



The Wise Economy Workshop

Finding your best opportunities to build vibrant local economies.

Summary Report: City of Fairborn Economic Development Retreat

February 8, 2014

Introduction

The City of Fairborn, Ohio, retained the Wise Economy Workshop to facilitate review and priority-setting activities relating to the City's economic development initiatives and related municipal activities. Members of the City Council,

This summary is intended to provide a brief overview of the results of this meeting. All materials generated during the session have been retained and are either reported in this document or provided in an Appendix. Where an Appendix has been provided, the name and content is indicated in this document. The reader may also find it useful to review the City-generated minutes of the retreat.

The reader should note that this summary reflects an initial step in the process of establishing the City's economic development policies and operational practices. Additional analysis, planning and policy development would be advisable as a means of enabling the City to develop a fully cogent strategy and enable the most effective use of its limited resources.

Pre-retreat Survey

Approximately one week prior to the retreat, an invitation to complete an online survey was sent to the members of Council, the Planning Board and the City department heads identified below. This survey was designed to gauge existing understanding of economic development issues and the participants' perceptions of appropriate priorities. All participation was anonymous. Results of the survey were shared with the participants throughout the retreat, and a report of the full survey results are presented as Appendix A.

Setting and Participants

The retreat was held on Saturday, February 8, from 9 AM to 4 PM at the Holiday Inn Fairborn, located at 2800 Presidential Drive. Participants included the majority of the sitting City Council, the majority of the Planning Board, City Manager, Finance Director, Chief of Police, Fire Chief, Director of Public Services, Community Development Director, Economic Development Director and the Secretary to the City Manager. The full list of participants may be found in the City-generated minutes of the retreat.



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Introductory Presentations

After a brief welcome from the City Manager and the Facilitator (Della Rucker, Principal of the Wise Economy Workshop), the participants received brief presentations overviewing current City activities and challenges relating to economic development and related issues. These presentations were given by the Community Development Director and the Economic Development director, and were supplemented with detailed handouts regarding the City's economic development and planning-related programs and initiatives, as well as a packet providing a detailed review of current City economic and demographic characteristics. The presentations are provided as Appendices B and C.

The Facilitator also provided an Outsider's Perspective presentation, which demonstrated the information about the community that would be available to potential business operators, residents or others through readily-accessible online data sources. The facilitator and the participants discussed the potential impacts of Wright State University students on this data, but concluded that the this information, in conjunction with the economic and demographic analysis presented by the Economic Development Director indicated some significant potential challenges, particularly relating to educational attainment within the City, resident income levels, and poverty/ The presentation also demonstrated that the economic challenges facing Fairborn are to a significant extent congruent with those being encountered in the Greater Dayton area as a whole, and particularly those older suburbs surrounding Dayton and other Midwestern central Cities, which are commonly referred to as First Suburbs. The Outsider's Perspective presentation is presented in Appendix D, and the discussion between the Facilitator and participants is summarized in the minutes of the retreat.

Desired Future Fairborn description

Following this review and discussion, the Facilitator led a brainstorming activity to start to articulate the participants' desired future for the community. This brainstorming event was followed by a dot-voting activity, which allowed each participant to select two terms from the group-generated list that best described their desired future. Photographs of the lists after the dot-voting exercise showing all of the terms generated are contained in Appendix E. The statements that received three or more votes are listed below, with the number of votes contained in parenthesis. For this activity, no differentiation was made between Council, Planning Board and Staff participants.

- Positive Image (11)
- Progressive (7)
- Prosperity (3)
- Competitive (3)



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Future Scan Activity

When the dot voting activity was completed, participants were directed to pre-assigned small groups of three to four members; each group included at least one member of the Council, Planning Board and City staff. The small groups were given a large sheet of paper with four questions, and directed to discuss these questions and identify responses that reflected the consensus of the small group. Photographs of the worksheets are contained in Appendix F; the results across all groups are summarized below (many specific or similar responses were given by more than one small group). Where the full group discussion of the results of this exercise provided additional information to aid in the interpretation of the point that a small group wrote down, that is identified in brackets [].

