration with second-stage and established technology-oriented businesses (e.g., human performance sensor technology) and workforce development providers that are synergistic with the training, testing, and research being conducted at Calamityville by Wright State University, Wright Patterson AFB, AFRL, HPW, civilian first responders and others.

### Step 5. Memorandum of Understanding

Propose entering a non-binding memorandum of understanding (MOU) with Wright State University and other potential partners stakeholders (e.g., AFRL, Clark State, Sinclair, DDC, end-users, etc.) to memorialize the intent to work together and the related process.



### Step 6. Internal Charrette & Private Sector Expertise

Consider partnering with private sector experts and real estate development professionals to assist with planning and related complex issues required to bring the project to fruition. A charrette is a collaborative design-based planning process including an interdisciplinary team usually consisting of a developer, planner, county and city officials, architect and other stakeholders, usually performed over a short time period.

### Step 7. Evaluate Zoning & Potential PUD

Analyze the proper zoning for the project. Consider creating a planned use development district. The PUD district is an overlay of alternative regulations, including procedures and standards, designed to encourage the efficient use of land and resources, promote greater efficiency in public and utility services, promote orderly improvement of property in accordance with community plans, and to encourage innovation in the planning and building of all types of development. It may permit uses, as well as increases in the density or intensity of development beyond that permitted as-of-right in a zone district.

### Step 8. Master Planning

Build upon the conceptual site plans illustrating the development potential of the property. The master plan should serve as a framework setting forth the city's vision and objectives for the present and future uses, improvements, and development of Calamityville. The master plan should represent the goals and strategies to guide the the city and stakeholders well into the future. The master plan provides foresight, adaptability, direction, and a defined achievable future for Calamityville by establishing existing conditions, goals and objectives, planning principles, master plan documentation, and an implementation strategy for the property. See [Appendix N] for Calamityville Concept Plans.



### **Step 9. Public Incentive Evaluation and Tax Incremental Financing (TIF) Evaluation**

Evaluate potential incentives (e.g., TIF) to encourage site readiness and a layer of protection to the city. TIF allows the city to finance public infrastructure improvements. See [\[Appendix K\]](#) for description of Economic Development Tools.

### **Step 10. Development Agreement**

The MOU could serve as the foundation for a subsequent development agreement between the city, higher education, AFRL and workforce development partners, a private developer, and other stakeholders. The agreement should establish the standards and conditions that govern the collective development of the property such as user types, zoning and incentives.



**DEVELOPMENT FOCUS:**

- Stage 2 Companies / Emerging Industries
- Wright State University Stem Focused
- JV with Wright State University, Workforce Development Partner, and Private Sector Technology Partner(s)
- Light Flex Industrial
- Innovation Center

**PLAN LEGEND:**

- - - Property Boundary
- - - Property Setback
- - - Walking Trail
- Outdoor Green Space

**CALAMITYVILLE - OPT 2**  
SCALE: 1" = 250'

**EMERSON DESIGN** 318 Culvert St Suite 100  
Cincinnati, Ohio 45202  
513.863.7188 emersondesign.com

## Calamityville – Option 2

### Potential Economic Impact Upon Full Buildout

The aforesaid economic impact figures represent the potential effects of the total redevelopment and full buildout of Calamityville with a focus on advanced manufacturing and office:

Building	Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax 2.00%	Indirect Earnings \$1.89	No. Jobs Created in Goods & Services 2.5
A	Advanced Manufacturing / R&D	65,000	898.5	72	\$78,011	5,643,534	\$112,871	\$10,666,279	181
B	Advanced Manufacturing / R&D	60,600	898.5	67	\$78,011	5,261,510	\$105,230	\$9,944,254	169
C	Advanced Manufacturing / R&D	60,600	898.5	67	\$78,011	5,261,510	\$105,230	\$9,944,254	169
D	Advanced Manufacturing / R&D	60,600	898.5	67	\$78,011	5,261,510	\$105,230	\$9,944,254	169
		<b>246,800</b>		<b>275</b>		<b>\$21,428,063</b>	<b>\$428,561</b>	<b>\$40,499,039</b>	<b>687</b>
Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax 2.00%			
Amenities/Retail	27,300	151	181	\$27,877	5,040,014	\$100,800			
			<b>181</b>		<b>\$5,040,014</b>	<b>\$100,800</b>			
Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax 2.00%			
A	Office Space	65,000	151	430	\$36,750	15,819,536	\$316,391		
B	Office Space	66,400	151	440	\$36,750	16,160,265	\$323,205		
		<b>131,400</b>		<b>870</b>		<b>\$31,979,801</b>	<b>\$639,596</b>		
<b>TOTAL</b>	<b>405,500</b>		<b>1,326</b>		<b>\$58,447,878</b>	<b>\$1,168,958</b>	<b>\$40,499,039</b>	<b>687</b>	

See [Appendix O] for Economic Impact Assumption & Sources.





### 8.3(c) Northern Industrial District: Action Plan

#### Opportunity for one of the premier infill sites in Southwest Ohio.

The abundance of contiguous agricultural land, 400+ acres, located on the northeast corner of Wright Patterson AFB and adjacent east of I-675, can transition well into industrial uses, notably in the distribution and advanced manufacturing sectors. In addition, there is also synergistic opportunities with nearby Wright Patterson AFB for complimentary uses that don't need to be on the base. Lastly, the proximity to numerous research, innovation and higher education entities bolsters the Innovation District's "right to win" as an economic, research, institutional and public/private partnership driver.

#### With the lack of available industrial land and properties nationally, resulting from the booming e-commerce industry, developers are increasingly looking at secondary markets.

With the expansion of Amazon Prime's world headquarters and DHL's North American headquarters, both in nearby Greater Cincinnati, and Intel's announcement that it will be making the largest single private-sector investment in Ohio history in nearby Greater Columbus, developers in these markets are increasingly looking at the Dayton market for industrial development opportunities.

	Parcel No.	Owner	Acres+/-
1	A01000100180000200	444-SANDHILL INC.	137.2
2	A01000100180000300	DIRTVEST LTD	101.3
3	A02000100350000100	ARDENA KEGLEY	6.6
4	A02000100350000800	E CHILDERS ENTREPRISES II LTD	13.2
5	A02000100440000100	ARDENA KEGLEY	28.9
6	A02000100430000300	CEMEX CONSTRUCTION MATERIALS	64.7
7	A02000100430000100	ARDENA KEGLEY	55.7
		<b>Total</b>	<b>407.6</b>



**DEVELOPMENT FOCUS:**

- DDC Partner Lead
- Distribution / Warehouse
- Industrial
- Advanced Manufacturing
- AG Tech
- Permanent Location for "Graduating" Stage 2 Companies

**PLAN LEGEND:**

- - - Property Boundary
- - - Property Setback

**NORTHERN INDUSTRIAL COMPLEX - PHASE 1**

SCALE: 1" = 800'

**Optimal opportunity for logistics, distribution, industrial, and advanced manufacturing.**

The Northern Industrial District provides the optimal opportunity for logistics, distribution, industrial and advanced manufacturing in Fairborn. The property’s proximity to I-675 and Wright Patterson AFB and is an ideal location for established companies looking to relocate or grow in the city. See [Sec. 7.7] for additional detail.

**Step 1. Form City’s Point of View**

The city should engage property owners by exploring future industrial and flex development sites. Encourage industrial, warehousing, logistics, distribution and advanced manufacturing development and complimentary commercial to mitigate tax burden on residents. Fairborn should plan an annual fiscal and policy directive for industrial revitalization.

**Step 2. Coalesce Stakeholders**

The Northern Industrial District property is large enough for a catalytic development. The city should serve as a market intermediary to coalesce property owners and other stakeholders for the cohesive planning, marketing and implementation of a “game changing” project. Developers are vastly sensitive to minimizing risk related to site development and zoning. Parcel consolidation will be prerequisites to any new substantial development. A catalytic project will spur additional growth.

“  
*The Dayton Region’s central location means you can reach 60 percent of consumers in one day. Within 90 minutes of the area are five international airports – Cincinnati, Dayton, Columbus, Louisville and Indianapolis – responsible for more than 15 percent of all air cargo in North America. Ohio is ranked the top state in both value and weight of domestic shipments, and has the infrastructure required to move those shipments by highway, rail, air or water.*  
 ”

*Source: <https://www.daytonregion.com/dayton-region-economy/industries/logistics-distribution>*



*Credit: Emersion Design*

### **Step 3. Memorandum of Understanding**

Propose entering non-binding memorandum of understanding (MOU) with property owners, the city, and other necessary parties (e.g., developer, end-users, etc.) to memorialize the intent to work together and the related process.

### **Step 4. Internal Charrette & Private Sector Expertise**

Consider partnering with private sector experts and real estate development professionals to assist with planning and related complex issues required to bring the project to fruition. A charrette is a collaborative design-based planning process including an interdisciplinary team usually consisting of a developer, planner, county and city officials, architect and other stakeholders, usually performed over a short time period.

### **Step 5. Evaluate Zoning & Potential PUD**

Analyze the proper zoning for the project. Consider creating a planned use development district. The PUD district is an overlay of alternative regulations, including procedures and standards, designed to encourage the efficient use of land and resources, promote greater efficiency in public and utility services, promote orderly improvement of property in accordance with community plans, and to encourage innovation in the planning and building of all types of development. It may permit uses, as well as increases in the density or intensity of development beyond that permitted as-of-right in a zone district.

### **Step 6. Master Planning**

Build upon the conceptual site plans illustrating the Northern Industrial District's development potential. The master plan should serve as a framework setting forth the city's vision and objectives for the present and future uses, improvements, and redevelopment of the Northern Industrial District. The master plan should represent the goals and strategies to guide the the city and stakeholders well into the future. The master plan provides foresight, adaptability, direction, and a defined achievable future for the property by establishing existing conditions, goals and objectives, planning principles, master plan documentation, and an implementation strategy for the property. See [\[Appendix O\]](#) for Northern Industrial District Concept Plans.



### Step 7. Pursue Public Private Partnerships

Evaluate potential public-private partnerships that could advance the Northern Industrial District’s future potential development. See [Sec. 9.1] for more analysis on public private partnerships. Approach property owners about exploring a public private partnership with the city. Work to expand sewer and other necessary utilities. Collectively work together to source potential state and federal infrastructure dollars. See [Sec. 3.1] for a list of the EDSP Advisory Committee comprised of stakeholders and experts engaged.

### Step 8. Public Incentive Evaluation and Tax Incremental Financing (TIF) Evaluation

Evaluate potential incentives (e.g., Tax Incremental Financing) to encourage site readiness and a layer of protection to the county. See [Appendix K] for description of Economic Development Tools.

### Step 9. Development Agreement

The MOU should serve as the foundation for a subsequent development agreement between the city, property owners, a private developer, and other stakeholders. The agreement should establish the standards and conditions that govern the collective development of the Northern Industrial District such as user types, zoning and incentives.



**DEVELOPMENT FOCUS:**

- DDC Partner Lead
- Distribution / Warehouse
- Industrial
- Advanced Manufacturing
- AG Tech
- Permanent Location for "Graduating" Stage 2 Companies

**PLAN LEGEND:**

- Property Boundary
- - - Property Setback

**NORTHERN INDUSTRIAL COMPLEX - PHASE 2**

SCALE: 1" = 800'



**Northern Industrial District – Phase 2  
Potential Economic Impact Upon Full Buildout**

The aforesaid economic impact figures represent the potential effects of the redevelopment and full buildout of the Northern Industrial District:

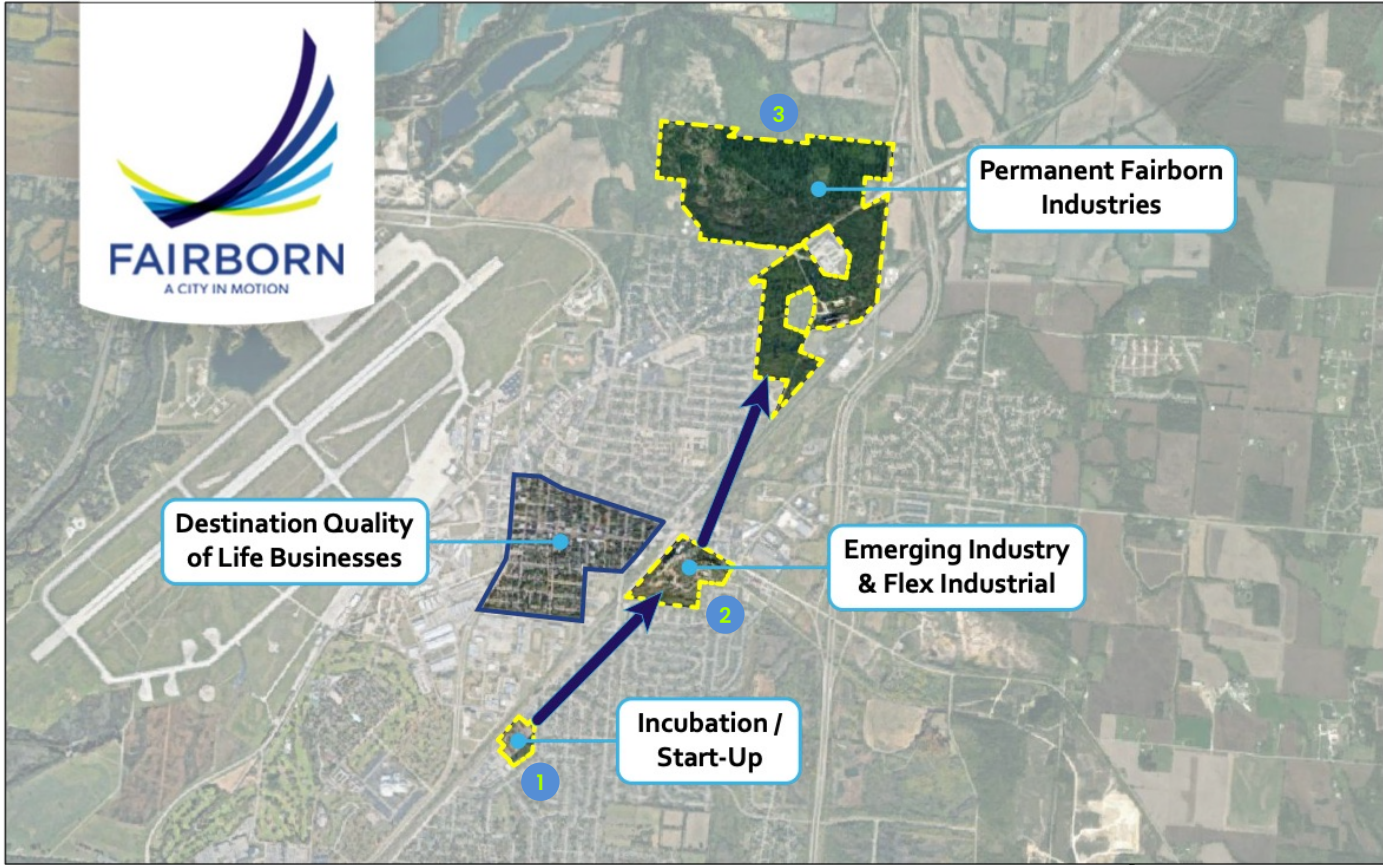
Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%	Indirect Earnings	\$1.89	No. Jobs Created in Goods & Services	2.5
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,738,795	\$174,776		\$16,516,322		280	
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,738,795	\$174,776		\$16,516,322		280	
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,738,795	\$174,776		\$16,516,322		280	
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,737,232	\$174,745		\$16,513,368		280	
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,737,232	\$174,745		\$16,513,368		280	
Advanced Manufacturing / R&D	100,650	898.5	112	\$78,011	8,738,795	\$174,776		\$16,516,322		280	
<b>TOTAL</b>	<b>603,900</b>		<b>672</b>		<b>\$52,429,643</b>	<b>\$1,048,593</b>		<b>\$99,092,026</b>		<b>1680</b>	

Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%
Distribution/Warehouse	503,250	469	1073	\$32,860	35,259,691	\$705,194	
Distribution/Warehouse	603,900	469	1288	\$32,860	42,311,629	\$846,233	
Distribution/Warehouse	503,250	469	1073	\$32,860	35,259,691	\$705,194	
<b>TOTAL</b>	<b>1,610,400</b>		<b>3434</b>		<b>\$112,831,011</b>	<b>\$2,256,620</b>	

Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Earnings Tax	2.00%
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
Office Space	60,000	151	397	\$36,750	14,602,649	\$292,053	
<b>TOTAL</b>	<b>420,000</b>		<b>2781</b>		<b>\$102,218,543</b>	<b>\$2,044,371</b>	

<b>TOTAL</b>	<b>2,634,300</b>		<b>6,887</b>		<b>\$267,479,197</b>	<b>\$5,349,584</b>		<b>\$99,092,026</b>		<b>1,680</b>	
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See [Appendix P] for Economic Impact Assumption & Sources.



