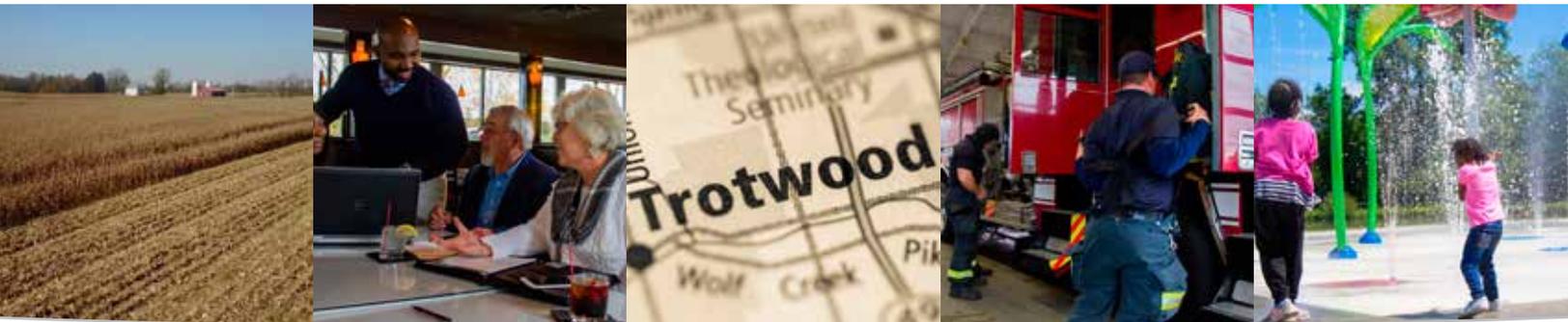


**TROTWOOD**  
GROWING TOGETHER

# TROTWOOD ORGANIZATIONAL STRATEGIC PLAN PROJECT FUTURE THINK-TANK WORKSHOP REPORT

22 June 2019



# TROTWOOD ORGANIZATIONAL STRATEGIC PLAN PROJECT

## FUTURE THINK-TANK WORKSHOP REPORT

This report summarizes the strategic visioning session held at the Trotwood Community and Cultural Arts Center on June 22, 2019. Approximately 60 Trotwood community stakeholders participated in the Think-Tank and developed the scenarios presented in this report. This report has been produced as part of the City of Trotwood Organizational Strategic Action Plan process which aims to develop a community vision and strategic action plan that will guide City decision-making for the next five to ten years.

22 June 2019

Report Prepared by:

future→iQ®

Create **Future Intelligence**®

Think-Tank Hosted by:



# TABLE OF CONTENTS

<b>1.0</b>	<b>Introduction</b>	<b>4</b>
<b>2.0</b>	<b>Think-Tank Survey Results – Key Stakeholder Input</b>	<b>5</b>
2.1	Importance of a Shared Vision	5
2.2	Views of the Future – Opportunities for Trotwood	6
2.3	Views of the Future – Biggest Threats to Trotwood	7
2.4	Factors of Influence	8
2.4.1	Importance of Factors	8
2.4.2	Expected Changes in Each Factor	9
2.4.3	Trotwood's Preparedness	10
<b>3.0</b>	<b>Future Think-Tank Workshop</b>	<b>11</b>
<b>4.0</b>	<b>Forces Shaping the Future – Macro Trends</b>	<b>12</b>
<b>5.0</b>	<b>Community Assessment – Strengths and Weaknesses</b>	<b>13</b>
<b>6.0</b>	<b>Creating the Scenario Framework</b>	<b>14</b>
6.1	Scenario A: Mayberry	15
6.2	Scenario B: Breaking the Glass Ceiling	17
6.3	Scenario C: Only in Our Backyard	19
6.4	Scenario D: Diamond in the Rough	21
<b>7.0</b>	<b>Expected and Preferred Futures</b>	<b>23</b>
7.1	Expected Future – Scenario A - Mayberry	23
7.2	Preferred Future – Scenario B - Breaking the Glass Ceiling	24
7.3	Next Steps – Getting to the Preferred Future	25
<b>8.0</b>	<b>Acknowledgements</b>	<b>26</b>
<b>9.0</b>	<b>Contact Details</b>	<b>26</b>
<b>10.0</b>	<b>About Future iQ</b>	<b>27</b>



## 1.0 INTRODUCTION

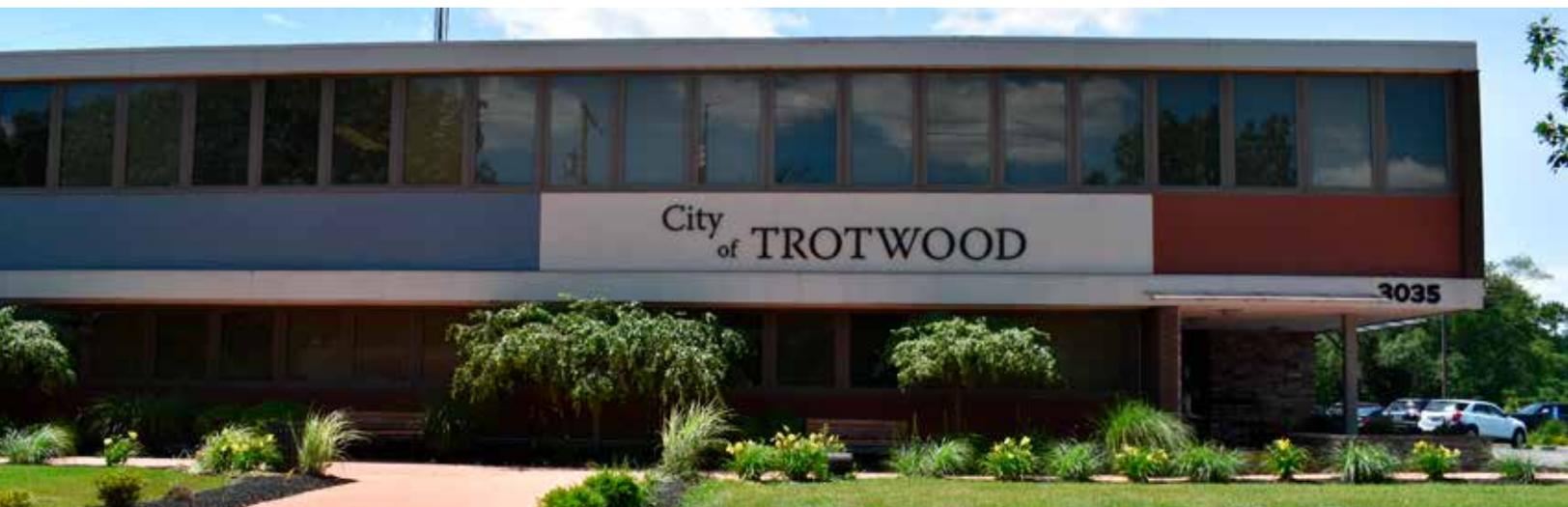
The City of Trotwood is a community that lies on the peri-urban fringe of Dayton, Ohio. With a current population of 24,431, this community has a unique blend of urban, rural and metropolitan areas.

As City planners began the strategic planning process for the community in early 2019, a devastating tornado hit the City of Trotwood and surrounding area on May 27. In the wake of this event, the community has come together with enthusiasm and collective spirit to rebuild and revitalize the City. The importance of the strategic plan can not be understated. The community has the opportunity to transform itself as it rebuilds and plans for the future.

This scenario-based Think-Tank report summarizes the City of Trotwood visioning and planning workshop that took place on June 22, 2019. The Think-Tank Workshop was conducted as the first step in the project to develop an organizational strategic action plan for Trotwood that will guide City decision-making for the next five to ten years. The components of planning work thus far have included Think-Tank surveys, long-term Scenario Planning as part of the strategic visioning workshop, and discussion about preferred and expected futures.

The Trotwood Think-Tank was an opportunity for Trotwood community stakeholders to take a 'deep-dive' into community visioning through a scenario-planning process.

- **Think-Tank Surveys** – A survey was sent to invited participants of the Think-Tank before the workshop. This input, along with assistance from Trotwood leadership, helped to create the axes of the scenario matrix and guide the Think-Tank discussions.
- **Scenario Based Think-Tank Workshop** – The scenario-based planning Think-Tank workshop held on June 22, 2019, provided an important opportunity to engage Trotwood community stakeholders in a critical dialogue about the future and impacts of changing dynamics in the City of Trotwood.





A shared vision for the City of Trotwood will build collaboration and a connected community ecosystem.