1. What do we know is currently keeping us from achieving that future?

- Attitude toward change
- Demographics
- Poverty/low incomes
- Low educational levels
- Blight
- Lack of common vision & support
- A negative vocal minority
- Fear of change
- Perception of the school district's performance
- "1st Ring Syndrome"
- Lack of positive political influence

2. What else could be keeping us from achieving that future?

- Funding
- Perceived community image
- Lack of cohesive plan
- "Old Thinking"
- Fear of reinventing/change
- Politics within the county
- Economics in general
- Poverty level
- Citizen resistance
- [Lack of regional] political clout/influence
- Lack of recreation and fun activities [not parks, but regional activities or destinations; examples given included specific activities and arts]
- Political and economic power
- Residential and commercial building stock

- Disconnected layout of community
- Possible closure of Route 444
- Lack of strong partners within the community (chamber, private sector leadership)
- Base influence/impact

3. What assets do we know that we have?

- Wright Patterson Air Force Base
- Wright State University
- Location near commercial transportation networks
- Park system
- Nutter Center
- Safety forces
- Land available for development
- Undeveloped exits from I-675
- Volunteerism, Community Pride
- Water and Sewer capacity

4. What else in or around our community could be an asset in the right situation?

- Available land
- Location
- Professional knowledge base [participants noted that WPAFB, through the nature of its mission, has created a population in surrounding communities that has unusual, and often highly technically specialized, expertise and education that could be leveraged for other economic opportunities.
- Closer/improved relationship with Wright State
- Recreational attractions
- Wright State growth and impact
- Downtown anchor needed-recognized
- Higher educational opportunities [multiple in region]
- “Everything outside the fence owned by the City”
- Educational level [local employees relatively highly educated compared to regional workforce]
- Low real estate costs
- 70/75 interchange
- Annexation potential
- City’s positive financial balance.



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Economic Development Tool Box Presentation

After a full-group review and discussion of the Future Scan activity results, the Facilitator gave a brief overview presentation of typical tools and strategies used to meet economic development objectives in communities nationwide. This presentation is contained in the second half of Appendix D.

Strategy Sketch

The participants then undertook a second small group activity, working with different pre-assigned groups of the same size and composition as previously. The activity asked each group to select one of the economic development strategies that had been presented and develop a consensus-based analysis of the potential challenges or opportunities that the strategy might represent for Fairborn. Photographs of all of the sheets are provided in Appendix G.

Community of Choice discussion

After completion of the Strategy Sketch, the full group held a discussion of the meaning and implications of the concept of a Community of Choice, a concept that had been articulated in multiple recent community discussions and which was believed to provide an important framing element to help determine the relative value and applicability of the potential strategies. The discussion began with a general review of the assets that Fairborn may be able to claim in asserting its role as a community of choice, including:

- Regional location
- Range of housing options
- Small town environment
- Regional access to “big city” amenities
- Natural resources
- Higher educational opportunities
- Municipal professionalism
- Employment choices
- The school district [it was noted that the common perception and elements of the reality were not always congruent]
- The downtown area.

The conversation then began to address the question of the types or subsets of persons or businesses that would find Fairborn’s opportunities valuable. This discussion was exploratory, but it indicated the need for a greater understanding of the subsets of various broad categories (such as senior citizens and college students), who might be inclined to regard Fairborn as an appealing choice, based on its existing and potential assets. As the facilitator noted, no community can be a Community of Choice for every possible business and resident;



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it will be necessary to identify the specific characteristics of persons that Fairborn wishes to appeal to and to whom Fairborn's basic characteristics may appear as assets. A detailed summary of the discussion may be found in the minutes of the retreat.

Planning Board/Council discussion

A general discussion was pursued between Planning Board and Council members, designed to open shared understanding of communication needs between these two bodies. Details of this discussion may be found in the minutes of the retreat.

Strategy Sketch Priority-setting

At the conclusion of the retreat, participants were each given three dot stickers and were asked to identify the three strategies, based on the Strategy Sketch group analyses that they felt would be most appropriate for Fairborn to pursue. Dots marked with green dashes were given to City staff, while dots with purple dashes were given to Planning Board staff and plain dots were given to Council members. This was done to enable participants to identify whether any individual strategy had support from one body but not the others. As the photographs of the worksheets after the priority setting activity in Appendix G show, this was not the case.

A summary of the Strategies that received more than three votes are included below. Photographs of all of the sheets, including their dots, are provided in Appendix G.

Business Retention (12)

1. What's the potential Benefit?

- Stability
- Business success attracts business
- Expansion
- Less expensive
- Investment into the community

2. What's the potential down side or risk?

- Loss of revenue/income
- Fosters a negative image
- Unknown impact
- Limit business diversity
- Hard to measure
- Missed Opportunities
- Does reward justify risk



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3. What kinds of costs/resources will this take?