## Innovation District: Potential Economic Impact Upon Full Buildout

The full development of the Innovation District under each of the three concept scenarios would result in a significant economic impact on the City of Fairborn by creating hundreds of new jobs and an increasing the tax base.

Economic Impact	
Total Square Feet	3,297,475
No. of Direct Employees	8,690
Total Annual Payroll	\$347,835,966
Total Annual Earnings Tax	\$6,956,719
Indirect Earnings	\$160,985,159
No. of Jobs Created in Goods and Services	2,730



Credit: loopnet.com and HRI Commercial Realty

## 8.4 One Herald Square | 579 Xenia Drive

The most immediate opportunity for a catalytic project is transitioning One Herald Square (579 Xenia Dr., Fairborn, OH) into a business collaboration and innovation center for stage-2 technology companies who support the emerging industries where the city has a “right to win”.

The conversion of the One Herald Square building into an innovation center would enable it to serve as a catalyst and a gateway to the Fairborn Innovation District. The building’s size, location, and availability, coupled with its advantageous proximity to Wright Patterson AFB, Calamityville and accessibility to I-675, presents the opportunity for a game changing development. The building’s adjacent location to Calamityville, allows private sector companies specializing in advanced technology to potentially collaborate with Wight State University, the AFRL’s 711th Human Performance Wing, the USAFSAM, and civilian first responders, which all currently use Calamityville for training, testing and as a collaborative laboratory.

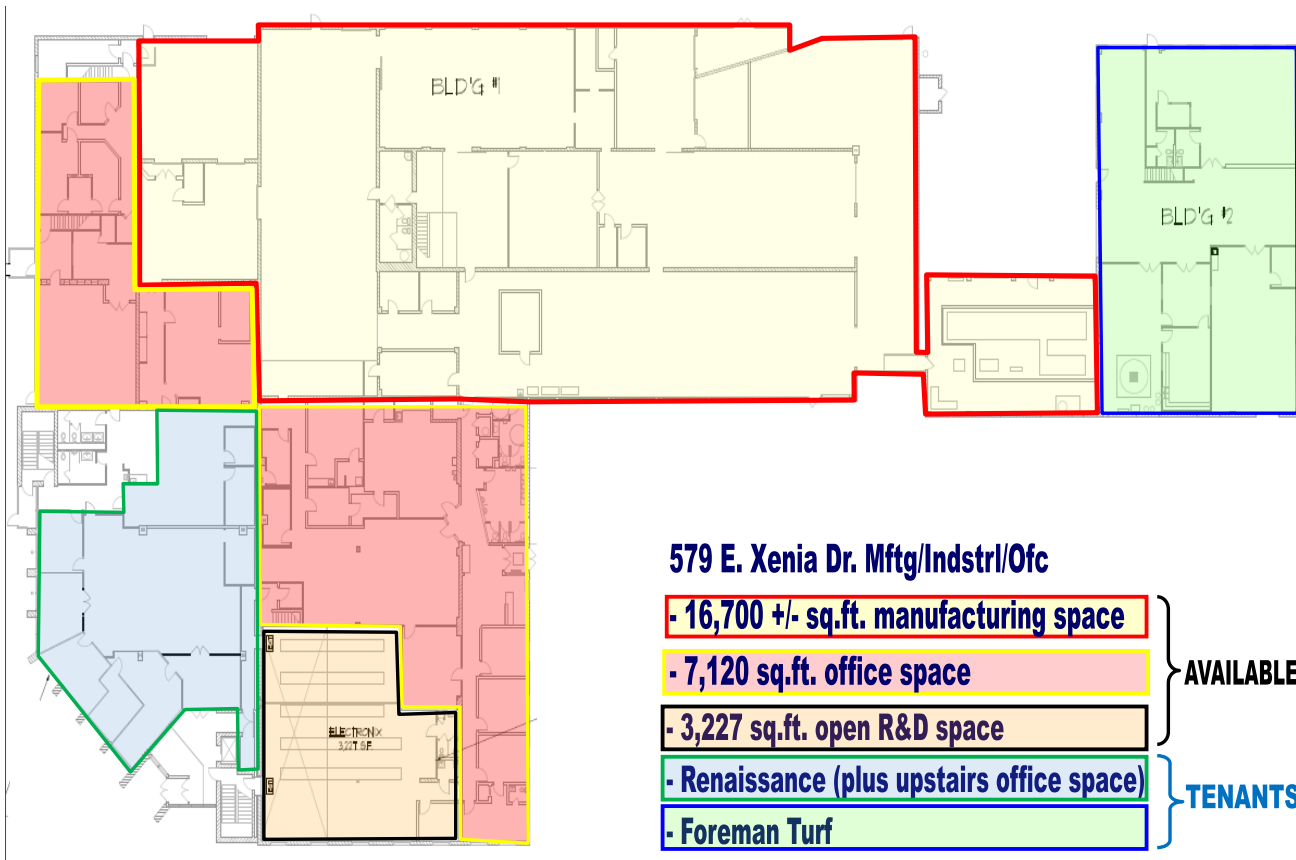
**The building has the advantage of having Renaissance Services at an existing anchor tenant.**

Renaissance Services is a systems engineering firm focused on the aerospace and defense industry with two primary areas of service: (a) rapid delivery of low volume, hard-to-get replacement parts, and (b) integrating the latest digital technologies for engineering and manufacturing.

### ONE HERALD SQUARE PROPERTY DESCRIPTION

**Availability:** For Sale  
**Purchase Price:** \$1,490,000  
**Property Type:** Industrial  
**Property Subtypes:** Office and Warehouse  
**Building Class:** C  
**Acres:** 3.13  
**Rentable Buildable Area:** 42,077 SF  
**Stories:** 2  
**Year Built:** 1978  
**Parking Ratio:** 1.86/1,000 SF  
**Clear Ceiling Height:** 14 FT  
**No. Drive In / Grade-Level Doors:** 3  
**Parcel:** A02-0001-0021-0-0008-00  
**Tenant:** Renaissance Services occupies 9,953 SF

Source: <https://www.loopnet.com/Listing/579-E-Xenia-Dr-Fairborn-OH/2742267/>



*Credit: loopnet.com and HRI Commercial Realty*

**The city, in cooperation with the FDC, should contemplate acquiring the building for upgrade and conversion into a Business Collaboration and Innovation Center suitable for lease to private sector Department of Defense (DoD) related contractors.**

The project will require collaboration between a myriad of partners such as the city, Fairborn Development Corporation (FDC), Dayton Development Coalition, JobsOhio and others. Red Tiger recommends, that the city engage the FDC to serve as the facilitator of this endeavor. The FDC, a 501(c)(3) non-profit corporation, advances, encourages, promotes and pursues civic, economic, commercial and industrial development within the city. The FDC is an important advisory board composed of city staff, community leaders and business stakeholders. The FDC has great latitude in implementing economic development initiatives, such as low interest loans, equipment leases, land acquisition, land assemblage, and land banking. See [Sec. 9] for additional information on the FDC.

**Step 1. Control the Building**

The city (or FDC) should control the building under a purchase contract with appropriate due diligence time and contingencies.

**Step 2. Coalesce Stakeholders**

The city and FDC should coalesce public and private stakeholders and potential interested parties (e.g., Greene County, DDC, JobsOhio, Ohio Dept. of Development, Wright State University, Clark State, Greene County Career Center, Fairborn City Schools, AFRL, USAFSAM, Fast Lane, private human performance sensor technology companies, and other stakeholders).





Credit: loopnet.com and HRI Commercial Realty



Credit: loopnet.com and HRI Commercial Realty

**Step 3. Engage a professional design and planning team to provide architectural planning and concept design services for use by the City (or FDC) to seek public funding for the necessary improvements to attract and retain high value DoD tenants.**

Design & planning team’s Scope of services should include development of the following deliverables:

**3.1. Building Audit**

- a. Review of existing building drawing documentation.
- b. On-site assessment of existing building condition, including building systems (HVAC, electric, & plumbing).
- c. Upgrade recommendations.

**3.2 Design Narrative**

- a. Narrative description of existing conditions, planned interior demolition and improvements.
- b. Building systems engineering narrative outlining existing conditions, planned interior demolition and improvements.

**3.3 Color Concept Building Floor Plans**

- a. Single-line floor plans with individual program and “White Box” tenant spaces shown.

**3.4 Exterior Building Concept**

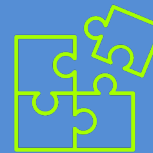
- a. Two (2) Exterior building color elevations including fenestration, glazing openings, and materials selections.
- b. one (1) 3-Dimensional color rendering with entourage.

**3.5 Order of Magnitude Construction Cost Estimate**

- a. Square foot order of magnitude construction cost estimate based on program scope and current market conditions.

**3.6 Building Space Program**

- a. Excel spreadsheet with individual space allocations for existing tenants and available new “White Box” tenant space.



**FACTORS ESTABLISHING ONE HEARLD SQAURE AS OPTIMAL CATALYTIC PROJECT**

Key Calamityville partners are in place: AFRL, Wright State, City, Civilian First Responders

Location creates a competitive advantage for private sector partners

Cultivates City of Fairborn’s “Right to Win Industries”

Allows city to retain and grow stage-2 technology companies at below market lease rates

ARPA financing and JobsOhio OSIP funds provide a “once in a lifetime” potential funding opportunity for acquisition and improvements



*Credit: loopnet.com and HRI Commercial Realty*

#### **Step 4. Socialize concept plan with State of Ohio: DDC, JobsOhio, Representatives, Department of Education, Department of Development.**

The city and FDC should work together with these entities to source potential state and federal incentives. See [\[Appendix K\]](#) for Economic Development Tools and Incentives.

#### **Step 5. Apply to the State for ARPA Funding.**

Currently the State of Ohio has \$1.9 billion of ARPA funding remaining for projects. Potentially this funding could apply to “brick and mortar” projects such as the acquisition and improvement of the Business Collaboration & Innovation Center. Many requests have been submitted to Gov. DeWine and the state legislature. According to the Governor’s Office, they are reviewing these requests, but it will ultimately be up to state lawmakers to approve the allocation of the remaining funds. In order to qualify for ARPA funds, the city and FDC will need to demonstrate that the Business Collaboration & Innovation Center can be built by the end of 2026 (also, ARPA funding awards will coincide with timing related to 2024 state budget, so timing is of the essence).

#### **Step 6. Apply to JobsOhio for OSIP Funds.**

The Ohio Site Inventory Program (OSIP) are grants and low-interest loans, administered by JobsOhio, for speculative job-ready development projects to support speculative site and building development projects with no identified end user. The primary goal of OSIP is to fill gaps in Ohio’s real estate inventory with real estate targeting near-term sector wins to ensure our state is more competitive for reactive site selection projects in JobsOhio targeted industries (e.g., aerospace, defense, additive manufacturing, advanced manufacturing).



Credit: City of Fairborn

## 8.5 Downtown Fairborn

**A strong and vibrant downtown is essential for the economic future of Fairborn.**

Downtown Fairborn is a historic dense business district located directly northeast of Wright Patterson AFB, comprised of multiple commercial corridors and ideal for “destination quality of life businesses.” It’s widely recognized that without a healthy urban center, a city will not sustain long-term economic growth and a high quality of life. Downtown Fairborn has made tremendous progress, evidenced by Spark Fairborn and other successful locally owned small businesses . Fairborn’s downtown is being enhanced with new developments, including the redevelopment of historic icons such as the Fairborn Phoenix Theater and the former Broad Street Firehouse.

**There is a great opportunity to explore synergy between downtown and the Innovation District.**

Downtown’s revitalization can serve as a catalyst by becoming a “hub” for the Innovation District. There is a need to identify and implement key connection nodes to ensure that foot traffic is spread throughout the entire district. The potential of creating a Downtown Redevelopment District (DRD) will also aide in this effort as it will allow agile access to development dollars. See **[Appendix Q]** for analysis on Downtown Redevelopment Districts.

“

*Fairborn needs to reinvent itself. The good news is that the city is blessed with good, common-sense leadership wanting to be progressive. The current leadership believes the city offers a unique lifestyle that can compete with neighboring communities. The city can capitalize on its history and its unique downtown area (Main Street USA). New downtown streetscapes have been implemented, and city leaders firmly believe the area has redevelopment potential. A bicycle path from WSU to downtown has been constructed.*

”

Source: Report of the CRE Consulting Corps: City of Fairborn, Ohio: A Strategic Overview for City Revitalization ( July 2016)

“

*With available land in and around downtown... new MFR development may be primed for these areas as residents may be more attracted to the walkable downtown....*

Source: City of Fairborn Master Housing Assessment Strategy (Sep. 2019)

”



Credit: City of Fairborn

## People

As a part of this study, the city requested community and business participation in the form of a surveys to gather thoughts and input on the future vision of Fairborn. The plan includes data-driven analysis on the impact from COVID-19 from the businesses', the residents' and the city's perspectives. See [Sec. 6] for Stakeholder Survey Analysis.

COVID significantly impacted business owners, residents, and visitors of Fairborn. Businesses experienced significant revenue loss over the past 12 months, and consumers are not generating the foot traffic they used to. The potential for higher-density residential in and around the Downtown will help to increase foot traffic. Over the next 5-yers, the majority of responding residents desired a community with a vibrant downtown and neighborhoods that appeal to a diverse mix of residents.

In the next 5-years most residents desire a community with a vibrant downtown and neighborhoods that appeal to a diverse mix of residents (2nd highest ranking). Downtown can become a destination for young professionals and empty nesters, both of whom are gravitating toward walkable, urban environments for both home and work. Entrepreneurs and growing businesses also desire to locate and invest in cities with a young workforce. Securing this vision for the Downtown will drive new businesses into the Innovation District as well.

However, consumer habits have changed as a result of COVID, and many young professional will continue to conduct work from their homes or "elsewhere" including spaces such as coffee shops, Spark Fairborn, and public gathering areas. There should be designated spaces to accommodate this behavior.



### KEY FINDINGS YOUR COMMUNITY MATTERS

- Pioneer business recovery through building local wealth
- Encourage higher density residential to increase foot traffic and "live, work, play" construct
- Partner with engaged businesses and Chamber of Commerce to spur connections throughout the districts
- Recruit and retain more diverse residents and businesses
- Renovate gathering, infrastructure & businesses to support community behavior changes



Credit: City of Fairborn

## Process

There is a great opportunity to explore synergy between Downtown and the Innovation District. The Innovation District can serve as a catalyst for the revitalization of Downtown, while Downtown serves as a “hub” for the collective commercial corridor. There is a need to identify and implement key connection nodes to ensure that foot traffic is spread throughout the entire district. The potential of creating a Downtown Redevelopment District (DRD) will also aide in this effort as it will allow agile access to development dollars. See [\[Appendix Q\]](#) for analysis on Downtown Redevelopment Districts.

