APPENDIX A  
PUBLIC PARTICIPATION SUMMARY FEEDBACK

COMMUNITY OPINION SURVEY SUMMARY

In early 2004, the City of Middletown distributed surveys to residents with their utility bills. Of all the surveys sent out, 2,047 were returned. Assuming that only the heads of households filled out the survey, the respondents represent approximately 9.5% of the households in Middletown, based on GEM Public Sector Service’s 2002 population and household summary estimates. In this non-scientific survey, respondents were asked to rate the City’s quality of life and performance in several areas, give opinions on issues facing the City, and describe key topics that they felt should be examined during the planning process. In summary the following survey response information will most inform this planning process:

- Among all areas of quality of life, City services rated highest, with schools generating the most concerns.

- The greatest overall desired Master Plan focus of survey respondents was jobs and economic development, including both the retention and expansion of existing industries, and the attraction of new industries and other types of employers to the City.

- A consistent area of both interest and concern among respondents was transportation, including traffic, road maintenance, and transit services, as well as sidewalks and bike paths.

- Younger respondents focused more on a desire to improve school quality and new job opportunities, while older respondents focused more on City services and industrial job retention.

- Although crime is not their largest concern, the results indicate that renters are more concerned with crime than homeowners.

- Middletown may be able to attract new residents based on its location between Cincinnati and Dayton, but preserving and increasing the number of local jobs will be essential to attract and keep newer residents in the community.

- With few exceptions (where certain neighborhoods noted a perceived lack of park and recreation resources), the greatest neighborhood concern was property maintenance, along with other issues related to neighborhood character and road safety.

- Consensus does not appear to exist over the future role of the City’s downtown area, but more respondents than not supported some level of focus on its revitalization, regardless of use.

- Many respondents appear willing to volunteer and become more involved, particularly in Neighborhood Watch programs. The City may also want to consider channeling respondents’ concerns about property maintenance into neighborhood improvement programs where people can volunteer to clean up trash, help elderly neighbors maintain their property, and report code violations.
MIDDLETOWN OPINION SURVEY

---COPY OF ORIGINAL---

We need your opinions! This survey is being done as part of the update to Middletown’s 20-year future Master Plan – your opinion as a resident of Middletown is a valuable source of information. Please fill the survey out and return it with your utility payment. Check the Plan’s website (www.ci.middletown.oh.us/masterplan) for survey results. You can also fill out this survey on the website if you prefer – just click on “Online Community Survey”

Years I have lived in Middletown: __________

The closest street intersection to where I live is: &

Where I live - I Own O or - I Rent? O

My Age is: __________

How would you rate the following in Middletown?

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Average</th>
<th>Needs Improvement</th>
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<tbody>
<tr>
<td>The Middletown park system:</td>
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<tr>
<td>The Middletown school system:</td>
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<tr>
<td>The Middletown road system (connectivity and layout – not pavement condition):</td>
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<tr>
<td>Quality of City Services (Water, Police, Fire, trash collection):</td>
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<tr>
<td>Visual appearance of the City:</td>
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<td>Opportunity to be involved in my community:</td>
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<tr>
<td>Quality of environment (air, water, green space etc.):</td>
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<tr>
<td>Quality of civic leadership:</td>
<td></td>
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<tr>
<td>Unity of Civic Leadership:</td>
<td></td>
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<tr>
<td>Overall desirability of Middletown as a place to live:</td>
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</table>
**Middletown Opinion Survey (pg. 2)**

**Why do you live here in Middletown: (choose all that apply)?**
- I always have / I grew up here
- My immediate family is here
- Because I work here
- The cost of housing
- The school system
- It’s between Cincinnati and Dayton
- Quality of life
- Parks and Recreation
- Low Tax Rates
- Other ________________

**What is the biggest problem facing Middletown in the future (choose only one)?**
- Loss of jobs
- Crime
- Downtown
- Environmental Quality
- School system
- Loss of City Services
- General Decline
- Other ________________

**What issue is the most important to the City’s future (choose only one)?**
- Preserving current industries
- New economic development
- Improved race relations
- Environmental quality
- Improving the school system
- Maintaining city services
- Redeveloping downtown
- Other ________________

**The big problem(s) in my neighborhood is (check all that apply)?**
- Lack of park and recreation
- Traffic
- Crime
- Deteriorating/Vacant Buildings
- Poor Property Maintenance
- Rental Property
- Trash
- Other ________________

**I wish that Middletown had more of (check all that apply)?**
- Wider range of housing choices
- Diversity of residents
- Arts/Cultural opportunity
- New job opportunity
- Range of stores to shop in
- Green and open space
- Walk-ability
- Other ________________

Something I really believe should be looked at in a new master plan for the City is:

__________________________________________________________________________

__________________________________________________________________________

Some thing I think I could do to improve my community is:

__________________________________________________________________________

__________________________________________________________________________

Thank you for taking the time to complete this survey. The future of Middletown is important. The participation of the City’s residents in shaping that future will be a critical part of our success.
KEY COMMUNITY STAKEHOLDER INTERVIEWS

Sixteen (16) interviews were conducted over a period of seven months. The interview subjects included industry, community and religious leaders, key property owners, and professionals. Interview subjects were recommended by Council members, Steering Committee members, City staff, and at the suggestion of other interview subjects. In summary, the following interview information most informed this planning process:

- Offering and supporting venues and opportunities for communication and interaction between local leaders will help to engender a sense of commitment to Middletown among them, with leaders then able to become “ambassadors” for the City.