- Staff- significant
- Cash
- Buildings-maybe

4. Where can we find help or partners?

- Wright State
- Wright Patterson AFB
- Tech Town
- Incubators
- Politicians
- Jobs Ohio
- County development office
- DDC
- Word of Mouth
- Local media

Marketing (8)

1. What's the potential Benefit?

- Exposure
- Increased interest in Fairborn among businesses
- Increased revenue for existing businesses
- Dispel old images of Fairborn; create new image

2. What's the potential down side or risk?

- Expensive
- Might not be successful
- Might backfire
- Hard to measure
- Don't have a lot to offer

3. What kinds of costs/resources will this take?

- Regional advertising
- Cash
- Personnel



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- Keeping materials updated
- Time

4. Where can we find help or partners?

- Chamber of Commerce
- County development office
- DDC
- MVRPC
- Non-profits
- Universities
- Private Sector

Real Estate (3)

1. What's the potential Benefit?

- Change more quickly
- Rid blight
- Shovel ready opportunities
- Qualify for grants

2. What's the potential down side or risk?

- Expensive
- Public Opinion
- Market Risk

3. What kinds of costs/resources will this take?

- Tax payer money
- Grants
- Entrepreneurs/Non-profits

4. Where can we find help or partners?

- Incentives programs
- Land Banks
- Developers



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Comprehensive Revitalization (11)

1. What's the potential Benefit?

- Growth and Renewal
- Community Attraction

2. What's the potential down side or risk?

- Lose identity
- Grow blight

3. What kinds of costs/resources will this take?

- Partnerships
- Money

4. Where can we find help or partners?

- Wright Patterson AFB
- Wright State
- MVRPC
- HUD
- Chamber

Network Weaving (6)

1. What's the potential Benefit?

- Leveraging others' ideas and assets for mutual benefit
- Greater chance of success
- Greater potential rewards

2. What's the potential down side or risk?

- Loss of control
- Hard to demonstrate success
- Lack of cooperation

3. What kinds of costs/resources will this take?

- Labor
- Time



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4. Where can we find help or partners?

- Chamber of Commerce
 - DDC
 - MVRPC
- Non-profits
- State
- Wright State
- Universities
- Private Sector

Entrepreneurship growth (7)

1. What's the potential Benefit?

- Selection of businesses
- Create jobs
- Diverse/Broad opportunity for growth
- Success for City/Community
- Pride, revenue, positive image

2. What's the potential down side or risk?

- Frequent failures
- Business plans not fully prepared
- Financing
- Lack of market understanding

3. What kinds of costs/resources will this take?

- Business support classes
- Staff time

4. Where can we find help or partners?

- Entrepreneur's Center
- Wright State Entrepreneurship program
- FDC
- DFDA
- SBA



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Concluding Comments

The reader should keep in mind that this summary, and the Summit, reflect a first step toward developing an effective strategy for moving Fairborn toward the economic future that the community desires. To leverage its economic development resources, community development capabilities and its extensive assets effectively, and make the best possible use of the City's limited resources, a large number of issues will require additional analysis and community engagement in support of the development of an effective strategy. Some of the questions for which the City will need to seek answers for include:

- What kind of economic future will best fit our residents, our assets and our needs? Do we seek aggressive growth or economic stability? Do we want to have a few large businesses, or many smaller ones? Do we wish to emphasize a particular element of the economy, such as retail development or tech entrepreneurship?
- For whom can we reasonably become a "Community of Choice?" What subsets of the residential and business world are most likely to regard our assets as valuable resources – resources that make Fairborn a place that appeals to them enough to incur the costs that can come with choosing a high quality location?
- How can Fairborn best build action-oriented relationships with its regional partners, including Wright-Patterson and Wright State? What can be achieved through those partnerships that has not yet come about? What barriers have prevented joint improvements in the past, and how can those be overcome? If needed partners do not have the capacity or the political will to work with Fairborn in the manner desired, what other options does the City have?
- What are the most impactful and cost-effective strategies that the City can be pursuing to achieve its economic development objectives? How can specific strategies be designed to achieve the best possible return on investment? How can the community evaluate the impact of the strategies chosen, and how can the community become prepared to pivot its strategies when necessary in the future?
- How can potential naysayers be drawn into and become constructively engaged in the process of planning for the economic future of Fairborn?

All of these questions will have discernible answers. The challenge to Fairborn will be to give them the attention, and maintain the internal focus and determination, needed to develop an effective strategy. If it were easy, the City would have already done this. The challenge facing Fairborn at this moment in its history is, at its core, that of developing a clear understanding of its specific opportunities and challenges and building the capacity to move forward effectively.






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Appendix A:

Results of Survey of Council, Planning Board, Staff











1. What is your current role with the City of Fairborn?

		Response Percent	Response Count
I serve on Council		36.8%	7
I serve on the Planning Board		26.3%	5
I am a member of the City's staff		36.8%	7
	Other (please specify)		1
		answered question	19
		skipped question	0

2. When you hear the term "economic development," what are the first three things that you think of?

		Response Percent	Response Count
Recruiting new businesses		100.0%	18
Helping existing businesses in the city		55.6%	10
Real estate deals		16.7%	3
Giving incentives		22.2%	4
Helping businesses work together		11.1%	2
Something the state or a regional group does		0.0%	0
Improving the city's image		22.2%	4
Marketing the city		66.7%	12
Fixing up old buildings/neighborhoods		11.1%	2
Downtown revitalization		11.1%	2
Improving our workforce		11.1%	2
Making the city look better		5.6%	1
	Other (please specify)		3
	answered question		18
	skipped question		1