Additionally, residents and business owners alike agreed on the need to create more live, work, and play amenities in Downtown to drive customer traffic that is vital for new business growth in Fairborn. The vast majority of responding residents said that retail & restaurants was the industry type that should increase its presence the most in Fairborn

Establishment of a Designated Outdoor Refreshment Area (DORA) is a unique opportunity coupled with creative programming to generate some much-needed economic stability, encourage foot traffic, and build connections between the Downtown and the Innovation District. Not only can it build lively, pedestrian-friendly environments, but it can also provide a boost in sales to proximal businesses. An extensive marketing effort will be necessary to not only bring awareness to the DORA but also educate users on its rules and regulations.



### KEY FINDINGS DRIVE CONSISTENCY & CONNECTION

- Form physical and strategic connections between downtown and the Innovation District
- Investigate a Downtown Redevelopment District to allow more agile and aligned access to development dollars
- Encourage higher density residential in and around the business district
- Investigate creating a DORA District and its marketing effort as an economic and connectivity tool
- Create incentive programs to improve Downtown storefronts

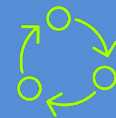


Credit: City of Fairborn

## Process (cont.)

Use localism as a key driver to keep and enhance Downtown’s authenticity. National chains can drive dollars away from local stores and the local economy, further cratering the economic stability of small local businesses. Nevertheless, during COVID, people continued to “buy local” and often preferred small businesses over chain or national stores. Localism is a developing trend and economic development model centered on the community, small business, essential jobs, and responsible corporate citizenship.

At the core of localism, too, is recruiting, supporting and growing startups and second-stage businesses. To identify early-stage businesses that are the right fit for Fairborn, the city should recruit businesses in Post-COVID, emerging industries, and Fairborn’s “Right to Win” industries. Because of its density, bones and location, Downtown can be a hub for the Innovation District. Cohesive planning of Downtown and the Innovation District will enhance Fairborn’s ability to grow and attract jobs in a way that is shielded from disruptive forces in the economy. Attracting and growing innovative companies and startups were recognized as competitive advantages by community stakeholders.



### KEY FINDINGS SUPPORT THE ECOSYSTEM

- Use localism as a key driver for authenticity; Keep Downtown businesses local and unique
- Innovation District’s commercial mix should consist of a unique blend of leading local and institutional innovation businesses
- Recruit and support local startups and second stage businesses to the district that complement the Innovation District
- Recruit and retain growing technology businesses where Fairborn has a “right to win”



Credit: City of Fairborn

## Place

The civic identity and overall experience for Downtown and the Innovation District should be contiguous and seamless. This will be critical in creating an impression of vibrancy for visitors, residents and businesses. Downtown should maintain its charm and localized feel, while the Innovation District achieves its vision of innovation and cutting-edge technology. See [Sec. 3.2] for Building a Memorable Civic Identity.

Furthermore, Downtown needs additional collision points for socialization. Pocket parks and expansive greenspace are under optimized (due to vehicular traffic). Moreover, the business mix in Downtown is relatively homogenous.

As a result of these factors, Downtown is viewed as a “special occasion” district rather than a “destination district,” where families can leave the house and “make a day of it.” Downtown’s location provides easy access to Greater Dayton and due to its proximity to I-675, Downtown is well-positioned to become a “destination district.” Investing in greenspace will only aide in the effort to become a “destination district” by (1) enhancing the overall experience within Downtown, (2) increasing perceptions of family-friendliness, and (3) stabilizing local economy by preventing spending leakage.



## KEY FINDINGS CREATE A PLACE TO STAY

- Align and integrate the civic brands of Downtown and the Innovation District
- Deliver a blended experience with respect to civic identity and overall experience between the two districts
- Create more collision points for socialization
- Transition Downtown from a “Special Occasion District” to a “Destination District”
- Program and activate public spaces using community engagement and placemaking to capitalize on existing Downtown assets and traditions

# 9. Fairborn Development Corporation



*Credit: Photo by Cytton Photography on Unsplash*

## 9.1 Public Private Partnerships

**Public private partnerships have become increasingly important to mitigate market vulnerability and are necessary catalyst for economic development.**

COVID-19, the Russian Invasion of Ukraine, and the China Taiwan Conflict have resulted in an uncertain economy and future. As a result, public private partnerships have become increasingly important to mitigate market vulnerability and are necessary catalyst for economic development today. Most importantly, public private partnerships have emerged as the catalyst for thriving business districts, with businesses, nonprofits and the municipality being the key partners. Public private partnerships allow the skills and resources of the public and private sectors to be leveraged in order to deliver projects that promote the growth of a region's human and economic capacity.

**For the city's full development potential to be realized, public-private partnerships will be required.**

All significant real estate development projects require public and private sector collaboration. Potential partners could include the Fairborn Development Corporation, Fairborn Chamber of Commerce, Greene County Department of Development, Dayton Development Coalition, JobsOhio, Wright Patterson AFB, Air Force Research Laboratory, Wright State University, Clark State, Sinclair, FASTLANE, developers, private sector technology companies, etc. See [Sec. 3.1] for a list of the EDSP Advisory Committee comprised of stakeholders and experts engaged.

### Ten Principles for Successful Public/Private Partnerships

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

Source: Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute, 2016





# FAIRBORN

## DEVELOPMENT CORPORATION

## 9.2 Community Improvement Corporations (CICs)

CICs are not-for-profit corporations allowed per the Ohio Revised Code 1724.01(B)(1) for the sole purpose of advancing economic and real estate development.

Ohio Revised Code Section 1724.02 grants CICs broad powers :

- Borrow money for any purpose of the CIC
- Provide loans to individuals or businesses
- Buy, lease, sell real or personal property
- Acquire the good will, business rights, real or personal property, and assets of an individual or business
- Charge fees to political subdivisions for services
- Enter contracts with federal, state and local government
- Apply for and administer grants
- Do all acts necessary or convenient to carry out statutory powers
- Generally, exempt from paying prevailing wages

See **[Appendix R]** for analysis on CIC Formation & Funding.

**The city should use the Fairborn Development Corporation (i.e., Fairborn’s CIC) to oversee special economic development and real estate projects on behalf of the city.**

Red Tiger recommends that the city consider the following in relation to the Fairborn Development Corporation (FDC):

- Authorize the FDC to lead and advance public private partnerships on behalf of the city
- Authorize the FDC to create and recommend economic incentive programs and development strategies
- Authorize the FDC to handle negotiations with developers and property owners in relation to special projects
- Begin evaluating potential local, state and federal funding sources for the FDC
- The FDC should create a Public Private Development Fund. See **[Sec. 9.3]** for analysis
- The FDC should explore ways it can be used to control strategic properties to advance “game changing” projects within the city
- The FDC should work closely with the Assistant City Manager, Assistant Director of Economic Development, and Planning & Zoning

**Red Tiger recommends, that the city authorize the Fairborn Development Corporation (FDC) to serve as the facilitator of the acquisition and redevelopment of One Herald Square and other special projects.**

The most immediate opportunity for a catalytic project is transitioning One Herald Square (579 Xenia Dr., Fairborn, OH) into an accelerator for stage-2 technology companies who support the emerging industries where the city has a “right to win”. The conversion of the One Herald Square building into a business collaboration and innovation center would enable it to serve as a gateway to the Fairborn Innovation District and be a catalyst for the Fairborn Innovation District. See **[Sec. 8.4]** for detailed information regarding One Herald Square.



*Credit: JobsOhio*

**The city should explore ways the FDC can be used to obtain site control of strategic properties to advance “game changing” projects.**

High-tech companies are exceedingly interested in labor quality and availability as well as minimizing risk related to site development. In order to attract these types of companies, JobsOhio’s Ohio Site Inventory Plan (OSIP) funds could be used by the FDC to prepare development ready sites, which would include site specific due diligence, clearing, grading and infrastructure. This would allow prospective companies to better understand the city’s vision and improve delivery speed. In our experience, most users do not allow for enough time in their schedules and are forced to settle with either existing buildings or proceed with sites that are “development-ready”. OSIP are grants and low-interest loans, administered by JobsOhio, for speculative job-ready development projects to support speculative site and building development projects with no identified end user. The primary goal of OSIP is to fill gaps in Ohio’s real estate inventory with real estate targeting near-term sector wins to ensure our state is more competitive for reactive site selection projects in JobsOhio targeted industries (e.g., aerospace, defense, additive manufacturing, advanced manufacturing).

### **9.3 Public Private Development Fund (PPDF): Action Plan**

**Growing Fairborn’s tax base.**

The revitalization and repopulation of Fairborn and its downtown, and the activation of an “Innovation District”, must be accomplished through the development and delivery of quality residential, commercial, community and innovative real estate projects. Such projects will strengthen Fairborn’s economy by providing business and job creation, eliminating blight, and increasing its residential and business population to create a growing tax base.



*Credit: Unsplash.com*

### **The need for patient capital.**

Developing smaller infill real estate projects to urban revitalization, however, is often difficult because traditional lenders and developers consider such projects risky and pioneering. They require specialized professional expertise and a subsidy or patient capital to support them until the markets are proven and a critical mass of similar development is achieved.

### **A “public private development fund” administered by the FDC.**

Recognizing this problem, and in order to galvanize Fairborn’s Innovation Corridor, and establish Downtown as its hub, Red Tiger recommends establishing a Public Private Development Fund (the “PPD Fund”) that would be initially capitalized through a combination of ARPA dollars, DoD contributions, corporate contributions, and foundation donations. The PPD Fund could be administered by the FDC, the city’s CIC, a 501(c) 3, tax-exempt, private, non-profit corporation. Overtime FDC’s funding would also consist of management fees, and below-market developer fees.

### **Step 1. Create Business Plan**

The Business Plan for the PPD FUND will contain detailed information about the organization’s proposed investment activities and operations as well as a summary of the research providing the foundation for its formation. The Business Plan will be a working document. A final Business Plan will go into effect once the PPD FUND is fully capitalized. **Organizational & Operating Documents.** Assemble organizational and operating documents.

- a) **Organizational & Operating Documents.** Work with FDC’s legal to assemble organizational and operating documents.
- b) **PPD FUND Awareness.** Raise awareness of the PPD FUND among potential investors, borrowers, foundations, and the general business and civic community.

- c) **Potential Investors.** Begin to target and contact potential corporate and DoD investors. Targeted corporations will be leading companies and DoD entities located within and near Fairborn: City of Fairborn; Greene County; Wright State University; Wright State Foundation; Air Force Research Laboratory (AFRL); Clark State; Fairborn Private Companies; Fifth Third Bank; Wright Patterson Credit Union; and U.S. Bank.
- d) **Potential Board Members.** Begin to evaluate potential board members. Directors will be drawn from persons, companies and entities who are major PPD FUND investors or who have relevant skills or qualifications.
- e) **Initial Operations Funding Goals.** Establish funding goals for the initial operations and start-up phase of PPD FUND.
- f) **Initial Investment Goals.** Establish funding goals for initial PPD FUND investments and capital reserves, with the long-term goal of maintaining a revolving fund.
- g) **Economic Development Strategic Plan.** Adopt the Fairborn Economic Development Strategic Plan, drafted by Red Tiger, as a comprehensive revitalization strategy providing for leveraging PPD FUND investments with local, state, and federal resources.
- h) **Target Projects.** Generate a portfolio of “target” real estate and economic development projects:
  - Skyway Plaza (See [Sec. 8.3(a)] for more details)
  - One Herald Square (See [Sec. 8.4] for more details)
- i) **Certification.** Evaluate the pros and cons of obtaining certification from the US Department of Treasury as a Community Development Financial Institution.

## Step 2. Background, Mission & Strategy

Explain why the City of Fairborn and FDC need the PPD FUND.

- a) **Background.** The Business Plan will detail why urban revitalization is key to the City of Fairborn’s economic competitiveness. Discussed and analyzed will be the factors supporting the need for PPD FUND such as the revitalization and repopulation of Fairborn’s Downtown and the activation of the Innovation Corridor.
- b) **Need for PPD FUND.** Explain that for the city to thrive, it must expedite and incentivize investment in Downtown and the Innovation District by utilizing an assortment of financing tools.
- c) **Purpose, Mission & Guiding Principles.** Identify and explore the PPD FUND’s purpose, mission and guiding principles. PPD FUND’s mission will be to galvanize the Innovation District and establish Downtown as its hub.
- d) **PPD FUND’s Focus Geographic Area.** Establish the initial geographic focus areas of the PPD FUND.
- e) **Investment Strategy & Criteria.** Identify the advantages to corporations, financial institutions and foundations for investing in the PPD FUND. Establish a strict criteria of financial feasibility, quality and need that projects must meet.
- f) **Models & Prototypes for the PPD FUND.** Examine other successful development corporations and funds throughout Ohio:
  - The Cincinnati Center City Development Corp. (3CDC), Cincinnati, Ohio
  - The CORE Fund, Hamilton, Ohio
- g) **Why the PPD FUND will be Successful?** Explore the factors in Fairborn that will result in the PPD FUND’s success.
- h) **Demographic & Market Fundamentals.** Examine the demographic and market fundamentals supporting investment in Fairborn.
- i) **Assets.** Analyzed will be the many assets throughout Fairborn.
- j) **Potential Real Estate & Economic Development Opportunities.** Identify potential real estate and economic development opportunities the PPD FUND can leverage.

## Step 3. Activities, Operations & Management

- a) **Activities.** Determine the activities the FDC and PPD FUND will support, such as assisting private developers through joint venturing, investing patient capital, and facilitating site control through opportunistic acquisition of strategic land and buildings for future development. Recruiting qualified developers, industry professionals and companies to partner with and undertake projects.
- b) **Types of Loans/investments.** Evaluate the assortment of financing tools the PPD FUND will utilize: Equity Financing, Gap Financing, New Market Tax Credits, Historic Preservation Tax Credits, Opportunity Zone Incentives, JobsOhio incentives, etc.

- c) **PPD FUND Management.** A Board of Directors drawn from persons or companies who are major PPD FUND investors or who have relevant skills or qualifications will supervise FDC’s deployment of the PPD FUND. Identify an Investment Committee and required Staff.

**Step 4. PPD FUND’s Financial Projections.**

Work with FDC’s financial and accounting advisors to provide financial projections:

- a) Provide cash flow projections for the PPD FUND beginning with its startup/mobilization period and the initial three years of operations
- b) Capitalization Assumptions (i.e., Initial Funding Goal, Timing, Form of Investment, and Cost of Funds)
- c) Investment Activity Assumptions
- d) Operating Assumptions



Credit: Unsplash.com

## 9.4 American Recovery Plan Act (ARPA) Funds

**The American Recovery Plan Act (ARPA) Dollars and other state and federal incentives present cities with a “once in a lifetime opportunity.”**

While it was critical for cities to stabilize their communities swiftly and address basic needs, ARPA funds also enable cities an opportunity to innovate and help fuel economic development. As a result, Fairborn needs to start putting a plan together now about how it can best leverage the ARPA funds. It’s important to remember that while cities will receive two ARPA disbursements over a year, funds must be obligated by December 31, 2024, and spent by December 31, 2026.

**The American Rescue Plan presents Fairborn the opportunity to think beyond one-time aid and make transformative new investments through the Fairborn Development Corporation**

ARPA funds could allow the FDC to make a major impact throughout the city. It will allow the FDC to maximize its power through making loans, acquiring properties, issuing bonds, and establishing public private partnerships. The FDC would be able to leverage its ARP dollars by identifying state and federal grants that typically require the municipality to invest matching dollars.

