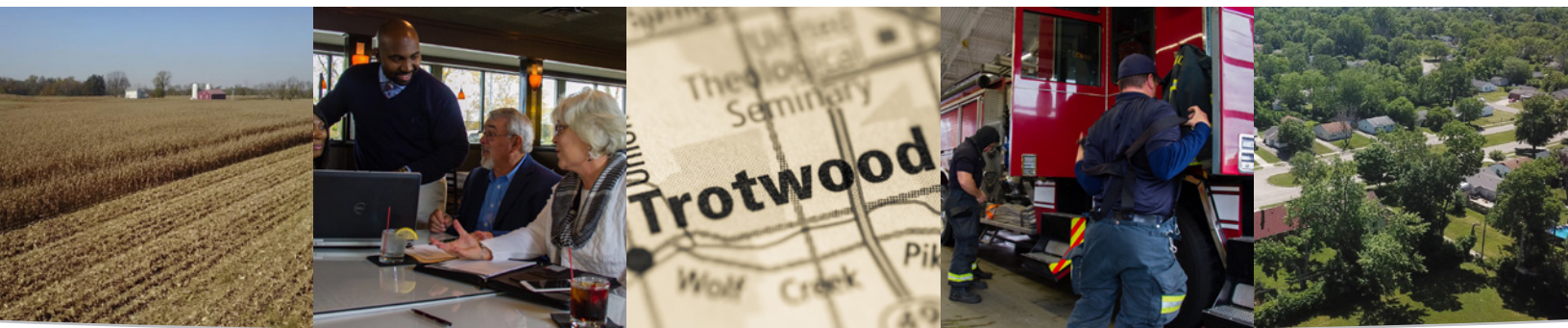




TROTWOOD
GROWING TOGETHER

CITY OF TROTWOOD ORGANIZATIONAL STRATEGIC ACTION PLAN

Trotwood, Ohio – December, 2019



CITY OF TROTWOOD

ORGANIZATIONAL STRATEGIC ACTION PLAN

TROTWOOD, OHIO, USA

This report presents the vision and organizational strategic action plan developed for the City of Trotwood throughout the months of March-December 2019. The community engagement process included a community Think-Tank workshop, a Think-Tank Vision survey, six focus group sessions, an online community Vision survey, and a community Future Summit. This engagement process was designed to provide an open, inclusive and transparent platform for community members to help create a shared vision and action plan.

This report represents Future iQ's analysis of the engagement outcomes, and how this data has informed the identification of a preferred future and strategic actions. As the project consultant, Future iQ was given the responsibility to develop a data-driven process, which has informed this report. The analysis in this report builds on the preceding project report and survey analysis. The recommended Key Strategic Action Areas have been drawn from the community input gathered during the visioning process. The concepts and ideas presented were discussed at some point during the engagement process. These actions draw heavily from Focus Group sessions in August 2019.

December 2019

These reports and the data visualization are available on the project portal:

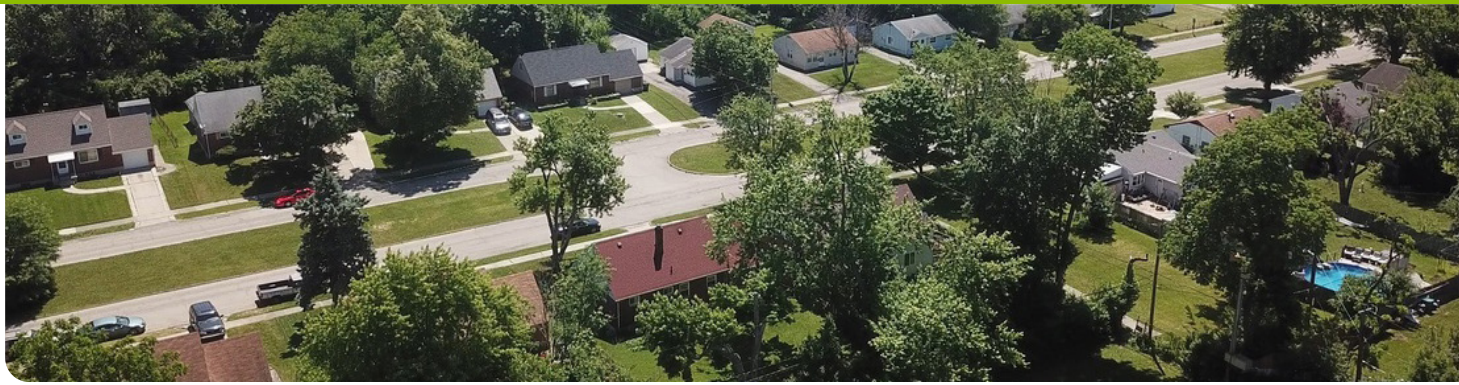
<https://lab.future-iq.com/city-of-trotwood-strategic-planning-project/>

Prepared By:

future→iQ

TABLE OF CONTENTS

1.0	Introduction	4	7.5	Adopting a Future Oriented Approach to Trotwood's Built Environment.....	25
2.0	Snapshot of Key Issues Shaping the Future of Trotwood	5	7.5.1	Importance of Adopting a Future Oriented Approach to Trotwood's Built Environment	25
3.0	Importance of Visioning	6	7.5.2	Key Strategic Action Areas	26
4.0	Community Engagement Analysis.....	7	7.5.3	Community Ideas Toolkit.....	27
5.0	Creating Shared Vision and Direction.....	8	7.6	Building Educational Excellence	28
5.1	Scenarios of the Future – Framework for Exploration.....	8	7.6.1	Importance of Building Educational Excellence	28
5.2	Identifying Key Elements of the Preferred Future.....	9	7.6.2	Key Strategic Action Areas	29
5.3	Scenario Validation Matrix.....	10	7.6.3	Community Ideas Toolkit.....	30
6.0	Community Vision.....	11	8.0	Combined Strategic Action Framework.....	31
7.0	Strategic Pillars Framework	12	8.1	Dynamic Systems-Thinking Approach	32
7.1	Expanding Business and Economic Development Initiatives	13	9.0	Next Steps	33
7.1.1	Importance of Expanding Business and Economic Development Initiatives	13	10.0	Value of the Visioning Process	34
7.1.2	Key Strategic Action Areas	14	11.0	Acknowledgments	35
7.1.3	Community Ideas Toolkit.....	15	12.0	For More Information	35
7.2	Creating High Quality Community Assets	16	13.0	About Future iQ	36
7.2.1	Importance of Creating High Quality Community Assets.....	16			
7.2.2	Key Strategic Action Areas	17			
7.2.3	Community Ideas Toolkit.....	18			
7.3	Strengthening Regional and Local Connectivity	19			
7.3.1	Importance of Strengthening Regional and Local Connectivity	19			
7.3.2	Key Action Areas	20			
7.3.3	Community Ideas Toolkit.....	21			
7.4	Fostering Community Leadership, Belonging and Inclusiveness	22			
7.4.1	Importance of Fostering Community Leadership, Belonging and Inclusiveness	22			
7.4.2	Key Strategic Action Areas	23			
7.4.3	Community Ideas Toolkit.....	24			

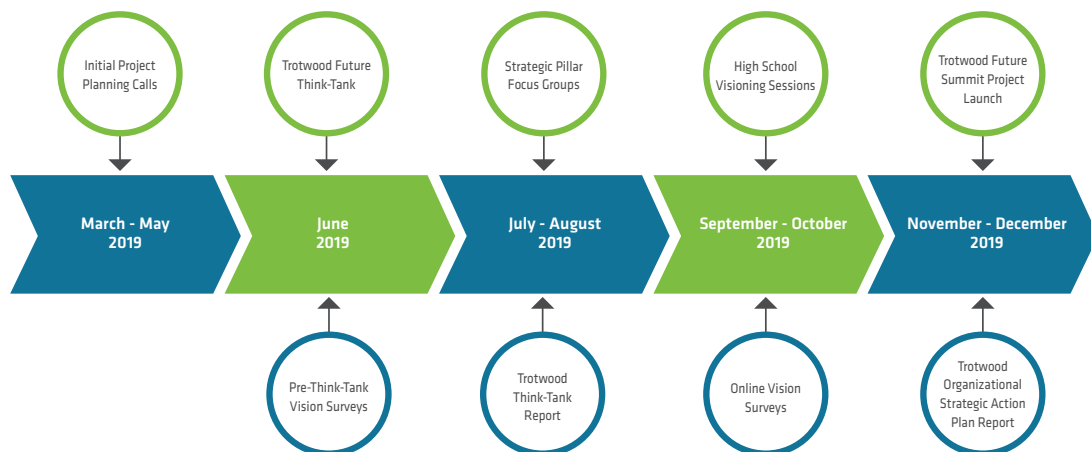


1.0 INTRODUCTION

Trotwood's Organizational Strategic Action Plan represents the final element in a ten-month visioning and strategic planning process. The analysis in this report builds on the preceding project report and represents Future iQ's analysis of the engagement outcomes and how this data has informed the identification of a preferred future and strategic action areas. The visioning and strategic planning process was undertaken by Future iQ to reflect the community's desire to develop a long-range community vision and organizational strategic action plan through a transparent and inclusive community engagement process. The engagement and data-driven process progressively focused the discussion on emerging key themes and community aspirations for the future. The purpose of the process was to arrive at a 'point of consensus' that represented the shared vision for the future, and an action plan that propels the community towards that future.

Trotwood's Organizational Strategic Action Planning process brought the community of Trotwood together within a visioning process to meet the future challenges facing the community looking out to 2030.

This report examines the identification of the preferred future for the Trotwood community, while discussing the stages of the overall visioning and strategic planning process. The key themes and aspirations that emerged from the engagement are included within the strategic pillars and further explored in the strategic action areas and community ideas.



DataInsight

DATA INSIGHTS:

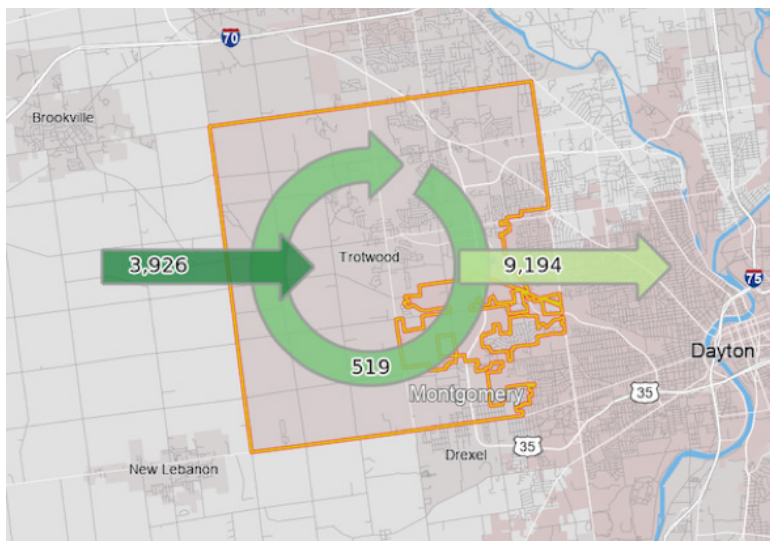
- The planning process ran from March to December 2019 and included a number of key points for community engagement.
- The project produced a series of reports and all data collected has been summarized and presented on the project portal at (<https://lab.future-iq.com/city-of-trotwood-strategic-planning-project/>).