3. When you think about the future of Fairborn, what three things worry you the most?

		Response Percent	Response Count
Aging population		5.3%	1
Losing good-paying jobs		21.1%	4
Vacant/underused buildings		57.9%	11
Poorly maintained buildings		15.8%	3
Recruiting new businesses		57.9%	11
Recruiting/keeping talented people		5.3%	1
Keeping the businesses that we have		57.9%	11
Maintaining/growing our tax base		73.7%	14
Helping our workers transition to the new economic realities		5.3%	1
Losing population		15.8%	3
	Other (please specify)		2
	answered question		19
	skipped question		0

4. If you could snap your fingers today and make one thing magically happen that would improve Fairborn's local economy, what would you do?

	Response Count
	18
answered question	18
skipped question	1

5. Is there anything else you want Della to know about Fairborn -- its economy, its government, or anything else?

	Response Count
	15
answered question	15
skipped question	4

Q4. If you could snap your fingers today and make one thing magically happen that would improve Fairborn's local economy, what would you do?

1	Have a vibrant downtown and Kaufman Ave shopping center with a mixture of restaurants, unique shops and a bike rental business that has locking satellites around the city.	Feb 6, 2014 8:13 AM
2	Improve and add to housing options.	Feb 4, 2014 2:39 PM
3	Increase jobs	Feb 4, 2014 1:40 PM
4	Bring in a huge business to the city.	Feb 4, 2014 12:03 PM
5	A large, new business that employees several hundred citizens.	Feb 4, 2014 10:39 AM
6	I would have all of the Govt Contractors that are currently in Beavercreek & other surrounding areas relocate to within the Fairborn City limits.	Feb 4, 2014 10:12 AM
7	Bring more jobs to Fairborn.	Feb 4, 2014 8:09 AM
8	Bring in a large multi-national business to provide jobs.	Feb 3, 2014 9:47 PM
9	Income taxes on WPAFB.	Feb 3, 2014 3:26 PM
10	Help new businesses realize what a great location Fairborn would be for them to move here.	Feb 3, 2014 11:43 AM
11	Take stock in assets, understand liabilities, measure against established economic benchmarks, set a course and follow through. Recommend an annual portfolio review to define course of action and take action!	Jan 31, 2014 7:29 PM
12	Remove all taxes	Jan 31, 2014 1:43 PM
13	Bring in more industry/business and residential housing(ie: Senior Living & Affordable New Housing)	Jan 31, 2014 11:30 AM
14	Demo Skyway Plaza and Garland Apartments on Kauffman Ave. and simultaneously demo the majority of N. Broad St. Fairborn Apartmenst can also magically disappear.	Jan 31, 2014 10:07 AM
15	Bring in new business's to the City especially some new eating establishments.	Jan 31, 2014 9:24 AM
16	Entice Apple to relocate their headquarters to Fairborn! If that is not possible, I would work on removing blighted commercial and residential areas for redevelopment. Improve the image of our community!	Jan 31, 2014 8:49 AM
17	prosperity and beauty	Jan 31, 2014 8:48 AM
18	Clean up the blight along Broad Street/WPAFB front door.	Jan 30, 2014 5:54 PM

Q5. Is there anything else you want Della to know about Fairborn -- its economy, its government, or anything else?

1	What grants could be/have been pursued to get a grocery store on the north side of town? What other grants have been pursued for helping businesses? Who would be in charge of searching for and writing grants? What incentives are currently offered to current and potential business owners?	Feb 6, 2014 8:13 AM
2	I think community leadership needs to understand that change happens over time, not instantly. Dedication and focus are key.	Feb 4, 2014 2:39 PM
3	Our city including citizens need to think outside the box. We can no longer maintain a cozy bedroom mentality and expect to move forward.	Feb 4, 2014 12:03 PM
4	Della needs to understand the demographics of Fairborn along with its history along with its ties to Wright-Patterson AFB and Wright State University.	Feb 4, 2014 10:39 AM
5	I believe that Fairborn has a lot to offer to both business community & its residents. I think that the Govt is very attentive to the needs of the citizens of Fairborn. One of our biggest "concerns" is the condition that our school system is in right now. Without the perception of a good school district it is very hard to attract businesses & new residents.	Feb 4, 2014 10:12 AM
6	Fairborn is perceived to be a blue collar community trying to compete with white collar neighbors.	Feb 4, 2014 8:09 AM
7	troubles with the school district that impacts bringing families in to the city— housing, etc.	Feb 3, 2014 9:47 PM
8	To a person, the employees of the City of Fairborn are the most kind, considerate, caring individuals which are dedicated to the service of the citizens of Fairborn! Unfortunately, in recent years, what gets publicized does not project the hard work and efficiency that these city employees diligently pursue on a daily basis. This needs to be corrected!	Jan 31, 2014 7:29 PM
9	It's diverse and divided educational/cultural groups	Jan 31, 2014 1:43 PM
10	A lot of work needs to continue in housing rehabilitation, industry/business marketing, a change of the demographic population and overall image of the city to accomplish where we need and want to be.	Jan 31, 2014 11:30 AM
11	The City of Fairborn has the best real estate in Ohio (area around WPAFB), The City's recent efforts to purchase vacant, crumbling buildings is a good start to revitalizing our community.	Jan 31, 2014 10:07 AM
12	Changing the status quo mindset that has stifled any growth in the City.	Jan 31, 2014 9:24 AM
13	Now, more than ever, our city departments work together in unison. The rapport amongst the leadership is solid. It would be great to have the support (including appropriate funding) from council for a comprehensive road map of what each department should accomplish in order to achieve overall economic development success.	Jan 31, 2014 8:49 AM
14	city and citizens are in need	Jan 31, 2014 8:48 AM
15	It people are transient, therefore difficult to get momentum on new vision.	Jan 30, 2014 5:54 PM



