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## FINAL REPORT

# OREGON, OHIO BUSINESS RETENTION AND EXPANSION PROGRAM

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## **INTRODUCTION**

Retention of existing businesses and community encouragement of local firms' continued growth has become an essential aspect of many local and regional economic development programs. While attraction of new businesses is a highly visible aspect of most economic development programs, studies have shown that businesses that already exist in a community account for up to 70% of all net change in local employment, and up to 86% in rural areas.<sup>1</sup>

Recognizing the importance of local firms, the Oregon Economic Development Foundation in conjunction with Ohio State University Extension and the Ohio Sea Grant College Program established a Business Retention and Expansion (BRE) Program to assist these firms in achieving their growth objectives and to improve the overall business environment in the City of Oregon, Ohio.

### **BRE Program Objectives**

The objectives of the City of Oregon's BRE Program are to:

- Identify and address concerns and issues of existing businesses by creating a value-chain of partners, including local and state government as well as private organizations and enterprises.
- Identify opportunities to stimulate

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<sup>1</sup> Kraybill, D. 1995. Retention and Expansion First, Ohio's Challenge. 8(2):4-7 [Department of Agricultural, Environmental, and Development Economics, Ohio State University, Columbus, OH]

local job growth.

- Establish and maintain an ongoing program that develops and fosters long-term positive/productive relationships among public and private entities in Oregon, Ohio.

### **BRE Program Outcomes**

Expected outcomes of the program are to improve services, grow existing businesses (e.g., new markets, new products, partnerships, spin-offs, suppliers, etc.), enhance organizational visibility, and retain and improve the quality of life.

### **BRE Program Methods**

In 2014, the Oregon Economic Development Foundation surveyed 238 existing businesses about their perceptions, plans, and concerns. A partnership was established with the Ohio State University Extension BRE Program utilizing Survey Gold software for survey analysis and other BRE tools to assist in accomplishing an effective local program. The local BRE program was sponsored by the Oregon Economic Development Foundation, with Mrs. Lindsay Myers acting as Coordinator and working with a Task Force from the Oregon Economic Development Foundation's Economic Development Committee. Task Force members represented various segments from throughout the community comprised of local business and financial professionals. See **Appendix B** for a list of the 2014 BRE Task Force members.

## **DEMOGRAPHIC OVERVIEW- CITY OF OREGON, OHIO<sup>2</sup>**

- As of 2014, Oregon's population is [20,229 people](#). Since 2000, it has had a population growth of 4.31 percent.
- The median home cost in Oregon is [\\$112,700](#). Home appreciation the last year has been 0.60 percent.
- Compared to the rest of the country, Oregon's [cost of living](#) is 11.90% lower than the U.S. average.
- Oregon public schools spend [\\$14,404 per student](#). The average school expenditure in the U.S. is \$12,435. There are about [16.6 students per teacher](#) in Oregon.
- The unemployment rate in Oregon is [5.70](#) percent (U.S. avg. is 6.30%). Recent job growth is positive. Oregon jobs have increased by 0.84 percent.
- The median age is 43.1. The US median is 37.2. 56.45% of people in Oregon, OH, are married. 11.38% are divorced.
- The average household size is 2.39 people. 31.64% of people are married, with children. 14.49% have children, but are single.
- 93.59% of people are white, 1.27% are black, 1.54% are Asian, 0.04% are Native American, and 1.03% claim 'other'. 6.84% of the people in Oregon, OH, claim Hispanic ethnicity (meaning 93.16% are non-Hispanic).
- Oregon, OH, sales tax rate is 7.00%. Income tax is 2.25%.
- The income per capita is \$27,080, which includes all adults and children. The median household income is \$52,260.
- Average one-way commute time in Oregon, Ohio is [19 minutes](#) in 2014 compared to 22.98 minutes (Ohio) and 25.44 minutes (U.S.).

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<sup>2</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2012-2014).

People	Oregon, OH	Lucas County	State of Ohio	United States
<a href="#">Population</a>	20,229	441,198	11,553,561	309,138,711
<a href="#">Population - 2010</a>	20,291	441,815	11,536,504	308,745,538
<a href="#">Population - 2000</a>	19,393	455,055	11,351,677	285,036,114
<a href="#">Population - 1990</a>	18,405	462,361	10,845,228	251,960,433
<a href="#">Pop. 1990 to Now</a>	9.91%	-4.58%	6.35%	22.69%
<a href="#">Pop. 2000 to Now</a>	4.31%	-3.05	1.60%	8.46%
<a href="#">Pop. Density</a>	675	1,294	282	88
<a href="#">Land Area</a> (square miles)	29.976	340.855	40,860.70	3,531,905.42
<a href="#">Water Area</a> (square miles)	8.055	255.022	3,964.89	264,836.79
<a href="#">Median Age</a>	43.1	37.1	38.8	37.2
<a href="#">Female Population</a>	52.36%	51.55%	51.18%	50.83%
<a href="#">Male Population</a>	47.64%	48.45%	48.82%	49.18%
<b>ESTIMATED TOTAL POPULATION BY AGE</b>				
<a href="#">Age 0 to 4</a>	5.46%	6.61%	6.18%	6.51%
<a href="#">Age 5 to 9</a>	5.50%	6.73%	6.51%	6.57%
<a href="#">Age 10 to 14</a>	5.96%	6.31%	6.68%	6.68%
<a href="#">Age 15 to 17</a>	4.52%	4.24%	4.20%	4.17%
<a href="#">Age 18 to 20</a>	3.01%	4.77%	4.35%	4.45%
<a href="#">Age 21 to 24</a>	4.66%	6.06%	5.18%	5.52%
<a href="#">Age 25 to 34</a>	11.09%	12.83%	12.32%	13.32%
<a href="#">Age 35 to 44</a>	11.99%	12.39%	12.85%	13.34%
<a href="#">Age 45 to 54</a>	15.03%	14.45%	14.95%	14.44%
<a href="#">Age 55 to 59</a>	7.51%	6.77%	6.80%	6.37%
<a href="#">Age 60 to 64</a>	6.60%	5.58%	5.81%	5.48%
<a href="#">Age 65 to 74</a>	9.44%	6.79%	7.46%	7.12%
<a href="#">Age 75 to 84</a>	5.66%	4.53%	4.71%	4.25%
<a href="#">Age 85 and over</a>	3.58%	1.94%	2.00%	1.78%
<b>RACE</b>				
<a href="#">White</a>	93.59%	74.52%	83.04%	74.17%
<a href="#">Black</a>	1.27%	19.08%	12.17%	12.56%
<a href="#">Asian</a>	1.54%	1.61%	1.70%	4.81%
<a href="#">Native American</a>	0.04%	0.31%	0.19%	0.82%
<a href="#">Hawaiian, Pacific Islander</a>	0.00%	0.04%	0.02%	0.17%
<a href="#">Other</a>	1.03%	1.52%	0.78%	4.79%
<a href="#">Two or More Races</a>	2.52%	2.93%	2.10%	2.68%