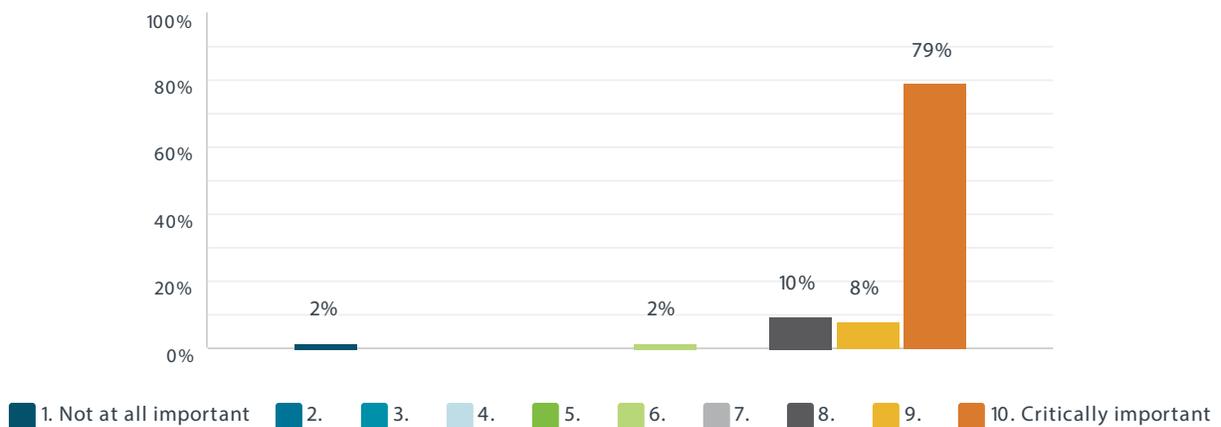
## 2.0 THINK-TANK SURVEY RESULTS – KEY STAKEHOLDER INPUT

Prior to the Think-Tank, a survey was conducted to gather insight into the community’s perceptions of trends influencing their future, including the most significant perceived opportunities and threats facing Trotwood. Sixty-five community stakeholders responded to the survey. Below are the compiled results of the survey.

### 2.1 IMPORTANCE OF A SHARED VISION

Think-Tank participants were asked about the importance of having a long-term vision for the future of Trotwood. Respondents overwhelmingly considered having a shared vision important.

**How important do you think it is to have a shared vision for the future of Trotwood? (n = 62)**



“Mayor McDonald has created a trend of focus, hope, and determination. She has also torn down many boundaries such as sex, religion, and race in favor of having a community that is of the same mind and wants everyone to partner together.”

– Think-Tank survey respondent



DataInsight

#### DATA INSIGHT:

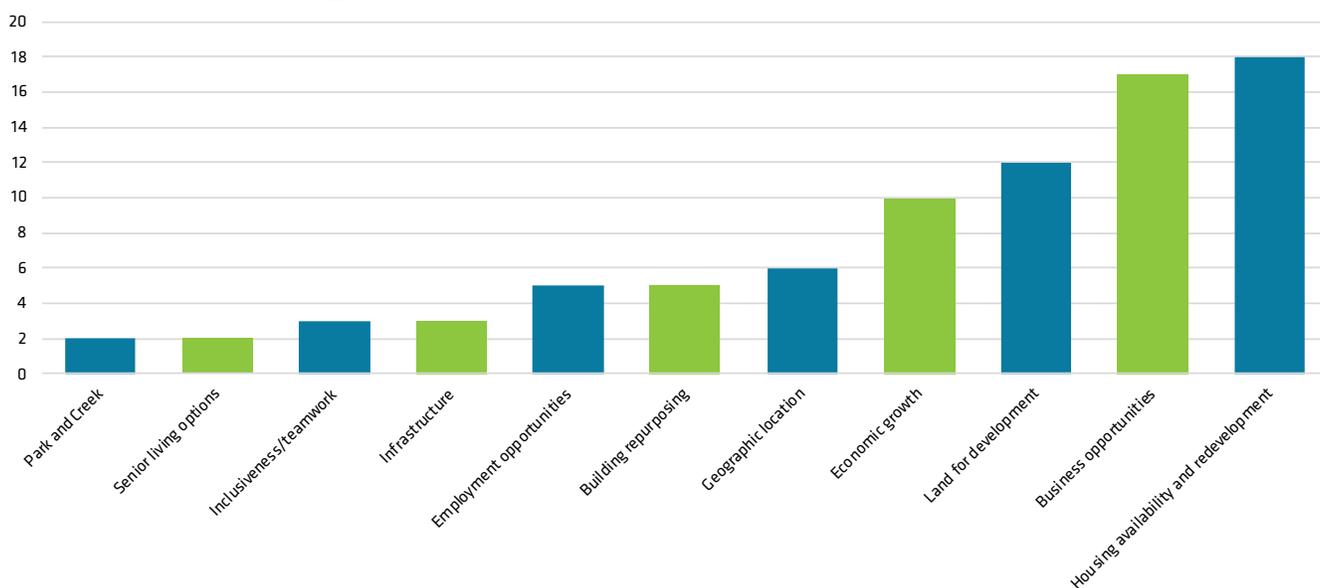
- A shared vision was identified as critically important by 79% of survey respondents. This points to a desire to collaborate and come together on planning for the City.
- Having agreement on the importance of aligning perspectives and striving for points of consensus will help community leaders with decision-making.



## 2.2 VIEWS OF THE FUTURE – OPPORTUNITIES FOR TROTWOOD

In order to gauge where Trotwood should focus its efforts in leveraging resources, survey respondents were asked to describe in narrative form what they believed are the biggest opportunities for Trotwood over the next 10 years. Housing availability and redevelopment, business opportunities, and land for development ranked as the biggest opportunities.

**What do you believe are the biggest opportunities for Trotwood over the next 10 years? (n=42)**



Examples of community members responses below indicate some of the perspectives on the biggest opportunities for Trotwood:

- *“It is important to recruit and secure businesses to our area”.*
- *“The city has a lot to offer for businesses and residents in the area of growth. We have manufacturing spaces; school systems within our area to support training for skilled trades; land and buildings for businesses and housing”.*
- *“We have the opportunity to make Trotwood more appealing financially, professionally, aesthetically and recreationally to businesses, current residents, and future residents”.*
- *“We need redevelopment for current residents and a future vision”.*



DataInsight

### DATA INSIGHT:

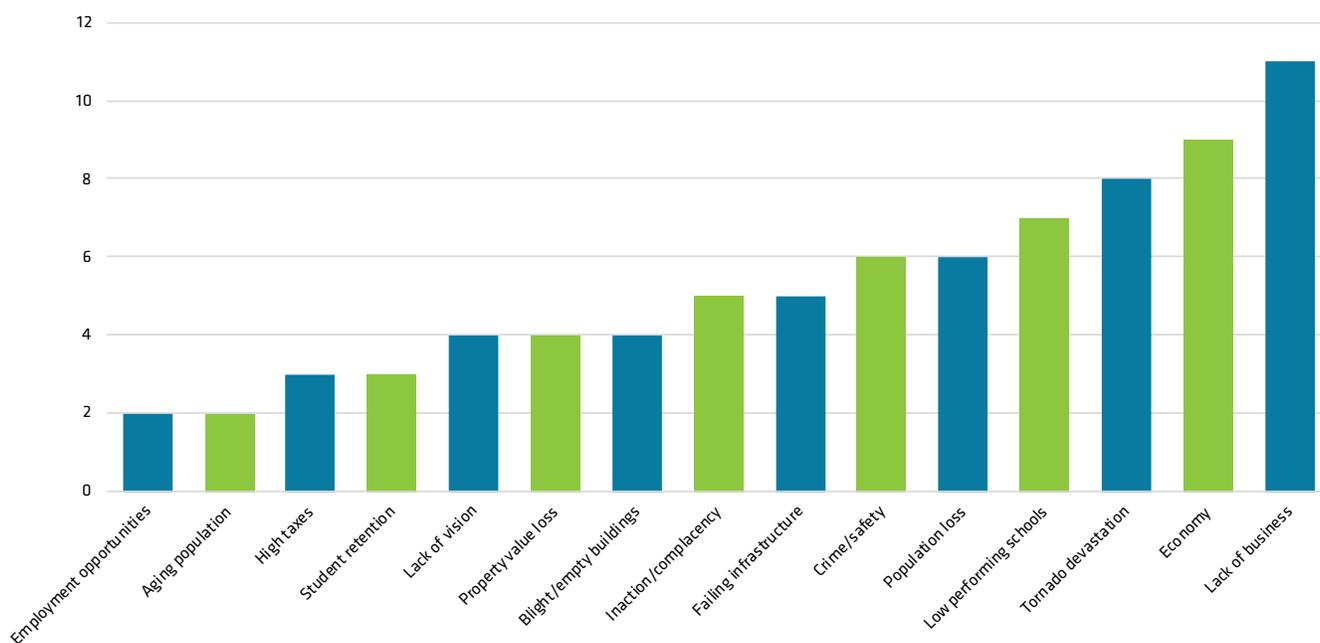
- Business and economic development are considered both one of the best opportunities and biggest threats to the future of Trotwood. How and when development takes place is seen as critical to the future success of Trotwood.
- Housing availability and redevelopment is considered the most significant opportunity for the community. Planning for this need has the potential to be the turnkey to retaining and attracting residents and new businesses to the City.



## 2.3 VIEWS OF THE FUTURE – BIGGEST THREATS TO TROTWOOD

As a measure of where community members considered themselves unprepared or threatened by future impacts, survey respondents were asked to cite in narrative form, what they believe are the biggest threats facing Trotwood over the next 10 years. Initial results show considerable concern over the economy and lack of businesses and business opportunities. The recent tornado has also presented challenges to overcome.