Increased employment opportunities within the City of Trotwood would provide added live/work opportunities and attract a younger demographic to the City.

2.0 SNAPSHOT OF KEY ISSUES SHAPING THE FUTURE OF TROTWOOD

One of the key issues shaping the future of Trotwood is its workforce commuting pattern. The Trotwood community has sizeable inbound and outbound workforce populations each day, with a small number of people who live and work in the City. One of the reoccurring themes during the visioning process was the desire of city leaders and community members to increase employment opportunities with living wages in the City. Economic development focusing on attracting new businesses would bring both more jobs and revenue to the City and allow for more live/work opportunities. The chart below provides insight on two populations: those who are employed in Trotwood and those who are living in Trotwood*. Understanding the inflow and outflow of commuters helps us to understand how the local economy interfaces with the local population. The inflow and outflow data are from 2017 and the underlying pattern is likely to be similar for 2019.



Source: 2017 Inflow/Outflow Analysis: <https://onthemap.ces.census.gov/>

*Map image data does not include uniformed military, self-employed workers, informally employed workers, postal service or university student employees.



DataInsight

DATA INSIGHTS:

- 9,713 employed people live in the Trotwood community and of this, 9,194 (94.7%) commute outside of the City to their workplace while 519 (5.3%) commute within Trotwood to their workplace.
- The majority of employees in Trotwood are community stakeholders that do not live in Trotwood. It is anticipated that more people will live and work in Trotwood as the positive impacts of implementing the strategic action plan occur.

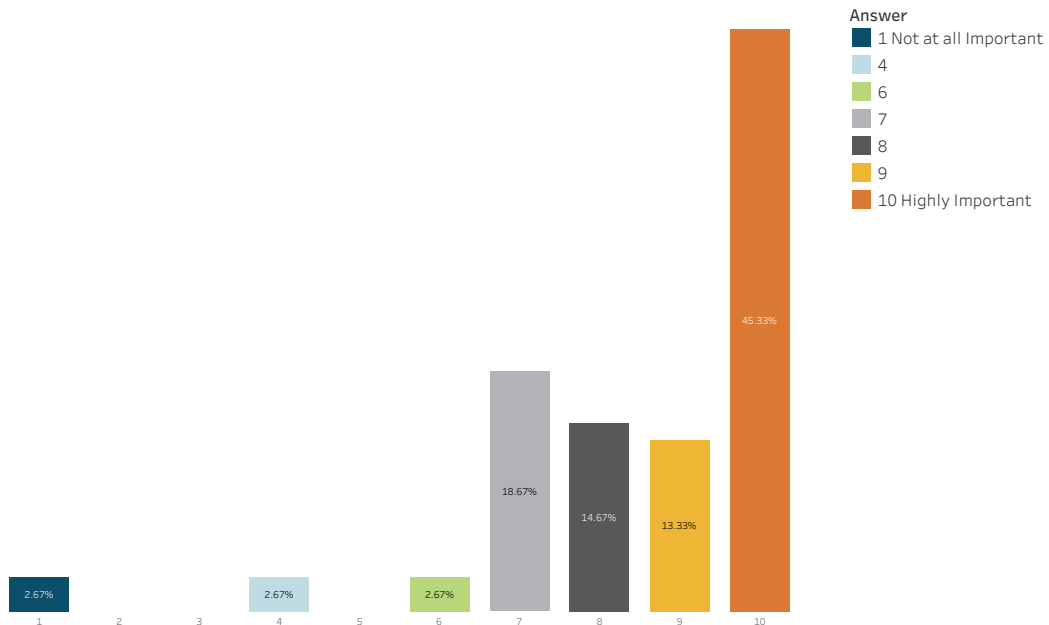


The Community Vision provides community leaders a framework to guide all actions by requiring reflection on whether the community's goals and objectives are being met in ways that match the vision and its priorities..

3.0 IMPORTANCE OF VISIONING

Trotwood's visioning process looked at how the community has evolved, and what are the new trends and factors that are shaping the community's future. The visioning process was largely viewed as an opportunity to come together and shape the future trajectory of the community. Participants in the Think-Tank, focus groups and high school sessions were given a Vision survey to complete and it was also open to the public online. The following chart reflects the sentiments from the survey respondents who completed the Vision survey. In the survey, respondents were asked how important they thought it is to have a shared vision for the future of the community.

How important do you think it is to have a SHARED VISION for the future of Trotwood? (n=82) Scale 1 = not at all important; 10 = highly important



DATA INSIGHTS:

- Within the 10-year timeframe to 2030, significant change will occur in a number of areas that will impact the Trotwood community. Having a vision of where the community wants to be in 10 years will help guide the community as it navigates future change.
- Maintaining a shared vision for the community will involve compromise, collaboration and clear communication between community stakeholders and leadership.

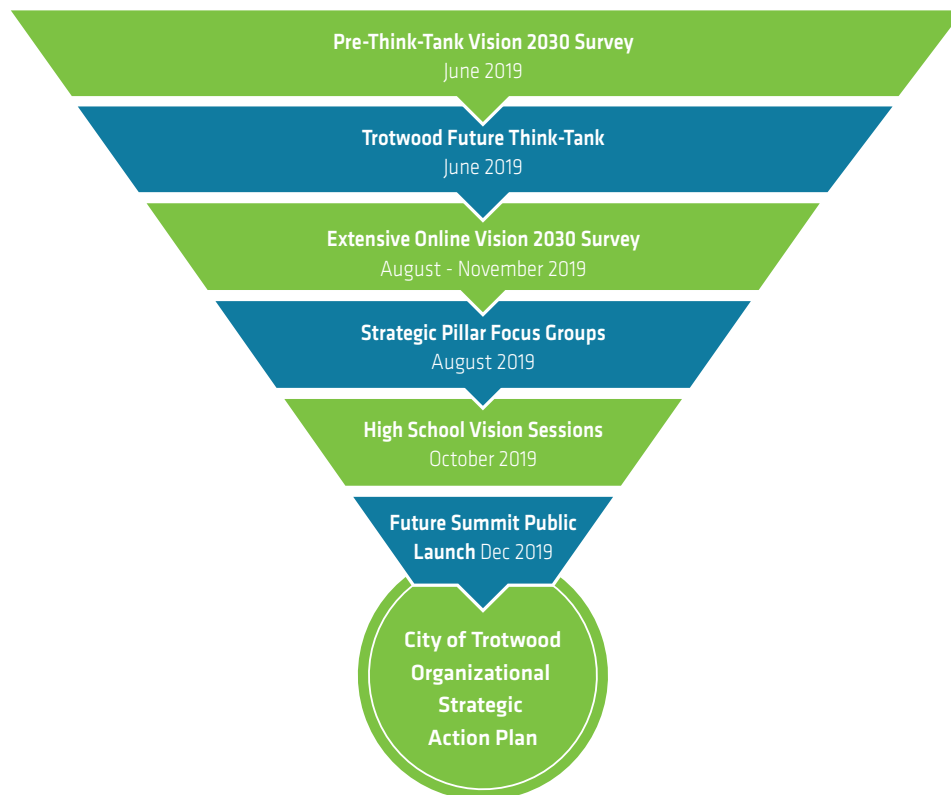
DataInsight



The engagement process involved hours of community stakeholder time and commitment to planning for the future of Trotwood. This momentum will be carried forward by the strategic pillar community task forces that will help to guide implementation of the plan.

4.0 COMMUNITY ENGAGEMENT ANALYSIS

In order to build an organizational strategic action plan that is supported by community stakeholders, City leadership embarked on a participatory engagement process involving strategy meetings, a pre-Think-Tank survey, a Think-Tank, an online Vision survey, six focus groups, numerous planning calls with Trotwood staff and a community Future Summit to launch the plan. This engagement was intended to create the foundation of support upon which a more targeted organizational strategic action plan could be developed to guide Trotwood over the next five to ten years.



DataInsight

DATA INSIGHTS:

- The detailed community stakeholder engagement process produced strong consensus around the desire to build a pathway to the preferred future scenario, 'Breaking the Glass Ceiling'.
- A repeated theme throughout the engagement process was that this is considered a 'golden moment' for action in the community. Community leaders have been given a mandate for change by the Trotwood community.

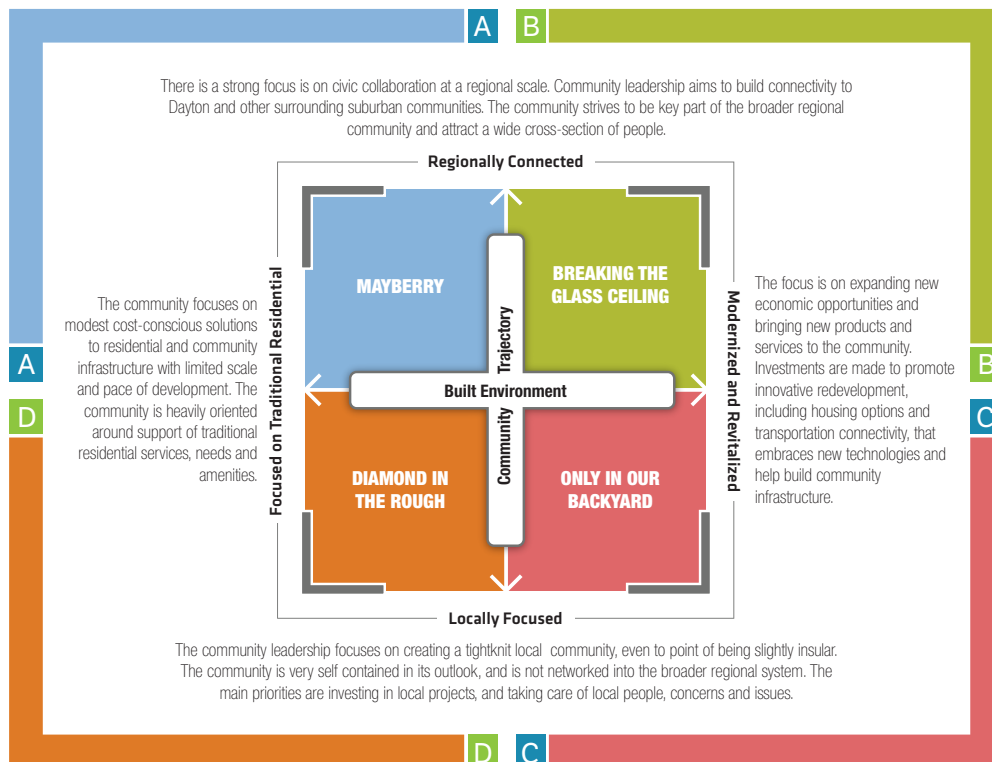
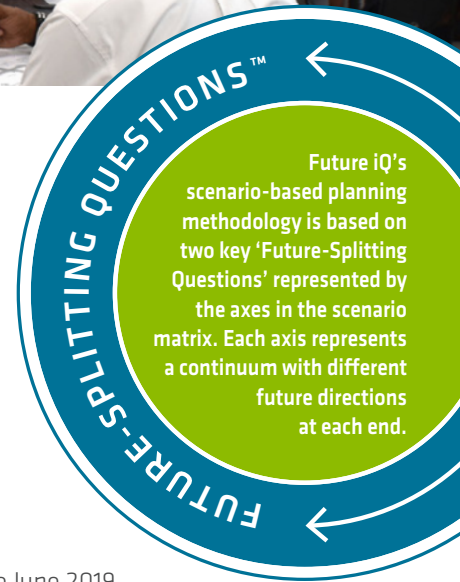