- Perseverance, consistency, and aggressive action by City officials will be necessary to overcome a perception (whether accurate or not) of economic development ineffectiveness among local leaders.

- Improvements to community image, but without considerable additional (and perceived excessive) regulation on business and industry will help the City greatly in its economic development efforts.

- The City should become involved directly in economic development efforts, rather than continuing a perceived “arm’s length” delegation of such a role to outside entities. This would help, among other things, to coordinate and focus City efforts in this area.

- The City should identify a particular type or size of business or industry to attract, so as to help focus its efforts.

- Even with additional City involvement, outside entities and local leaders should be considered as key stakeholders in the City’s future success and involved in implementation efforts.

- The manner in which the City undertakes change management will determine the level of success that it is able to achieve in its efforts.

- Cultivating a new generation of committed community leaders to implement these key goals will be a strategic component to ensuring future success and stability.
**MASTER PLAN OPEN HOUSE COMMENTS**

Middletown citizens were given the opportunity to write down comments on index cards at the Open House on February 16, 2005 and place them in boxes for staff to review. The following is a summary of citizens’ comments:

- Satisfaction with the goals, especially A and C.
- Affect of combined storm sewer problems on future growth (residential) in the northeast portion.
- Concern regarding the future of recreation amenities in the city.
- Future of the present MRH property and impacts on the surrounding neighborhood.
- Desire to retain the retail aspects of Towne Mall stay a shopping mall.
- Importance of supporting public schools that are supported by taxpayers.
- Need to emphasize Miami University Middletown as an image and quality of life asset.
- Concern regarding the impacts of the proposed eastern extension of Miller Rd on surrounding properties.
- Desire to address the need for sewers and sidewalks in all areas.

**WEBSITE COMMENTS**

The following is a summary of comments received through the Master Plan website:

- Satisfaction regarding the comprehensive and ambitious nature of plan.
- Concern regarding level of detail and comprehension by the average person.
- Importance of focusing on most important actions.
- Recommendation to research former economic development efforts and institutions.
- Poor readability of transportation improvement map (former version).
- Concerns regarding the future of recreation amenities in the city.

**COMMENTS FROM CITIZENS AT PLANNING COMMISSION AND COUNCIL PUBLIC HEARINGS**

The following is a summary of public comments that were provided at the February 16, 2005 Planning Commission, March 1, 2005 City Council, March 9, 2005 Planning Commission, March 10 Conversations with Council, and March 15, 2005 City Council meetings.

- Satisfaction with Master Plan’s recognition of and efforts to address City’s image problems.
- Concerns regarding the future of Middletown’s community and recreation facilities.
- Desire to avoid duplication of Smith Park on the East End, as Smith Park serves a valuable purpose of bringing people together from throughout the community.

- Importance of strong leadership.

- Need to market tax incentives.

- Downtown as a priority for proactive revitalization efforts; concerns regarding excessive focus on East End.

- Potential assets for downtown, city from Great Miami River.

- Need to raise standards for the quality of development allowed, especially in the downtown.

- Need to highlight new schools planned by Middletown Schools as an important piece of neighborhood revitalization efforts.
APPENDIX B - NEW ECONOMY

Over the past 10 to 15 years, there has been a fundamental shift in the United States from a manufacturing-based economy to an information economy. The shift is often referred to as the “New Economy”, and local and state economic development offices have changed their focus from attracting production jobs to attracting knowledge jobs.

The data supporting this trend is significant. According to the Ohio Bureau of Employment Services, the fastest growing industries in the state will be in the service sector, primarily business and health-related services. The data projections indicate that the fastest growing industry will be computer and data processing services. The manufacturing sector is estimated to experience the greatest degree of negative growth in Ohio and the Hamilton-Middletown area. Therefore, it would benefit Middletown to embrace current trends and attract high-tech and high-paying service firms to the City, as opposed to targeting previously sought-after firms in the manufacturing sector.

While the manufacturing sector provided secondary benefits to communities in the Old Economy, (this concept was often referred to as the “Multiplier Effect”), New Economy businesses can also stimulate the local economy. For example, firms in the rapidly-expanding industry of research & development (R & D) and Information Technology (IT) provide real property tax benefits and often utilize advanced computers and machinery that have personal property benefits for the community as well. Employees tend to be well-paid and well-educated professionals from science and engineering fields. Professionals in the New Economy add to the residential property and income tax base and have a high amount of expendable income that can boost the local economy. In addition, R & D and IT facilities do not have the same stigma attached to them as industrial facilities. While the term “industrial development” may conjure up negative perceptions of smokestacks, heavy truck traffic and noise hazards, R & D / IT facilities are viewed as “clean” and unobtrusive.

ECONOMIC RESTRUCTURING

How can Middletown tie into the global network of the New Economy? First, leaders must recognize the ways in which the economy is changing. The provided table summarizes the issues at hand, and the differences between the Old and New Economies.