**What do you believe are the biggest threats facing Trotwood over the next 10 years? (n=42)**



The community survey responses below indicate some of the respondents' perspectives on the biggest threats for Trotwood:

- “Biggest threats include losing citizens and students, failure to address our infrastructure, and the failure to increase business presence in our community”.
- “Becoming complacent in the way of thinking about future opportunities in this community”.
- “The biggest and continuing threat is the poor performance of the school system”.
- “Blight, decreased population, and infrastructural repairs are the greatest threats”.



DataInsight

### DATA INSIGHT:

- Poor schools and student performance were cited as issues that may impede Trotwood moving successfully towards 2030. These will be issues to tackle in order to align thinking on progress in the community.
- Addressing perceived threats to the community will take significant thought leadership on the part of community leaders to address issues in the community.



Nationwide, addressing workforce needs and skills shortages are becoming critical elements of any economic development strategy. Workforce shortages are having immediate impact on cities and regions.

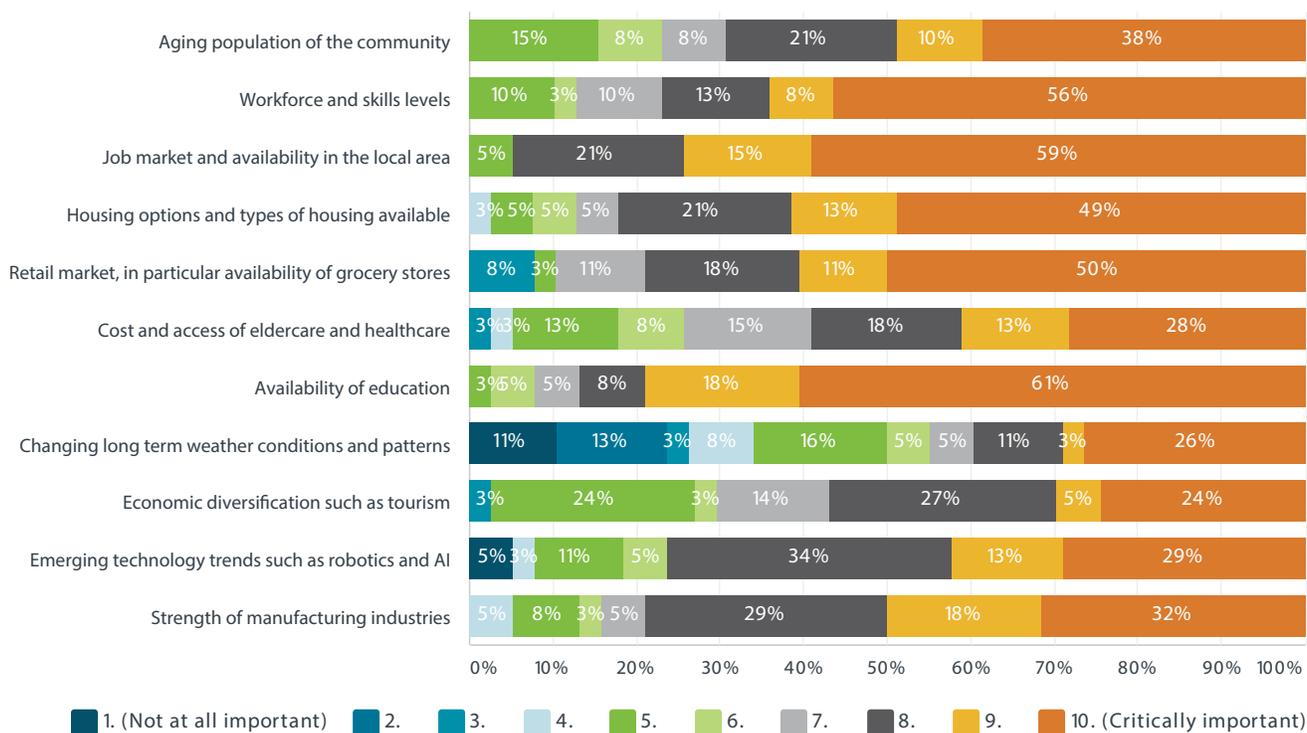
## 2.4 FACTORS OF INFLUENCE

Looking to the future, survey respondents were asked three questions related to factors that are likely to impact the City of Trotwood in the year 2030.

### 2.4.1 IMPORTANCE OF FACTORS

To gauge the relative importance of certain factors and their impact on Trotwood in 2030, survey respondents were asked to rank eleven factors identified by City Administrators as important to their future. The availability of education and the job market and availability ranked the highest, with workforce and skills levels a close third.

**IMPORTANCE in the FUTURE – How important do you think the following factors will be to Trotwood in 2030? (n=39)**



#### DATA INSIGHTS:

- Rebuilding infrastructure and repurposing deteriorating buildings in the City are two economic development strategies that would dramatically improve quality of life for Trotwood residents.
- Being open to automation, robotics and high-tech manufacturing and solutions will attract a younger demographic and help address current and anticipated workforce needs in the region.

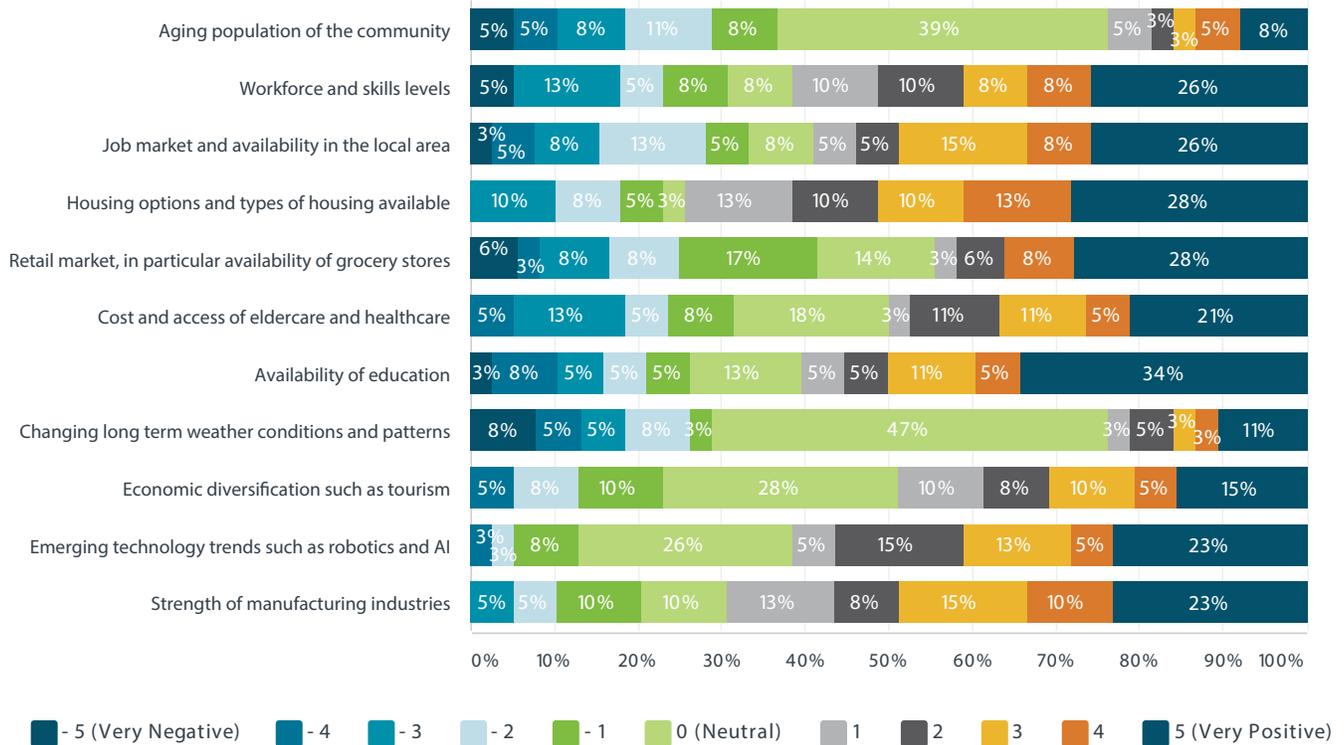


Providing the educational options for life-long learning and training is becoming a necessary strategy to address workforce and skills shortages across the country.

## 2.4.2 EXPECTED CHANGES IN EACH FACTOR

Change is sometimes neither all good nor all bad. To determine how expected changes in each of these factors would impact Trotwood over the next 10 years, survey respondents were asked if the changes would be positive or negative.

**Do you think expected changes (over the next 10 years) in each of these factors, will be positive or negative for Trotwood? (n=39)**



“I think we have our biggest opportunity right now! Everyone is working together like never before and we need to keep it going.”

– Think-Tank survey respondent



DataInsight

### DATA INSIGHTS:

- Community stakeholders understand that change in their community will only occur if there is a collective political will to effect the necessary changes that will prepare the community for the future.
- Demographic changes such as depopulation and aging are highlighted as factors that will impact the City over the next ten years.