5.0 CREATING SHARED VISION AND DIRECTION

The strategic planning process used a scenario planning methodology to explore future directions and implications for the community. This approach helps community stakeholders understand the full range of impacts and consequences of various decisions as they seek a preferred future.

5.1 SCENARIOS OF THE FUTURE – FRAMEWORK FOR EXPLORATION

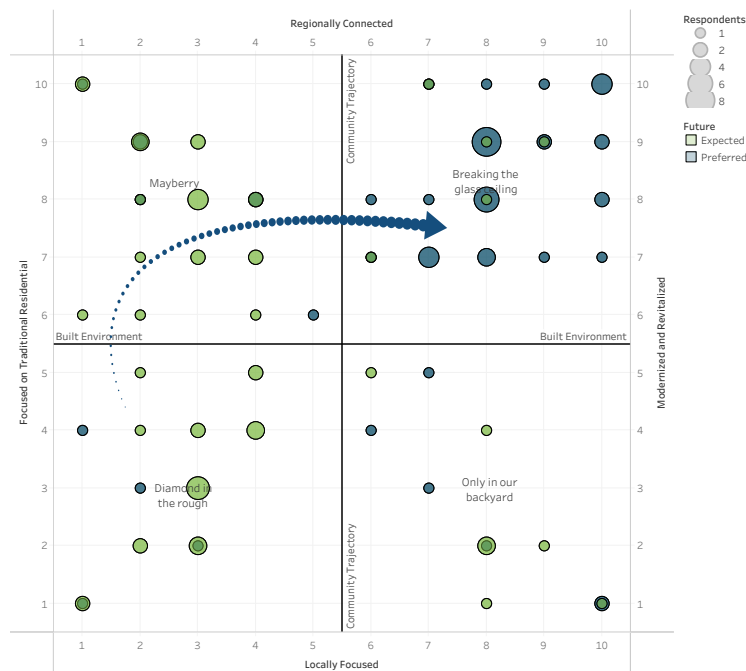
The following diagram was developed with Trotwood community stakeholders at the June 2019 Trotwood Future Think-Tank Workshop. The scenario planning process creates four plausible versions of the future, built around the main themes of ‘Community Trajectory’ and ‘Built Environment’. The process allows stakeholders to think about the future in a multidimensional manner. More detail on the process is available in the *Trotwood Organizational Strategic Plan Project Future Think-Tank Report*. (For more information, visit: <https://lab.future-iq.com/city-of-trotwood-strategic-planning-project/>.)



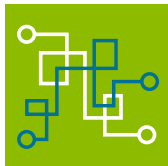
5.2 IDENTIFYING KEY ELEMENTS OF THE PREFERRED FUTURE

The online Vision Survey (also available in hard copy) ran from August to mid-November 2019 and was distributed to all participants of the Think-Tank, focus groups and high school sessions. The chart below represents 82 completed heatmaps. The data illustrates all cohort responses with the size of the circle representing the number of responses in that particular square. The two axes, 'Community Trajectory' and 'Build Environment' were presented as continuums, so people could select locations for their preferred future with a degree of understanding about the implications and what it represented. The development of Expected and Preferred heatmaps is a key part of discovering the shared vision for the community. The Expected future is where people believe the community will end up if there is no change in what the community is currently doing. The preferred future, 'Breaking the Glass Ceiling' is what people have identified as the most desired future for the community. The arrow represents the path that the community must take to get from the expected to the preferred future.

The scenario planning process encourages curiosity and provides a way to explore plausible future scenarios and examine them from a speculative standpoint. They represent different plausible possibilities for the future.



To see all data from the Vision surveys, please see: <https://lab.future-iq.com/city-of-trotwood-strategic-planning-project/>



FUTURE INSIGHTS:

- The preferred future 'Breaking the Glass Ceiling' outlines the basis of a shared vision for the community and gives direction to the action areas needed for this vision to become a reality through Trotwood's new Organizational Strategic Action Plan.

FutureInsight

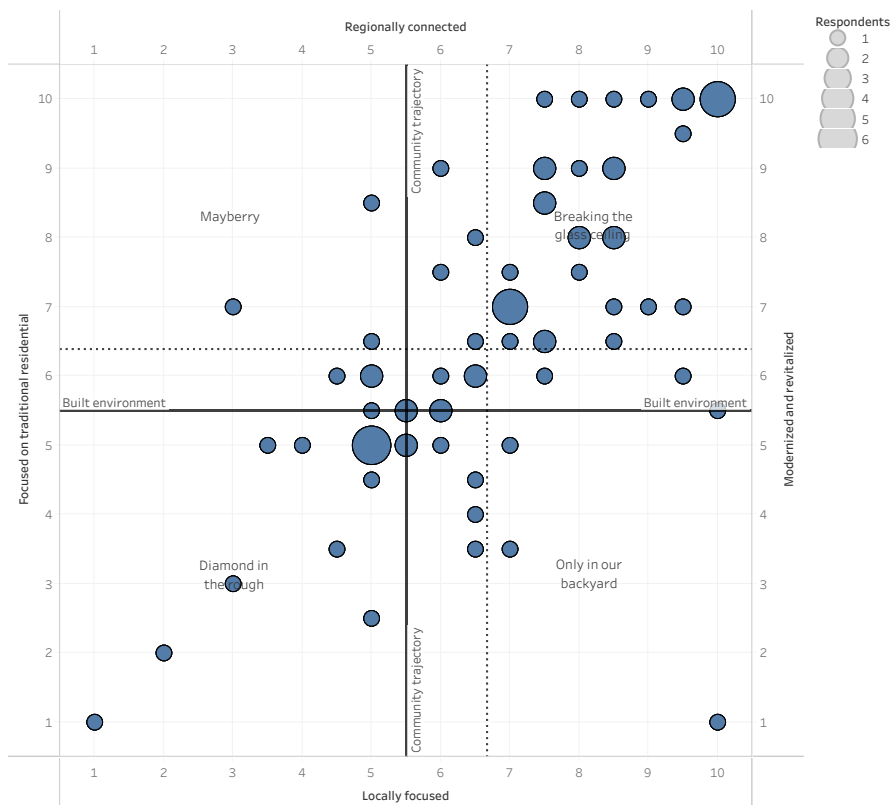
- With the preferred future predominantly to the top of the Community Trajectory axis and towards the right end of Built Environment axis, this suggests a strong desire to see aggressive investment in modernizing the city as well as greater connectivity to the region.



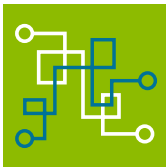
5.3 SCENARIO VALIDATION MATRIX

This chart provides a method to validate the preferred future using the heat maps completed by community members during the engagement sessions. This 'Scenario Matrix Validation Chart' is created by building a preferred future from the answers to the 'Important Themes' questions. These 'Important Themes' questions are subsets of the scenario axes, and by recombining each person's answers we create a unique X, Y average. This approach generates a notional Preferred Future, but one based on likely response to issues and expected behavior in real-life. This provides a validation of the Preferred Future response based on the heat map diagram.

SCENARIO VALIDATION MATRIX



The scenario validation matrix highlights the concentration of responses in the community and validates the perceived desire for change. These results suggest a strong mandate for continued change in the community.



FutureInsight

FUTURE INSIGHTS:

- The dotted line on the matrix represents the average X, Y point of all responses. The size of the circle in the chart represents the number of responses in that specific location. The average response is in the upper right scenario quadrant, although not as pronounced as in the 'preferred future' responses.
- Over 80% of the online Vision survey respondents considered it urgent that community leaders need to adapt and pursue the community vision. These results support a strong mandate for change in the community.





Trotwood's new Organizational Strategic Action Plan presents a series of strategic actions that can be achieved in the short to medium-term that will produce long-term results.

6.0 COMMUNITY VISION

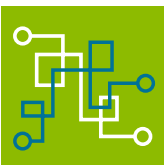
The community visioning process for Trotwood allowed community members to explore the future evolution of the community around the two main themes of 'Community Trajectory' and 'Built Environment'. These themes allowed the community to wrestle with the implications and responses to changing demographic makeup and needs of the community, and the emerging impact that technology and redevelopment is having on multiple aspects of the community. The preferred future identified by the community is called 'Breaking the Glass Ceiling'. This is a scenario that represents the vision for the future of Trotwood, and is described as:

BREAKING THE GLASS CEILING

This scenario forecasts a future where the community is a vibrant, growing city highly connected to the outside world and "breaking the glass ceiling" as a cutting-edge modernized Smart City. Using all the latest technologies to support new development and redevelopment, the City connects all corners of the community through its multi-modal transportation systems and Wifi for all and highlights innovative housing options using renewables and smart house technologies. The community is full of all types of hubs that support innovation, from industry-specific learning hubs to tech hubs for social interactions and start-ups. A high emphasis on ecological health places the City ahead of the curve in green building and planning and zoning codes are rewritten to protect the environment. Expanded educational programming for all ages supports a community that is diverse, educated and happy.