- **Fundamental Change.** A major shift has occurred in industrial and occupational structure, entrepreneurial pursuit, and the level of global competition. Extraordinary advances in information technologies have been cited as the force that moved these structural economic changes forward. Due to the advent of high-speed telecommunications, time and space are irrelevant. Business competition and opportunities are now global. As a result, numerous North American manufacturing operations have moved overseas to take advantage of lower paid labor while the intellectual capacity of these firms often stays in place. American executives can share manufacturing designs and specifications and orders with off-shore facilities and subsidiaries at the speed of a mouse click over the internet.

- **Knowledge, Ideas, and Innovation.** As the foundation of the previous economic order began to erode, the New Economy emerged, based on knowledge, ideas and innovation. Knowledge production firms are the growth engines of the New Economy. A large share of the economy is now involved in managing, processing, and distributing information. The knowledge industries include telecommunications, banking, insurance, law, medicine, government, education, etc. Ideas and innovation are now more important than tangible assets such as facilities and equipment.
### Summary Characteristics of the Old and New Economies

<table>
<thead>
<tr>
<th>Issue</th>
<th>Old Economy</th>
<th>New Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economy-Wide Characteristics</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Markets</td>
<td>Stable</td>
<td>Dynamic</td>
</tr>
<tr>
<td>Scope of Competition</td>
<td>National</td>
<td>Global</td>
</tr>
<tr>
<td>Organizational Form</td>
<td>Hierarchical, Bureaucratic</td>
<td>Networked, Entrepreneurial,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Responsive</td>
</tr>
<tr>
<td>Geographic Mobility of Business</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Competition between Regions</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td><strong>Industry</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization of Production</td>
<td>Mass Production</td>
<td>Flexible Production</td>
</tr>
<tr>
<td>Key Factors of Production</td>
<td>Capital and Labor</td>
<td>Innovation and Knowledge</td>
</tr>
<tr>
<td>Key Technology Driver</td>
<td>Mechanization</td>
<td>Digitization</td>
</tr>
<tr>
<td>Source of Competitive Advantage</td>
<td>Lowering Cost Through</td>
<td>Innovation, Quality, Time to Market,</td>
</tr>
<tr>
<td>Importance of Research and Innovation</td>
<td>Economies of Scale</td>
<td>Cost</td>
</tr>
<tr>
<td>Relationships with Other Firms</td>
<td>Go it Alone</td>
<td>Alliances and Collaboration</td>
</tr>
<tr>
<td><strong>Workforce</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal Policy Goal</td>
<td>Full Employment</td>
<td>Higher Wages and Incomes</td>
</tr>
<tr>
<td>Skills</td>
<td>Job-Specific Skills</td>
<td>Broad Skills, Cross-Training</td>
</tr>
<tr>
<td>Requisite Education</td>
<td>A Skill</td>
<td>Lifelong Learning</td>
</tr>
<tr>
<td>Labor-Management Relations</td>
<td>Adversarial</td>
<td>Collaborative</td>
</tr>
<tr>
<td>Nature of Employment</td>
<td>Stable</td>
<td>Marked by Risk and Opportunity</td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business-Government Relations</td>
<td>Impose Requirements</td>
<td>Assist Firms’ Innovation and Growth</td>
</tr>
<tr>
<td>Regulation</td>
<td>Command and Control</td>
<td>Market Tools, Flexibility</td>
</tr>
</tbody>
</table>


- **Speed and Fast Logistic Cycles.** Speed is becoming the standard in the New Economy. The cycle between market introduction and eventual replacement by superior products and services continues to get shorter and shorter. In information technology, a product can become obsolete in the time it takes to market it. Perhaps the best example is the deprecation on computer hardware and software due to the rate new products are being introduced into the market. In the auto industry global competition has severely compressed product development time. Businesses and even local governments that do not embrace technological innovations will not be able to respond quickly enough to remain competitive.

- **E-Commerce.** E-Commerce has and will account for a large share of economic growth. Internet commerce, or e-commerce, includes consumer retail and business-to-business transactions, online financial services, and consumer and business internet access services and is a critical component of the New Economy. E-commerce transactions are linked by a connected network via the internet and World Wide Web. Localities that have a high degree of connectivity to the internet will have a competitive advantage to compete in the New Economy. Thus, high speed
telecommunications infrastructure is as equally essential to economic growth today as is access to interstate highway and water and sewer infrastructure.

**IS MIDDLETOWN PREPARED FOR THE NEW ECONOMY?**

Middletown currently sits at a crossroad in the New Economy. If residents and policy makers do not commit to making changes to tie Middletown into the economy, it will become increasingly stagnant by New Economy standards.

- **Office-Based Service Economy.** The New Economy is a service economy that is based primarily in office and research and development environments. Whereas the old economy was based on mass production, now the majority of workers spend their time moving things, processing or generating information, and providing services to people and businesses. The real estate data provided by Gem Public Sector Services for this Master Plan indicates that office development in Middletown is non-existent. New office facilities will help to lure white-collar and high-tech businesses.

- **Place Matters.** In the New Economy, a tight labor market has been created for high-wage, high-skill jobs. As a result, employers are increasingly realizing the value of locating in areas that are attractive to workers. According to the Urban Land Institute, businesses are locating in places that have “…shops, restaurants, and services nearby so their employees can perform errands without spending much time in their cars…”.

  Office parks have become the popular means of serving this function over the last twenty years. By grouping several corporations and buildings with similar uses together, markets are created for entertainment and restaurants, as well as services such as day care and medicine. A more recent trend that has gained popularity is the concept of “place making”. This is certainly taken into account in planning for the Renaissance Development Opportunity Area in Chapter 9.