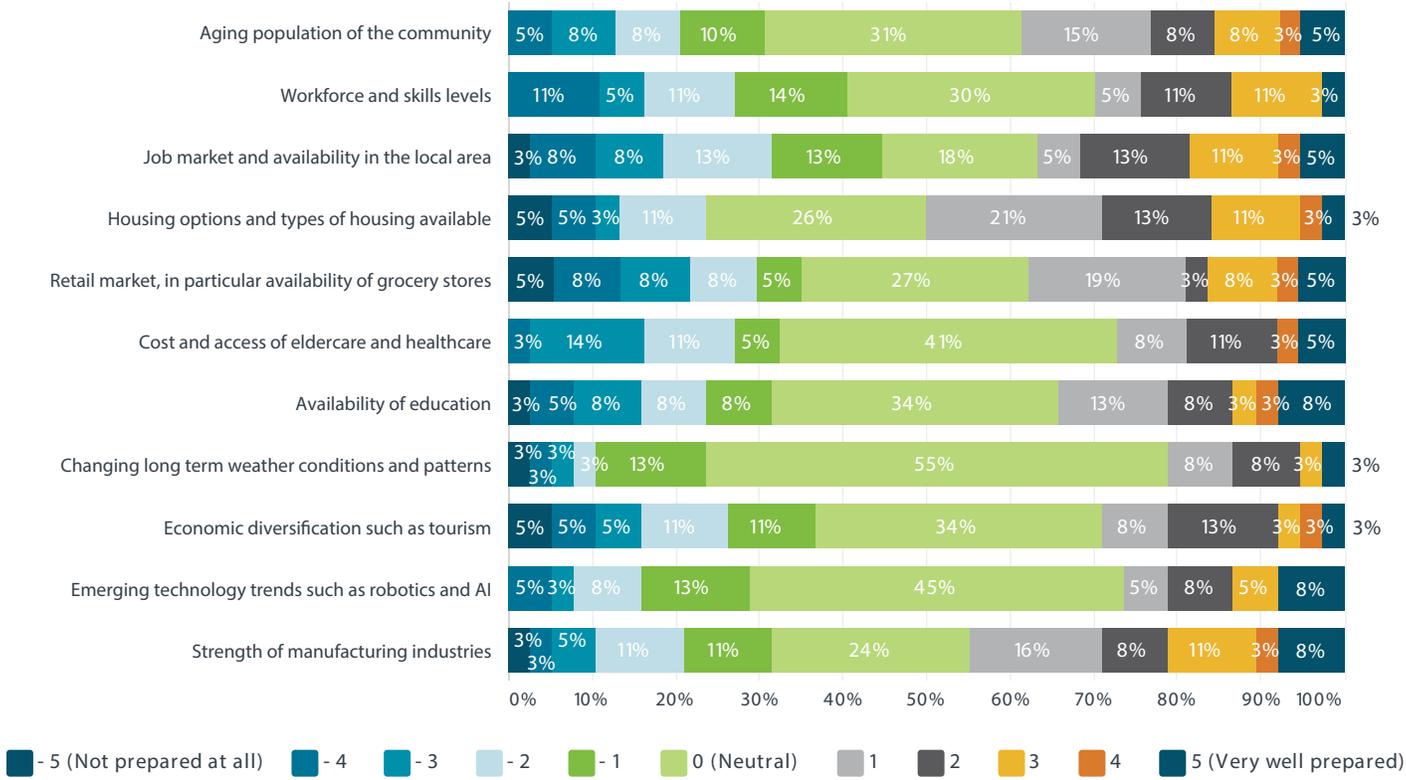


Careful planning and thought leadership combined with the ability to act proactively will help prepare the City of Trotwood for the impact of emerging trends and changes.

## 2.4.3 TROTWOOD'S PREPAREDNESS

To assess how well prepared the City of Trotwood is to adapt to changes in these issues, survey respondents were asked to rate the City's preparedness level on each of the factors. Respondents considered the City least prepared in the areas of the job market, workforce and skills, and economic diversification, and most prepared in the strength of area manufacturing industries.

### How well prepared is Trotwood to adapt to changes in these issues? (n=39)



“Being prepared will involve inclusiveness and teamwork of the City and community working with all areas of government.”

– Think-Tank survey respondent



DataInsight

### DATA INSIGHTS:

- Clear and consistent messaging and education about what the City needs to do to prepare for the future will be necessary to gain collective support for action.
- A multi-pronged approach to economic development will be necessary to help Trotwood deal with current conditions and prepare for the future.



Scenario planning provides a way to explore various plausible futures and consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about the preferred future, and a consideration of the intended and unintended consequences.

### 3.0 FUTURE THINK-TANK WORKSHOP

The City of Trotwood’s Future Think-Tank workshop was conducted on June 22, 2019, at the Trotwood Community Cultural Arts Center. The workshop explored how the City of Trotwood would change by 2030, and consisted of:

- A review of global trends and the impact of these trends on the Trotwood community
- Assessment of the community’s strengths and weaknesses
- Formulation of the different plausible scenario ‘spaces’ and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of community and economic development in Trotwood
- Identification of the preferred future and critical action steps to achieve the preferred future

The Think-Tank began with an in-depth presentation on future trends and global conditions before moving on to conduct scenario planning for the City of Trotwood. Future iQ’s scenario planning process provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the City of Trotwood looking out to 2030
- Create and describe four plausible long-term scenarios for the City
- Begin exploring alignment around a shared future vision

The scenarios developed during this Future Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for the City of Trotwood. Workshop deliberations can assist in identifying key actions for the City and how various groups might best contribute to future developments.





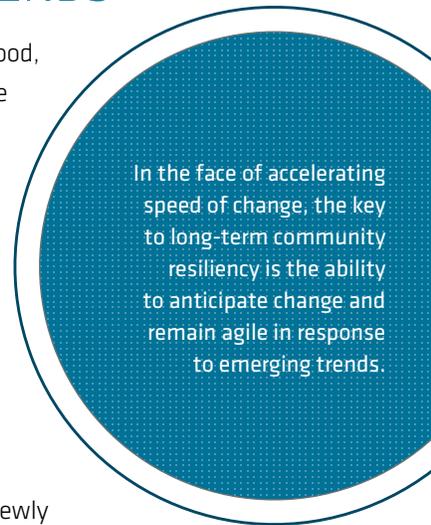
## 4.0 FORCES SHAPING THE FUTURE – MACRO TRENDS

At the Future Think-Tank, participants explored the forces of change shaping the future of Trotwood, including three key areas of emerging macro trends and forces of change. Perceptions around the nature of impact of these trends, both in terms of size and timing of impact, were explored to gauge how important participants consider the trends. Participants discussed the emerging trends on global, regional and local scales, and related them directly to Trotwood in terms of how well prepared they considered themselves.

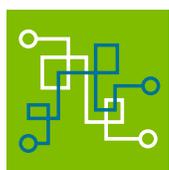
Specifically, the key trend areas included:

- Demographics, population and mass urbanization
- Energy, food, water and changing climate
- Technology, and the next industrial revolution

Of particular relevance to the discussion on trends is the speed and scale of change occurring. Newly developed innovations are being implemented globally and locally at all scales, thereby changing the face of industries and society in a rapid and profound way. Manufacturing is at the forefront of this transformation, but other industries are also quickly developing such as agriculture, health care, biomedical research, infrastructure, energy, transportation and mobility, shipping and logistics, food services, hospitality, financial services, and retail.



In the face of accelerating speed of change, the key to long-term community resiliency is the ability to anticipate change and remain agile in response to emerging trends.



FutureInsight

### FUTURE INSIGHTS:

- The emerging macro trends represent both 'headwinds' and 'tailwinds' for the future of Trotwood. Being able to capture the opportunities offered by technology will be critical.
- Rapid advancements in technology trends provide Trotwood with significant opportunities to transform its community as it goes through the process of rebuilding and redeveloping its damaged and aging built environment.