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Appendix B:

Minutes taken by staff member

COUNCIL/PLANNING BOARD/STAFF STRATEGIC PLANNING SESSION
FEBRUARY 8, 2014
HOLIDAY INN – FAIRBORN

City Council: Paul Keller, Dan Kirkpatrick, Marilyn McCauley, Tim Steininger, and Donna Wilson
Planning Board: Joan Dautel, Doug Hand, Winn Holcombe, and Lisa McCain Null Hart
Staff: Pete Bales, Terry Barlow, Penny Davis, Mike Gebhart, Randy Groves, Debbie McDonnell, Mike Riley, and Chris Wimsatt
Facilitator – Della Rucker, Wise Economy

WELCOME AND INTRODUCTIONS

Della G. Rucker, AICP CECD, Principal, Wise Economy Workshop

OVERVIEW PRESENTATIONS

DEBBIE MCDONNELL, CITY MANAGER

- Community Development Department was divided to provide for a focus on economic development. Huge opportunities along the City's corridors are available and need addressed. Staff is working on an economic development strategy, and they are looking for direction. The City needs to capitalize on opportunities through Wright State University.

MIKE GEBHART, COMMUNITY DEVELOPMENT DIRECTOR

- Community Development consists of four divisions
 1. Building Inspection – handles building, remodeling, alteration, and construction requests. Plans are reviewed, building sites inspected, and permits issued.
 2. City Planning – oversees rezoning; determines if potential use for land is a good and legal fit.
 3. Code enforcement – three code enforcement officers; handle property maintenance code, zoning code and right-of-way enforcement; address blight in City; bring properties up to minimum standards; upkeep of properties helps rebrand the City.
 4. Neighborhood Betterment – handles grants; demolition; provides assistance with energy efficient items to help improve quality of life; building block for economic development.
- Challenges:
 1. City Planning – when concept for use of plan is changed, process is slowed as staff must determine if change is compatible.
 2. Building Inspection – need all complete information and plans upfront; makes sure commercial or residential structures are safe; customer service is the focus.
 3. Code Enforcement – consistency; pick targeted neighborhoods each spring for code enforcement to clean up blighted neighborhoods.
 - News release to inform citizens; strong media blitz; advertise; letters will be sent to every resident in targeted neighborhood; talk about at citizen's forum.
 4. Land Use Plan – last updated in 1991; Parks Master Plan and Water Master Plan works together with the Land Use Plan which is not up to date with current trends.
 5. Realtors are encouraged to refer perspective buyers to the City to see what updates are needed on a property; staff is working with the Dayton Board of Realtors for them to see if there is nuisance abatement on a property so it can be brought up to code before it's sold to a potential buyer; Rental Certification Program and Resale Inspection Program is being considered for 2014.