  Companies are finding it easier to recruit and retain highly skilled workers by locating in town centers. Town centers combine a wide mix of uses such as residential, office, and retail, and place them in a pedestrian-friendly environment. Cities are capitalizing on the existing character of their traditional main streets, or creating new main streets entirely. Downtown Middletown has some potential of becoming a hub in this regard provided that a serious revitalization campaign is successfully undertaken. Likewise, the redevelopment of Towne Mall as an outdoor “lifestyle” center has similar opportunity.

- **Economic Disparity.** High-wage, high-skill jobs have grown, but so have low-wage, low-skill jobs. One impact of the service economy is the growth of knowledge-based jobs as a proportion of total employment. Ironically, the largest numerical employment increases will be in service jobs at the other end of the spectrum, such as low-paying cashier, janitor, salesperson, and waiter and waitress positions.

  There is a danger (already recognized in New England) that a two-class economy could emerge, with low-wage, low-skill jobs at one end and high-wage, high-skill jobs at the other, with little in-between. This disparity is known as the “digital divide” and it defines the social and economic conditions between those that have access to the internet and those that do not. An educated workforce is critical to increasing per capita incomes and reducing income inequality. Without considerable change, Middletown businesses will continue to employ low-wage workers.
• **Education.** With greater layoffs and less loyalty toward employees, modern businesses have created two distinct classes of people: the “haves” and “have-nots”. The “haves” are well educated and have developed several highly employable skills that allow them to find new jobs at comparable wages quickly and easily. The “have-nots” are those with little education and few skills to offer if they are laid off. The need for continuing education and lifelong learning is high. Education is the fundamental building block upon which success in the New Economy is built. The Middletown City School District is taking great strides to see that it is producing students that are prepared for the New Economy. Students that do not succeed are prone to fall into the “have-nots” category.

• **Market Restructuring.** The net stock of intangible capital (for example, education and research) has grown at a faster rate than tangible capital (such as, buildings, transportation, roads and machinery). For many years, manufacturing was the foundation of Middletown’s local economy. In upcoming years, it is likely that manufacturing’s role will continue to decline. Accordingly, the City’s economic development programs must focus on attracting New Economy companies. It is anticipated that an exclusive focus on manufacturing will become increasingly less effective in the future.

• **Embrace E-Commerce and Information Technology.** Federal and state governments, as well as many local governments, have embraced information technology by placing broadband in their offices, schools and communities and by maintaining a web presence that can be used by residents to do business and find information. Some states, including Ohio, market companies that do business online on the state web page. The City must be leaders in E-Gov by having a strong web presence that allows residents and businesses to do business with the City. Examples of transactions that can be accomplished online include reviewing and downloading codes and ordinances; applying and paying for permits; paying taxes and penalties; and getting timely information from City staff and elected officials. E-gov also strengthens government accessibility by having City policies, agendas, and meeting minutes online. A strong economic development presence on the web is essential. Some communities have also designed neighborhood intranets to keep all residents informed of important civic activities and neighborhood issues.

• **Infrastructure.** Middletown is the regional hub of the fiber optic ring that connects all of Southwest Ohio. High-speed telecommunications infrastructure is the backbone of the New Economy. As such, Middletown appears to be well positioned with access to a large and relatively underutilized fiber optic network. City leaders must be proactive by forging a policy to make sure all residents and businesses have access to this vital resource. Local governments are often faced with providing what is referred to as the “last mile” to ensure all residents and businesses in the community have high speed internet access. This is an important public function as private industry is generally not willing to absorb high infrastructure costs in the age of deregulation.

Further, it is equally important for Middletown’s leading institutions such as Middletown Regional Hospital and Miami University at Middletown to have access to Ohio’s Third Frontier Network. The Third Frontier Network, when complete, will be one of the largest fiber optic rings in the country that connects all Ohio universities, colleges and medical schools; defense and aerospace facilities; and all local governments and public schools together. The Third Frontier
Network will allow all with access to share data and work collaboratively towards solving complex problems and commercializing ideas.
APPENDIX C – CASE STUDIES

CASE STUDY #1
CITY OF SPRINGFIELD, OHIO

The City of Springfield, Ohio, has many similarities with Middletown. Both historically were viewed as “one company towns” and relied upon a few industries to fuel the local economies. Both have seen a reduction in industrial employment and increase in lower wage service economy jobs. Both have a large supply of brownfield properties. Like Middletown, Springfield gained direct interstate highway access only after an aggressive annexation policy was implemented. This case study outlines several success stories that are applicable to Middletown.

CREATING ECONOMIC DEVELOPMENT PARTNERSHIPS

Fueled by the loss of its only national headquarters, the city developed an aggressive economic development strategy that included growing the city’s boundaries, developing industrial parks and diversifying the local economy. Today, the City’s economic base continues to transition from manufacturing to service-related industries. As this occurs, the City’s Economic Development Team is striving to aggressively recruit new employers while assisting existing companies to expand within the City limits. The Team, formed in 1991, is directed by the City Manager and takes a comprehensive approach to business retention by meeting local business demands and encouraging expanded economic development.