<a href="#">Hispanic</a>	6.84%	6.11%	3.08%	16.35%
<a href="#">Non-Hispanic</a>	93.16%	93.89%	96.92%	83.65%
<b>FAMILY</b>	<b>Oregon, OH</b>	<b>Lucas County</b>	<b>State of Ohio</b>	<b>United States</b>
<a href="#">Households</a>	8,311	178,615	4,555,709	115,226,802
<a href="#">Family Households</a>	5,626	109,395	2,962,217	76,595,548
<a href="#">Non Family Households</a>	2,685	69,220	1,593,492	38,631,254
<a href="#">Household Size</a>	2.39	2.42	2.46	2.61
<a href="#">Married Population</a>	56.45%	45.09%	51.18%	51.40%
<a href="#">Single Population</a>	43.55%	54.91%	48.82%	48.60%
<a href="#">Now Married</a>	54.03%	43.08%	49.36%	49.23%
<a href="#">Married but Separated</a>	2.42%	2.01%	1.82%	2.17%
<a href="#">Never Married</a>	24.10%	35.25%	30.34%	31.83%
<a href="#">Widowed</a>	8.07%	6.52%	6.61%	6.02%
<a href="#">Divorced</a>	11.38%	13.15%	11.87%	10.75%
<a href="#">Married, w/children</a>	31.64%	27.09%	30.28%	32.53%
<a href="#">Married, no children</a>	46.62%	39.01%	43.59%	41.14%
<a href="#">Single, w/children</a>	14.49%	22.73%	17.11%	16.88%
<a href="#">Single, no children</a>	7.25%	11.18%	9.02%	9.45%

## **ECONOMY IN OREGON, OHIO<sup>3</sup>**

Economy	Oregon, OH	Lucas County	State of Ohio	United States
<a href="#">Unemployment Rate</a>	5.70%	5.70	5.30	6.30%
<a href="#">Recent Job Growth</a>	0.84%	0.84%	1.00%	1.18%
<a href="#">Future Job Growth (Est.)</a>	36.00%	36.00%	36.70%	36.10%
<a href="#">Sales Taxes</a>	0.00%	7.25%	6.75%	6.00%
<a href="#">Income Taxes</a>	2.25%	0.00%	3.76%	4.72%
<a href="#">Income per Cap.</a>	\$27,080	\$23,827	\$25,857	\$28,051
<a href="#">Household Income</a>	\$52,260	\$41,436	\$48,246	\$53,046
<a href="#">Family Median Income</a>	\$65,139	\$54,830	\$61,163	\$64,585
<b>ESTIMATED HOUSEHOLDS BY HOUSEHOLD INCOME</b>				
<a href="#">Income Less Than 15K</a>	11.18%	18.04%	13.96%	12.61%
<a href="#">Income between 15K and 20K</a>	5.63%	6.83%	5.83%	5.33%
<a href="#">Income between 20K and 30K</a>	10.24%	12.42%	11.40%	10.57%
<a href="#">Income between 30K and 40K</a>	10.62%	11.29%	10.84%	9.90%
<a href="#">Income between 40K and 50K</a>	9.78%	9.13%	9.50%	8.95%
<a href="#">Income between 50K and 60K</a>	11.83%	7.72%	8.42%	8.08%
<a href="#">Income between 60K and 75K</a>	10.38%	9.50%	10.47%	10.09%
<a href="#">Income between 75K and 100K</a>	12.55%	10.63%	12.02%	12.25%
<a href="#">Income between 100K and 150K</a>	13.26%	9.42%	11.12%	12.82%
<a href="#">Income between 150K and 200K</a>	2.54%	2.52%	3.54%	4.78%
<a href="#">Income greater than 200K</a>	1.99%	2.50%	2.90%	4.64%

<sup>3</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2012-2014).

POPULATION BY OCCUPATION	Oregon, OH	Lucas County	State of Ohio	United States
<a href="#">Management, business, finance</a>	7.89%	10.93%	13.45%	14.36%
<a href="#">Engineering, computers, science</a>	3.73%	3.47%	4.67%	5.24%
<a href="#">Community, social services</a>	1.42%	1.86%	1.63%	1.66%
<a href="#">Legal</a>	0.77%	1.13%	0.94%	1.17%
<a href="#">Education, library</a>	4.63%	5.96%	5.73%	6.10%
<a href="#">Arts, design, media, sports, entertainment</a>	0.80%	1.13%	0.94%	1.88%
<a href="#">Healthcare practitioners and technology</a>	7.50%	7.07%	6.22%	5.49%
<a href="#">Healthcare support</a>	2.19%	3.42%	3.02%	2.47%
<a href="#">Firefighters, law enforcement</a>	2.46%	2.17%	1.90%	2.24%
<a href="#">Food preparation, serving</a>	7.52%	7.29%	6.08%	5.61%
<a href="#">Building maintenance</a>	3.13%	3.62%	3.63%	3.97%
<a href="#">Personal care</a>	2.18%	3.23%	3.05%	3.54%
<a href="#">Sales, office, administrative support</a>	27.86%	25.03%	24.79%	24.89%
<a href="#">Farming, fishing, forestry</a>	0.18%	0.19%	0.34%	0.73%
<a href="#">Construction, extraction, maintenance/repair</a>	8.80%	7.13%	7.59%	8.56%
<a href="#">Production, transportation, material moving</a>	18.93%	16.38%	15.57%	12.10%