CHRIS WIMSATT, ECONOMIC DEVELOPMENT DIRECTOR

1. Fairborn Development Corporation is dba the Fairborn Community Improvement Corporation and will be used to advance economic development in Fairborn.
2. Definition of Economic Development – No single definition incorporates all of the different strands of economic development. The main goal of economic development is improving the economic well being of a community through efforts that entail job creation, job retention, tax base enhancements and quality of life. As there is no single definition for economic development, there is no single strategy, policy, or program for achieving successful economic development. Communities differ in their geographic and political strengths and weaknesses. Each community, therefore, will have a unique set of challenges for economic development.
3. Difference between Community Development and Economic Development
 - a. Community Development (operations) – planning, zoning, code enforcement, land use, revitalization, grant management
 - b. Economic Development (sales) – business outreach, marketing, policy, business recruitment, business customer service, business financing, small business development, workforce development
4. What do Economic Developers do?
 - a. Top-5 Priority of Staff Time
 1. Business Attraction
 2. Business Retention
 3. Business Expansion
 4. Entrepreneurial Development
 5. Community Development
 - b. Other Tasks – workforce development, tourism, support local government, small business development, site selection, research, redevelopment, real estate development, quality of life, public policy, planning, marketing, and financing
5. Fairborn Economic Development Team
 - a. Workforce – Embry Riddle, Wright State University, Sinclair, Greene County Career Center, Clark State University
 - b. Small Business Resources – Ohio Small Business Development Centers, Accelerant, SCORE
 - c. Nonprofits – Fairborn Area Chamber of Commerce, Fairborn Development Corporation
 - d. Government – Greene County, Ohio Development Services Agency
 - e. Statewide Business Development – JobsOhio, Dayton Development Coalition
 - f. Finance – County Corp, SBA
 - g. Utilities – DP&L, Vectren
 - h. Private Sector/Major Assets – Wright-Patterson Air Force Base
6. Everything Starts with a Plan
 - a. Economic Development Strategic Plan (complete)
 - Vision – The City will nurture and develop a sustained Economic Development organization and effort to continually improve Fairborn’s economic situation and resident quality of life. The City will do this in collaboration with its business partners. The outcome is a diversified local economy with new business growth and existing business expansions providing diverse employment opportunities, increased wages and additional investment and reinvestment in the community.
 - Four General Themes
 1. Change the Conversation
 2. Do the Basics Well
 3. Partner
 4. Execute with Purpose

- Five Tactical Goals
 1. Develop a Successful Economic Development Organization
 - Create an Economic Development Director position
 - Establish an Economic Development Office
 - Repurpose Fairborn Community Improvement Corporation
 - Fairborn Rapid Response Team
 - Improve Customer Service
 2. Develop and Utilize Economic Development Programs to Increase Revenue
 - Business Attraction/Marketing
 - Business Retention and Expansion
 - Entrepreneur and Small Business Development
 - Incentives
 3. Develop Growth Partnerships
 - Form Fairborn Economic Development Partnership
 - Be an Active Dayton Development Coalition Member
 - Foster Town and Gown Relationships
 - Collaborate with Wright-Patterson Air Force Base
 - Partner with Fairborn City Schools
 4. Capitalize on Assets and Opportunities
 - Regional Location
 - Interstate Adjacent Land
 - Repurpose “Gate Adjacent” Property
 - Reposition Downtown as an Entertainment Destination
 - University Business Park
 - University Village
 - Improve all Departments
 - Growth Management
 - Prepare a Comprehensive Plan
 5. Re-imagine Fairborn
 - Reposition Fairborn’s Brand
 - Strengthen Fairborn’s Geographic Footprint
 - Corridor Brand Enhancement
 - Improve Internal Wayfinding

- 96 Action Items – Guide the City

- b. Real Estate Action Plan (complete)
 - 33 Recommendations – 5 categories (residential, multi-family, office, retail, overarching)
 - c. Brownfield Action Plan (due February 2014)
 - d. Land Use Plan – update through Community Development and Planning Board.
7. Current Economic Development Trends
- a. Business development efforts are 24/7
 - b. Creative financing is the norm, not the exception
 - c. Communities are acting as private businesses and exploring many incentives other than cash.
 - d. Other states and companies are shopping our community everyday without our knowing.
 - e. Information is key – those communities that respond first with all the information win deals.
 - f. Communities that eliminate red tape get preferential treatment.
 - g. Environment is more competitive now than ever.
 - h. Best business recruitment strategy is business retention.
 - i. Shovel ready/certifies sites are key.