The City’s economic development team, in cooperation with other community leaders, in particular the Community Improvement Corporation of Springfield and Clark County (CIC), Clark County Economic Development Department, Springfield-Clark County chamber of Commerce, and the Turner Foundation, have joined together to address several challenges that directly impact the community’s ability to attract and retain industry.

The new partnerships are best demonstrated through the joint development efforts of the City and the CIC. Development staff from both entities cooperatively defined target industries and are in the process of outlining marketing plans and budgets to support such activities. Joint advertising, tradeshow exhibitions, and lead development are already proving to be beneficial. In addition, major initiatives are being pursued, focusing on such topics as workforce development, graduate retention, executive recruitment, health care professional recruitment, technology industry recruitment, and many others.

GROWTH POLICY

In an effort to generate and capture growth on the periphery of Springfield, the City, Clark County, and Springfield Township joined to develop an innovative approach to economic growth and service delivery. In December 1999, these three entities together created the first cooperative economic development agreement (CEDA) in the State, covering land identified as the most likely to be developed along Interstate 70 on the southern edge of the City.
A second CEDA was created in December 2000, covering large areas southeast, east, and west of the City. The CEDAs allow the City to annex portions of Springfield Township in return for sharing with that Township 12.5% of income tax revenue from new development within the annexed area. The Township pledges support of future annexations and continues to provide specified services. The annexed areas are not withdrawn from the Township when the City’s boundaries are extended. The CEDA Agreements allow the City to continue to capture growth and enhance its economic base. At the same time, the Township is able to preserve geographic and cultural integrity, and to benefit from the preservation of its property tax base and new revenues generated from the shared income tax base. One of the first benefits of the CEDA agreements was the construction of a 36 inch Southern Interceptor sewer line that opens hundreds of acres of vacant land up for industrial and housing development on the south side of I-70.

### Industrial Parks

Formed in the 1970s, the CIC is the largest developer of industrial land in Springfield and Clark County. The CIC has developed or aided in development and/or marketing of parks that include Prime Ohio, Springfield Applied Research Technology Park, and Airpark Ohio.

- **Prime Ohio** is a 500-acre industrial park developed throughout the 1990s in the southeast portion of the City near Interstate 70. In 2004, Prime Ohio was fully developed, selling its last 40 acres. It is currently home to 16 businesses, employing approximately 1,700 people. Infrastructure costs to develop the first phase of Prime Ohio were paid, in part, by CDBG funds and a half percent sales tax increase levied by Clark County to pay for economic development initiatives.

- **Springfield Applied Research Technology Park**. In its 2004 Goals & Objectives, the City Commission outlined the need for a comprehensive assessment and strategic plan to boost the technological readiness of the community. This objective was addressed through an initiative labeled “C21 – Connecting to the 21st Century Initiative.” The City and Chamber of Commerce led the effort to analyze current technology infrastructure, its utilization, and the supply and demand of technology services within the County. The Study was completed in early 2003. The final report outlined recommendations to help enhance the technology infrastructure that will enable existing companies to remain competitive, as well as position the City to attract new technology-intensive companies.

The C-21 Report confirmed that one of Springfield’s strengths is its location. Not in the traditional sense of road access, but rather in access to high-bandwidth technology and communication networks. Major investments in fiber communication and data networks exist within the City’s major corridors and highways, enabling the City to leverage these investments by accessing these fiber networks to create a new 215-acre “technology park” called the Springfield Applied Research Technology Park near I-70. $2,000,000 in 2005 federal appropriations were earmarked for electrical and communication infrastructure improvements at the Applied Research and Technology Park.

In 2004, Springfield experienced dramatic growth in the Information Technology sector. LexisNexis, a global leader in legal, news and business information services built a new facility in Springfield to expand its research and development efforts, host online products, and provide data management and data backup services. LexisNexis is the first occupant of the Springfield Applied Research and Technology Park. LexisNexis plans to hire 80 employees and invest nearly $40,000,000 in the next three years in the new Springfield facility.
In addition, the Ohio Supercomputer Center will soon construct a facility in the technology park to house a new CRAY Super Computer. The Springfield site will focus on data-intensive supercomputing, large-scale data mining, regional and global climate modeling, materials science, nanotechnology, bioinformatics, and high-energy physics. With the presence of the Ohio Super Computer comes access to the State of Ohio’s Third Frontier Network, (TFN). TFN is an all fiber, 1600-mile backbone that will connect Ohio's colleges and universities, elementary, middle and high schools, and state and local governments. Medical research centers and hospitals such as The Ohio State University Medical Center, Children's hospitals in Columbus and Cincinnati, and the Medical College of Ohio in Toledo will also use the new network, as well as federal research centers such as NASA-Glenn in Cleveland, and Wright Patterson Air Force Base in Dayton. TFN is the nation's most advanced statewide education and research network, adding even greater connectivity to the Springfield Applied Research and Technology Park.

Complementing Springfield’s new technology park is a technology staging facility, created to incubate technology-related companies during the start-up phase. The end goal is locating the new business at Springfield Applied Research Technology Park. This operation is currently being housed within the downtown Credit Life building.

- **Airpark Ohio.** Airpark Ohio is one of the City’s newest industrial parks and includes a general aviation field with a 9,000-foot-long runway. This airpark is on 190 acres adjacent to the Springfield Municipal Airport. The city extended Taxi Way “F” into the industrial park in order to create an area for corporate hangars that could serve clients utilizing the industrial park. Ali-Gator Air built the first hangar (approximately 8,000 square feet) to house their corporate aircraft that serves the parent corporation, Ali Industries.