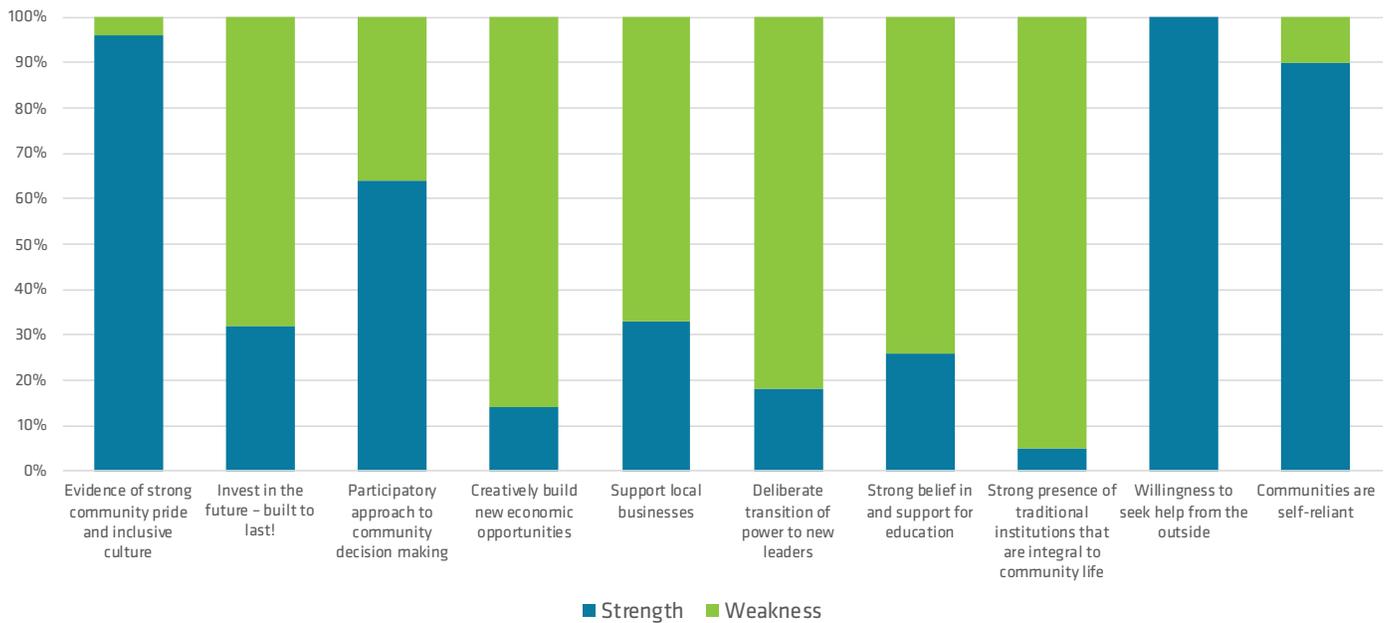




## 5.0 COMMUNITY ASSESSMENT – STRENGTHS AND WEAKNESSES

Following the discussion of macro trends, Think-Tank participants discussed ten attributes of successful communities. Participants then ranked each attribute as either a strong or weak attribute of the Trotwood community.

**Attributes of Successful Communities – City of Trotwood – June 2019**



“We need to realize that engaging with individuals, committees, etc., from all walks of life is what is needed to get the job done. Thinking outside the box is what is needed and not doing the same old thing is a must if Trotwood is to continue to move forward.”

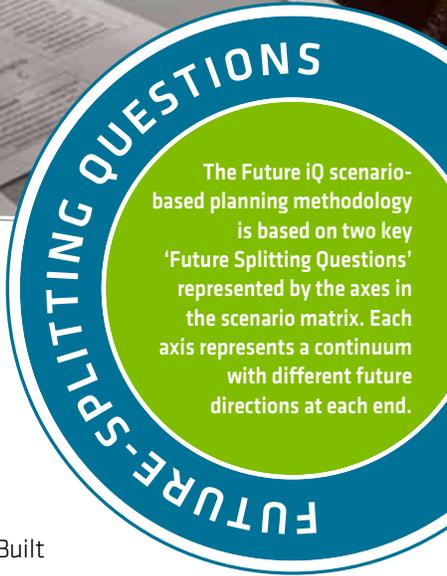
– Think-Tank survey respondent



DataInsight

### DATA INSIGHTS:

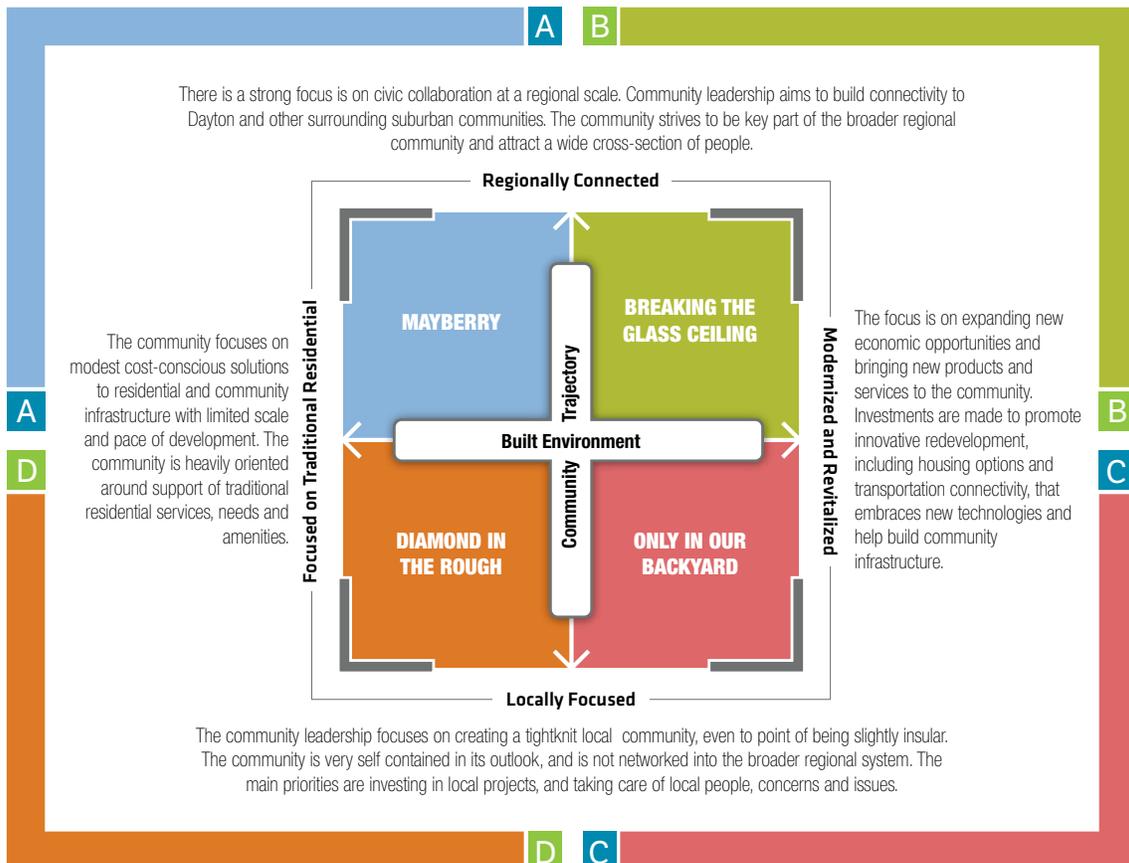
- Think-Tank participants identified inclusiveness and a participatory approach to community decision-making as top strengths of Trotwood.
- Top weaknesses were identified in the area of economic development and opportunity. This priority will need to be addressed in Trotwood’s new organizational strategic action plan.
- These results suggest that Trotwood will need to strengthen its focus on building capacity to be more ‘future ready’.



## 6.0 CREATING THE SCENARIO FRAMEWORK

Based on the Think-Tank survey responses and key input from Trotwood City leadership, themes were identified to become the basis for two axes on the scenario matrix. The two axes identified were **Built Environment** and **Community Trajectory**.