8. Basic Functions
 - a. Recruit (business attraction)
 - b. Retain (business retention & expansion of BRE)
 - c. Grow (small business development)
 - d. Advocate/Policy
9. Recruitment – Critical Location Factors
 - a. Cost Factors – Markets and Supply Sources; Labor, Transportation and Logistics; Taxes; Occupancy/Real Estate; Incentives, Overall Operating Costs
 - b. Non-Cost Factors – Labor Quality; Labor Availability; Env. Regulations; Education Quality, Location/Image; Real Estate Availability; Economic Development Effort; Quality of Life
10. Marketing and PR - Effectiveness Rating (most effective – least effective)
 - a. Website
 - b. Out of Town Meetings
 - c. Site Selection Fam Tours
 - d. Public Relations
 - e. Special Events
 - f. E-Mail
 - g. Social Media
 - h. Targeted Lead Development Database
 - i. Trade Shows and Conferences
 - j. Slogan, Logo, and Graphic Identity
 - k. Online Videos
 - l. Online Advertising
 - m. Company Blog
 - n. Brochures
 - o. Direct Mail
 - p. Print Advertising
 - q. TV/Radio Advertising
 - r. Videos
 - s. Telemarketing
11. Retain – Business Retention Expansion (BRE)
12. Small Business Development – First Steps Program; Hub Zone-gives people a financial advantage with the Federal Government; Small Business Training Series
13. Lay of the Land
 - a. Fairborn is really just starting our renewed economic development efforts
 - b. Tale of two cities
 - c. Regional political significance is weak
 - d. Demographics have been declining and challenging (packets)
 - e. Significant commercial and residential redevelopment issues to address
 - f. Very few economic development partners
 - g. Currently very few tools such as programs, incentives, and/or real estate to leverage
 - h. Reputations are difficult to overcome
 - i. Overall, Fairborn has significant challenges, but significant opportunities as well
14. Planning for the Future
 - a. Carry out 2014 Work Plan
 - b. Address Lay of the Land issues
 - c. Determine projects of importance by City leadership
 - d. Update certain policies to drive development
 - e. Focus on strategic development and long-term projects
 - f. Focus on land use plan updates to drive development

SURVEY RESULTS/OUTSIDER ASSESSMENT OF CHALLENGES AND ASSETS BASED ON DATA

- For population 25 years and over in Fairborn:
 1. 87.1% High school or higher
 2. 25.0% Bachelor's degree or higher
 3. 10.6% Graduate or professional degree
 4. 8.8% Unemployed

- Most Common Industries in 2007-2011
 1. 15% Manufacturing
 2. 12% Retail Trade
 3. 10% Accommodation and Food Services
 4. 10% Professional, scientific, and technical services
 5. 9% Educational Services
 6. 9% Construction
 7. 7% Public Administration

- Most Common Occupations
 1. 5% Computer Specialists
 2. 5% Driver/Sales Workers and Truck Drivers
 3. 5% Electrical Equipment Mechanics and other Installation, Maintenance, and Repair Occupations including Supervisors
 4. 5% Other Sales and related Workers including Supervisors
 5. 4% Other Management Occupations except Farmers and Farm Managers
 6. 4% Metal Workers and Plastic Workers
 7. 4% Material Recording, Scheduling, Dispatching, and Distributing Workers

- Population by Age
 1. 25% 21 – 34 years old
 2. 17% 10 – 20 years old
 3. 13% 55 – 64 years old
 4. 11.5% 0 – 9 years old
 5. 11% 45 – 64 years old
 6. 10% 35 – 44 years old

- Most Common Segments for Zip Code 45324
 1. Family Thrifts – Lower Mid Younger w/Kids
 2. Hometown Retired – Downscale Mature most without Kids
 3. Mobility Blues – Downscale Middle Age without Kids
 4. New Beginnings – Downscale Middle Age Family Mix
 5. Sunset City Blues – Lower Mid Older mostly without Kids

- When you think about the future of Fairborn, what three things worry you the most?
 1. 73.7% Maintaining/Growing our Tax Base
 2. 57.9% Keeping the Businesses that we have
 3. 57.9% Recruiting New Businesses
 4. 57.9% Vacant/Underused Buildings
 5. 21.1% Losing Good-Paying Jobs
 6. 15.8% Losing Population
 7. 15.8% Poorly Maintained Buildings
 8. 5.3% Aging Population
 9. 5.3% Helping our Workers Transition to New Economic Realities
 10. 5.3% Recruiting/Keeping Talented People

- If you could snap your fingers and make one thing magically happen that would improve Fairborn's local economy, what would you do?
 1. Vibrant downtown and Kauffman Avenue shopping center with a mixture of restaurants, unique shops and a bike rental business that has locking satellites around the City.
 2. Improve and add to housing options.
 3. Large, new business that employs several hundred citizens.
 4. All Government contractors currently in Beaver Creek and surrounding areas relocate to Fairborn.
 5. More jobs to Fairborn.
 6. Large multi-national business to provide jobs.
 7. New businesses realize what a great location Fairborn would be for them to move here.
 8. More industry/business and residential housing (i.e.: senior living and affordable new housing)
 9. New businesses to the City, especially eating establishments.

LARGE GROUP FACILITATED DISCUSSION FEEDBACK, PROCESSING, ECONOMIC FUTURE IDENTIFICATION

- Fairborn right behind Dayton with poverty
– 55% of Fairborn students are on free or reduced lunch
- Fairborn is a First Ring Suburb – aging community - faces issues which are more like the center city rather than the communities who are still building
- Suburban community with urban issues
- Federal incentives (Wright-Patterson Air Force Base) partnership w/City and Wright State University

ECONOMIC FUTURE IDENTIFICATION

- **Fairborn Attributes (each participant selected top three)**

11	Positive image
7	Progressive
3	Competitive
3	Prosperity
2	Community pride
2	Expansion
2	Safe
1	Beauty
1	Changing image
1	Unique
1	Visionary
0	Busy, Construction, Constructive, Fair, Friendly/Welcoming, Fun, Inclusive, Lifestyle Choices, Retain Charm, Vibrant

SMALL GROUP SESSION: FUTURE SCAN

- See Summary from Wise Economy.