The key strategic pillars that support this vision include:

- Expanding business and economic development initiatives
- Creating high quality community assets
- Strengthening regional and local influence and connectivity
- Fostering community leadership, belonging and inclusiveness
- Adopting a future oriented approach to Trotwood's Built Environment
- Building educational excellence



FUTURE INSIGHTS:

- The strategic pillars provide areas for significant innovation in Trotwood over the coming years, especially in developing a coherent economic development strategy and building high quality community assets.
- The action areas of the Organizational Strategic Action Plan aim to produce systemic and catalytic shifts that will drive the future economic growth and vitality of the Trotwood community and attract new residents and investments.

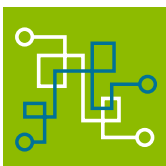
FutureInsight



The strategic pillars help organize future actions into key focus areas. These are intended to be the foundational building blocks that support and guide the community towards its preferred future, 'Breaking the Glass Ceiling'.

7.0 STRATEGIC PILLARS FRAMEWORK

Trotwood's Strategic Pillars were further explored at the six Strategic Pillar Focus Group Sessions in August 2019. The pillars represent the major theme or topic areas that underpin the aggregated preferred future, called 'Breaking the Glass Ceiling'. They have been drawn directly from the scenario planning and community engagement process. The organizational strategic action plan's action areas are structured around these six key strategic pillars. These are the fundamental building blocks for the future actions that support the vision.



FutureInsight

FUTURE INSIGHTS:

- The Strategic Pillars draw together the elements identified by Trotwood community stakeholders as being the highest importance in terms of the future.
- Trotwood is a community that is rebuilding from a devastating tornado that hit in May 2019. Community leaders are using the creation of the new organizational strategic action plan as an opportunity to rebuild and revitalize the community after this momentous event.

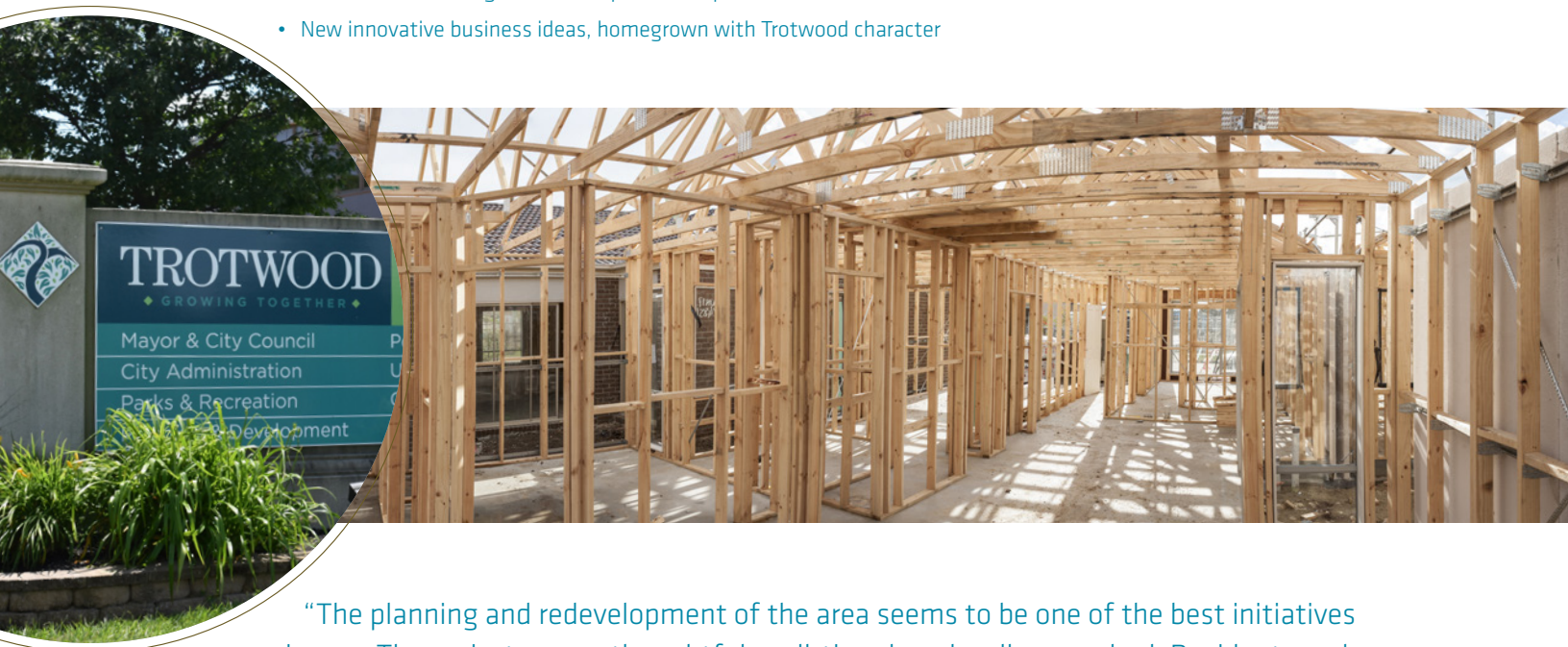
7.1 EXPANDING BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES

7.1.1 IMPORTANCE OF EXPANDING BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES

Trotwood is at a critical time of redevelopment following a devastating tornado in May 2019. Although traumatic, this event proved to revitalize community spirit as people came together to help each other in the recovery and to plan how to rebuild. There is tremendous opportunity and goodwill within the community to re-envision itself by focusing on its uniqueness of character and logistical strengths such as the availability of land for development and its proximity to Dayton and interstate highways. The focus group that was tasked with developing action areas for the Expanding Business and Economic Development Initiatives strategic pillar concentrated their thinking in three areas:

- Rebranding and communicating the opportunities that exist in Trotwood
- Creating an economic development plan for the community that would attract and retain businesses and residents through the development of specific business nodes
- New innovative business ideas, homegrown with Trotwood character

Trotwood is at a tipping point in its economic development. Key to success will be communicating the opportunities that exist here to potential businesses and residents.



“The planning and redevelopment of the area seems to be one of the best initiatives going on. The projects seem thoughtful, well-timed, and well researched. Residents and beyond can see action and results, but not at such a pace that things seem unmanageable.”

- Vision survey respondent



VALUE TO RESIDENTS:

- Pursuing innovative businesses as part of Trotwood’s economic development will build its reputation as being a unique location that is looking to attract a younger more diverse cohort, and this will bring families and young professionals to the community.
- The visioning process highlighted the need for community leaders to communicate its successes and to reposition Trotwood’s image as a place of opportunity and growth.

7.1.2 KEY STRATEGIC ACTION AREAS

1. Rebrand Trotwood as a place of opportunity

The people of Trotwood are a community of warmth, spirit and generosity. Community members look out for each other and appreciate its small-town feel. However, the visioning process brought to attention that the community is struggling with an image problem, and this was a repeated theme throughout the focus group sessions. In order for significant economic development to occur, the community will need to rebrand and project its image to attract outside business and new residents. This will require significant outreach and a communications campaign that highlights the successes and opportunities that exist within the community. Some of the suggested activities include more community events, newsletters, online communications, use of a marquis, as well as the deployment of community activists that go door-to-door to encourage community participation.

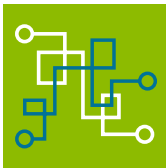
Economic development provides a pathway for the Trotwood community to reposition itself within the greater Dayton area.

2. Create an economic development plan that will focus on distinct business nodes

Trotwood has a number of areas due for redevelopment. The Salem Mall area, Main Street, and the Sears Building are examples of areas that could be developed as distinct business nodes, each with its own distinctive purpose. A 'node' is a community location where people connect, typically for business, services, recreation or events. To carry out the planning for this development, it is recommended that the strategic pillar Task Force create an economic development plan for Trotwood within the first year of the strategic plan launch. A survey should be distributed to local businesses to determine needs, and zoning regulations should be updated to accommodate new development needs.

3. Focus on new innovative business ideas, like renewable energy projects

Throughout the strategic planning process, there was interest in the potential for 'green building' technologies and renewable energies within Trotwood. At one of the focus group sessions, there was in-depth discussion of the potential for a solar energy farm on land owned by a local landowner. The idea was to link the Trotwood-Madison High School to a certification program that would provide a pathway for employment for graduates to work at the energy farm. This example of an innovative business collaboration with the schools would contribute significantly to workforce development efforts within Trotwood and the greater Dayton area.



FutureInsight

FUTURE INSIGHTS:

- Adopting green technologies into Trotwood's redevelopment would contribute to the new perception of Trotwood as an emerging smart city.
- Nationwide, housing needs are identified as important supporting elements of economic development. It is recommended that this topic area be included in the new economic development plan.



7.1.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR EXPANDING BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES



7.2 CREATING HIGH QUALITY COMMUNITY ASSETS

7.2.1 IMPORTANCE OF CREATING HIGH QUALITY COMMUNITY ASSETS

Trotwood has undergone significant swings of economic cycles over the past 50 years. This has resulted in outmigration and declining infrastructure quality. The recent tornado has put a spotlight on the window of opportunity to rebuild the community with high quality community assets that are aesthetically pleasing and useful to a broad range of demographics within the community. Replacing old infrastructure and rebuilding with newer technologies will lift quality of life for Trotwood residents and attract businesses and commerce to the city. Downtown/Main Street Trotwood is an asset that can be built on and its successful revitalization as the heart of the community will draw and create a destination for both young and older generations. Along with connecting neighborhoods by a network of trails and bike lanes, the community can also improve quality of life by building amenities like community gardens and bringing a grocery store back to the city.

High quality community assets reflect a high quality of life for residents and community stakeholders. They are foundational to building a sense of place and pride in a community.



“I love the idea that I’m close to the airport, I-70 and can drive to almost anywhere I want to shop/dine without the issues of traffic and congestion. We have a healthy sense of cost of living. We just need amenities. We have an opportunity to create a ‘New Trotwood’”

- Vision survey respondent



VALUE TO RESIDENTS

- Trotwood can leverage its peri-urban location and characteristics by building high quality community assets that incorporate the unique character of both its historic downtown core and its agricultural roots.
- The strategic action areas of this strategic pillar are intended to build a strong community ecosystem that will make Trotwood more resilient to future potential economic swings.

7.2.2 KEY STRATEGIC ACTION AREAS

1. Develop a distinct downtown area as the 'heart' of the community

Trotwood is a city of historic charm and visibility. Throughout the strategic planning process, community members expressed the desire for Trotwood's downtown/Main Street to once again become the 'heart' of the community. Beautification efforts to improve the aesthetic and infrastructural aspects of the downtown and entry corridors will return a sense of vibrancy, activity and connectivity to Trotwood's historic downtown. Encouraging new businesses and restaurants to locate downtown, repurposing old buildings, using wayfinding, bump-outs and gateway elements to pedestrian-scale lighting with banners, plant basket hangers and benches are all examples of ways to make the downtown area inviting and welcoming.