**ARPA funding would allow the FDC the ability to play a more active role in attracting potential developers and business owners to the city.**

Fairborn should continue to evaluate FDC membership and add the proper private-sector participation. Private-sector members should add invaluable professional expertise and capacity. The FDC should be a powerful conduit for advancing, encouraging and promoting the advancement of economic development throughout the city. Fairborn should explore ways the FDC can be used to control strategic properties to advance “game changing” projects.



# A. City Zoning Map



## Zoning Districts

- Suburban Residential
- Agricultural
- Urban Edge Residential
- Medium Density Residential
- Conservation Development
- Planned Development
- Neighborhood Center
- Neighborhood Commercial
- Downtown Commercial
- Community Commercial
- General Commercial
- Civic & Institutional
- Professional Office
- Light Industrial
- Agricultural & Mineral
- Manufactured Home Park
- Bath Township
- City of Fairborn Boundary

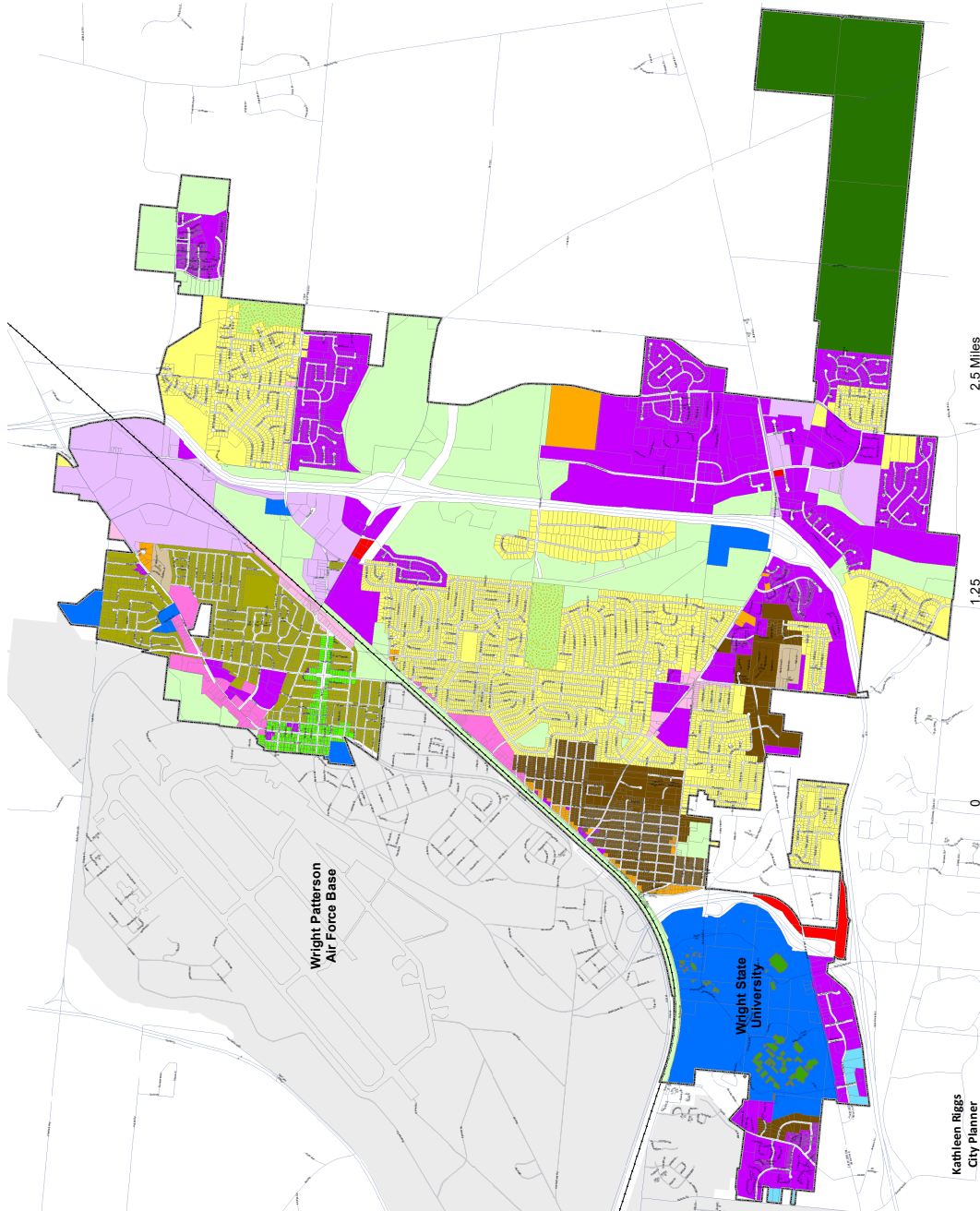
## Fairborn Zoning Map

City of Fairborn  
Greene County, Ohio

ORD. # 34-17



Effective Date: 12/02/2021



Created Date: 10/18/2018  
Revised Date: 12/3/2021

2.5 Miles

1.25

0

SCALE: 1" = 3,000'

Kathleen Riggs  
City Planner  
Phone: 937-754-3056

[https://www.fairbornohio.gov/government/development\\_services/planning\\_division/index.php](https://www.fairbornohio.gov/government/development_services/planning_division/index.php)  
[https://www.fairbornohio.gov/government/development\\_services/planning\\_division/zoning.php](https://www.fairbornohio.gov/government/development_services/planning_division/zoning.php)




# B. Demographics

PEOPLE	
<b>Population</b>	
Population Estimates, July 1 2021, (V2021)	NA
Population estimates base, April 1, 2020, (V2021)	NA
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	NA
Population, Census, April 1, 2020	34,510
Population, Census, April 1, 2010	32,352
<b>Age and Sex</b>	
Persons under 5 years, percent	7.5%
Persons under 18 years, percent	18.9%
Persons 65 years and over, percent	14.5%
Female persons, percent	52.2%
<b>Race and Hispanic Origin</b>	
White alone, percent	81.8%
Black or African American alone, percent (a)	8.7%
American Indian and Alaska Native alone, percent (a)	0.1%
Asian alone, percent (a)	2.4%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.0%
Two or More Races, percent	6.4%
Hispanic or Latino, percent (b)	3.9%
White alone, not Hispanic or Latino, percent	79.6%
<b>Population Characteristics</b>	
Veterans, 2016-2020	3,229
Foreign born persons, percent, 2016-2020	5.4%
<b>Housing</b>	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2016-2020	46.7%
Median value of owner-occupied housing units, 2016-2020	\$123,700
Median selected monthly owner costs -with a mortgage, 2016-2020	\$1,151
Median selected monthly owner costs -without a mortgage, 2016-2020	\$440
Median gross rent, 2016-2020	\$846
Building permits, 2020	X
<b>Families &amp; Living Arrangements</b>	
Households, 2016-2020	14,931
Persons per household, 2016-2020	2.20
Living in same house 1 year ago, percent of persons age 1 year+, 2016-2020	78.4%
Language other than English spoken at home, percent of persons age 5 years+, 2016-2020	7.0%
<b>Computer and Internet Use</b>	
Households with a computer, percent, 2016-2020	93.5%
Households with a broadband Internet subscription, percent, 2016-2020	88.3%

<b>Education</b>	
<i>i</i> High school graduate or higher, percent of persons age 25 years+, 2016-2020	90.5%
<i>i</i> Bachelor's degree or higher, percent of persons age 25 years+, 2016-2020	29.8%
<b>Health</b>	
<i>i</i> With a disability, under age 65 years, percent, 2016-2020	13.1%
<i>i</i> Persons without health insurance, under age 65 years, percent	8.8%
<b>Economy</b>	
<i>i</i> In civilian labor force, total, percent of population age 16 years+, 2016-2020	62.6%
<i>i</i> In civilian labor force, female, percent of population age 16 years+, 2016-2020	58.9%
<i>i</i> Total accommodation and food services sales, 2012 (\$1,000) (c)	71,907
<i>i</i> Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	42,098
<i>i</i> Total manufacturers shipments, 2012 (\$1,000) (c)	85,876
<i>i</i> Total retail sales, 2012 (\$1,000) (c)	300,013
<i>i</i> Total retail sales per capita, 2012 (c)	\$9,203
<b>Transportation</b>	
<i>i</i> Mean travel time to work (minutes), workers age 16 years+, 2016-2020	21.1
<b>Income &amp; Poverty</b>	
<i>i</i> Median household income (in 2020 dollars), 2016-2020	\$48,825
<i>i</i> Per capita income in past 12 months (in 2020 dollars), 2016-2020	\$28,285
<i>i</i> Persons in poverty, percent	18.3%
<b>BUSINESSES</b>	
<b>Businesses</b>	
<i>i</i> Total employer establishments, 2020	X
<i>i</i> Total employment, 2020	X
<i>i</i> Total annual payroll, 2020 (\$1,000)	X
<i>i</i> Total employment, percent change, 2019-2020	X
<i>i</i> Total nonemployer establishments, 2018	X
<i>i</i> All firms, 2012	1,836
<i>i</i> Men-owned firms, 2012	925
<i>i</i> Women-owned firms, 2012	724
<i>i</i> Minority-owned firms, 2012	228
<i>i</i> Nonminority-owned firms, 2012	1,487
<i>i</i> Veteran-owned firms, 2012	271
<i>i</i> Nonveteran-owned firms, 2012	1,393
<b>GEOGRAPHY</b>	
<b>Geography</b>	
<i>i</i> Population per square mile, 2010	2,458.4
<i>i</i> Land area in square miles, 2010	13.16
<i>i</i> FIPS Code	3925914

Source: <https://www.census.gov/quickfacts/fact/table/fairborncityohio/PST045221>

## 2021 Year End Statistics - Council Dashboard




**6741**  
Calls for Service  
Fire/EMS



**55,508**  
Police Calls for  
Service

### Economic Development Projects

- Fairborn Intermediate
- Staffco Storage Facility
- Project Waterworks
- Kung Fu Tea
- Planet Fitness
- Crazy King Burrito
- Dollar Tree
- Feeder Supply
- United Training
- Napa Auto Parts
- Boutique Shop
- Bourbon Bayou Bistro
- Peddlers Motorhead Bikes
- Verona's Italian Restaurant
- The Honey Hole Thrift Store
- O'Reilly's Auto Parts
- Casey's General Store



**3,256,898**  
Wi-Fi total Passbys

**754,811**  
WiFi Total Visits



**9358**  
Code Enforcement  
Cases (YTD)



**98**  
New Homes Built

Commercial Permits  
Total issued: 548  
Valuing: \$ 97,638,471



**6.1% ↑**  
Income Tax Revenue  
Year/Year comparison

City of Fairborn

## 2021 Year End Statistics – Development Services

### Residential Permits



Total issued: 1604  
Valuing \$56,252,413

### Commercial Permits



Total issued: 548  
Valuing \$97,638,471




**26**  
New Builds  
or New Businesses

### Covid Rent/Utility Assistance



Rent: 57 people = \$11,590.47  
Utility: 63 people = \$61,294.10  
CHIP: 10 applicants, 4 completed = \$116,246  
CDBG: 5 home repairs = \$30,700

### Cases




Planning Board  
Heard 19 cases; 1 work session  
Board of Zoning Appeal  
Heard 8 cases



**9358**  
Total Code  
Enforcement Cases

### Zoning Permits



Total Issued: 467



**122**  
After-Hour Police and  
Fire Call-Outs



**98**  
New Single-Family  
Homes

City of Fairborn

## 2021 Year End Statistics - Engineering



20  
Plans Reviewed



849  
Inspections  
Performed



376  
Permits Issued



PCI Street Ratings  
are in GIS database  
for all users to  
utilize.

### Two Electric Vehicle Charging Stations



- Kroger Parking Lot on Dayton-Yellow Springs Road
- Behind the Fairborn Library on Central Avenue

### Major Projects

- Circle Drive Storm Sewer Improvements (Begin Spring 2022)
- Colonel Glenn Hwy Pedestrian/Bike Improvements (July 2022 Completion)
- Cherry Tree installation on Kauffman (Completed)
- Maple Avenue Phase 2 Improvements (August 2022 Completion)
- 2022 CSA Program (Start Spring 2022)
- Trebein Road Resurfacing (Completed)
- Signal Replacement at Doris/Maple and Highview and Broad (Award Winter 2021)

City of Fairborn

## 2021 Year End – Finance Department

### Revenue Sources

Income Tax – 31%  
Service Charge (Utilities) – 1%  
Property Taxes – 3.4%



### Trash & Recycling

Residential Trash Picked up – 11,491 tons  
Commercial Trash Picked up – 2041 tons  
Recycling Picked up – 4,933 tons



### Utilities

Number of gallons of water  
billed – 13,622,122



### American Rescue Plan Act

Dollar amount we have  
received (YTD) - \$3,495,825

City of Fairborn

# Demographics Summary

Incorporated January 1, 1950

Council/Manager Form of Government

Charter Adopted November 2, 1971

## General

Population (2016 Census - Estimate)	34,510
Elevation	830 - 1000, U.S.G.S. Fairborn/Yellow Springs Quad.
Land Area	14.725 square miles (9,423.375 acres)
Residential	8.864 miles (5,683.074 acres)
Commercial/Industrial/Agricultural	3.981 miles (2,537.709 acres)
Greene County	416 square miles
Bath Township	37.01 square miles
Households	16,257 - 50.4% owner, 49.6% renter
Median Age	33.7 years
Median Home Value	\$118,100
Median Household Income	\$47,449
Median Family Income	\$54,353

## Education

Schools	1 University - Wright State University Fairborn City Schools: 1 High School, 1 Junior High/Middle School, 2 Elementary Schools 1 Parochial School - Bethlehem Lutheran School
High School Graduate or higher	Estimate: 16,923 out of 19,440 males & females
College Graduates (25 and over)	6,364: Associate 1,495; Bachelor 2,801; Graduate 2,068
Some College or No Degree	4,446

## Public Safety

Fire Stations	4 Stations, 1 Fire Administration Office
Municipal Court	1
Police Stations	1
Fire Department Uniformed Personnel	52
Police Department Sworn Officers	53

## Business/Entertainment

Hotels	11
Bed & Breakfast	1
Entertainment Center	3 - Ervin J. Nutter Center, Fairborn Theater, Fairborn Actors' Theater
Office Parks	2 - Wright Executive Center, Valle Greene North
Commercial/Industrial Parks	4 - Fairborn Commerce Center, Schwerman, I-675/SR 235, Stafford-Spangler
Major Industries	Education, High Technology, Light Manufacturing, Defense Research
Value of Construction - 2020	\$32,589,425

## Taxes

City Income Tax	2.0%
School District Income Tax	.50%
2016 Residential & Agricultural Effective Millage	69.215314 mills
2016 Commercial & Industrial Effective Millage	74.331941 mills
Municipal Bond Rating	Aa2
Fire Insurance Rating	Class 3
Building Code Effectiveness Grading	Class 3 Commercial/Class 9 Residential

## Infrastructure

Bridges	22
Sanitary	144.118 miles
Storm	129.075 miles
Streets	139.987 centerlines/308.684 lane miles
Water	162.474 miles

## Transportation

I-675	4.831 miles
State Route 235	3.15 miles (11.22 lane miles - Fairborn Limits)
State Route 444	4.51 miles (15.6 lane miles - Fairborn Limits)
State Route 844	1.25 miles (5.00 lane miles - Fairborn Limits)
Nearest Airports	Springfield Municipal (8 mi.), Greene County (8 mi.) Dayton International Airport (15 miles)
Railroad	Norfolk Southern

## Utilities

Cable: Spectrum/AT&T
Electricity: AES/First Energy
Natural Gas: Vectren
Telephone: Spectrum, AT&T and Cincinnati Bell
Trash Removal: Rumpke
Water & Sewer: City of Fairborn