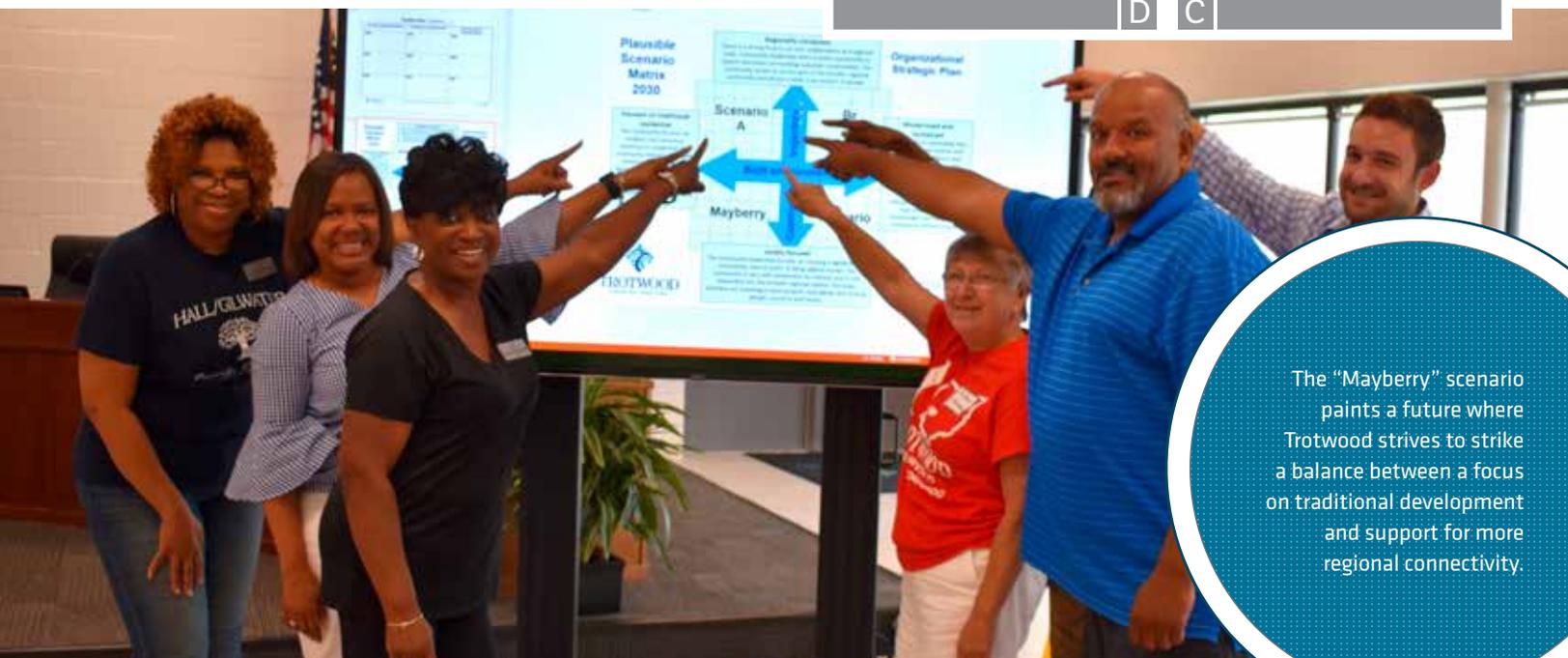
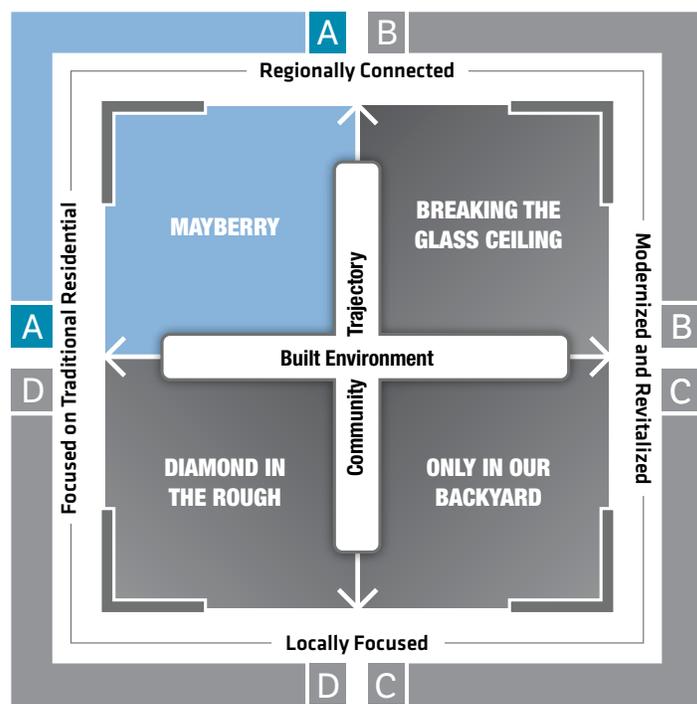
Think-Tank participants were presented with the scenario matrix, defined by the two key 'Future Splitting Questions', defined by the continuum in each axis. The axes were defined as 'Built Environment' and 'Community Trajectory' (see diagram). Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of Trotwood in 2030 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. Narratives and descriptions of each scenario as developed by the workshop participants are included in the following sections.





## 6.1 SCENARIO A: MAYBERRY

This scenario forecasts a future where life in the community is idyllic and accepting and people take care of each other. A cost-conscious investment orientation supports traditional residential services and amenities without a lot of extras. Leadership works hard to keep the community connected on a regional basis and the community places high value on green spaces and traditional parks and trails. Initially, people are drawn to live in the community. Lack of funding for new development and infrastructure restricts housing options and new business opportunities. Failure to adopt new technologies and modernize traditional infrastructure limits growth and job opportunities. The younger cohort is eventually forced to look elsewhere for employment and modern amenities, and the City becomes outdated.



The “Mayberry” scenario paints a future where Trotwood strives to strike a balance between a focus on traditional development and support for more regional connectivity.



In the 'Mayberry' scenario, residents enjoy and seek to maintain an idyllic way of life, focusing on traditional strengths and amenities. Limited funding for growth restricts new development and modernization.

## SCENARIO A CHARACTERISTICS - Mayberry – 2030

The characteristics of this scenario paint a future where Trotwood focuses on cost-conscious solutions to support traditional services and quality of life amenities. The community is inclusive and outward looking and aims to build connectivity to Dayton and the broader regional area. Existing residents who live in the community stay there and age in place, but the limited scale of development provides no place for new business or residents and the younger cohort goes elsewhere.



### Economy and Industry Impacts

**Economic and industry ties are regional, but development funding is limited.**

- Small traditional businesses thrive within the region, but limited funding for economic development hinders new growth.
- The City has regional connections that are heavily oriented to supporting existing industries.
- Trotwood promotes itself regionally as a destination City emphasizing its traditional strengths and amenities.



### Community and Societal Impacts

**The community hosts an aging population that is diverse and inclusive.**

- Community leadership seeks to connect with other communities to build traditional faith-based and community alliances.
- Trotwood's idyllic, quiet community is happy, healthy and aging.
- Continued slow growth places demands on traditional services, needs and amenities.



### Environmental and Landscape Impacts

**The community places high value on clean air and green spaces.**

- The City works with surrounding communities to connect trails and existing networks to regional systems.
- Building codes change to mandate green building.
- The City collaborates with the Ohio DNR and Five Rivers Metro to revitalize local parks and green spaces.

**2020 HEADLINE NEWS:**

"Trotwood congratulates Stratacache on expanding operations"

**2025 HEADLINE NEWS:**

"CSU students win award for hydroponic farming in Trotwood"

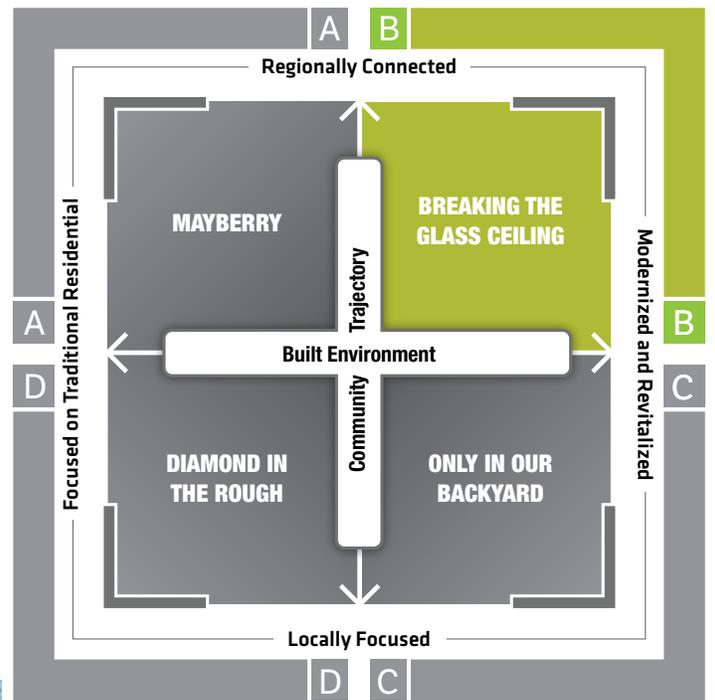
**2030 HEADLINE NEWS:**

"Trotwood resurfaces 411 lane miles due to continued growth"



## 6.2 SCENARIO B: 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 “Breaking the Glass Ceiling” scenario paints a future where Trotwood is a Smart City that accommodates the needs of all its residents and workers and is highly connected on a regional scale. The City attracts a diverse set of people who stay and age in place.



In the 'Breaking the Glass Ceiling' scenario, the community transforms itself into a creative, outward-looking city that is diverse and highly connected. Quality of life for all residents is high.

## SCENARIO B CHARACTERISTICS - Breaking the Glass Ceiling - 2030

The characteristics of this scenario paint a future where Trotwood is regionally connected and modernized using a Smart City approach. Expanded opportunities and innovative investments greatly improve infrastructure and housing options, and new business is drawn to the city. The City manages growth by emphasizing both ecological and human health and development focuses on sustainability.



### Economy and Industry Impacts

**Innovation and connectivity are encouraged as Trotwood becomes a Smart City.**

- The City hosts the first renewable/smart housing in the region.
- Manufacturing gains railroad access (national market connectivity) for products.
- Bio-Agriculture industry thrives with major investments in plant-based proteins and aquaponics.



### Community and Societal Impacts

**Community goes high-tech and connected with an emphasis on developing educational options.**

- Industry-specific learning and high-tech hubs are created.
- Millennials and diverse groups of people are drawn to the City to live and work.
- Neighborhoods are walkable and connected regionally to promote multimodal transportation options.



### Environmental and Landscape Impacts

**A high emphasis on ecological health drives mixed use and innovative building development.**

- Housing development focuses on renewables and smart housing.
- A strong focus on sustainability emphasizes green spaces and promoting ecological health.
- City infrastructure and streetscaping is built on an open concept, smart-city approach creating a safe, secure environment.