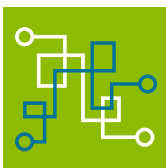
2. Connect all neighborhoods with a network of trails and bike lanes

Current trends show that connectivity around mobility and transportation are highly valued amenities that are sought out by community members of all ages. Focus group participants expressed the need to connect Trotwood's neighborhoods with a network of trails and bike lanes. Providing more walkability and connection points between neighborhoods would serve to further strengthen Trotwood's unique community feel.

3. Focus on healthy foods with community gardens and new grocery store

A healthy community is a happy community. In 2018, the World Happiness Report examined the subjective well-being of OECD countries and reported that the U.S. is in the midst of a complex and worsening public-health crisis involving epidemics of obesity, opioid addiction and major depressive disorder. As an aging community and one that seeks to attract younger generations, Trotwood can address the challenges of well-being by taking aggressive steps to provide high-quality amenities for its residents. The number one amenity community members expressed lacking in Trotwood was a full-service grocery store that provides fresh produce and healthy foods. This is an amenity that should be sought after for the community. The availability of land is another resource that the city and volunteer groups could utilize to build health-oriented amenities such as community gardens.

In order to plan for the now, Trotwood community stakeholders need to anticipate where they need to be in the future. High quality community assets build long-term resiliency into the community ecosystem.



FUTURE INSIGHTS:

- Creating high quality assets requires a delicate balance of community needs. This requires clear communication and education about the details of the strategic action plan rollout by community leadership.

FutureInsight

- By becoming a place known for healthy foods, Trotwood has the opportunity to emerge from being a food desert to becoming a model 'Healthy Community' on a national level.



7.2.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR CREATING HIGH QUALITY COMMUNITY ASSETS

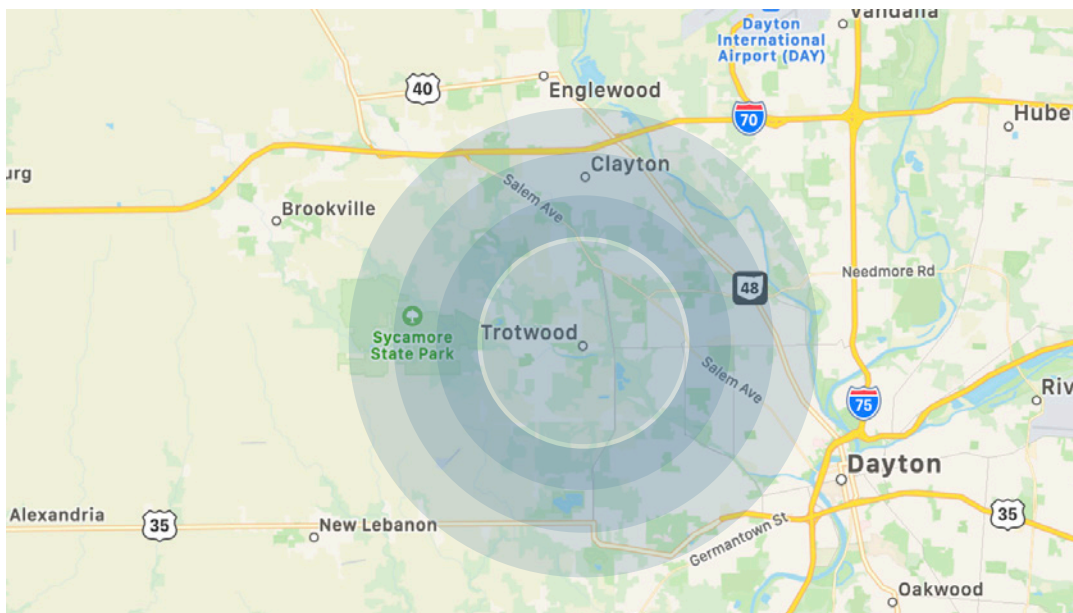


7.3 STRENGTHENING REGIONAL AND LOCAL CONNECTIVITY

7.3.1 IMPORTANCE OF STRENGTHENING REGIONAL AND LOCAL CONNECTIVITY

A growing trend in cities and regions is to provide connectivity of all types. A vibrant, dynamic community is supported by strong networks of community members and organizations, transportation systems, and more recently, broadband. Whether through school, businesses, government, religious institutions, or neighborhoods, connectivity is key to building positive, collaborative environments that support collective action. On a regional basis, Trotwood already has the ingredients for strong regional connectivity based on its geographic proximity to Dayton and Columbus, major interstates, and Dayton's international airport. Survey results show a keen interest in expanding community development activities by integrating into the broader regional community fabric, especially the Dayton area.

Strengthening regional and local connectivity will require significant collaborative relationships and initiatives by local community leadership.



“Charity begins at home and spreads abroad. Invest in your current residents. Play up the diversity that exists in Trotwood. Connect sister cities.”

– Vision survey respondent



VALUE TO RESIDENTS:

- The weakening of traditional institutions that depend on volunteers to provide critical community connectivity is a national phenomenon. Trotwood can aggressively counteract this trend by emphasizing the importance and critical role of community institutions such as neighborhood associations.
- Taking the agricultural sector as an example, Trotwood could take a leadership role in connecting local businesses into the regional agricultural supply chain focusing on initiatives that prioritize using regional suppliers and businesses.



7.3.2 KEY ACTION AREAS

1. Convene regional leadership to address important regional and local topics

Building the prominence of Trotwood as a regional player will attract business, workforce and residents to the city. The Mayor, City Council and City Administrator all participate in State level regional committees. Pursuing these connections in addition to stronger ties with the City of Dayton would elevate Trotwood's recognition as a regional player. It was suggested that a local interest group consisting of business owners and City leadership be formed to discuss potential business interests and topics that could be pursued at the regional level. Trotwood could expand these meetings to invite and convene regional leadership to participate.

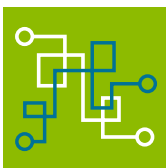
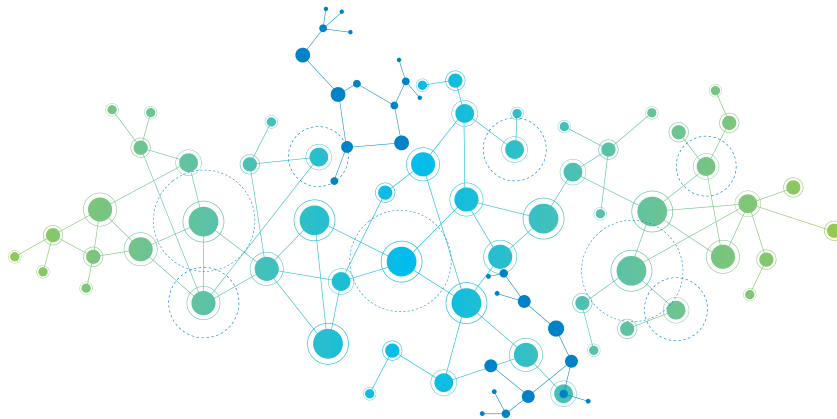
2. Re-establish regular School Board and City Council meeting

One of the closest connections families have to other community members is through the school system. Schools also form the integral link to economic development by providing a workforce to area businesses and organizations. The School District and the City of Trotwood represent two of the strongest institutions in the community. With such critical roles to play in the community, it is recommended that the City re-institute regular School Board and City Council meetings to expand the lines of communication and collaboration between the two entities.

3. Partner with other innovative communities to share knowledge

Pursuing best practices is always a recommended means to an end. As part of the strategic planning process, Trotwood community members regularly expressed a desire to explore what other communities are doing to succeed. Pursuing meetings with successful regional communities to share knowledge, learn and build connections for future partnerships are recommended steps for this strategic action pillar Task Force.

Connectivity can be used to transform a community from one that is disjointed and disenfranchised to one that collaborative and engaged.



FUTURE INSIGHTS:

- Technology has increased connectivity exponentially over the past 10 years. Access to high speed broadband services has become a necessary element for communities to provide essential communications for residents and businesses.
- Pursuing greater connections between the City, area Universities, businesses and Trotwood High School preempt anticipated workforce shortages in the near future.

FutureInsight



7.3.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR STRENGTHENING REGIONAL AND LOCAL CONNECTIVITY



7.4 FOSTERING COMMUNITY LEADERSHIP, BELONGING AND INCLUSIVENESS

7.4.1 IMPORTANCE OF FOSTERING COMMUNITY LEADERSHIP, BELONGING AND INCLUSIVENESS

The strength of a community's social ecosystem is built on community leadership, a sense of belonging and inclusiveness. Having strong connections and personal networks within a community provide individuals with a unique sense of belonging and a place called home. Participants in multiple focus groups highlighted the fact that although Trotwood is a tight-knit community, the community remains separated into areas or 'pockets' of town and there is a need to create opportunities to bring these pockets together. Several suggestions were made on how to build a more cohesive community, and three primary strategic actions emerged: increasing communications and availability of community information, providing strong leadership and mentorships, and strengthening Trotwood's neighborhood associations.

Ensuring that all community members are connected and informed will strengthen Trotwood's community leadership capacity to make decisions that are inclusive and broadly supported.



Sources: Bersin by Deloitte, *High-impact diversity and inclusion: The new maturity model*, 2017; Juliet Bourke and Bernadette Dillon, *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

“To ensure stability and growth, we need a wide range of diversity. Diversity brings change.”

- Vision survey respondent



VALUE TO RESIDENTS

- Sometimes barriers to inclusion are invisible to those already participating. Undertaking a process to purposely remove barriers and provide connection is invaluable, as it opens new doors for people.
- A repeated theme throughout the strategic planning process was a call to create more ways for youth to be involved in the community. Initiatives that incorporate students and young professionals will help to build a future workforce for the community and help the community pivot to a more inclusive outlook.



7.4.2 KEY STRATEGIC ACTION AREAS

1. Create a Trotwood App that provides community information and alerts

One of the most empowering services a community can provide for its residents is access to clear, consistent information and communications. During the engagement process, this was identified as a weak area for Trotwood, and this has brought about some level of distrust within the community. Establishing a primary community information resource such as an App or resource center for new and old residents will give community members confidence and security to know there is a place to go to ask questions, find answers and have their voices heard.

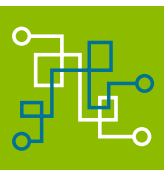
2. Start a local leadership and mentoring program

Trotwood is blessed with diversity of every kind, and community members are proud to be known for being a tight-knit, caring community. Survey results show a keen awareness that youth, young professionals and young families are key to the community's long-term viability and success. As communities age, maintaining a diverse demographic is growing increasingly important for workforce needs. This action area focuses on increasing the inclusion of youth, primarily through mentorship programs between local business leaders, seniors and area schools to foster long term relationships and connections. Other practical examples include encouraging youth to participate in leadership positions on community boards and requiring youth representation in local government.