## **COST OF LIVING IN OREGON, OHIO<sup>4</sup>**

Cost of Living	Oregon, OH	Lucas County	State of Ohio	United States
<a href="#">Overall</a>	88	81	88	100
<a href="#">Grocery</a>	99.7	99.7	99.2	100
<a href="#">Health</a>	95	95	98	100
<a href="#">Housing</a>	66	44	66	100
<a href="#">Utilities</a>	100	100	99	100
<a href="#">Transportation</a>	98	98	100	100
<a href="#">Miscellaneous</a>	98	98	98	100

- Cost of living indices are based on a U.S. average of 100. An amount below 100 means the City of Oregon is less expensive than the U.S. average. A cost of living index above 100 means that Oregon, Ohio is more expensive.
- Overall, Oregon, Ohio's cost of living is 88.00.
- As of 2014, the total of all the cost of living categories were weighted subjectively as follows: housing (30%), food and groceries (15%), transportation (10%), utilities (6%), health care (7%), and miscellaneous expenses such as clothing, services and entertainment (32%). State and local taxes are not included in any category.
- Compared to the rest of the country, Oregon, Ohio's cost of living is 12% lower than the U.S. average.

<sup>4</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2012-2014).

## BR&E Survey Highlights

The following is a summary of the 2014-15 City of Oregon, Ohio Business Retention and Expansion survey findings:

238 businesses were mailed a cross-sector business survey (retail, manufacturing, industrial, marine, etc.) with 36 businesses responding yielding a response rate of 15%.

Of the 36 respondents, 60% were retail or service businesses, 31% were office related businesses and 9% were industrial/manufacturing businesses. Most respondents were small businesses with 64% having fewer than 10 employees. 14% of businesses reported having 11-20 employees, 14% reported having 21-50 employees while three businesses in Oregon reported having 51-100 employees.

The majority of respondents (47%) were family-owned businesses while 33% were privately owned. 8% of respondents report being a branch office of a multi-unit firm, 6% report being a publicly-held company and 3% were employee-owned. The remaining 3% reported their business profile as "other". Three quarters (75%) of businesses have been operating in Oregon for more than 10 years and 66% own the space that they occupy.

The BR&E Coordinator and BR&E Task Force members will plan to follow up with 36 of 238 businesses regarding any concerns during 2015. Businesses will be chosen for visits because: 1) they requested a visit, 2) they were "red flagged," 3) were targeted because of their location in the central business

district of Oregon along the Navarre Avenue corridor, or 4) businesses who indicated plans for expansion, plans for closing or plans for leaving the community, or if there was a specific identified problem.

## Growth Plans/Employment

Thirteen of the thirty-six businesses who responded to the BR&E survey reported that they plan to expand, modernize or renovate their businesses with 4 of these firms planning to add jobs within the next 12 months. The number of new employees expected to be added is estimated to represent between 16-19 new full-time equivalent jobs (FTE).<sup>5</sup>

The addition of 16 new jobs is estimated to represent \$11,054.52 in additional income tax revenue to Oregon and would contribute an estimated \$491,312 in personal income to Oregon's economy.<sup>6</sup>

Comparatively, 19 new jobs are estimated to represent \$13,127 in additional income tax revenue and would contribute an estimated \$583,433 in personal income to Oregon's economy.<sup>7</sup> Jobs are projected as being added in the retail and service sectors.

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<sup>5</sup> Federal definition available at:

[http://www.whitehouse.gov/sites/default/files/omb/assets/a11\\_current\\_year/s85.pdf](http://www.whitehouse.gov/sites/default/files/omb/assets/a11_current_year/s85.pdf)

<sup>6</sup> Assuming City of Oregon income tax rate of 2.25%

<sup>7</sup> NAICS Codes 39, 41 and 43 combined and averaged for a mean wage of \$30,707. Estimated personal income is derived from May 2014 Occupational Employment Statistics via the US Department of Labor, Bureau of Labor Statistics web site at: <http://www.bls.gov/oes/current/oesrcma.htm>

As a result of the BR&E business survey, the City of Oregon and the Oregon Economic Development Foundation has learned that 36 businesses plan to retain between 428-857 FTE jobs and create an estimated 16-19 new FTE jobs.

Two businesses are considering selling and one business may move. The business that may move might look elsewhere in Lucas County or choose another location in Oregon which could provide for the potential loss of 3 FTE jobs.

The potential loss of 3 FTE jobs is estimated to represent \$2,072.72 less income tax revenue for Oregon and could account for an estimated loss of \$92,121 in lost personal income to Oregon's economy.

### **Labor Force/Training**

The labor force was ranked "good" to "excellent" by 68% of employers surveyed. Employee training is a critical issue in the retention and expansion of businesses. The top five skills that Oregon businesses identified as the most needed in their current and potential employees were customer service skills, managerial skills, professional skills, computer skills and general skills. The specific skills that 36 businesses surveyed felt potential employees needed were interpersonal communications, word processing, sales and marketing, finance, business planning, communications, computer systems and basic math.