## Parks

Parks	22
Wright Brothers Huffman Prairie Bikeway	1 (6.25 miles)
Total Park Land	753.201 acres

Source: <https://cms2files.revize.com/fairbornoh/16%20-%20202019%20Demographics%20Summary.pdf>

Updated October 2021

## EDUCATION/SCHOOLS/COLLEGES

### Bethlehem Lutheran Church & School

1240 S. Maple Avenue  
Fairborn, OH 45324  
(937) 878-7050  
bethlehemschool@aol.com  
Beth Landon

### Central Michigan University WPAFB

2130 Fifth Street  
Building 50, Area B  
WPAFB, OH 45433  
(937) 252-5600  
oscar.robinson@cmich.edu  
Oscar Robinson

### Clark State Community College

570 E. Leffel Lane  
P.O. Box 570  
Springfield, OH 45501  
(937) 328-6002  
blondinj@clarkstate.edu  
clarkstate.edu  
Jo Alice Blondin

### Embry-Riddle Aeronautical University

2130 Fifth Street  
Building 50, Area B  
WPAFB, OH 45433  
(937) 904-4859  
patt@erau.edu  
Sharon Patrick

### Fairborn City Schools

306 E. Whittier Avenue  
Fairborn, OH 45324  
(937) 878-3961  
board@fairborn.k12.oh.us  
fairborn.k12.oh.us  
Mark North

### Fairborn Digital Academy

700 Black Lane  
Fairborn, OH 45324  
(937) 879-0511  
dmeade@fairborndigital.us  
fairborndigital.us  
Dottie Meade

## INFORMATION TECHNOLOGY & ENGINEERING SERVICES

### Peerless Technologies

2300 National Road  
Fairborn, OH 45324  
(937) 490-5000  
michael.bridges@epeerless.com  
epeerless.com  
Michael Bridges

### Greene County Career Center

2960 W. Enon Road  
Xenia, OH 45385  
(937) 426-6636  
ddeskins@greeneccc.com  
greeneccc.com  
David Deskins

### Hondros College of Nursing

1810 Successful Drive  
Fairborn, OH 45324  
(937) 777-1021  
jsommers@hondros.edu  
John Summers

### National University

337 Potomac Avenue  
Quantico, VA 22134  
(703) 357-3880  
eleardo@nu.edu  
Eduardo Leardo

### Sinclair Community College

444 W. Third Street  
Dayton, OH 45402  
(937) 512-2993  
ciara.bunch@sinclair.edu  
Ciara Bunch

### Wright State University

3640 Colonel Glenn Highway  
Dayton, OH 45435  
(937) 775-2312  
david.hopkins@wright.edu  
wright.edu  
David R. Hopkins

### WSU Athletic Department

3640 Col. Glenn Highway  
Dayton, OH 45435  
(937) 775-2771  
Jeff Giles

## MANUFACTURERS

### Ali Industries, Inc.

747 E. Xenia Drive  
Fairborn, OH 45324  
(937) 878-3946  
info@gatorgrit.com  
gatorgrit.com  
Terry Ali

### WCR Incorporated

2377 Commerce Center Boulevard  
Suite B  
Fairborn, OH 45324  
(937) 223-0703  
jfoley@wcrhx.com  
Jeremy Foley

## PLASTIC-FORMING

### Airplane Plastics

9785 Julie Court  
Tipp City, OH 45371  
(937) 669-2677  
airplastic@aol.com  
Becky Rogers

## RESEARCH AND DEVELOPMENT LABORATORIES

### TFC Technologies, Inc.

1 Herald Square  
Fairborn, OH 45324  
(937) 608-0337  
deknoth@gmail.com  
Don Knoth

# C. Existing Work Product

## Existing Work Product Audit

Gathered, organized and assimilated were all relevant previous plans, work product and studies to synthesize an economic development strategy moving forward. This plan along with previous studies are the initial fundamental steps required for current and future positive transformation of Fairborn. Analyzed were the following:

### **Report of the CRE Consulting Corps: City of Fairborn, Ohio: A Strategic Overview for City Revitalization ( July 2016)**

CRE Consulting Corps was to create an action plan by engaging with the city, its leaders, partners, and friends to learn more about the community in order to make informed recommendations on key areas that should be a priority for Fairborn's economic development.

### **Fairborn Comprehensive Land Use Plan Update (2016)**

In 2015, the City of Fairborn initiated a process to update the Fairborn Comprehensive Land Use Plan which was originally prepared in 1991. This planning process was completed in the spring of 2016. Fairborn's comprehensive plan is a broad policy document intended to guide decision making related to long term development and growth.

### **Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute (2016)**

Sets forth core principles essential for successful accomplishment of joint development by the public and private sectors, benefiting both, that neither could achieve independently.

### **Fairborn Area Chamber of Commerce Visitors Guide (2018)**

A guidebook including information about the City of Fairborn's sights, accommodation, restaurants, transportation, and activities.

### **2018 Deloitte and The Manufacturing Institute skills gap and future of work study**

Deloitte and The Manufacturing Institute tracked the skills shortage for the past 17 years resulting in their fourth skills gap study.

### **City of Fairborn Master Housing Assessment Strategy (Sep. 2019)**

The housing assessment and strategy focuses on two targeted areas for reinvestment, including the districts of Downtown and Central (herein referred to as the "targeted neighborhoods").

### **City of Fairborn Five-Year Capital Improvements Plan 2020 - 2024**

Annual report examining trends in service demand, residential and commercial growth, and external economic indicators which may affect the city's decisions on capital investment over the next five (5) years.

### **City of Fairborn, Greene County, Ohio, Independent Auditors Report (July 28, 2021)**

Independent Auditor's Report of the City of Fairborn, Greene County, prepared by Plattenburg & Associates, Inc., for the audit period January 1, 2020, through December 31, 2020.



### **City of Fairborn Executive Budget 2021**

Summary of the 2021 appropriations budget for the city's operating and capital and trust funds consistent with Section 5.02 of the City of Fairborn Charter.

### **2021 Year End Statistics for City of Fairborn Departments**

2021-year end statistics for the following city departments: Council Dashboard; Development Services; Police & Fire; Water & Sewer; Engineering; Streets & Equipment; Parks & Rec; Communications; Legal; and Finance.

### **Greene County, OH: Strategic Workforce & Resiliency Plan (May 2022)**

This Greene County Strategic Workforce and Resiliency Plan (SWaRP) has been commissioned by Greene County for the purpose of addressing challenges tied to the pandemic and to identify opportunities to promote economic diversification.

# D. Wright Patterson AFB Fact Sheet



## WRIGHT PATTERSON AIR FORCE BASE AT A GLANCE

## MAJOR UNITS & FORCE STRUCTURE

- HO Air Force Materiel Command
- AF Life Cycle Management Center
- AF Research Laboratory
- AF Institute of Technology (AETC)
- National Museum of the US Air Force
- 88th Air Base Wing (Host)
- 445th AirRef Wing (AFRC)
- 711th Human Performance Wing
- National Air & Space Intelligence Center (FOA)
- 655th Intelligence, Surveillance & Reconnaissance Wing (AFRC)
- AF Audit Agency (FOA)
- AF Installation Contracting Center
- 1st Field Investigations Region (AFOSI)
- 734 ISRS (USSF)
- 338th Recruiting Squadron (AETC)
- 404th Supply Chain Management Squadron

**ECONOMIC IMPACT**

- ANNUAL PAYROLL: \$2,773,337,235
- EXPENDITURES (RENT/REB & PROCUREMENT): \$1,030,026,564
- INDIRECT JOBS CREATED (ESTIMATE): 39,767
- JOBS CREATED (ESTIMATE DOLLAR VALUE): \$1,842,464,644
- TOTAL ECONOMIC IMPACT: \$5,646,648,443**

**UTILITIES**

- \$33M PER YEAR** (excl. privatized utility system ownership costs)
- WATER** (PRIVATIZED): 13.5M GALLONS PRODUCTION DAILY CAPACITY, 3.3M GALLONS CONSUMPTION
- ELECTRIC** (PRIVATIZED): 1.4M LF (287 MILES) SECONDARY DISTRIBUTION LINES, 818K LF (164 MILES) DISTRIBUTION LINES, 417,728 (MEGA WATTS) ANNUAL USE
- NATURAL GAS** (PRIVATIZED): 296K LF (287 MILES) DISTRIBUTION LINES, 16.3M CCF ANNUAL USE
- STEAM, HOT WATER & COOLING**: 103K LF DISTRIBUTION LINES, 879K LBS STEAM GENERATED ANNUALLY, 904K GAL HOT WATER GENERATED ANNUALLY
- WASTE MANAGEMENT**: 5.4K TONS SOLID WASTE PER YEAR, 10K TONS CONSTRUCTION DEBRIS PER YEAR, 38K LBS HAZARDOUS WASTE PER YEAR, 1.7K TONS RECYCLED PER YEAR

Source: <https://www.wpafb.af.mil/Units/index1/>

# E. AFIT Fact Sheet

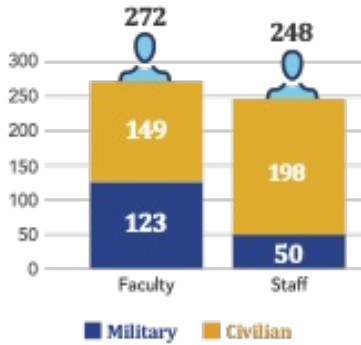


## BY THE NUMBERS FY 2021

www.AFIT.edu

### AFIT PEOPLE

**Total Personnel 520**



AFIT personnel counts do not include contractors.

### AFIT CAMPUS



**9 Buildings Across 35 Acres**

54 Classrooms • 61 Labs • 4 Auditoriums

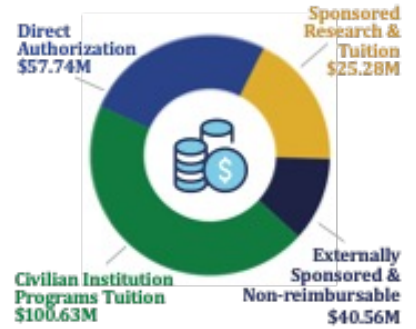
3 classrooms and 3 auditoriums can support classified information

**Wright-Patterson AFB**

Located on base with the Air Force Research Laboratory (AFRL) and the National Air and Space Intelligence Center (NASIC).

### AFIT BUDGET

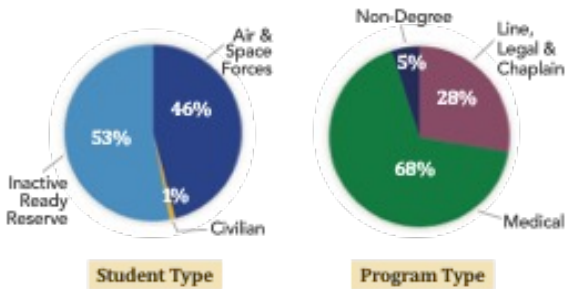
**Total Budget \$224.21M**



Military faculty, staff, and student salaries are not included in the AFIT budget.

## ADVANCED ACADEMIC EDUCATION

Civilian Institution Programs  
**3,839 Students Enrolled**



Graduate School of Engineering & Management  
**1,145 Students Enrolled**



## PROFESSIONAL CONTINUING EDUCATION

Civil Engineering • Systems & Logistics • Strategic Force Studies

**35,519 Students Enrolled**

**PCE Courses Delivery Method**



- In-resident 6%
- On-site 2%
- Non-resident Distance Learning 92%

**PCE Courses & Seminars Offered**

**260+**





## About AFIT

The Air Force Institute of Technology, with its main campus located at Wright-Patterson AFB, Ohio, is the Department of the Air Force's leader for advanced, multi-disciplinary academic education, as well as its institution for technical professional continuing education. A component of Air University and Air Education and Training Command, AFIT is committed to providing innovative, defense-focused graduate education and related research, and operationally-relevant professional continuing education, to sustain the technological supremacy of America's air, space, and cyber forces. Since 2008, AFIT has been designated as the Air Force's Cyber Technical Center of Excellence.

AFIT has been accredited by the Higher Learning Commission since 1960 and the Engineering Accreditation Commission of ABET accredits several of AFIT master's engineering programs. Since graduate degrees were first granted in 1956, AFIT has awarded 20,191 Masters of Science and 961 Doctor of Philosophy degrees. Air Force students attending civilian institutions (as AFIT students) have earned more than 50,000 undergraduate and graduate degrees in the past 20 years. AFIT provides professional continuing education to an average of 30,000 students each year. In partnership with AFRL, AFIT is home to the D'Azzo Research Library with a physical holding of more than 75,000 titles and access to several thousand journal titles, conference proceedings and e-books.

## Advanced Academic Education

**The Civilian Institution Programs Office ([www.afit.edu/CIP](http://www.afit.edu/CIP))** manages approximately 2,500 students enrolled in a variety of health profession programs and another 1,000 line, legal and chaplain officers enrolled in various programs at leading civilian universities and research centers. The office also manages the Air Force's Education With Industry (EWI) program, through which about 40-50 military and civilian Airmen annually spend a year with companies to learn industry best-practices and bring those practices back to the Air Force.

**The Graduate School of Engineering and Management ([www.afit.edu/EN](http://www.afit.edu/EN))** offers 27 research-based, STEM master's degree programs, 14 Ph.D. programs, and 15 graduate certificate programs. It maintains a typical enrollment of over 700 in-residence students and about 400 students in various non-resident programs. The Graduate School provides its students with several significant advantages, including a more personalized educational experience; academic programs with a defense-related focus; and research on high-priority defense problems.

## Professional Continuing Education (PCE)

**The Civil Engineer School ([www.afit.edu/CE](http://www.afit.edu/CE))** provides technical and management oriented PCE courses to more than 8,800 students a year in a variety of subject areas to prepare our officer, enlisted, and civilian professionals to be more efficient and effective in current and future assignments in the CE fields. The school also provides the Initial Skills Training for all newly-commissioned CE officers and PALACE ACQUIRE interns.

**The School of Systems and Logistics ([www.afit.edu/LS](http://www.afit.edu/LS))** is the Air Force's provider of PCE courses in the areas of data analytics, acquisition management, contracting, financial management, logistics management, and systems and software engineering. Faculty teach an average of 17,900 students a year through in-residence, distance learning, and on-site instruction.

**The School of Strategic Force Studies ([www.afit.edu/EX](http://www.afit.edu/EX))** is responsible for delivering PCE in nuclear deterrence policy and theory, nuclear command, control, communication, and cyberspace operations. The school's mission is to develop Airmen, joint service members, and international partners to deter and if necessary prevail in current and future conflicts by providing relevant and responsive nuclear and cyberspace PCE. On average, the school educates 3,000 Air Force and DoD students annually.

*Approved for public release 88ABW-2021-0113. Updated February 2022*



## Air Force Research Laboratory

### **Mission**

The Air Force Research Laboratory leads the discovery, development and integration of affordable warfighting technologies for our air, space and cyberspace forces.

### **History**

While our heritage dates back to 1918, AFRL officially launched in 1997 to consolidate the four former Air Force laboratories and the Air Force Office of Scientific Research. The laboratory and its predecessors have overseen more than 100 years of critical research efforts for the Department of the Air Force and Department of Defense. With technology breakthroughs found in all of today's modern aircraft and weapons systems, including the F-117 Nighthawk, B-2 Spirit, C-17 Globemaster and the F-22 Raptor, AFRL has contributed to significant advancements in modern communications, electronics, manufacturing, medical research and products.

### **Personnel and Resources**

AFRL employs approximately 11,500 military, civilian and contractor personnel, and manages a \$7 billion portfolio of investments. The lab supports external customers and partners with industry while investing in basic research, applied research and advanced technology development. As one integrated lab, AFRL seamlessly supports the Science & Technology needs of two services: the Air Force and the Space Force.