3. Form and fund grassroots-based neighborhood associations

It was noted during strategic planning process that volunteerism is dwindling in the community. This is a common phenomenon throughout the United States, and many communities are struggling to maintain community services ordinarily run by volunteers. One of the recommended strategic actions to build inclusivity in Trotwood is to form and fund grassroots-based neighborhood associations. Focus group participants highlighted that some neighborhood associations exist, but that there is difficulty organizing as they are not currently funded. It is recommended that a mechanism for funding be found to support basic functions of neighborhood associations and that associations are formed for all areas of Trotwood.

Increased access to communication and information along with building more connections both socially and physically are common themes running through Trotwood's Organizational Strategic Action Plan.



FutureInsight

FUTURE INSIGHTS:

- Continuing to evolve leadership groups in the community that incorporate diversity will help to ensure the threads of inclusiveness are woven through the community fabric.
- Breaking down age, physical and cultural barriers make a community safer and more inclusive community for all residents.



7.4.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR FOSTERING COMMUNITY LEADERSHIP, BELONGING AND INCLUSIVENESS



7.5 ADOPTING A FUTURE ORIENTED APPROACH TO TROTWOOD'S BUILT ENVIRONMENT

7.5.1 IMPORTANCE OF ADOPTING A FUTURE ORIENTED APPROACH TO TROTWOOD'S BUILT ENVIRONMENT

New technologies are rapidly changing how people connect and systems work. By adopting a future oriented approach to Trotwood's built environment, the community will remain flexible and agile in the face of constant change. Throughout the strategic planning process, community members expressed the desire to not let the world pass them by and to use this planning opportunity to update and modernize deteriorating or damaged community assets. Focus group participants enthusiastically explored the option of pursuing a 'Green City' concept that creates new partnerships with the school system, regional and area businesses. With this idea, participants saw the Trotwood becoming more resilient and self-reliant through the development of local energy sources. Adopting a future oriented approach supports and validates the community's stated desire to re-envision itself as a forward-thinking community taking the steps necessary to achieve its preferred future scenario, 'Breaking the Glass Ceiling'.

Adopting a future oriented approach to Trotwood's built environment now will save resources in the long run for current residents and attract a younger cohort seeking such environments.



“Sustainable development is the pathway to the future we want for all. It offers a framework to generate economic growth, achieve social justice, exercise environmental stewardship and strengthen governance.”

—Ban Ki-moon, Former UN Secretary General



VALUE TO RESIDENTS

- 'Going Green' is a chance for Trotwood to galvanize business and community leaders around a forward-thinking value opportunity that could transform the community.
- The removal of blighted buildings and deteriorating infrastructure from a community's landscape boosts morale and pride in a community.

7.5.2 KEY STRATEGIC ACTION AREAS

1. Use the FEMA rebuild phase to aggressively expand homeownership opportunities

As older Americans downsize and millennials move into the housing market, there is a growing shortage of housing availability across the country. In the aftermath of the May 2019 tornado, Trotwood has the opportunity to use the FEMA rebuild phase to address the shortage head on by aggressively leveraging available funds and expanding homeownership opportunities within the community. Current funding mechanisms such as the Homeownership Center already exist and should be communicated broadly to the community.

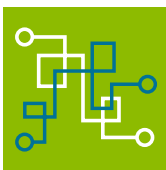
2. Repurpose or demolish blighted buildings across the community

The common challenge to established communities is the deterioration of infrastructure and the emergence of blighted buildings that need to be repurposed or demolished. Another issue is the challenge of absent landowners that take tax write-offs for deteriorating buildings. A growing trend is to repurpose buildings into service centers, libraries, innovation hubs, makerspaces, art studios or communal workspaces. Trotwood has numerous empty buildings, and the City is working hard to find new tenants for as many as possible. It is recommended that those buildings that cannot be repurposed be demolished to make way for new creative development such as solar gardens, new businesses and communal workspaces.

3. Focus on utilizing smart technologies in new builds and infrastructure

Given the recent destruction caused by the 2019 tornado, Trotwood has the opportunity to modernize its systems by building smart technologies into its infrastructure and new builds. By investing in these technologies now, the City will be able to do things like monitor the entire city in real time and will contribute to value in many areas such as safety, disaster management, resource use and continuous transportation systems. The City can also use this opportunity to encourage green building by providing incentives or tax breaks.

The community of Trotwood is saying 'it's time to think differently' by reinforcing the need for future-based actions and community development.



FUTURE INSIGHTS:

- In redeveloping Trotwood's built environment, care should be taken to incorporate the distinct unique historical character and feel of Trotwood.
- The next 10-15 years will bring the autonomous vehicle to modern transportation systems. This could bring new levels of flexibility to local transportation in and around Trotwood.

FutureInsight

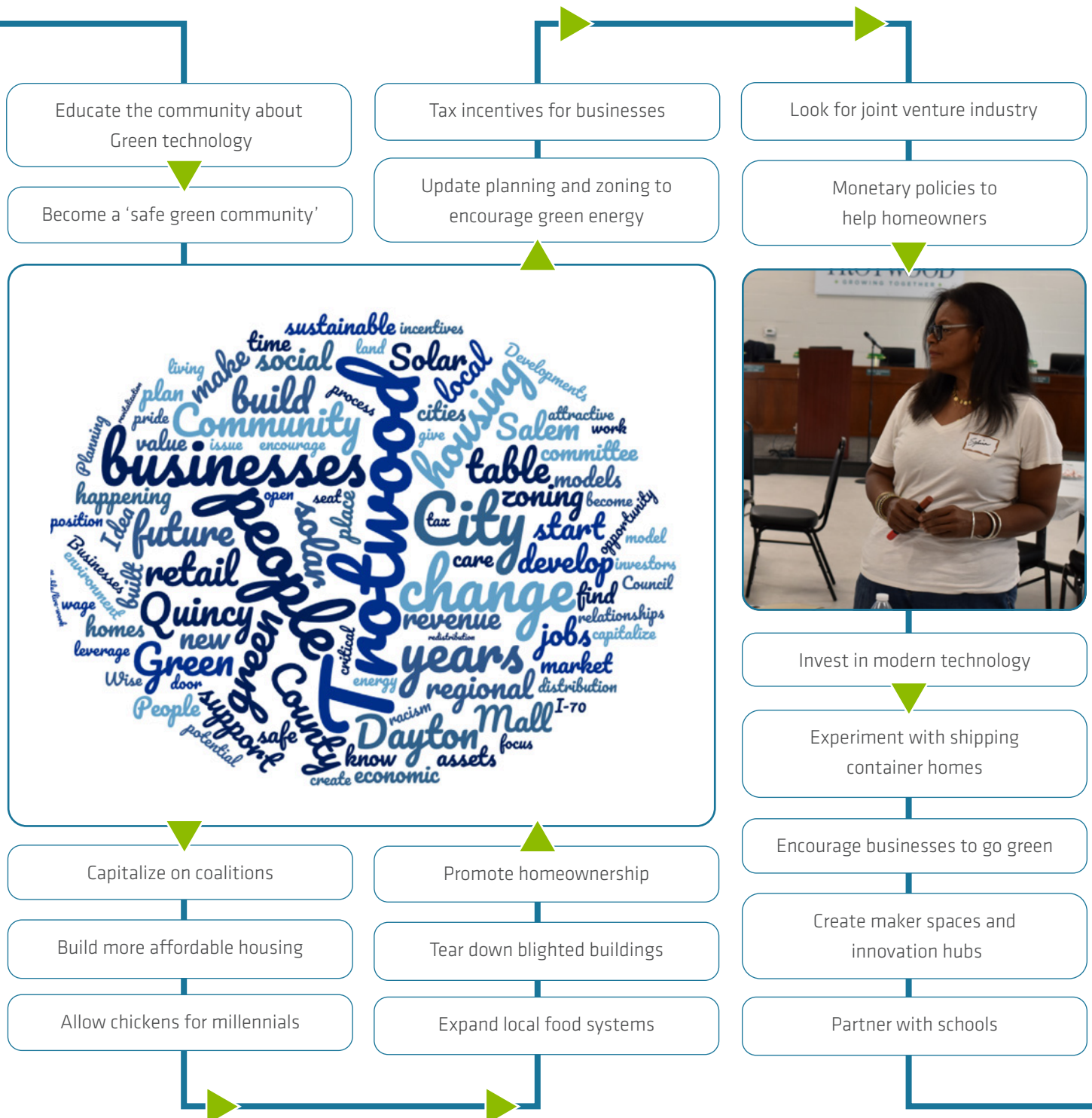


7.5.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process

Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR ADOPTING A FUTURE ORIENTED APPROACH TO TROTWOOD'S BUILT ENVIRONMENT



7.6 BUILDING EDUCATIONAL EXCELLENCE

7.6.1 IMPORTANCE OF BUILDING EDUCATIONAL EXCELLENCE

The Trotwood community places a high value on the local educational system and has dedicated considerable resources in recent years to school facilities. Trotwood-Madison High School is renowned for its athletic programs and is a source of pride for community members, having won the Division II/AA Boys High School Basketball Championship just this year. Academically, the current school system struggles with student outcomes and consistently rates near the bottom in State test scores. It is widely recognized that strong partnerships between the City, school system, area businesses and organizations are needed to build programs and services that support students and their families to affect better outcomes. Based on direct input from focus group members, the organizational strategic action plan focuses on community service programs, wrap around services and mentorships as specific areas to develop that will help pivot educational outcomes and build educational excellence into the community's ecosystem.

It is recognized that Trotwood area schools have a great athletic system but struggle academically. Reinstating regular school board and city knowledge-sharing meetings will help find solutions that can enable all students to succeed.



“The schools are an ideal place to grow the citizens of the future.”

– Vision survey respondent



VALUE TO RESIDENTS

- Strong community and business partnerships with area schools are attractive to companies seeking to locate close to talent.
- By addressing the opportunity gaps that many Trotwood students face, critically needed educational improvements will be made.



7.6.2 KEY STRATEGIC ACTION AREAS

1. Create an educational cluster to wrap services together for families

One of the goals of the strategic planning process was to engage as many experts as possible in the development of specific action areas. A clear message emerged from the educational pillar focus group: Area students and their families need expanded wrap around services in order to pivot the Trotwood educational system to produce improved outcomes for students. This includes library services, more preschools, learning opportunities for parents, daycare options, and basics like a grocery store to provide healthy foods for students and their families. These are needed services that can be explored in close communication with school leadership. It was reinforced that regular meetings between focus group members and Task Force members would be a good start to share information and to work on solutions.