### **Community Services**

Nearly 80 percent (77%) of respondents indicated they would encourage other businesses to locate in Oregon. 69% of businesses indicated their overall opinion of Oregon as a place to do business as either "good" or "excellent". Respondents listed the top 3 reasons for locating or keeping their company in Oregon as 1) location, 2) access to customers and 3) safe environment.

Nearly three-quarters (72%) rated Oregon's quality of life as "good" to "excellent". Over half (58%) of the respondents surveyed live in Oregon. Surveyed businesses ranked the community services of healthcare, snow and sidewalk cleaning, fire protection, police protection, roads, highways and freeways, water and sewer, natural gas services, electrical services, schools systems, professional services, snow and ice removal and street and sidewalk cleaning as "good" to "excellent". The following factors were rated "poor" or "very poor"; public transportation, air service, restaurants, shopping opportunities and conference facilities. All other community services were largely rated as "average" by 36 responding Oregon businesses. Health care insurance, property taxes and public utilities were ranked the highest (most expensive) of the nine variables associated with business operating costs.

## Action Plan

The primary objective of any Business Retention and Expansion program, outside of creating a narrative of the strengths and weaknesses in a local economy, is to identify a course of action for local community, public and business leaders as well as economic development professionals. This action plan should work to address identified concerns from the collected BRE data. Changes in the local economy will not take place in the short-term and therefore the action plan must also lay the groundwork for sustaining local economic prosperity.

***Objective One: Enhance and encourage cooperation between business leaders, government leaders and education leaders to further the goals and purposes of the BRE program.***

Collaboration and cooperation among local leaders remains the number one factor that can either enhance and/or limit the success and effectiveness of the BRE program. A gathering of resources and efforts from many individuals are necessary to disseminate and collect survey information as well as make company visits.

This cooperation also extends outside of the actual data collection into carrying out the objectives of the BRE program. Local policy and decision changes are made by a number of individuals. The more closely these individuals are exposed to the BRE program and collected data, the more informed their decision making can become and

ultimately the better they can serve their local businesses and residents.

***Objective Two: Improve the quality and quantity of the local workforce to satisfy the current and anticipated future needs of local businesses.***

The BRE survey notes that workforce, particularly the availability and stability of needed workforce, remains one of the larger issues facing employers. This issue is wide-spread and not unique to the City of Oregon. Organizations in many areas of Ohio and the nation face problems finding skilled and trained talent. Many labor market experts, through examining available government data, estimate as many as 25 million, or 47% of all new job openings from 2010 to 2020 will fall into the 'middle-skills' range, which the U.S. is already seeing a shortage of qualified workers in.<sup>8</sup>

Local businesses have difficulty recruiting skilled talent, but the majority also lacks any relationship with local educational institutions that train the type of talent they seek. Establishing new relationships between local industry and education as a direct means to convey the need for certain types of skilled labor, or exposing local students and school administrators to the types of positions in high demand by local employers are just a few instances of how the local skills gap can begin to be addressed. Not only do skilled labor positions remain in high demand, but employers are also finding it increasingly difficult to recruit unskilled labor as well.

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<sup>8</sup> Kochan, T., Finegold, D., and Osterman, P. (2012) Who Can Fix the "Middle Skills" Gap? Harvard Business Review, 90(12), 81-90.

***Objective Three: Connect local business leaders to programs, services and other resources available through local, state and federal agencies.***

Another underlying reason for conducting a business retention and expansion program for Oregon's business community is to identify needed resources that can be brought to local businesses to help them prosper and grow. Local community leaders and economic development professionals have knowledge of these resources and programs from which local businesses can benefit. The direct line of communication that the BRE program creates between business leaders and local leadership allows for the identification of programs to satisfy the local needs. A strong BRE program functions as an outlet of communication to community and policy leaders, which results in a more business and growth-

friendly environment for local businesses.

**Next Steps**

BRE coordinator will meet with Task Force partners and plan to follow up with Oregon, Ohio businesses that requested a formal business visit in 2015. Businesses that will be chosen for a formal visit will consist of those that:

- 1) Requested a formal business visit
- 2) Were "red flagged" or
- 3) Are targeted by the BRE Task Force partners because of their importance to the Ohio Lake Erie marina industry and,
- 4) Businesses that indicated plans for expansion, plans for closing or if there was a specific identified problem.

## Participating Businesses in 2014 Oregon BRE Program<sup>9</sup>

Thirty-six businesses responded during the BR&E process. The Oregon Economic Development Foundation greatly appreciates their willingness to help the community understand their needs. Business survey responses are confidential, yet it is important to credit their participation by listing their names here:

Allen Miller Jewelers	Bartz Viviano
Bay Pointe by Redwood	Big Lots
Danberry Company	Dunn Chevy Buick
Gladioux Home Center	Hoeflinger Bolander
Huntington Bank	Johnny's on the Spot
Laurie Campos Insurance	Maumee Bay Vision Center
Micro Works, Inc.	Mr. Emblem
Nissen Concrete	Oregon Insurance Agency
PNC Bank	Samson's & Company
Schlageter & Bryer Company, LPA	The Future Wave Salon
Thompson's Land and Sea Shop	Toledo Academy of Beauty
Toledo Alfalfa Mill, Inc.	Traebins of Charlesgate Salon
Wood Forest National Bank	

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<sup>9</sup> There were 36 participating businesses of the Oregon Business Retention and Expansion program. Not all businesses chose to disclose their business name on the business survey.