### **Headquarters:** Wright-Patterson Air Force Base, Ohio

Locations in 10 States: California, Florida, Hawaii, Nevada, New Mexico, New York, Ohio, Tennessee, Texas and Virginia

Edwards AFB, California

Eglin AFB, Florida

Maui, Hawaii

Kirtland AFB, New Mexico

Rome, New York

Arlington, Virginia

Arnold AFB, Tennessee

Wright-Patterson AFB, Ohio

Fort Sam Houston, Texas

AFWERX: Austin, Texas; Dayton, Ohio; Las Vegas, Nevada; Washington, D.C.

SpaceWERX: Los Angeles, California

### **Organization**

AFRL accomplishes its mission through nine Technology Directorates, the 711th Human Performance Wing, the Air Force Office of Scientific Research, AFWERX and a central headquarters staff.

## **Headquarters AFRL**

Headquarters AFRL operates the Major Shared Resource Center at Wright-Patterson AFB, one of four high-performance computing centers in the DoD. The center tackles large-scale problems previously beyond the reach of processing platforms and provides a vast array of services in a collaborative environment.

## **711th Human Performance Wing**

The 711th Human Performance Wing, which consolidates research, education and consultation under a single organization, comprises the Airman Systems Directorate and the United States Air Force School of Aerospace Medicine (USAFSAM). In conjunction with the Naval Medical Research Unit-Dayton and surrounding universities and medical institutions, the 711th HPW functions as a Joint DoD Center of Excellence for human performance sustainment, readiness and optimization.

The Wing's Airman-centric research, education and consultation enable the DAF to achieve responsive and effective global vigilance, reach and power now and in the future. Leveraging a convergent sciences approach, the 711th HPW provides the DAF with unparalleled expertise to maximize Airman availability, enhance performance and optimize resources wherever and whenever possible. The wing advances biological and cognitive research, warfighter training and readiness programs, systems integration, and aerospace medicine to promote human performance, and support the most critical Air Force resource – the Airman and Guardians of our operational military forces.

U.S. Air Force School of Aerospace Medicine (USAFSAM) focuses on aeromedical education and training; and consultation. As a premier institute for education and worldwide operational consultation in aerospace and operational medicine, USAFSAM's mission is to optimize and sustain Airmen health and performance through world-class education and expert consultation.

## **Airman Systems Directorate**

The Airman Systems Directorate focuses on human factors science, engineering and research to advance Airman-related technology for systems crucial to continued aerospace superiority, and to enhance the health and performance of the multi-domain Airman. Biological and cognitive technologies that address capabilities and minimize vulnerabilities protect DAF personnel and sustain operations, integrate operators and weapon systems, while enhancing preparation and mission execution across the full range of military operations.

## **Aerospace Systems Directorate**

The Aerospace Systems Directorate advances technologies to unleash transformative space and air capabilities to make the fight unfair. Areas of focus include aerospace vehicles, control, power, thermal management, high speed systems, rocket propulsion, turbine engines, and systems analysis. These core competencies mature technologies to enable innovative aerospace weapon system capabilities.

## **Directed Energy Directorate**

The Directed Energy Directorate advances laser systems, high power electromagnetics, weapons modeling and simulation capabilities, and electro-optics for space superiority.

Known for their expertise in directed energy and optical technologies, scientists and engineers transition game-changing counter-electronics weapon technologies that degrade, damage, or destroy electronic systems with minimum collateral damage. With telescopes in New Mexico and Hawaii, the directorate is a leader in ground-based space imaging using adaptive optics and is the pioneer of the first and only megawatt class airborne laser.

## **Information Directorate**

The Information Directorate explores, prototypes, and demonstrates command and control, communications, computing, cyber, and intelligence technologies that enable the DAF and the Nation to maintain its superior technical advantage.

### **Materials and Manufacturing**

The Materials and Manufacturing Directorate develops new materials, processes and manufacturing technologies for aircraft, spacecraft, missiles, rockets, ground-based systems and their structural, electronic and optical components. In addition to its manufacturing technology programs and affordability initiatives, the directorate also provides material solutions to Air Force acquisition offices, field organizations and maintenance depots.

### **Munitions Directorate**

The Munitions Directorate rapidly develops and delivers war-winning munitions technologies to enable the multi-domain effects our Air and Space forces need to address the pacing threat. These technologies are allowing weapons to survive and thrive in highly-contested, multi-domain environments, making them more connected, more affordable, more capable and with greater load-out capacity. This gives our forces the ability to penetrate robust enemy lines, overwhelm and confuse defenses, access adversary operational domains, collect and share relevant data with friendly forces, dynamically respond to changes in the battlefield, and overpower surging forces.

### **Sensors Directorate**

The Sensors Directorate focuses on affordable sensor and countermeasure technologies for reconnaissance, surveillance, precision engagement and electronic warfare systems. The goal is to provide robust sensors and adaptive countermeasures that guarantee complete freedom of air, space and cyber operations for our forces, and deny these capabilities to our adversaries.

Core technology areas include radio frequency and electro-optical sensing, electromagnetic spectrum warfare, multi-domain sensing autonomy, resilient mission systems, and enabling devices and components.

### **Space Vehicles Directorate**

The Space Vehicles Directorate develops and transitions technologies for more effective and affordable space missions, thereby ensuring America's defensive advantage in space. Primary mission thrusts include Space-Based Surveillance (space-to-space and space-to-ground) and Space Capability Protection (protecting space assets from man-made and natural effects). Primary focus areas include radiation-hardened electronics, space power, space structures and control, space-based sensing, environmental effects, autonomous maneuvering and satellite flight experiments.

### **Strategic Developmental Planning & Experimentation Directorate**

The Strategic Developmental Planning & Experimentation Directorate, which includes the Transformational Capabilities Office (TCO) and the Strategic Development Planning and Experimentation Office (SDPE), is the mission organization that supports Future Force demonstration, strategic development planning, experimentation, prototyping, and DAF architecture design and evaluation. The directorate organizes AFRL talent at the enterprise level to prioritize, demonstrate and transition capabilities for the future Air Force and Space Force. TCO manages the Transformational Component of science and technology investment that was created in response to the DAF S&T Strategy. SDPE is charged with the design, build-out and execution of operational experimentation and prototype efforts that aim to understand the operational utility and competitive advantages they provide against China and other adversaries.

### **Air Force Office of Scientific Research**

The Air Force Office of Scientific Research manages basic research programs for AFRL, which ultimately provide the foundation for future technological advancements. AFOSR facilitates long-term, broad-based research programs with government agencies, industry partners and academic institutions.

**AFWERX**

AFWERX is a part of AFRL and the innovation arm of the DAF, transitions agile, affordable and accelerated capabilities by teaming innovative technology developers with Airmen and Guardian talent. Such teaming occurs across academia, industry, investment, interagency and international partners to expand technology, identify talent and transition dual-use capabilities.

**SpaceWERX**

SpaceWERX is the U.S. Space Force-affiliated arm of the AFWERX team, focuses on advancing innovative technologies for U.S. Space Force Guardians and expanding the industrial space by guiding additional partners, leveraging commercial investment and rapidly pursuing new technologies, while closely aligning its efforts with space operators and acquisition professionals within the U.S. Space Force.

(Current as of October 2021)

<https://www.af.mil/About-Us/Fact-Sheets/Display/Article/104463/air-force-research-laboratory/>



# G. AFRL Open Innovation Campus

# OPEN INNOVATION CAMPUS

A front door to the Air Force Research Laboratory, Information Directorate | Rome, NY

## THE AIR FORCE RESEARCH LABORATORY

The Open Innovation Campus is a collaboration environment to foster the discovery and technology advancement of scientific research through synergistic partnerships with researchers, academics, entrepreneurs and innovators.

Within walking distance of the Air Force Research Laboratory's Information Directorate in Rome, NY; the heart of New York State's Mohawk Valley.



### AN OPEN AND COLLABORATIVE BUSINESS MODEL FACILITATING:

- Basic Research for Command, Control, Communications, Computers, Intelligence and Cyber Technologies
- Rapid Prototyping
- Commercialization & Technology Transfer
- Workforce Development
- Small Business Outreach
- Science, Technology, Engineering and Mathematics (STEM)
- Youth Development
- Collaboration and Event Space
- Innovation Incubation



An agile and transformative ecosystem that connects global technology leaders to collaborate and solve complex Air Force computing challenges.



Single location, robust environment co-locating partners, offices, labs, and event spaces

### OPEN INNOVATION CAMPUS ECOSYSTEM

- |                          |                        |                            |
|--------------------------|------------------------|----------------------------|
| Academia                 | Corporate Entities     | Partnership Intermediaries |
| Non-Traditional Industry | International Partners | Local Cohorts              |

*Let's Innovate Together!* JOIN THE OPEN INNOVATION CAMPUS ECOSYSTEM

### STATE-OF-THE-ART RESEARCH AND DEVELOPMENT ENABLERS:

- Quantum Information Science Laboratories and Facilities
- Small Unmanned Aerial Systems Testing
- Neuromorphic Computing Facilities
- Electronics Laboratories
- DevSecOps Software Development Pipelines
- Artificial Intelligence Incubation
- Rapid Test Cell for Processing and Exploitation

### CONTACT

Karen E. Roth, Chief Engineer  
AFRL Information Directorate  
p: 315-330-7704  
e: karen.roth@us.af.mil



## National Air & Space Intelligence Center

The National Air and Space Intelligence Center is the Department of Defense's primary source for foreign air and space threat analysis. NASIC is the Air Force's service intelligence center, the nation's air and space intelligence center, and an operational wing in the Air Force ISR enterprise.

NASIC is headquartered at Wright-Patterson Air Force Base near Dayton, Ohio. The center is a field operating agency that reports directly to the Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations.

### **Mission**

NASIC's mission is to discover and characterize air, space, missile, and cyber threats to enable full-spectrum multi-domain operations, drive weapon system acquisition, and inform national defense policy. The center's intelligence is foundational and forms a knowledge base upon which NASIC's customers develop strategies, programs, and plans.

NASIC provides authoritative, engineering-level scientific and technical intelligence on air, space, missile, and cyber threats. The center's team of trusted subject matter experts deliver unique collection, exploitation, and analytic capabilities not found elsewhere. The center is tasked with discovering and characterizing advanced threats to enable full-spectrum, multi-domain operations against peer adversaries.

NASIC creates advantage that gives policymakers, warfighters, and the acquisition community a war-winning edge.

### **Personnel and Organization**

NASIC has a global force of more than 4,100 military, civilian, Reserve, Guard and contract personnel. The center has four intelligence analysis groups, 18 squadrons, and four support directorates.

- Air and Cyberspace Intelligence Group
- Geospatial and Signatures Intelligence Group
- Global Exploitation Intelligence Group
- Space, Missiles and Forces Intelligence Group
  
- Directorate of Communications and Information
- Directorate of Personnel
- Directorate of Facilities and Logistics
- Directorate of Plans and Operations

(Current as of August 2019)

<https://www.nasic.af.mil/About-Us/Fact-Sheets/Article/611841/national-air-and-space-intelligence-center/>

## WRIGHT STATE UNIVERSITY FACT SHEET

### WRIGHT STATE UNIVERSITY MISSION

We transform the lives of our students and the communities we serve.

We will:

- build a solid foundation for student success at all levels through high-quality, innovative programs;
- conduct scholarly research and creative endeavors that impact quality of life;
- engage in meaningful community service; and
- drive the economic revitalization of our region and our state and empower all of our students, faculty, staff, and alumni to develop professionally, intellectually, and personally.

#### Enrollment, Fall 2021

Dayton Campus .....	10,024
Lake Campus .....	1,136
Dayton and Lake (both campuses) .....	309
Total Enrollment .....	11,469
Men .....	5,154 44.9%
Women .....	6,315 55.1%
Full-time Students .....	8,647 75.4%
Part-time Students .....	2,822 24.6%
Undergraduates .....	8,619 75.2%
Graduates .....	2,237 19.5%
Doctoral/Professional Students .....	613 5.3%
Out-of-State Domestic Students .....	309 2.9%
International Students .....	856 7.5%
Countries Represented .....	56
Mean Age of All Students .....	24
Students Age 25 or Over .....	3,161 27.6%

#### Minority Student Enrollment, Fall 2021

(Omits international students)

African American .....	1,072 9.3%
Two or more races .....	505 4.4%
Asian American .....	404 3.5%
Hispanic American .....	416 3.6%
American Indian or Alaskan Native .....	16 0.1%
Native Hawaiian or Pacific Islander .....	9 0.1%
Total Minority Student Enrollment .....	2,422 21.1%

#### Employees

Faculty (full time) .....	610
Faculty (part time) .....	12
Faculty (adjuncts) .....	294
Staff (full time) .....	986
Staff (part time) .....	43
Graduate Assistants .....	265
Combined .....	2,210

#### Number of Programs

Undergraduate .....	160
Graduate .....	155

#### Campus Locations

Wright State University's Dayton Campus is located 8 miles and 15 minutes east of downtown Dayton.

Wright State University-Lake Campus is located on the shore of Grand Lake St. Marys, between Celina and St. Marys, Ohio.

#### Facilities

##### University Libraries

The University Libraries include the Paul Laurence Dunbar Library, the Lake Campus Library and Technology Center, the Student Technology Assistance Center (STAC), the Charles and Renate Frydman Educational Resource Center, and Special Collections and Archives.

##### Wright State University Nutter Center

Wright State University's Nutter Center is Dayton's premier sports and entertainment venue. The 11,200-seat arena is the official home of the NCAA Division I Wright State University men's and women's basketball programs and the women's volleyball program. It's a stopping point for national touring concerts and performances including musicians from every genre, comedians, and world-renowned family shows.

#### Research and Sponsored Program Awards, Fiscal Year 2021

Total Research and Sponsored Program Awards .....	\$90,025,151
---------------------------------------------------	--------------

#### Foundation Endowment

Market value (as of 6/30/21) .....	\$112,148,063
------------------------------------	---------------

#### Donations Received, Fiscal Year 2021

Receipts .....	\$9,428,648
Donors .....	5,094

[wright.edu/factsheet](http://wright.edu/factsheet)

## Alumni

Number of alumni .....	117,132
Number of degrees awarded .....	134,379
Degrees awarded to Raider Country residents .....	105,222

## Raider Country

The contiguous 16-county region in Ohio anchored by our two campuses

### Current Students

Allen .....	119
Auglaize .....	376
Butler .....	347
Champaign .....	97
Clark .....	606
Clinton .....	122
Darke .....	211
Greene .....	1,536
Logan .....	52
Mercer .....	517
Miami .....	437
Montgomery .....	2,801
Preble .....	97
Shelby .....	199
Van Wert .....	101
Warren .....	569
<b>Total</b> .....	<b>8,187</b>

## Acree and Buildings

### Dayton Campus:

Acree .....	651
Academic and academic support buildings .....	32
Student residential buildings .....	30

### Lake Campus:

Acree .....	103
Academic and academic support buildings .....	5
Student residential buildings .....	3

**Official School Colors** ..... Green and Gold

## Academic Structure

Colleges .....	5
Engineering and Computer Science; Health, Education, and Human Services; Liberal Arts; Raj Soin College of Business; and Science and Mathematics	
Schools .....	2
Boonshoft School of Medicine and Wright State Graduate School	
Branch Campus .....	1
Wright State University-Lake Campus	

## Historical Background

First Classes Held in Allyn Hall .....	1964
Achieved Full University Status .....	1967
First Graduating Class .....	1968

## Board of Trustees

Tom Gunlock, Director of Construction and Property Management, RG Properties (Chair)  
 Marty Grunder, President/CEO, Grunder Landscaping Company (Vice Chair)  
 Andrew Platt, Managing Director, Northwestern Mutual Dayton (Secretary)  
 Dawn Conway, President/CEO, Boost Engagement  
 Douglas A. Fecher, President/CEO, Wright-Patt Credit Union  
 Ranjan Kejriwal, President, AARIS, LLC  
 Bruce Langos, Executive Business Adviser, RG Properties  
 William W. Montgomery, President/CEO/Chairman, Celina Insurance Group  
 Dhishant Asarpota, Student Trustee  
 Rahul Shah, Student Trustee

## University President

Susan Edwards, Ph.D.