#### 2020 HEADLINE NEWS:

"Trotwood established smart health care facility"



#### 2025 HEADLINE NEWS:

"All Trotwood has Wifi!"



#### 2030 HEADLINE NEWS:

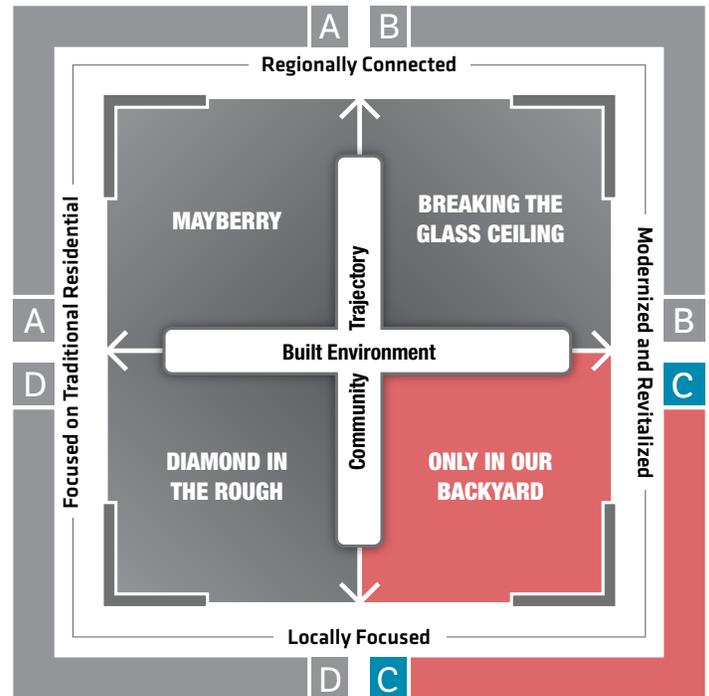
"Butterflies & Bees!! Trotwood has a diverse, sustainable, and flourishing ecological system"





### 6.3 SCENARIO C: ONLY IN OUR BACKYARD

This scenario forecasts a future where the community values the positive effects of modernization but only ‘tolerates’ the outside world. New businesses and people are drawn to the economic opportunities in the city afforded by innovative infrastructural development and new technologies adopted in the redevelopment process. Newer residents wholeheartedly embrace and call for new entertainment, diverse restaurants and grocery stores, energy efficiency and updated medical resources. However, long-time residents begin to feel over run by the new development and become resentful at being outplaced, outpriced and outsourced. Over time, the slow pace of change and lack of regional connections causes the ‘newcomers’ to become disillusioned by the insular atmosphere of the community and they leave to live and work in more welcoming communities.



The “Only in Our Backyard” scenario paints a future where the City is open to modernization but is hindered by the community’s insular perspective. This scenario initially attracts a younger cohort, but they are eventually discouraged by the lack of speed of change in the community.



In the 'Only in Our Backyard' scenario, the community fabric changes as new people are attracted to Trotwood's use of new technologies in development. However, social tensions run high when long-time residents resent the changes associated with the 'new comers'.

## SCENARIO C CHARACTERISTICS - Only in Our Backyard – 2030

The characteristics of this scenario paint a future where the community of Trotwood invests in new technologies and modernizes its built environment but does not attempt to combine this modernization with connectivity to the region. The main priorities are investing in local projects and taking care of local concerns. Conflict between long-time residents and 'new comers' create tensions within the community.



### Economy and Industry Impacts

**Economic development investments support local development projects only.**

- Green building and innovative redevelopment investments expand housing options within the city limits.
- Investments are made to modernize local infrastructure but there is no attempt to connect to regional networks.
- Use of new technologies improve connectivity and attract new industry and manufacturing to the city.



### Community and Societal Impacts

**A population attracted to new opportunities in technology creates growth and new challenges.**

- Growing income disparities exacerbate inequities within the community. New residents support modernization.
- The community 'originals' are outplaced, outpriced and outsourced. The baton is passed to 'new residents.'
- A resistance to new ideas by older community members and an influx of new people creates conflict within the city.



### Environmental and Landscape Impacts

**Sustainability and high energy efficiency are emphasized in all development and improvements.**

- An emphasis on using new technologies brings new efficient energy options (especially solar) to the city.
- Population growth and new housing development causes a decrease in land available for agricultural use.
- Connectivity within the community grows and focuses on energy-efficient modes of transportation.

**2020 HEADLINE NEWS:**  
 "First Starbucks, Trader Joes, Whole Foods come to Trotwood"

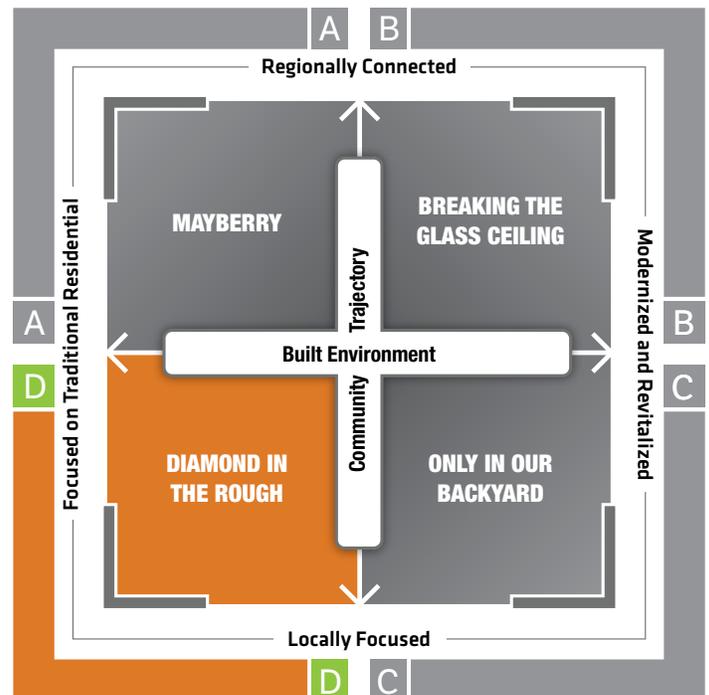
**2025 HEADLINE NEWS:**  
 "New workforce and job opportunities come to Trotwood"

**2030 HEADLINE NEWS:**  
 "Less land, more people"



## 6.4 SCENARIO D: DIAMOND IN THE ROUGH

This scenario forecasts a future where the community is tightknit and insular while maintaining a cost-conscious focus on providing adequate traditional services and amenities to its members. Initially self-reliant and supportive of their own, the unwelcoming atmosphere of the community does not attract new populations. The community considers modernization ‘extravagant’ and has no appetite for investment in the environment, new services or amenities. A lack of resources to keep pace with changing technologies cause a declining school system and young families are forced to leave. Housing development is oriented towards an aging population and limited medical resources are strained. Without connections to the region, the local economy struggles, becomes stagnant and younger people leave the City for opportunity elsewhere. At a certain point, population in the City decreases rapidly due to older people dying, no youth, and a lack of young professionals. The community ages out and loses its identity.





In the 'Diamond in the Rough' scenario, an insular community perspective prevails, and the community becomes unable to take advantage of new trends or opportunities. Without investment in modernizing amenities, youth go elsewhere, the population ages and the City slowly deteriorates.

## SCENARIO D CHARACTERISTICS - Diamond in the Rough - 2030

The characteristics of this scenario paint a future where the community focuses on modest cost-conscious investments in traditional development and fails to keep pace with new technological advancements and modernization. The tightknit community isolates itself and newcomers are not attracted to live or work in the City. The City of Trotwood eventually loses its identity and becomes a bedroom community of Dayton.



### Economy and Industry Impacts

**Cost-conscious economic solutions restrict new development and discourage industry and new businesses.**

- The economy becomes stagnant and the community is unable to attract industry.
- Lack of motivation to invest in the future causes a loss of the millennial population to jobs elsewhere.
- The community does not approve expanding the general fund to pay for the increasing cost of maintaining amenities causing infrastructure to deteriorate.



### Community and Societal Impacts

**A locally focused community ethos supports traditional services and development but lack modern advancements.**

- A lack of resources for new technology causes the school system to decline.
- Without modern amenities, young people move elsewhere. The population ages and declines.
- A locally focused community sees it harder for families to make ends meet as jobs go elsewhere. Grandparents raise grandchildren in this tight-knit community.



### Environmental and Landscape Impacts

**There is minimal funding for the environment and the community is unable to take advantage of new trends or opportunities.**

- Housing options are developed primarily for an older community as the population is aging.
- There is little connectivity within the community and none to outside communities.
- The community landscape is outdated with the growing presence of sandwich boards and blight.