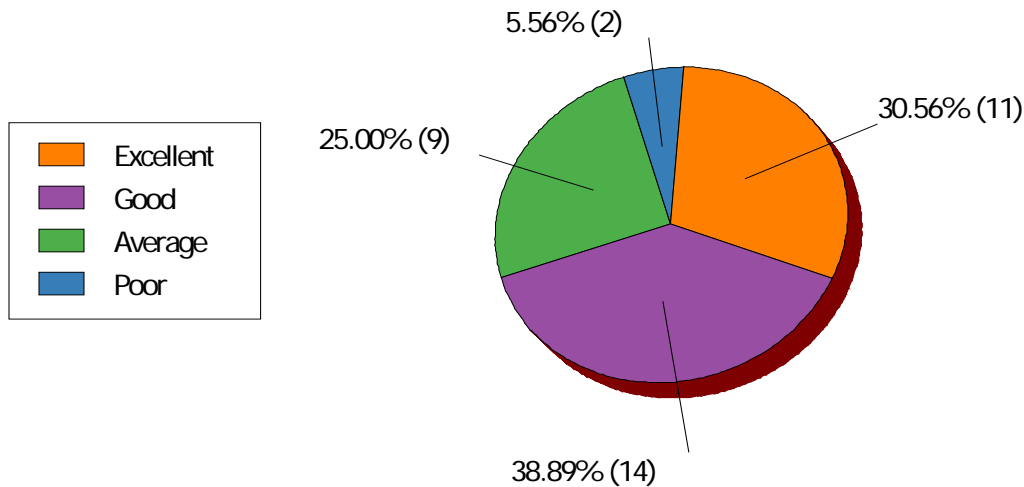
## **APPENDIX A: SAMPLE SURVEY RESULTS (RETAIL AND SERVICES)**

**Respondents:** Local business responses in the retail and services sectors.

### **Section A- Local Business Environment**

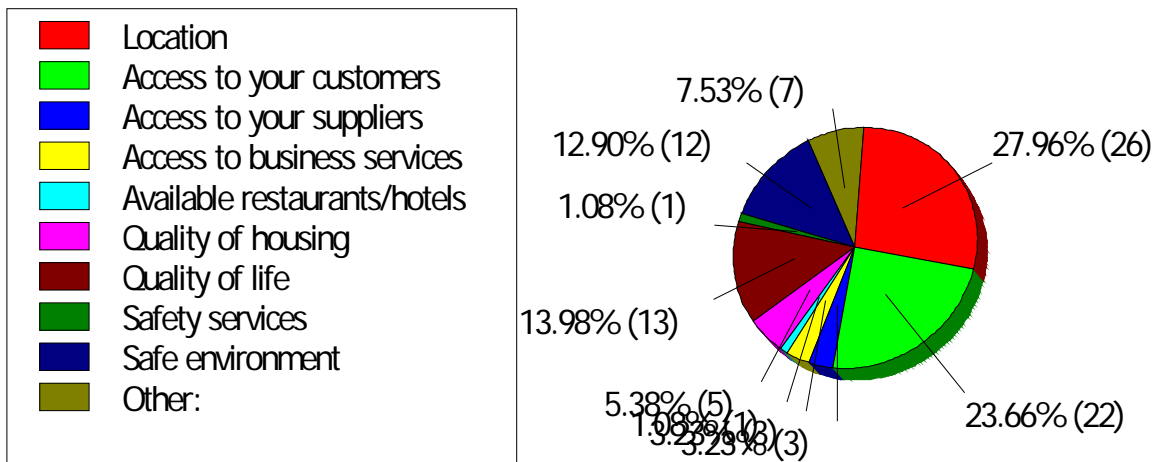
**What is your overall opinion of Oregon, Ohio as a place to do business?**

Min: 1.00 Max: 4.00 Mean: 2.06 Mode: 2.00 Median: 2.00 Std Dev: 0.88



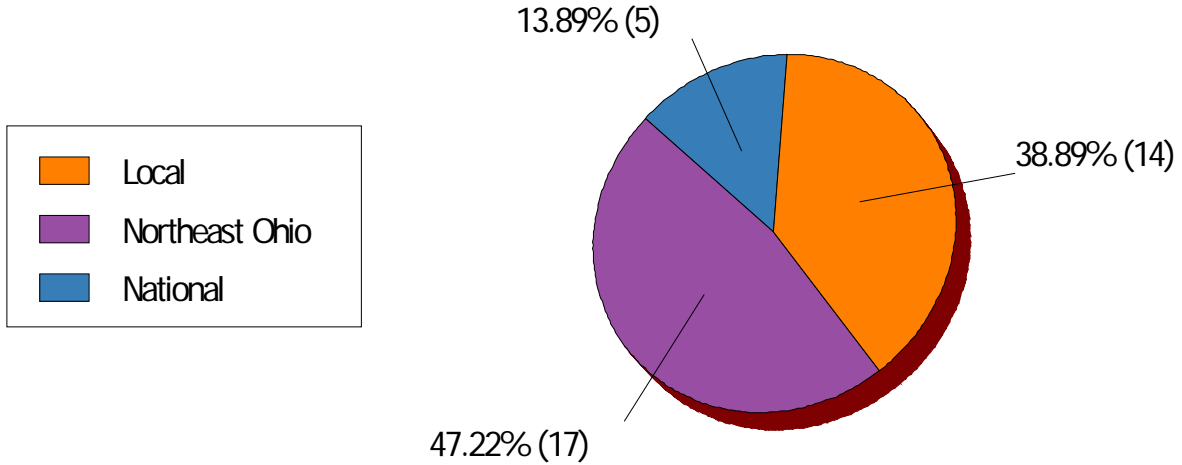
**What are your top three (3) reasons for locating or keeping your business in Oregon, Ohio?**