## Executive Officers and Administration

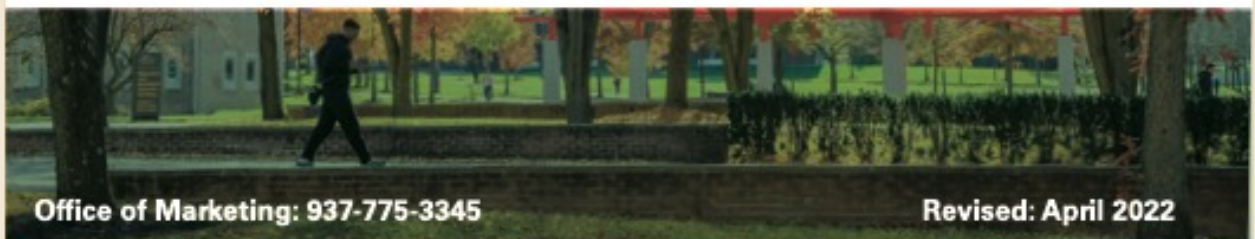
Bill Bigham, M.P.A., Vice President for Advancement (interim) and Director of Planned Giving  
 Matthew C. Chaney, Ed.D., Vice President for Inclusive Excellence  
 Sean Culley, J.D., Vice President and General Counsel  
 Oliver Evans, Ph.D., Provost (interim)  
**Andrea Faber, Ph.D., Vice Provost and Chief Administrative Officer, Lake Campus**  
 Bob Grant, M.B.A., Director of Athletics  
 Emily Hamman, M.A., Associate Vice President and Chief Human Resources Officer  
 Madhavi Kadakia, Ph.D., Vice Provost for Research  
 Burhan Kawosa, CFA, FRM, Associate Vice President, Financial Operations (interim)  
 Tim Littell, M.S.Ed., Associate Vice Provost for Student Success  
 Carol Loranger, Ph.D., Vice Provost for Faculty Affairs (interim)  
 Barry Milligan, Ph.D., Vice Provost for Academic Affairs  
 Gregory Sample, M.P.A., Executive Vice President and Chief Operating Officer  
 Susan Schaurer, M.S., Vice President for Enrollment Management and Chief Recruitment Officer  
 Michael Stankas, Chief Information Officer  
 Chris Taylor, Ph.D., Dean of Students  
 Karen Wilhoit, M.A., M.L.S., University Librarian

## Deans

Linda Caron, Ph.D., Liberal Arts  
 James Denniston, Ph.D., Health, Education, and Human Services  
 Kathy Engisch, Ph.D., Science and Mathematics (interim)  
 Barry Milligan, Ph.D., Graduate School  
 Brian D. Rigling, Ph.D., Engineering and Computer Science  
 Thomas L. Traynor, Ph.D., Raj Soin College of Business  
 Valerie D. Weber, M.D., Boonshoft School of Medicine

## Elected Representatives

Brian T. Boyd, Ph.D., President of the Faculty  
 Jonathan Ciero, President of Student Government  
 Stefanie Kohne, M.B.A., Chair, Lake Campus Staff Advisory Council  
 Frank Wolz, Chair, Staff Senate



Office of Marketing: 937-775-3345

Revised: April 2022

## 2021 Year End Statistics – Parks & Rec



189

Total number of Santa Letters received. 150 were sent back to the following communities: Fairborn, Dayton, Yellow Springs, Enon, Jamestown, Riverside, Huber Heights, Springfield, Union, Franklin, New Carlisle, Beavercreek, Kettering, and Camby, Indiana



517

Total number of people participating in: Activity Boxes, Goosechase Hunts, Parks Programs, Wellness Walkers



14

Total number of people who participated in the Community Garden



4,406

Estimated number of attendees at Golf Scramble, Spooktacular, Christmas Parade, Food Truck Rallies, Free on Fridays, Movie Nights



81

Total number of participants in our Summer Camps



110

Total number of players in our Summer & Fall Softball Leagues, as well as Tennis League

City of Fairborn



# Parks and Nature Benefits



## ECONOMIC BENEFITS OF PARKS

- **Increase value of nearby residential and commercial properties**
- **A popular site criterion for relocating businesses**
- **Attract prospective customers to nearby businesses**
- **Park events generate visitors and spending**
- **Generate foot traffic for nearby business**
- **Increases quality-of-life for residents and employees**
- **Promotes sense of community**
- **Provide safe and interactive areas for families and children**
- **Host community-sponsored events**

“

*The Fairborn Parks and Recreation Division's mission is to improve the quality of life for the citizens of Fairborn through the availability of recreational and cultural opportunities as well as to proactively operate and maintain City-owned buildings, grounds, and cemeteries.*

”

[https://www.fairbornoh.gov/government/parks\\_\\_recreation/index.php](https://www.fairbornoh.gov/government/parks__recreation/index.php)

## Fairborn Parks and Recreation

“

*The city of Fairborn is well known for its vast park system. An asset to our community, our parks and recreation services provide ample recreational opportunities as well as parks and green spaces to help everyone relax and enjoy the good things in life. The Parks & Recreation Division maintains nearly 800 acres of park land consisting of 20 parks including active and passive park spaces. You can enjoy the beauty and magnificence of all four seasons in our parks. Fairborn provides a perfect mix of active and passive park areas, diverse recreational programs for all age groups and many cultural and special events throughout the year. There is plenty of room to explore natural areas, fish, go for a hike, or simply relax and enjoy some of nature's wonders.*

”

*– Fairborn Area Chamber of Commerce 2018 Visitors Guide*

# K. Economic Development Tools

## Connecting & Promoting

<b>Prospecting</b>	Consistently engage with real estate brokers, site selectors, Jobs Ohio, developers and others to learn about prospects and market opportunities.
<b>Community Improvement Corporation (CIC)</b>	Consider using a CIC to become an active participant in developments throughout the county.
<b>Benchmarking</b>	Benchmark and network with peer communities that have successfully revitalized their business districts.
<b>Neighboring Communities Collaboration</b>	Collaborate and network with neighboring communities to determine areas of synergy.

## Private Public Partnerships

<b>Business Corridor Planning</b>	Commissioners should plan an annual fiscal and policy directive for county Catalytic Projects.
<b>Community Improvement Corporation</b>	While a CIC is comprised of some public sector representation, it's crucial to ensure that the CIC is balanced with credible private sector leaders with experience in real estate development, law, financing, and marketing. The CIC should be used as an advisory committee to facilitate communication and coordination among county stakeholders.
<b>Private Sector Experts &amp; Developers</b>	Fairborn should engage private sector experts and developers to deal with the complex issues stemming from the Catalytic Projects.
<b>Development Agreements</b>	A development agreement is a voluntary contract between a local jurisdiction and a property owner (typically a developer). The contract establishes the standards and conditions that govern the property's development. The developer is provided certainty that the project will be isolated from alterations in the jurisdiction's zoning laws over the course of development, but it also contracts the developer to provide benefits to the county (e.g., infrastructure improvements, public open space, monetary payment into funds, etc.) in exchange for that assurance.



## Zoning

### Planned Unit Development (PUD)

The PUD district is an overlay of alternative regulations, including procedures and standards, designed to encourage the efficient use of land and resources, promote greater efficiency in public and utility services, promote orderly improvement of property in accordance with community plans, and to encourage innovation in the planning and building of all types of development. It may permit uses, as well as increases in the density or intensity of development beyond that permitted as-of-right in a zone district.

## Financing

### Tax Increment Financing (TIF)

TIF allows counties to finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. A TIF district raises funds by capturing the incremental property tax from increases in property value over time. Existing property tax collection and distribution is frozen at current levels, while the increment is diverted to a special fund that can be used for public infrastructure improvements. The property owner(s) instead makes Payments In Lieu Of Taxes (PILOTs) in an amount equal to only the increase in property taxes generated by the improvement. A disadvantage of TIF is that revenues are dependent on future recovery value increases and are difficult to predict unless a specific development project is underway in the district.

### Special Improvement District

A SID is an economic development tool that allows private property owners in a self-defined area to establish a program for services or improvements aimed at the economic enhancement of the area. The area can be any size, as long as it is contiguous. The SID enables a community, neighborhood, or business district to tax itself for specific improvements and services. Property owners can pay for the program with assessments on all properties in the given area. A SID requires the formation of a non-profit organization with a Board of Directors to control collection and spending of revenues.

### General Obligation (GO) Bonds

GO bonds are issued by Ohio's political subdivisions to provide funds to pay costs of permanent improvements for specific community projects and are paid off using property tax revenues. General obligation bonds provide long-term, fixed rate financing. GO bonds are secured by the full faith and credit of the municipality, township or county that issues them.

### Revenue Bonds

A revenue bond is issued by a municipality, township or county for construction of projects that generate revenues (e.g., toll bridge, stadium, etc.). A revenue bond repays creditors from income generated by the project that the bond itself is funding.

### Special Assessments

Special Assessments are not part of your real estate tax but are included as a separate item on the real estate tax bill. These could include such items as ditch assessments, improvement levies such as street paving, curbs, lighting, sidewalks and sewer or water lines. The County Auditor is required by law to keep an accounting of these special assessments, to place them on the tax duplicate as separate items, and to return the money collected to the city, village, township or county office which levied the assessment.

### Transformational Mixed-Use Development Program

The Transformational Mixed-Use Development Program provides a tax credit against Development costs incurred during the construction of a project that will be a catalyst for future development in its area. A Development includes new construction and/or improvement of vacant buildings that will have a major economic impact on the site and the surrounding area. This Development must be a combination of retail, office, residential, recreation, structured parking, and other similar uses into one mixed-use Development.

## JobsOhio Grants

<p><b>JobsOhio Economic Development Grant</b></p>	<p>Grant decisions are based on a number of project factors, including but not limited to job creation, additional payroll, fixed-asset investment commitment, project return on investment, and project location. Focuses on fixed-asset and infrastructure investment by companies, which may include the following: Land; Building; Leasehold improvements; Machinery and equipment; Moving and relocation costs of machinery and equipment (freight shipping) related to the project; Infrastructure including utility, telecommunications, information technology, etc.; Site development; Fees and material costs related to planning or feasibility studies; engineering services; and software development. Funds are disbursement based.</p>
<p><b>JobsOhio R&amp;D Center Grant</b></p>	<p>Created to facilitate new strategic corporate R&amp;D centers in Ohio. Such R&amp;D Centers will support the development and commercialization of emerging technologies and/or products that align with one or more of JobsOhio’s targeted industries. Funds can be used for Qualified Research Expenses (QRE) and satisfy operational, equipment or facility needs related to: industry-driven, value-added applied research; software development; and developing technologies that can be commercialized by a corporation.</p>
<p><b>JobsOhio Revitalization Program Loan and Grant Fund</b></p>	<p>Designed to support the acceleration of redeveloping sites in Ohio. Primary focus will be placed on projects where the cost of the redevelopment and remediation is more than the value of the land and a site cannot be competitively developed in the current marketplace. An eligible site is an abandoned or under-utilized contiguous property where redevelopment for the immediate and primary purpose of job creation and retention are challenged by significant redevelopment constraints.</p>
<p><b>JobsOhio Workforce Grant</b></p>	<p>Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio. Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio.</p>
<p><b>JobsOhio – Ohio Site Inventory Program (OSIP)</b></p>	<p>Grant and low interest loans to support speculative (no identified end user) site and building development projects. Loans typically support new construction. Grants typically support items associated cost associated with items such as demolition, environmental remediation, building renovations, site preparation, and infrastructure improvements.</p>

State of Ohio Grants	
<b>Land &amp; Water Conservation Fund</b>	The Ohio Department of Natural Resources coordinates the Land and Water Conservation Fund (LWCF) grant program, which provides up to 50% reimbursement assistance for state and local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas.
<b>NatureWorks Grant Programs</b>	The Ohio Department of Natural Resources coordinates the NatureWorks grant program, which provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) to for the acquisition, development, and rehabilitation of recreational areas.
<b>Clean Ohio Brownfield Grants</b>	The Fund can provide loans up to \$5,000,000 for environment cleanup, including demolition associated with the cleanup of hazardous substances, asbestos, lead-based paint, and petroleum. There are no job requirements for this funding, but the borrower must show their ability to repay the loan.
<b>Transportation Enhancement (TE) Grants</b>	Federal TE grants, administered through ODOT, fund transportation projects (e.g., transportation beautification, historic beautification, bicycle and pedestrian facilities).
Tax Credits	
<b>Community Reinvestment Areas (CRA)</b>	Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements. The Community Reinvestment Area (CRA) Program is a direct incentive tax exemption program benefiting property owners who renovate existing or construct new buildings.
<b>Ohio Historic Preservation Tax Credit Program</b>	Provides a state tax credit up to 25 percent of qualified rehabilitation expenditures incurred during a rehabilitation projects. Applicants are eligible for no more than \$5 million in tax credits unless approved as a catalytic project.
Other Programs	
<b>Façade Improvement Program</b>	Façade improvement programs are incentive programs created to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts.

# L. Priority Development Areas Map



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# M. Skyway Plaza Concept Plans



**DEVELOPMENT FOCUS:**

- Incubator Center for Start-Up Businesses
- Support for entrepreneurs to launch Start-Up Technology Oriented Businesses
- Workforce Development Center supported by local college(s)

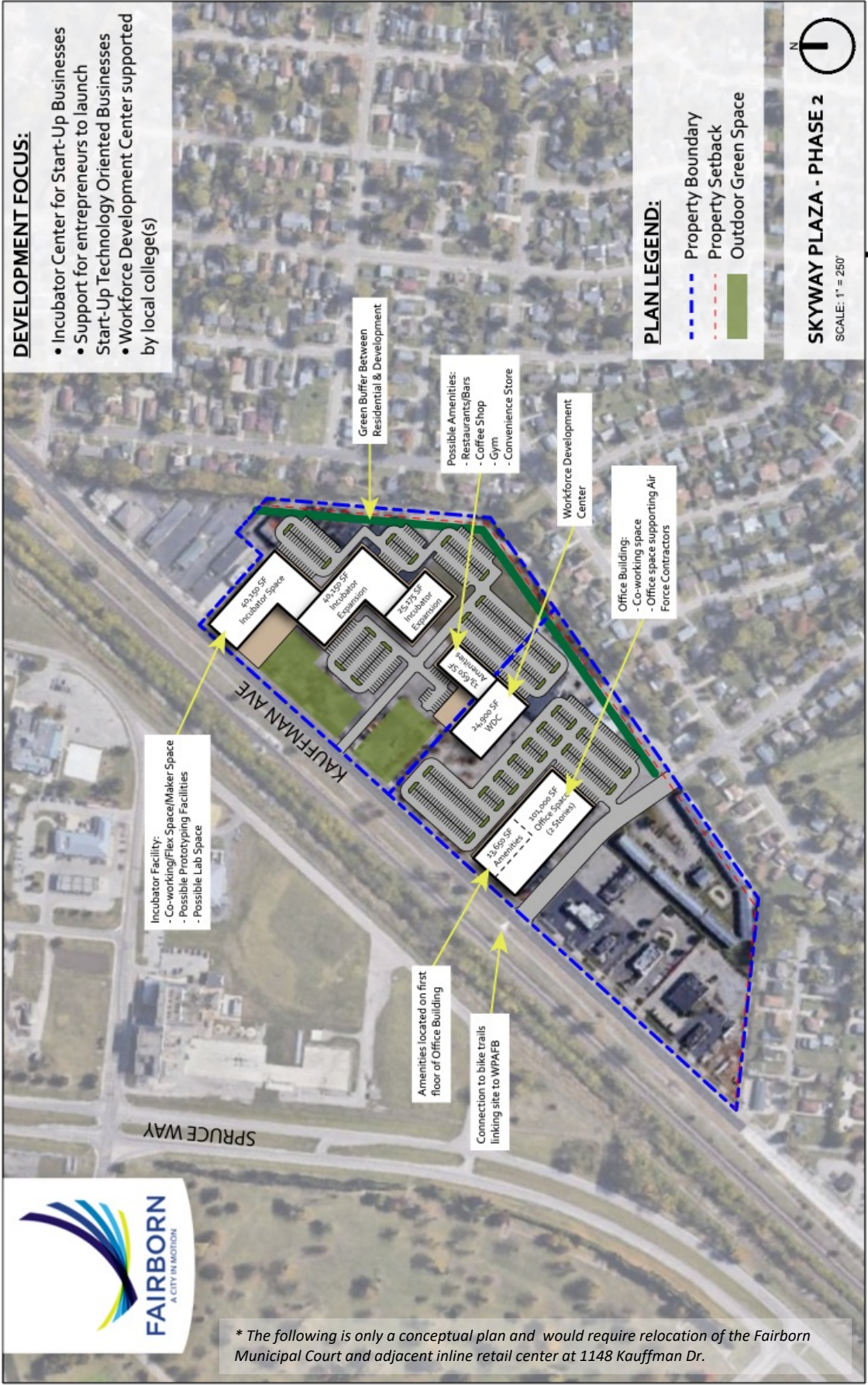
**PLAN LEGEND:**

- - - Property Boundary
- - - Property Setback
- Outdoor Green Space

**SKYWAY PLAZA - PHASE 2**  
SCALE: 1" = 250'



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\* The following is only a conceptual plan and would require relocation of the Fairborn Municipal Court and adjacent inline retail center at 1148 Kauffman Dr.