**BROWNFIELD REDEVELOPMENT**

The City has worked hard in the last several years to remediate and revitalize underutilized industrial property, many such buildings located in the downtown area and along the main corridors. Springfield has taken on several challenging projects funded by the U.S. Environmental Protection Agency (USEPA) and the State of Ohio Environmental Protection Agency (OEPA). Springfield is a recognized leader in brownfield redevelopment in Ohio.

Success lies in the City’s multi-prong approach of working with partners and leveraging resources through available grants. Additionally, grant acquisition is a cornerstone of the city’s success as millions in federally and state funded dollars have been received. The City Commission and Administration have worked closely with developers, property owners, end users, the Turner Foundation, Springfield-Clark County Chamber of Commerce, and USEPA and OEPA among others.

According to the 2001 and 2002 Commission Goals and Objectives, the City received a $1 million grant through the US EPA to accelerate the City’s Brownfield remediation and redevelopment efforts. This money was used to establish a Brownfield redevelopment revolving loan fund. Example City-initiated brownfield redevelopment projects follow:

- **SPECO Kelsey-Hayes Facility.** The City of Springfield has received millions in federally and state funded grants to turn idle brownfield sites into product uses. Most recently, the City was award a $645,000 grant from the Clean Ohio Assistance Fund to implement cleanup activities at the former SPECO Kelsey-Hayes Facility on West Columbia Street. The City of Springfield signed a development agreement with Midland Properties, a real estate development company, to redevelop the property. A local firm, Hauck Brothers Heating and Cooling has expressed interest...
in the redeveloped site. This relocation would retain 38 jobs with the possibility of creating 15 new positions in the future.

- **Former D & H Manufacturing Facility.** Located on the east side of the city, this site was a contaminated property due to improper storage and disposal of materials in years before such activities were understood to be hazardous to the environment. The $2.4 million project funded through Clean Ohio Revitalization Funds and the U.S. EPA has resulted in the complete demolition of the buildings and a water tower, remediation of contaminated soil, and site preparation for new development. The project was completed in August 2000.

- **Former Bayley Manufacturing Facility.** Possibly the most dramatic turnaround thus far in the city’s brownfield program, the former wrought iron facility located in the heart of downtown was transformed from a contaminated property to a cancer treatment center. Vacant and frequently graffitied, the Bayley property was a definite eyesore. However, the City of Springfield acquired U.S. EPA Brownfield Cleanup Revolving Loan funding to clean the site and prepare it for the merging hospitals to build and maintain a state-of-the-art cancer facility. The $9 million Springfield Regional Cancer Center opened on August 2, 2004, only one year after site development by the City was completed.

- **Former Greenwalt-Trenor Redevelopment.** The City received a Clean Ohio Revitalization Fund grant for demolition, asbestos abatement, and soil remediation at the former Greenwalt-Trenor industrial property located in downtown Springfield. After the $2.4 million project is completed the city will turn the property over to the National Trails Park and Recreation District (NTPRD). NTPRD plans to construct a $5 million ice skating arena at the site.

**DOWNTOWN REVITALIZATION**

The City’s economic development staff has made the revitalization of the downtown a main focus. Downtown Springfield contains an eclectic mixture of architecture set in a traditional block and grid development pattern. Many unique and architecturally significant buildings pronounce downtown Springfield’s importance and need for continued redevelopment efforts. Many buildings are relatively underutilized. Much work is needed to transform downtown into the vibrant work, live, and recreation center envisioned by the community in line with the downtown’s past glory.

However, downtown is on an up-swing and many developments have occurred that appear to be moving downtown in the right direction. The Center City Association was recently established with three full time staff positions to accelerate revitalization activities. Together with the City, Center City is in the process of implementing the Center City Renewal Plan prepared by the Regional/Urban Design Assistance Team (RUDAT) of the American Institute of Architects. The following newsworthy stories were taken from Center City Association’s web page (www.center-city.org).

- Huntington Bank announced a three-year commitment to Center City Association and provided a $75,000 grant to help with building renovation and business development projects. Huntington Bank is committed to making future financial commitments to help with additional projects.

- The Delscamp Loft Condominium project received the 2004 award for Best Upper Floor Development give by Downtown Ohio and Heritage Ohio. The redeveloped structure was originally built for the Steele & Meredith Wholesale Grocery Store in 1895. It later became home to Delscamp Paint & Glass from 1937 until 1997. In 1998 Mercy Health Partners converted the first floor into office space, which they still occupy. The second and third floors were
converted into four luxury residential condominiums with about 2,200 square feet of floor area. Delscamp Loft Condominiums are the first market-rate loft development in downtown.

- A Courtyard by Marriott opened in the heart of Downtown Springfield at 100 South Fountain Avenue in partnership with the Turner Foundation and Center City Association. Courtyard by Marriott renovated the former Springfield Inn building. It has 6 floors with 120 guest rooms and 7 meeting rooms available for meetings and events. The renovation also included the addition of a pool, exercise room, laundry facilities, and renovations to the administrative offices, lobby, restaurant, and banquet facilities.