Min: 1.00 Max: 11.00 Mean: 4.74 Mode: 1.00 Median: 2.00 Std Dev: 3.78



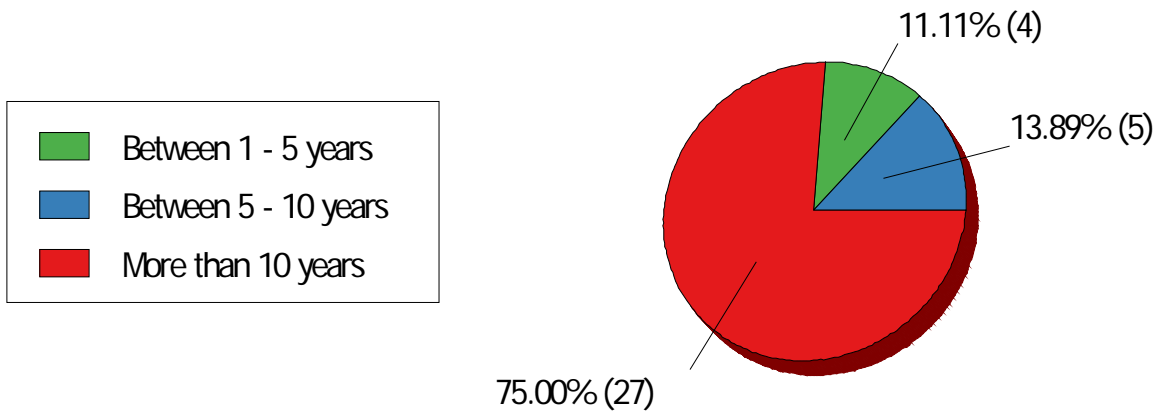
**What is your company's primary geographic market?**

Min: 1.00 Max: 4.00 Mean: 1.89 Mode: 2.00 Median: 2.00 Std Dev: 0.97



**How long has this business been operating at your current location?**

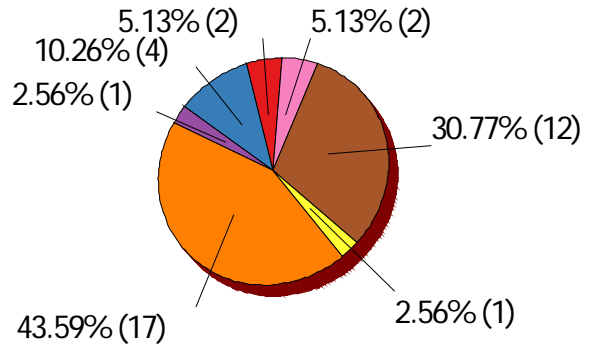
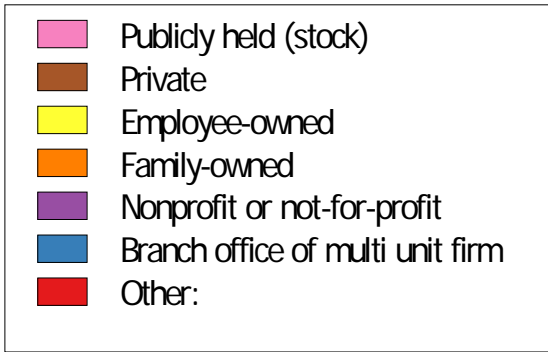
Min: 2.00 Max: 4.00 Mean: 3.64 Mode: 4.00 Median: 4.00 Std Dev: 0.67





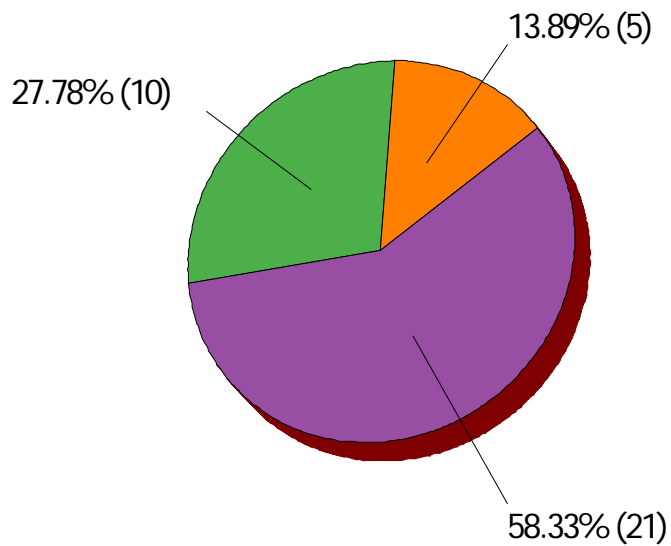
**Which of the following best describes your business?**