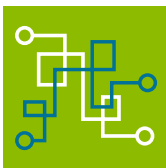
Communities that provide varied educational opportunities to community members at all stages of life are notably more attractive to new residents and successful at retaining skilled workers.

2. Partner with industry to link workforce development to school programs

Workforce shortages are a trend occurring in many communities across the country. To address this challenge, local businesses and industry are partnering with schools to create pathways that lead to careers for students. Experiential learning programs such as internships, apprenticeships and mentorships, and certification programs create opportunities for local youth to explore careers and learn at the same time. These partnership opportunities can be developed within Trotwood to provide much needed jobs for students and graduates and provide a stable pipeline of workers for local industry.

3. Partner with schools to expand youth involvement in all community projects

Partnering with area schools to expand youth involvement in all community projects will provide valuable learning experiences to area youth and help the community with much needed services. The City could play a distinct role in building school programs that incorporate community service into graduation requirements or that give students opportunities to learn about particular public service career options. Paid internships working with the Public Works Department to clean up the community was a common suggestion put forth by focus group participants. These relationships can be developed to build a strong partnership with schools in the community.



FutureInsight

FUTURE INSIGHTS:

- With accelerated change occurring in all areas, the value of life-long learning has become recognized as critical to keeping workforce skill sets agile and resilient.
- Educational trends include a rethinking of the traditional educational model. Technology will continue to create many more ways for students of all ages to learn and earn certifications, training and degrees.



7.6.3 COMMUNITY IDEAS TOOLKIT

The following bullet-points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to implement the strategic pillars and to achieve the preferred future, 'Breaking the Glass Ceiling'. Below are their original ideas.

COMMUNITY IDEAS FOR BUILDING EDUCATIONAL EXCELLENCE

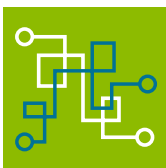
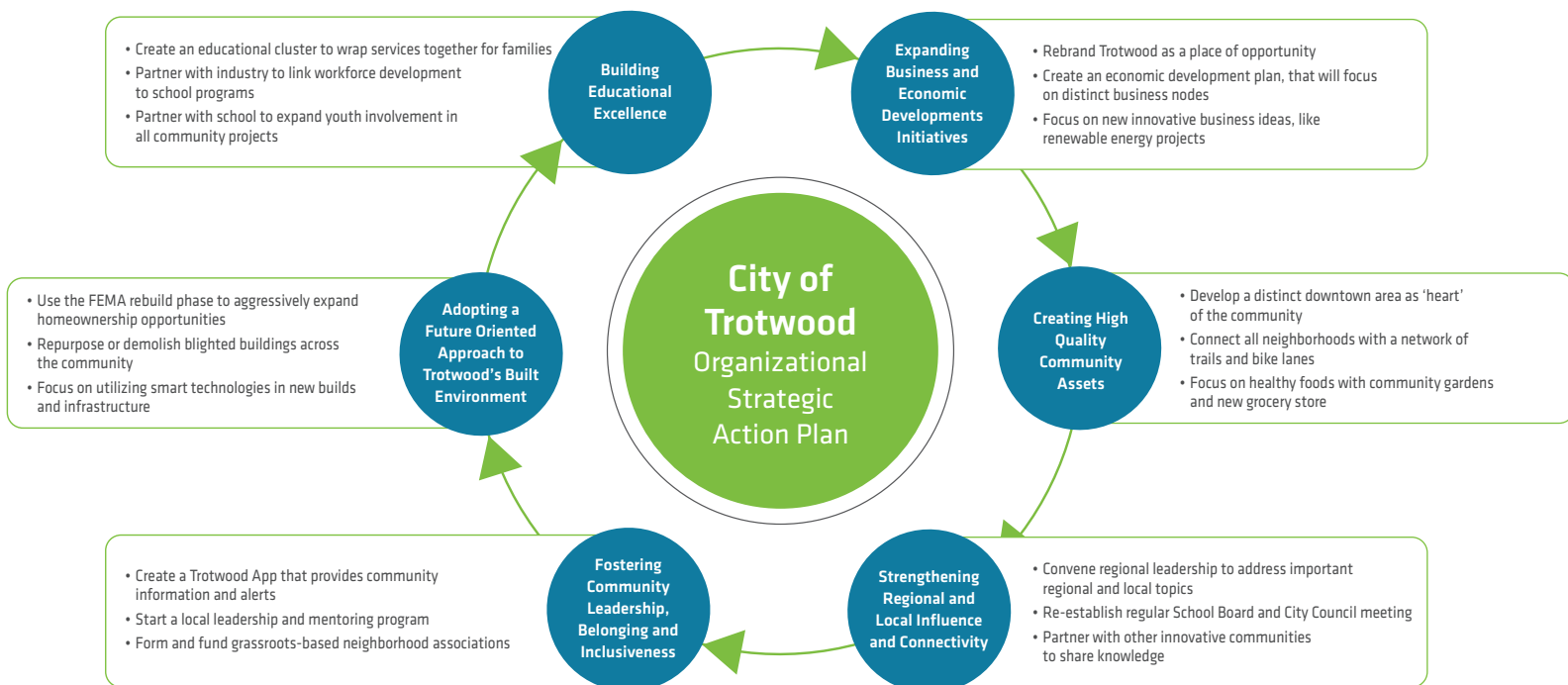




Community members have worked hard during the planning process to identify steps needed to remain forward-looking and innovative, while not losing touch with the underlying core values that create Trotwood's unique sense of character and community.

8.0 COMBINED STRATEGIC ACTION FRAMEWORK

The preferred future scenario, 'Breaking the Glass Ceiling,' in Trotwood's Organizational Strategic Action Plan provides a guiding framework to apply best practice to the key areas of focus in the community. Taken in total, the framework creates a compelling collection of strategic actions that will move the community forward.



FutureInsight

FUTURE INSIGHTS:

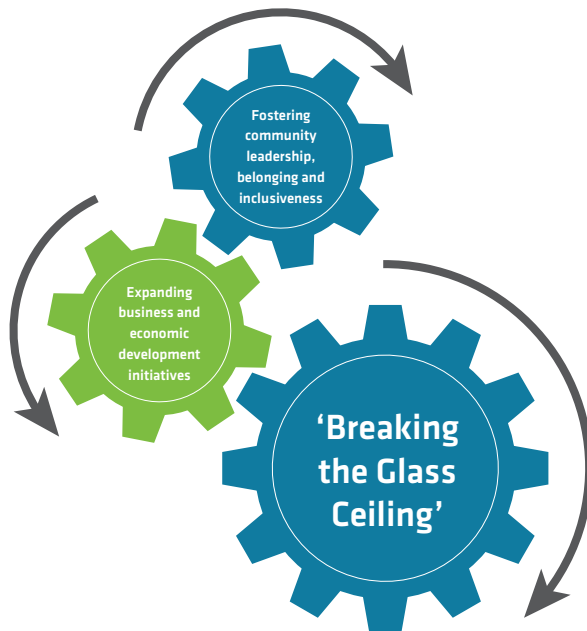
- Trotwood has proved to be a unique community that is wrestling with the big questions about its future evolution. The visioning and strategic planning process has allowed the community to re-envision itself as a strong, forward-looking, diverse community with a unique sense of place and a desire to take the steps necessary to achieve the preferred future.
- The community's strategic pillars provide areas for both significant institutional innovation and the strengthening of community collaboration and communication.



Trotwood's strategic pillars operate in a dynamic systems thinking approach. Each pillar enables and empowers the other as the community works to attain its preferred future.

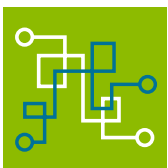
8.1 DYNAMIC SYSTEMS-THINKING APPROACH

The Strategic Pillars Framework lays out the key strategic pillars and specific recommended action areas to lead the community to its preferred future scenario, 'Breaking the Glass Ceiling'. At the same time, it is very potent to think of this in a dynamic systems-thinking approach. Each part of the approach needs to enable and empower the other elements. For example, in order to expand business and economic development initiatives in the city, there will need to be a supportive and inclusive business environment towards incoming businesses and new residents. New residents and businesses will be drawn to high quality community assets such as an attractive Main Street/downtown area, and a high-performing school system.



"There is a desire to take advantage of the moment; we need to bring solutions to the community that are achievable, ambitious and transformative."

– Focus Group participant



FutureInsight

FUTURE INSIGHTS:

- The interdependent nature of Trotwood's organizational strategic action plan's pillars creates a unique dynamic interaction that allows for flexibility and adjustment as the plan is implemented.
- It was evident during the planning process that community members understand the necessity of moving ahead cohesively in all areas of the organizational strategic action plan as it is implemented in order to successfully achieve the preferred future scenario.



The community of Trotwood has shown a healthy appetite for change going forward. This is the first step toward the preferred future, 'Breaking the Glass Ceiling', that will continue to guide city planning efforts.

9.0 NEXT STEPS

The City of Trotwood's visioning and strategic planning process has produced the following outcomes:

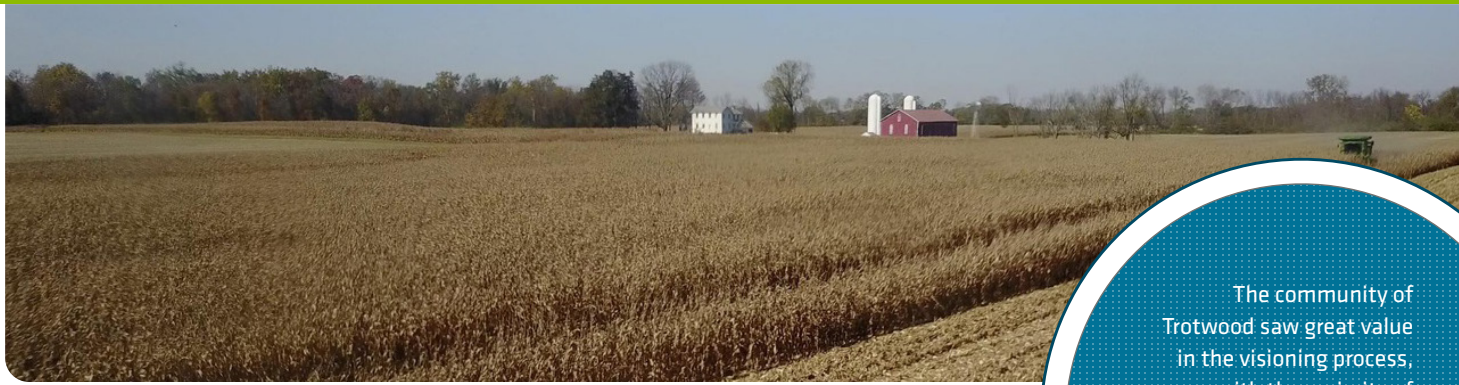
- Documented a detailed understanding of the community's views across a range of important topics and future shaping factors.
- Allowed for a detailed examination of plausible future scenarios, explored expected and preferred futures, and built an understanding of the implications of future options.
- Identified and coalesced support around a shared vision for the future.
- Identified key strategic pillars, action areas and community ideas.
- Begun the process of prioritizing actions as outlined in Trotwood's new Organizational Strategic Action Plan.