ECONOMIC DEVELOPMENT STRATEGY OPTIONS

- Trends of last 20(+/-) Years
 1. Businesses getting smaller
 2. Businesses relocating less often
 3. Incentives for big businesses getting bigger
 4. Regional economy: they don't see boundaries
 5. Speed of information and transaction rocketing faster – national trend
 6. Small and micro businesses
 7. Technology-enabled micro-business
 8. Fragmenting markets
 9. Bifurcating economy
 10. Talent = more precious resource
 11. What is a job?

- When you hear the term “economic development,” what are the first three things you think of?
 1. 100% Recruiting New Businesses
 2. 66.7% Marketing the City
 3. 55.6% Helping Existing Businesses in the City
 4. 22.2% Giving Incentives
 5. 22.2% Improving the City’s Image
 6. 16.7% Real Estate Deals
 7. 11.1% Downtown Revitalization
 8. 11.1% Fixing Up Old Buildings/Neighborhoods
 9. 11.1% Helping Businesses Work Together
 10. 11.1% Improving Our Workforce
 11. 5.6% Making the City Look Better

- Economic Development Methods
 1. Field in flux
 2. Not mutually exclusive
 3. Some depend on others
 4. No magic bullets

- Recruit/Sell – Conventional approach; historically big business; incentives game, not seeing your boundaries, high-effort, rare payoff; few jackpots anymore; State set up for regions

- Retain – Important to real job growth; can help expand; not exciting/attention-getting; incremental process; high touch

- Detailed Information – Help businesses understand opportunities; target good matches; improve fit; biggest factor in site selection today; requires lots of data and sophisticated web; risk/reward of recruitment

- Marketing – Conventionally recruitment, also retention; lots of channels; broad impact; impact hard to measure; easy to do ineffectively; hard to do well

- Real Estate – Buy/sell; demolish/rebuild; impact; expensive; complicated

- Facilitate Building Rehab - Help get buildings fixed up – codes, incentives, information; less cost per building; less control; more reach; partners needed

- Facilitate Entrepreneurs
 1. Small business = most job growth in US
 2. Not all jobs are a “job”
 3. Can include information, training, networking, support
 4. Relatively low cost per business
 5. Lots of moving parts
 6. Lots of churn

- Facilitate “Gazelles”
 1. Majority of that job growth = second stage businesses
 2. Economic Gardening
 - Very targeted help to only specific businesses
 - Intensive support – training, information, etc.
 - Requires expert partners

- Workforce Improvement
 1. Good jobs = different skillsets, higher education
 2. Business biggest need = skills
 3. Growth in advanced manufacturing, new forms of manufacturing
 4. “Someone else’s job”
 5. Training costs

- **Downtown/District Comprehensive Revitalization**
 1. Mix of many methods – building rehab, buy/sell, marketing, entrepreneurs, etc.
 2. Impact on perception as much as economy
 3. Lots of moving parts
 4. Incremental
 5. Many partners needed
- **Network weaving**
 1. Thesis: new business models rely on “collisions” – mix of people, ideas, etc. that no one business will have all in-house.
 2. Businesses change so fast, you will need to be constantly scanning and pivoting; need flexibility, intelligence.
 3. Communities that enable fast, flexible innovative economies to grow will do best.

SMALL GROUP SESSION: STRATEGY SKETCH

- See summary from Wise Economy.

WHY FAIRBORN IS A COMMUNITY OF CHOICE

- Location to WPAFB
- Range of housing options – quality, rental
- Small town environment
- Regional access to “big city” amenities
- Entertainment
- Natural resources
- Higher education
- Municipal professionalism
- Employment choices
- Business friendly
- Safe and comfortable
- Downtown
- School district (it was noted that the common perception and elements of the reality were not always congruent)
- Downtown area

COMMUNITY OF CHOICE - FOR WHOM?

- Seniors – small town environment, housing options, location
- College students
- Military families – schools
- Businesses
 1. Military contractors
 2. Logistics
 3. WSU Research
 4. Calamityville

SUMMARY

- Council desires the Planning Board to take everything from the discussion in consideration as they make decisions on what to submit to Council; make legal, logical decisions.
- Planning Board encouraged Council members to visit other City Boards and Committees.
- Council and Planning Board ask members to state a reason when they vote “no” on issues or legislation.
- The key is to update the Land Use Plan because it drives development (consultant needed).

Copies of presentations are available upon request.