Min: 1.00 Max: 8.00 Mean: 3.74 Mode: 4.00 Median: 4.00 Std Dev: 1.85



**From your perspective as a businessperson, please rate the overall quality of life in Oregon:**

Min: 1.00 Max: 3.00 Mean: 2.14 Mode: 2.00 Median: 2.00 Std Dev: 0.63

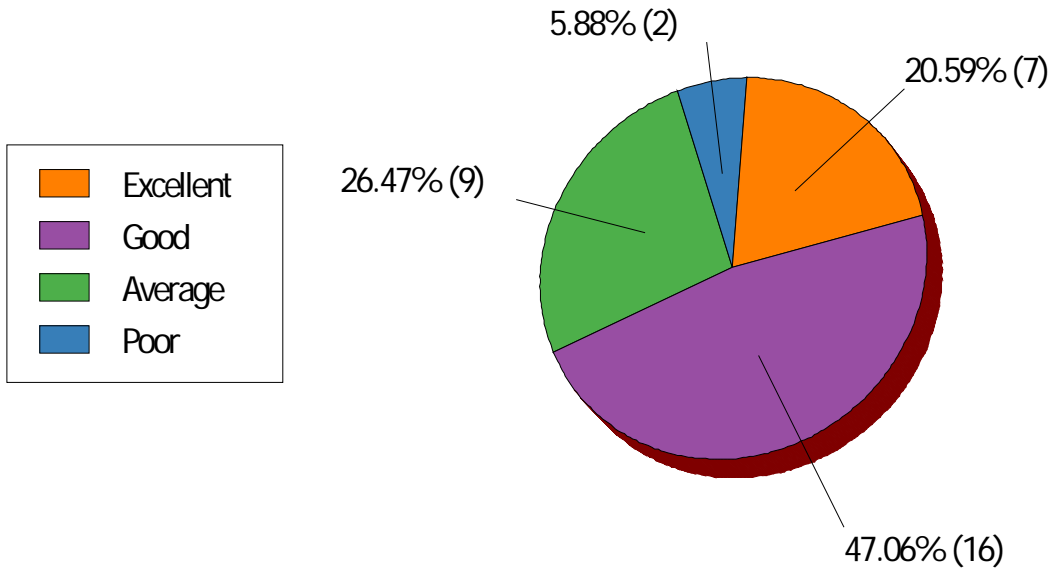


## Section B: Employment and Training

### How would you rate the local workforce? (Labor)

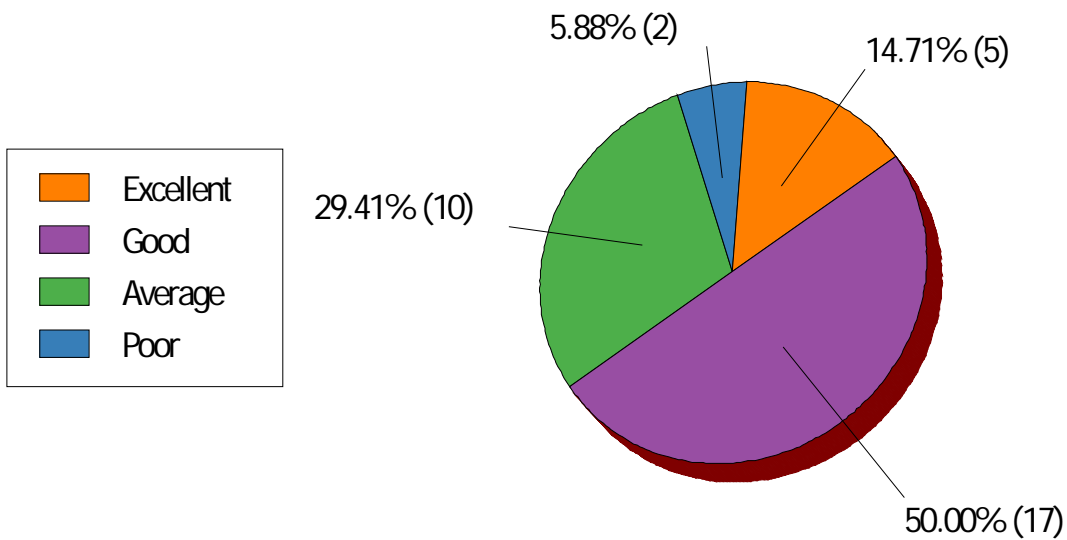
#### 1. Quality

Min: 1.00 Max: 4.00 Mean: 2.18 Mode: 2.00 Median: 2.00 Std Dev: 0.82



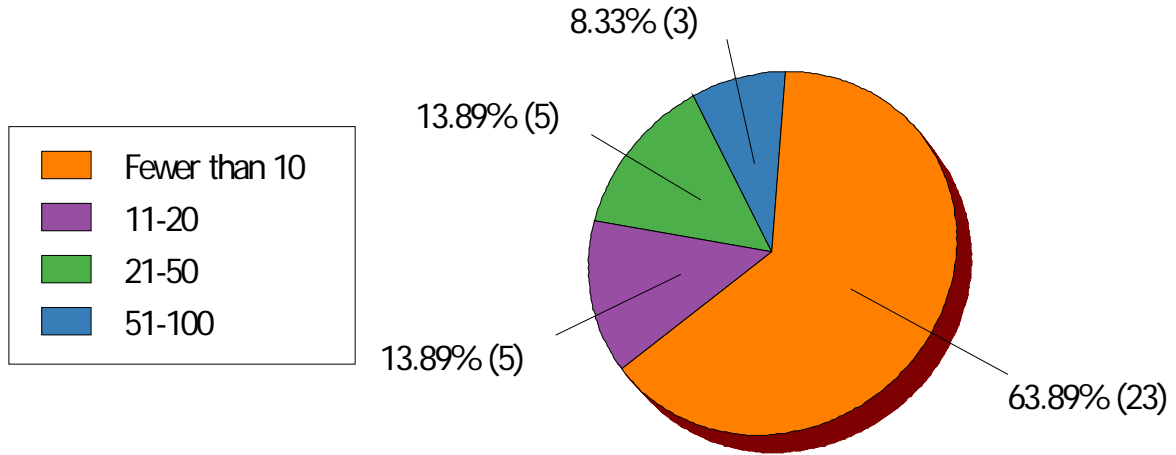
#### 2. Quantity

Min: 1.00 Max: 4.00 Mean: 2.26 Mode: 2.00 Median: 2.00 Std Dev: 0.78



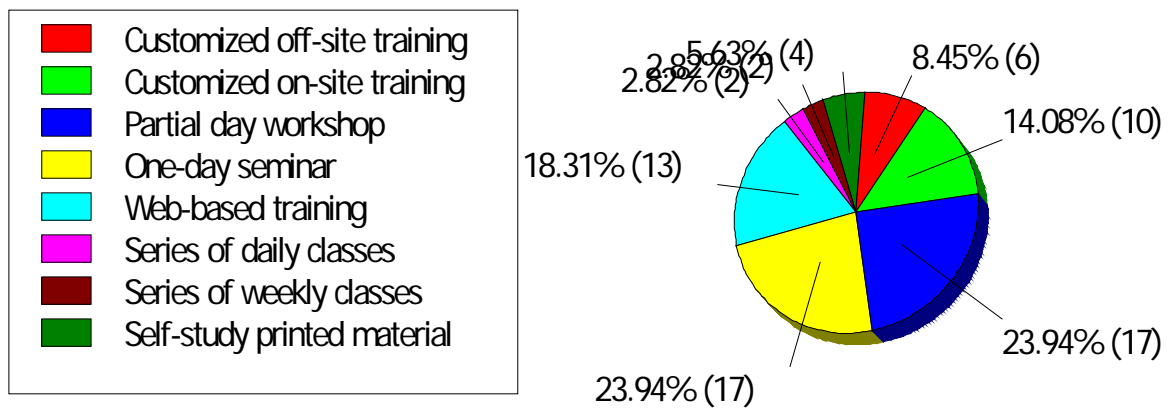
**How many employees work at your business location?**