- Phase 1 streetscape enhancements to the Core Block Downtown Area are almost complete. The City of Springfield helped finance the improvements including $110,000 for vintage lighting, brick pavers, new sidewalks, and granite curbs. The Turner Foundation and the City Center Association financed the bulk of the project providing over $500,000 of the total cost.

- A major success was achieved when Community Hospital and Mercy Health Partners-Western Ohio signed a redevelopment agreement with the City that led to the construction of a new regional cancer-treatment center located in the downtown area. The hospitals invested over $7 million in the new cancer center that they hope will bring the spectrum of comprehensive care to a higher level. City leaders were instrumental in facilitating cooperation among local, state, and federal agencies to ensure success and support of this project.

- In 2005, a merger announcement made by the same two local hospitals launched a city campaign to locate the proposed new $280,000,000 medical facility in downtown. The new hospital recently released plans to work with the city to develop a downtown hospital campus. The City and its economic partners are working directly with the hospital executives through the site-selection process and expect a decision to be made by the end of 2004.
CASE STUDY #2
CITY OF AUBURN HILLS, MICHIGAN

The City of Auburn Hills is an example of a community that has been able to successfully make the transition to the New Economy, generate significant positive cash flow, and improve its image, despite being part of an urban school district with mixed perceptions.

Auburn Hills is located in the northern Detroit Metropolitan region. It borders Pontiac to the southwest and Rochester Hills to the east. Interstate 75 runs north to south through the heart of the city, and State Route 59, a limited access highway in Auburn Hills, runs east to west. The city is probably best known for the Palace of Auburn Hills, home to the Detroit Pistons and a year-round schedule of concerts and special events.

The city was at a turning point in the mid 1980’s. While it had stable, working class residential neighborhoods, its tax base was stagnant. This was a result of little residential growth and very little commercial and industrial development. The fact that the Pontiac School System, of which Auburn Hills was a part, had one of the worst reputations in the region was a major blight on the city’s reputation. Stakeholders and government officials feared that if current trends continued, the city’s image would suffer.

As a result, the City Council approved the rezoning of several large tracts of land from residential to commercial and industrial uses. The rationale was that if the City could not attract residents, it would instead attract business. Auburn Hills utilized Tax Increment Financing (TIF) to pay for some of the up-front infrastructure improvements that were necessary to create office and industrial parks. The City also offered a variety of tax abatement and other incentive programs to lure businesses. The City then marketed itself as a pro-business community.

Auburn Hills has subsequently welcomed dozens of new businesses and enjoyed a complete financial turnaround from its increased tax revenue. In addition to the Palace, Auburn Hills is now home to the headquarters of DaimlerChrysler and Siemens, as well as several parts suppliers for DaimlerChrysler. While the City has a wide industrial base including manufacturing and wholesale trade, it is set apart from other communities due to its ability to attract several large research and development (R&D) operations. It has a specific zoning designation for Technology and Research, and has a fiber optic network throughout much of the City.

The City of Auburn Hills has especially benefited from the amount of high-tech machinery that R&D operations utilize. The net effect is that roughly 35% of the City’s non-residential tax revenue is derived from its personal property tax. As a result of this success, Auburn Hills is able to spend $20 to $30 million annually on capital improvement projects each year. In fact, the community was recently able to pay for a new $11 million Public Safety Building entirely with cash. Auburn Hills now has a total assessed property value of nearly $2 billion.

How does this relate to Middletown? It shows that a community can achieve a high level of fiscal health despite being part of a school system that is struggling to improve. Auburn Hills became a pro-development community that provided many of the site location amenities frequently sought by companies. It has good highway access, developable land, tax incentives, and existing infrastructure. The City of Auburn Hills embraced the businesses of the New Economy and has reaped the benefits to its tax base.
While the City of Auburn Hills has greatly increased its tax base, the state of the Pontiac School District remains relatively unchanged. Its graduation rate in 1997-1998 was 62%. Therefore, there is not necessarily a correlation between an improved tax base and the quality of a school system.

Middletown cannot make the mistake of assuming that improving the City’s fiscal health is hindered by the school system. The converse may be true. Increased economic development and improved school performance must be viewed as two of many necessary steps toward improving community image and quality of life.
CASE STUDY #3
CITY OF FINDLAY, OHIO

For decades, Findlay was a one-company town with Marathon Oil. A hostile take-over attempt of Marathon Oil nearly succeeded in the 1980s prompting local officials to take appropriate action to expand/diversify the local company and economic base.

The City of Findlay is located in northwest Ohio, approximately 45 minutes south of Toledo. Interstate 75 traverses the west side of the city and three state highways converge within the city limits. Unlike Middletown, Findlay is the political and urbanized center within Hancock County. Admittedly, Middletown may find it difficult to emulate Findlay’s economic development model due to competing interests in Butler County.

Professionals from McKenna Associates, Inc., called the Ohio Department of Development early in the Master Plan process to identify an Ohio community that excels at economic development. Findlay, Ohio was offered as having one of the best economic development programs in Ohio. Findlay/Hancock County was ranked eleventh nationally for new company site selections in communities under 100,000 in population in 2003.

CREATION OF AN ECONOMIC DEVELOPMENT PARTNERSHIP

- Findlay-Hancock County Community Development Foundation (CDF). CDF is a quasi-public economic development agency formed in the 1980s to promote Findlay and Hancock County to prospective industrial companies. The hostile take-over attempt of Marathon Oil brought City and County leaders together to educate themselves on local economic development and to create a strategy for economic growth and diversification. Public leaders later teamed with local business executives to start CDF.