This work has been built on open and transparent public participation and thoughtful and constructive dialogue. The vision looks out to year 2030 and now the next phase of work needs to begin. The following institutional next steps are recommended:

1. Consideration and endorsement of the **Trotwood Organizational Strategic Action Plan** by the City Council.
2. **Set up a Task Force for each strategic pillar** to carry forward and recommend implementation steps for the strategic pillar's key strategic action areas.
3. **Establish a regular communications process** to provide quarterly updates on the strategic pillars progress to the community.
4. **Reinstitute regular School Board and City leadership knowledge-sharing meetings** on a quarterly basis.

"If the judgment is that this is the moment, we need to make a BIG deal about it – define ourselves in 2030: We are ready to make the heavy lift."

– Vision survey respondent

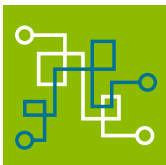
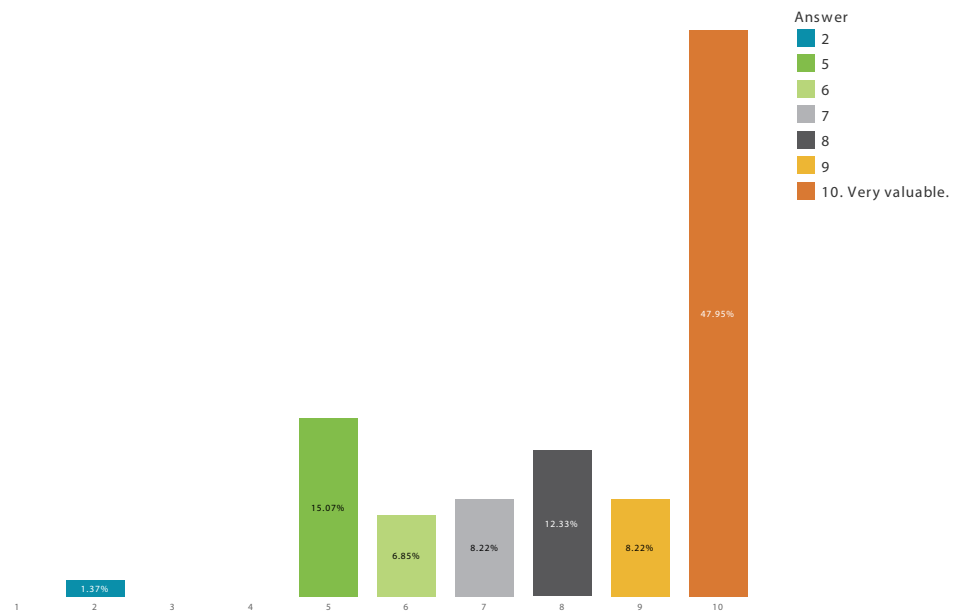


The community of Trotwood saw great value in the visioning process, with the majority of respondents noting that it was 'Very interesting and valuable'. This further validates the community's appetite for change.

10.0 VALUE OF THE VISIONING PROCESS

The Vision Survey and workshop participants were asked for their perspectives about the value of the visioning process. Results indicate there was a strong level of appreciation and perceived value in the visioning process. This matches the interest and enthusiasm shown by people in the various engagement workshops. It is important to understand the perceived value and interest as a reflection of public value in the process. Visioning processes can be time consuming, but a process that produces new insights about the future can be extremely beneficial to long-term planning efforts.

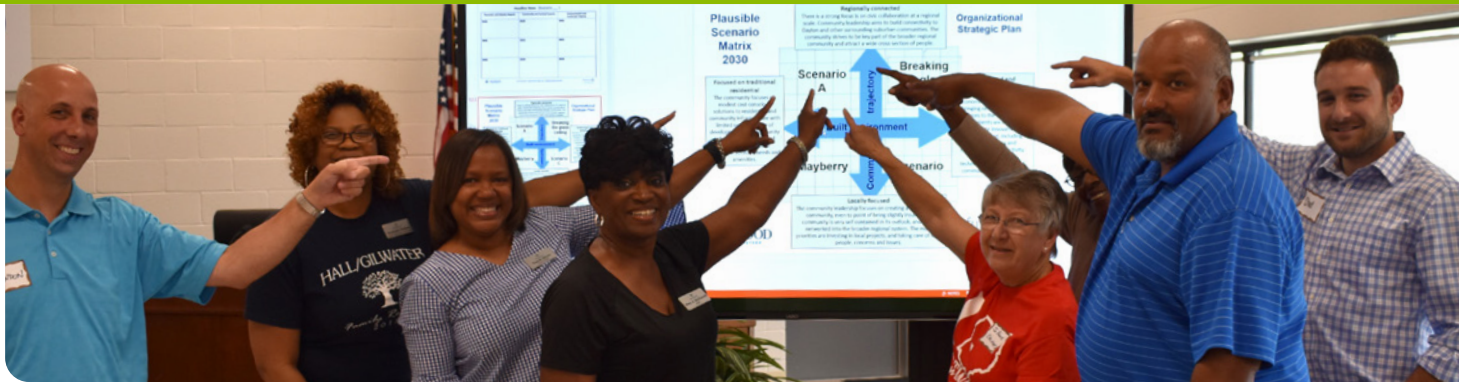
Do you think this visioning process is interesting and valuable to Trotwood?' (Scale: 1 = Waste of time; 10 = Very interesting and valuable)



FutureInsight

FUTURE INSIGHTS

- The visioning process helps communities assess where they are, where they want to go, and how they can capitalize on their strengths and overcome weaknesses.
- The next 10 years will present significant 'future-splitting questions' to the community of Trotwood that are yet to play out. The community's vision will serve as a compass that will guide the community towards the preferred future, 'Breaking the Glass Ceiling'.



11.0 ACKNOWLEDGMENTS

The Trotwood community stakeholders engaged in the Think-Tank workshop, Focus Group Sessions, High School Sessions, Future Summit, and survey participation with great enthusiasm. Their passion and interest ensured discussions were thoughtful, and the outcomes reflective of the community's perspectives. This dedication is reflective of the deep commitment community stakeholders have to the future of their community and local industries.

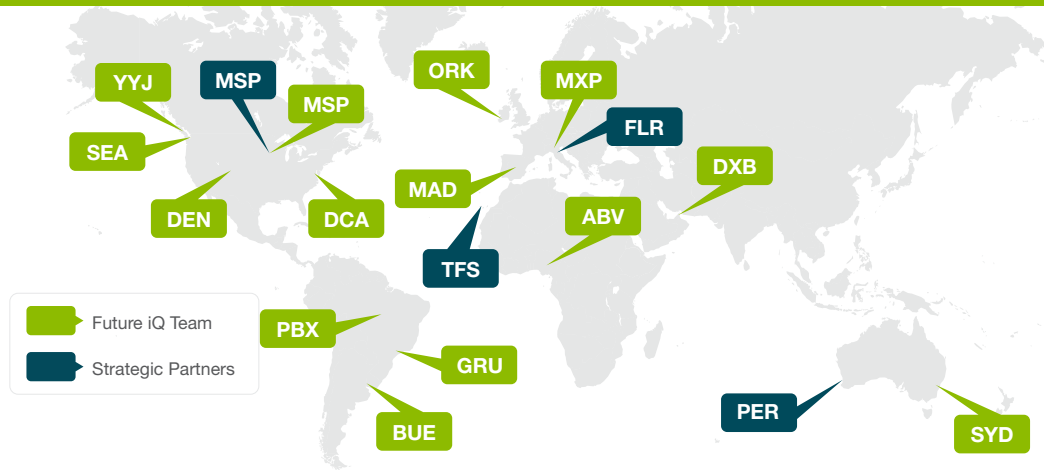
Future iQ would like to acknowledge the substantial support from Trotwood staff, in particular Quincy Pope, Cheryl Wheeler, Stephanie Kellum and Ciara Lewis. Their outstanding support throughout the strategic planning process was greatly appreciated.

12.0 FOR MORE INFORMATION

For more information on the City of Trotwood vision and strategic planning project, please contact:

Quincy Pope, City Manager,
City of Trotwood
3035 Olive Road
Trotwood, OH 45426
Phone: 937-854-7202
Email: qpope@trotwood.org

Cheryl D. Wheeler, Assistant to the City Manager
City of Trotwood
3035 Olive Road
Trotwood, OH 45426
Office: 937-854-7215
Email: cwheeler@trotwood.org



13.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist cities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects [visit www.future-iq.com](http://www.future-iq.com) or by email at info@future-iq.com

REPORT PREPARED BY:



David Beurle
CEO, Future iQ

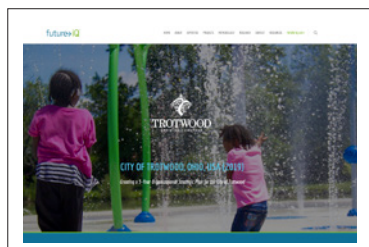


Heather Branigin
VP Foresight Research

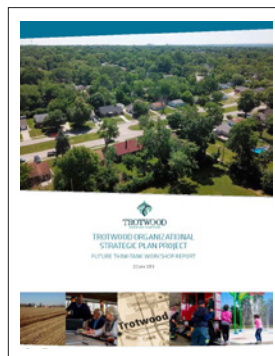


Marc Rassel
Creative Director

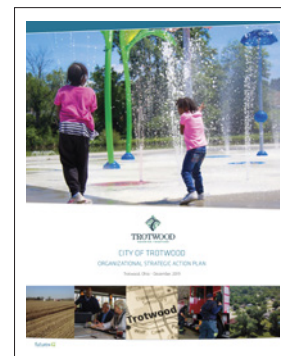
To access the Think-Tank and Organizational Strategic Action Plan reports, please visit:
<https://lab.future-iq.com/city-of-trotwood-strategic-planning-project/>



**Trotwood Community
Engagement Portal**



Trotwood Think-Tank Report
June 2019



**Trotwood Organizational
Strategic Action Plan Report**
December 2019