#### 2020 HEADLINE NEWS:

"Come grow old with us"



#### 2025 HEADLINE NEWS:

"Trotwood focuses on tradition"



#### 2030 HEADLINE NEWS:

"Locally focused where everybody knows your name"





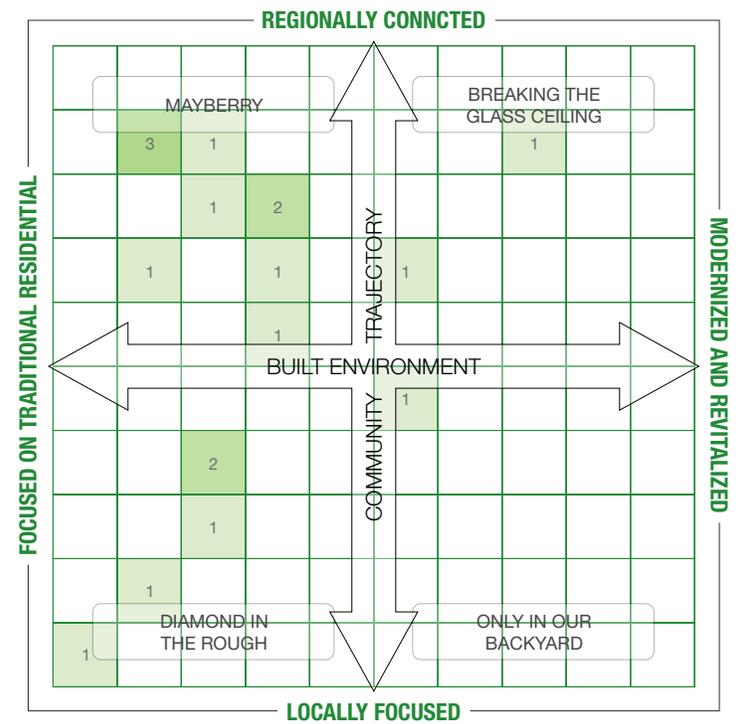
The Expected Future represents the future that is most likely to happen if the community does not change direction.

## 7.0 EXPECTED AND PREFERRED FUTURES

### 7.1 EXPECTED FUTURE – SCENARIO A - MAYBERRY

The expected future is one deemed most likely to happen if there is no change in the current trajectory of Trotwood. Workshop participants generally indicated that Scenario A, “Mayberry”, is the scenario they believed most represented the expected future for Trotwood. Some participants thought Scenario D, Diamond in the Rough, could plausibly be the expected future if Trotwood did not continue to be regionally connected. Think-Tank participants noted that operating entirely with a local development focus would eventually cause the community to lose businesses and population and hinder the City’s ability to take advantage of existing trends and opportunities moving forward.

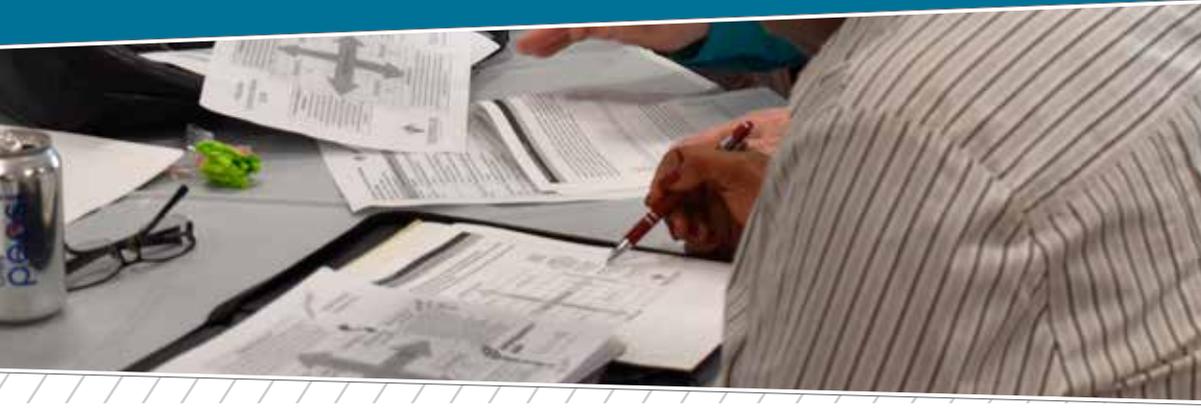
City of Trotwood Think-Tank Heatmap



#### FUTURE INSIGHTS:

- The expected future may hold short term gains in growth and development of local assets, but lack of funding for new technologies and modernization will cause opportunities to dwindle.
- The Think-Tank scenario planning is the first step in the community’s transparent process to define collectively how the City of Trotwood will strategically plan to steer away from the expected future.

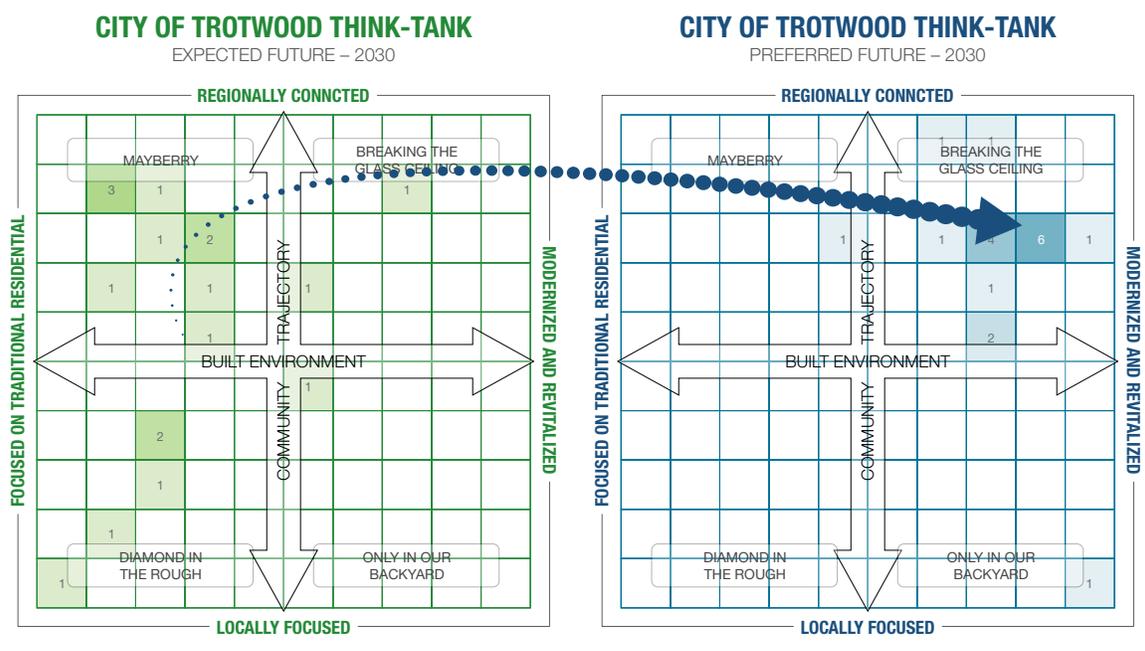




The scenario planning think-tank workshop represents the first step in the development of a strategic action plan for the City of Trotwood.

### 7.3 NEXT STEPS – GETTING TO THE PREFERRED FUTURE

Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among participants that Scenario B, “Breaking the Glass Ceiling” represented the preferred scenario for Trotwood, it was also recognized that it will be necessary to leverage trends and opportunities that present themselves over time. It was noted that the community has a strong tradition of collaborating and working together to achieve goals and that strong leadership and clear communications would be required to support the current momentum and desire for change in the community. Because of the long-term nature of the Scenario Planning methodology, stakeholders often see the ‘distant future vision (2030)’ as unattainable and unrealistic. However, this underestimates the progress that can be made during the intervening years, and the cumulative positive impacts of change.



DataInsight

#### FUTURE INSIGHTS:

- Trotwood is well-positioned geographically to move towards the preferred future by leveraging its location to expand regional connectivity in pursuit of new economic development opportunities for the community.
- Using the opportunity to redevelop damaged and aging housing and infrastructure in Trotwood using new technologies will help build long-term resiliency and sustainability for the community.





## 8.0 ACKNOWLEDGEMENTS

The Trotwood community stakeholders engaged in the Think-Tank workshop and discussions with great enthusiasm. Their passion and interest ensured the discussions were thoughtful, and the outcomes reflective of the City's perspectives. This dedication is reflective of the deep commitment Think-Tank participants have to the future of their community and local industries.

Future iQ would like to acknowledge the substantial support from Trotwood staff. Their outstanding support at the Think-Tank was greatly appreciated.

---

“The perfect dream sequence for Trotwood’s future would include a safe, socially diverse community composed of citizens with higher education, who volunteer, engage in the political life of the city; a community with excellence in elementary and higher education facilities; a community thoroughly integrated in the economic, social and political life of the greater Dayton region.”

*- Think-Tank Survey Respondent*

## 9.0 CONTACT DETAILS

For more information on the City of Trotwood and the Trotwood Think-Tank, please contact:

**Quincy Pope**, City Manager  
City of Trotwood  
3035 Olive Road  
Trotwood, OH 45426  
Office: 937-854-7202  
Email: [qpope@trotwood.org](mailto: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](mailto:cwheeler@trotwood.org)



## 10.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, 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](mailto:info@future-iq.com)

### WORKSHOP AND REPORT PREPARED BY:



**David Beurle**  
CEO, Future iQ



**Heather Branigin**  
VP, Foresight Research