FUNDING

- CDF funds are generated from public and private sources. The city and county increased the hotel tax to provide a small yet necessary funding source. Businesses membership is encouraged to create broad representation and participation in the economic development of the community. Membership in the CDF ranges between $1,000 and $7,500 annually, depending upon how many employees a member business has. There are also political and community groups that are members but their memberships are free. Schools are not a member but they are actively involved in CDF functions.

- CDF has had large companies as members, such as Cooper Tire, Marathon, Whirlpool, etc. The key to CDF’s success is a very deep and broad membership, all of which are actively involved. All members are engaged because they pay to be members and CDF gives members an equal opportunity to meet with prospective companies to enable business networking. Key people want to be involved.

ORGANIZATIONAL STRUCTURE

CDF is a community improvement corporation with public and private sector professionals on the board of directors including the mayor, one county commissioner, one City Councilperson, and several business leaders.
The CDF board of directors hired a director from funding provided through public and private funds. The director’s office is located in city hall. The director is best able to communicate with City staff and the Mayor at this location even though CDF is a division of the Findlay-Hancock County Chamber of Commerce. In return the director receives the support needed from the City to succeed.

An Operating Board is made up of a representative from each of the 40 to 50 CDF members. There are several different levels of membership based upon the number of employees of a participating company. The Operating Board discusses major spending actions and provides a recommendation to the Executive Operating Committee.

The Executive Operating Committee consists of one representative from each membership level selected by vote. The Executive Operating Committee meets bi-monthly and votes on major CDF spending actions.

**Economic Development Initiatives**

- **Target Market.** CDF looks to diversify Findlay’s local economy by landing smaller manufacturing and distribution businesses. CDF’s target company contains 100 to 300 employees. CDF wants as many companies in the target employment range as possible to diversify the local economy. CDF realizes that several small companies can collectively employ more people than one large company like Marathon Oil.

- **Tax Increment Financing.** Findlay has used Tax Increment Financing (TIF) extensively to create large industrial parks. Part of CDF’s success lies in the local policy maker’s decision to create ideally located industrial parks using TIF revenues to pay for infrastructure costs. As a result, CDF can offer development-ready sites to prospective companies that have utilities and the correct zoning. This strategy of creating publicly-developed industrial parks has provided a considerable time savings to prospective companies. One large industrial park was developed on land assembled and purchased by seven banks.

- **Tax Incentives.** CDF does not provide tax abatements within Findlay’s city limits. CDF’s experience is that companies that go with lowest development costs usually are the first to fail. However, CDF did admit that the pressure to provide tax incentives is increasing. Middletown will likely have to offer tax incentives to be competitive with adjacent communities.

- **Marketing.** CDF aggressively markets Findlay through an up-to-date web page, promotional materials, and attendance at national and international trade shows. CDF has traveled to Japan seven times with Findlay’s Mayor and other officials. CDF also attends the Governor’s Oversees Trade Missions. Findlay is one of the smaller cities in each delegation but it consistently takes the largest party.

- **Port Authority Involvement.** CDF works with the Toledo-Lucas County Port Authority for creative financing including Off Balance Sheet Financing. The land and building is purchased by the Port Authority. The Port Authority owns the land and building for the first 7-10 years and is leased to the company. The land and building is then used by the company at a lower cost. Assets and debt are kept off company financial statements as a result. A fixed purchase price option is available at the end of the lease often with an attractive sales tax exemption.
BENEFITS TO CDF MEMBERS

The CDF director identifies the site selection needs of prospective companies before negotiating with them. After a company’s needs are established, a meeting is held with all CDF members and government agencies that oversee development regulations, such as finance, zoning, and engineering. Elected leaders and business executives also attend this meeting. The purpose of this meeting is to brainstorm and identify solutions in order to successfully recruit the prospective company. This engagement gives CDF’s business members advance notice of potential new business opportunities before the information is released in the media.

CDF shares the prospective company’s business plan to member banks, contractors, architects, engineers etc., after a prospective company commits. This gives local companies an increased chance of financing projects and getting professional service and construction contracts.

CDF’S LARGER ROLE IN ECONOMIC DEVELOPMENT

- CDF and its director is tasked with being a facilitator to get people together that have a common interest, overcome obstacles, gain consensus, and get the job done. CDF is successful because of its ability to bring disparate organizations together for a common cause.

- CDF is willing to take risks and has a can-do attitude from top to bottom in the organization. For example, a manufacturing company expressed interest in locating in Findlay if a Foreign Trade Zone (FTZ) was available. The CDF director told this company that the timing was perfect because an application to establish a FTZ in Findlay was recently submitted. In reality, the CDF director was vaguely familiar with the FTZ concept. However, an application was submitted shortly after and the FTZ request was approved. This story demonstrates the extent to which CDF is willing to go to successfully recruit one company.

In summary, CDF’s success lies in a commitment to achieve a common goal of attracting new industrial development to Findlay. This single-minded goal is shared by CDF’s broad constituency and includes active participation from banks, realtors, industries, industry organizations, business executives, and elected officials. CDF can be visited on-line at www.findlayoh.com.