# N. Calamityville Concept Plans





W XENIA DR

N MAPLE AVE

EDAYTON DR

E XENIA DR

S MAPLE AVE



**DEVELOPMENT FOCUS:**

- Stage 2 Companies / Emerging Industries
- Wright State University Stem Focused
- JV with Wright State University, Workforce Development Partner, and Private Sector Technology Partner(s)
- Light Flex Industrial
- Innovation Center

Possible Amenities:  
 - Restaurants/Bars  
 - Coffee Shop  
 - Gym  
 - Convenience Store

Innovation Center Features:  
 - Small-Scale Manufacturing  
 - Research Space  
 - Showroom Space

Office Buildings:  
 - Co-working space  
 - Office space supporting Air Force Contractors

**PLAN LEGEND:**

- - - Property Boundary
- - - Property Setback
- - - Walking Trail
- Outdoor Green Space



**CALAMITYVILLE - OPT 2**

SCALE: 1" = 250'

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# O. Northern Industrial District Concept Plans



**DEVELOPMENT FOCUS:**

- DDC Partner Lead
- Distribution / Warehouse
- Industrial
- Advanced Manufacturing
- AG Tech
- Permanent Location for "Graduating" Stage 2 Companies



**PLAN LEGEND:**

- - - Property Boundary
- - - Property Setback

**NORTHERN INDUSTRIAL COMPLEX - PHASE 1**  
SCALE: 1" = 800'



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# P. Economic Impact Assumptions & Sources

## Assumptions & Sources

The economic impact figures represent the potential effects of the development of the Property. The findings and analysis are based on data gathered from the following sources:

Assumption	Source
<b>Building's square feet</b>	Emersion Design Concept Summaries
<b>898.5 sq. ft. per manufacturing employee</b>	The Port of Greater Cincinnati Development Authority Re-Industrialization of Hamilton County – University of Cincinnati Economics Center (March 2016)
<b>151 sq. ft. per office employee</b>	CoreNet Global (2015)
<b>469 sq. ft. per private sector industrial employee</b>	BOMA International (Sep. 18, 2018)
<b>Average annual salary (\$78,011) per advanced manufacturing engineer Dayton, Ohio</b>	Salary.com (May 27, 2022)
<b>Average annual salary (\$36,750) per office employee Dayton, Ohio</b>	Salary.com (May 27, 2022)
<b>Average annual salary (\$27,877) per retail sales staff employee Dayton, Ohio</b>	Salary.com (May 27, 2022)
<b>Average annual salary (\$32,860) per warehouse worker employee Dayton, Ohio</b>	Salary.com (May 27, 2022)
<b>2.0% earnings tax</b>	City of Fairborn, OH
<b>Every job in manufacturing creates another 2.5 new jobs in local goods and services</b>	Manufacturing Institute and Deloitte (2018)
<b>For every \$1.00 invested in manufacturing, another \$1.89 in additional value is created in other sectors</b>	Manufacturing Institute and Deloitte (2018)

# Q. Downtown Redevelopment Districts

## Downtown Redevelopment District General Overview

<b>History</b>	Amended Substitute House Bill 233 (HB 233), which became effective August 5, 2016, authorizing Ohio municipalities to create Downtown Redevelopment Districts (“DRDs”) to encourage the rehabilitation of historic buildings and economic development in commercial and mixed-use areas. DRDs are very similar to tax increment-financing (“TIF”) areas, but the use of the proceeds generated within DRDs is broader than what is currently available for TIFs.
<b>Opportunity</b>	Fairborn should consider establishing a DRD in Downtown.
<b>General Purpose</b>	HB 233 empowers municipalities to create DRDs and innovation districts (IDs) for the following purposes: (a) rehabilitating historic buildings; (b) creating jobs; (c) encouraging economic development; and (d) supporting technology-oriented businesses.
<b>Exempted Areas</b>	DRDs may not include any areas used exclusively for residential purposes or any areas exempted from taxation under an existing TIF.
<b>General Powers</b>	DRDs and IDs allow for dedicated financing streams and flexible powers to fund, finance and incentivize these projects. DRDs and IDs can also be combined with many existing economic development incentives to maximize value.
<b>Formation</b>	<p>Municipalities can create DRDs through a legislative process that involves the following:</p> <ul style="list-style-type: none"> <li>• Requires that an ordinance creating a DRD describe the area included in the district</li> <li>• Ordinance states the number of years the DRD will exist</li> <li>• Notices to affected property owners</li> <li>• Notices to school districts</li> <li>• A public hearing</li> <li>• The creation of an economic development plan outlining the objectives of the DRD</li> </ul> <p>(Depending on the DRD’s financing, consent may be required from affected property owners and school districts.)</p>
<b>Acreage</b>	The territory of the DRD can include up to 10 acres, which must be contiguous.
<b>Covenant Running with the Land</b>	Authorizes property owners in a DRD to enter into agreements with the municipal corporation to impose a redevelopment charge on the property, as a covenant running with the land, for any period not exceeding the life of the DRD.
<b>Innovations Districts (IDs)</b>	<p>The municipality may designate certain territory within the DRD as an ID; any territory to be included in an ID, however, must be serviced by a high-speed broadband network capable of download speeds of at least 100 gigabits per second.</p> <p>IDs will foster a paradoxical alliance of combining old buildings with new high-tech job opportunities that create a sense of place that is very attractive to young people. The 100-gigabyte broadband connection will facilitate IT research and development in the form of business incubators and accelerators.</p>

## Downtown Redevelopment District Funding & Incentive Powers

<b>Property Tax Revenue</b>	Like existing tax increment financing (TIF) districts, DRDs will enable municipalities to divert increases in property tax revenue relating to improvements to certain uses benefitting the DRD.
<b>Increased Value Exemptions</b>	<p>HB 233 authorizes the municipal corporation to exempt up to 70% of the increased value of real property in the DRD from taxation and to collect service payments in lieu of taxes from the property owners.</p> <ul style="list-style-type: none"> <li>With DRDs, the exemption may apply to up to 70 percent of increases in valuation, and it may last for up to 10 years (30 years with school district approval).</li> </ul>
<b>Service Payments in Lieu of Taxes</b>	As with TIFs, the DRD exemption is not a true real property tax exemption. Rather, property owners within the DRD make service payments in lieu of taxes on the increase in the assessed value of real property within the DRD in the same amount and at the same time as the real property taxes that otherwise would be due on that increase in assessed value.
<b>Redevelopment Charges</b>	<p>In addition to service payments, owners of property within a DRD may enter into agreements with the municipality to impose a redevelopment charge on the property.</p> <p><u>Redevelopment Charge Amount.</u> This redevelopment charge may be a fixed dollar amount, or a variable amount based on the assessed value of the property or all or part of the profits, gross receipts or other revenues of a business operating on the property.</p> <p><u>Subsequent Property Owners &amp; County Auditor.</u> Redevelopment charges will apply to subsequent property owners and can be certified to and collected by the county auditor.</p> <p><u>Special Municipal Fund.</u> Requires each municipal corporation that creates a DRD to establish a special fund for the deposit and dispersal of service payments and redevelopment charges.</p>
<b>Special Municipal Fund &amp; Application of Payments</b>	<p>Each municipal corporation that creates a DRD is required to establish a special municipal fund for the deposit and dispersal of “service payments” and “redevelopment charges”.</p> <p><u>Application of Payments &amp; Charges.</u> Service payments and redevelopment charges received by DRDs can be applied to:</p> <ul style="list-style-type: none"> <li>Offer loans or grants to owners of historic buildings within a DRD for rehabilitation efforts;</li> <li>Pay costs of operating expenses necessary to promote historic redevelopment efforts or otherwise promote or enhance the district through contributions to community improvement corporations (CICs), special improvement districts (SIDs) or certain nonprofits (up to 20 percent of DRD revenue);</li> <li>Make loans to owners of non-historic buildings within the DRD; and</li> <li>Finance certain public infrastructure improvements within the DRD that are necessitated by the redevelopment efforts.</li> </ul>

## Downtown Redevelopment District Funding & Incentive Powers (Cont.)

### Special Municipal Fund & Application of Payments Cont.

Additional Powers for Innovation Districts. DRDs that include an ID will have several additional powers designed to promote innovation-oriented businesses.

Qualified Businesses. DRD revenues can be applied within an ID to finance or support loans, deferred loans or grants to qualified businesses within the ID. Qualified businesses include the following trades or businesses:

- Research and development
- Technology transfer
- Biotechnology
- Information technology
- Application of new technology developed through research and development or acquired through technology transfer
- Business accelerators or incubators within the ID

# R. CIC Formation & Funding

## Legal Structure and Purpose

Community Improvement Corporations are not-for-profit corporations allowed per the Ohio Revised Code 1724.01(B)(1) for the sole purpose of advancing economic and real estate development.

## Members

No limit on number of members.

## Elected & Appointed Officials

If the CIC is “a designated agency” for a county, township, or municipality then at least 40% must be elected or appointed officials of the political subdivision. Identify appropriate elected and appointed officials. At minimum consider having a township trustee and planning & zoning administrator.

## Private Sector Board Members

The rest of the CIC board is comprised of private sector residents and business owners. Identify potential members who have expertise in the areas of commercial real estate, property law, workforce development, civil engineering and economic development.

## Community Improvement Corporation Formation

1. Define CIC’s mission, purpose and powers
2. File Articles of Incorporation with Secretary of State
3. Must designate a Statutory Agent, Location and Purpose
4. Attorney General reviews and approves Articles of Incorporation
5. Adopt Code of Regulations
6. Governed by a Board of Directors & Officers
7. Must file Annual Financial Report with Ohio Auditor of State

## Broad Powers Authorized Under ORC Section 1724.02

- Borrow money for any purpose of the CIC
- Provide loans to individuals or businesses
- Buy, lease, sell real or personal property
- Acquire the good will, business rights, real or personal property, and assets of an individual or business
- Charge fees to political subdivisions for services
- Enter contracts with federal, state and local government
- Apply for and administer grants
- Do all acts necessary or convenient to carry out statutory powers
- Generally, exempt from paying prevailing wages

## Potential Funding Sources

- Township general funds—only administrative costs—unanimous vote
- State of Ohio
- State and Federal COVID Impact Grants
- American Recovery Plan Funding & Stimulus
- Membership Dues
- State & Federal Grants
- Proceeds/Fees from Property Sales
- Donations from Companies
- Contracts for Services

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<https://pressroom.geappliances.com/facts/firstbuild-from-mind-to-market>

## Sec. 2.2 Demographics

### City of Fairborn Demographics & Data

Data was gathered from the following:

- U.S. Census Bureau (2020). American Community Survey 5-year estimates
- DATA USA: Fairborn, OH
- Ohio 2021 Median Home Value Data: <https://worldpopulationreview.com/>
- State of Ohio Education Data: <https://www.statista.com/>

## Sec. 5.1 Wright Patterson Air Force Base

### WPAFB Statistics

Data was gathered from the following:

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

## Sec. 5.2 Air Force Institute of Technology (AFIT)

### AFIT Statistics

Data was gathered from the following:

- <https://www.afit.edu/#>

## Sec. 5.3 Air Force Research Laboratory (AFRL)

### AFRL Statistics

Data was gathered from the following:

- <https://wrightpatterson.tricare.mil/About-Us>
- <https://erau.edu/>
- <https://www.afrl.af.mil/711HPW/USAFSAM/>
- <https://www.griffissinstitute.org/who-we-work-with/afri/open-innovation-campus-slicksheet>

## Sec. 5.5 Healthcare Cluster

### WPAFB Medical Center Statistics

Data was gathered from the following:

- <https://wrightpatterson.tricare.mil/About-Us>

### Embry-Riddle Wright-Patterson Campus Description

Data was gathered from the following:

- <https://erau.edu/>

### Air Force School of Aerospace Medicine Description

Data was gathered from the following:

- <https://www.afri.af.mil/711HPW/USAFSAM/>

## Sec. 5.7 Calamityville

### Description and Statistics

Data was gathered from the following:

- <https://www.wright.edu/calamityville/research>

## Sec. 5.8 The Ohio Center of Excellence in Knowledge-enabled Computing (Kno.e.sis)

Data was gathered from the following:

- [https://corescholar.libraries.wright.edu/knoesis\\_comm/](https://corescholar.libraries.wright.edu/knoesis_comm/)

## Sec. 5.9 FASTLANE: Accelerating Manufacturing Growth

Statistics and Data were gathered from the following:

- <https://fastlane-mep.org/>

## Sec. 5.10 Intel Project Columbus Region

Data was gathered from the following:

- <https://www.intel.com>

## Sec. 5.11 Parks and Nature Amenities

Data was gathered from the following:

- <https://www.miamivalleytrails.org/trails/wright-brothers-huffman-prairie-trail>

## Sec. 6.2 Community Survey

Data: The City of Fairborn engaged the Red Tiger consulting team in order to update its economic strategic plan post-COVID. As a part of this study, the city requested community participation in the form of a survey to gather thoughts and input on the future vision of Fairborn.

## Sec. 6.3 Business Survey

Data: The City of Fairborn engaged the Red Tiger consulting team in order to update our economic strategic plan post-COVID. As a part of this study, the city requested business-leader participation in linked community and business survey to better understand the impact of COVID on local businesses and leaderships' thoughts on the future vision of Fairborn.

## Sec. 7.7 Industrial, Logistics & Distribution, and E-Commerce

### Dayton Region Logistics & Distribution Statistics

Data was gathered from the following:

- <https://www.daytonregion.com/dayton-region-economy/industries/logistics-distribution>

## Sec. 9.1 Public Private Projects

### Ten Principles for Successful Public/Private Partnerships

Data was gathered from the following:

- Successful Public/Private Partnerships: Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute, 2016

# U. Disclosures

## Disclosures

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