Min: 1.00 Max: 4.00 Mean: 1.67 Mode: 1.00 Median: 1.00 Std Dev: 1.00



**Three most preferred formats for employee training by outside providers:**

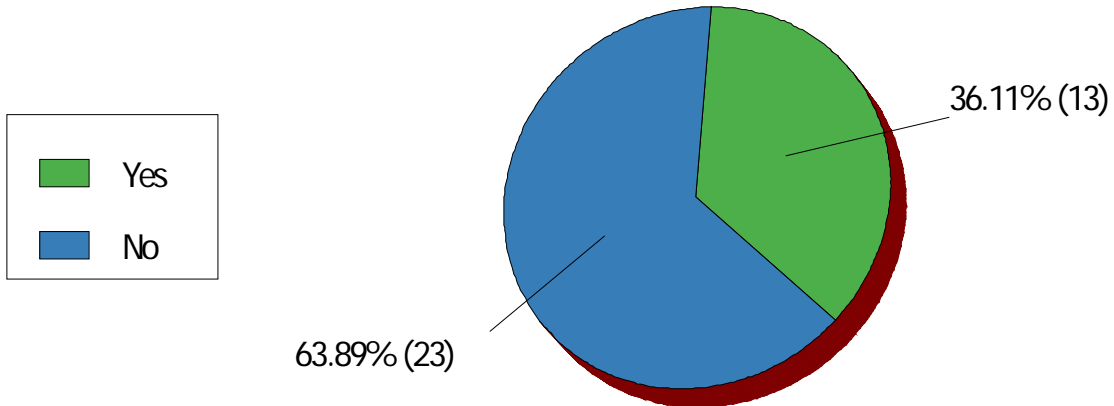
Min: 1.00 Max: 9.00 Mean: 4.55 Mode: 4.00 Median: 5.00 Std Dev: 2.03



## Section D: Future Plans

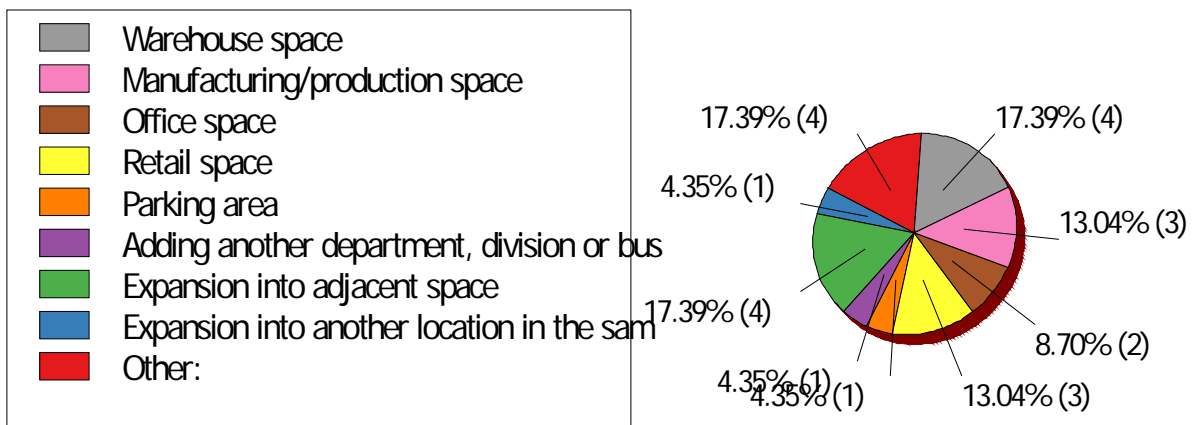
**Do you have any plans to modernize, renovate or expand your present building(s) or equipment?**

Min: 1.00 Max: 2.00 Mean: 1.64 Mode: 2.00 Median: 2.00 Std Dev: 0.48



**What kind of modernization, renovation or expansion are you considering?**

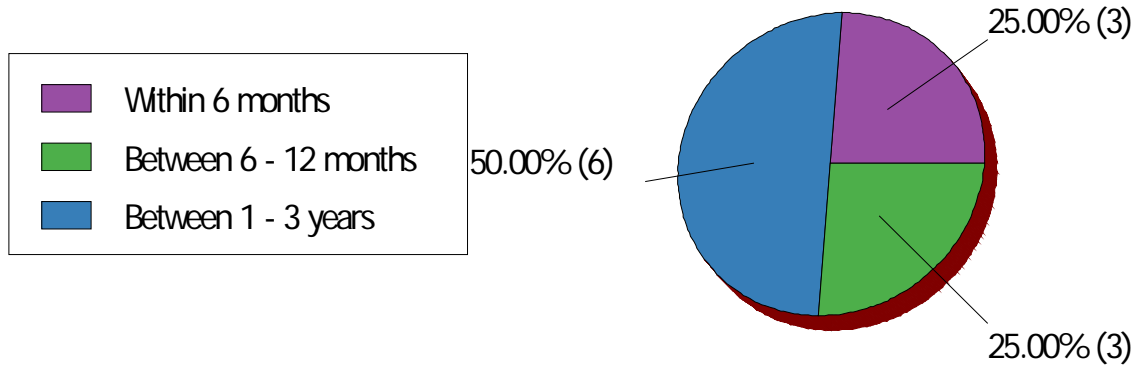
Min: 1.00 Max: 9.00 Mean: 4.83 Mode: 1.00 Median: 4.00 Std Dev: 2.88



## Expansion

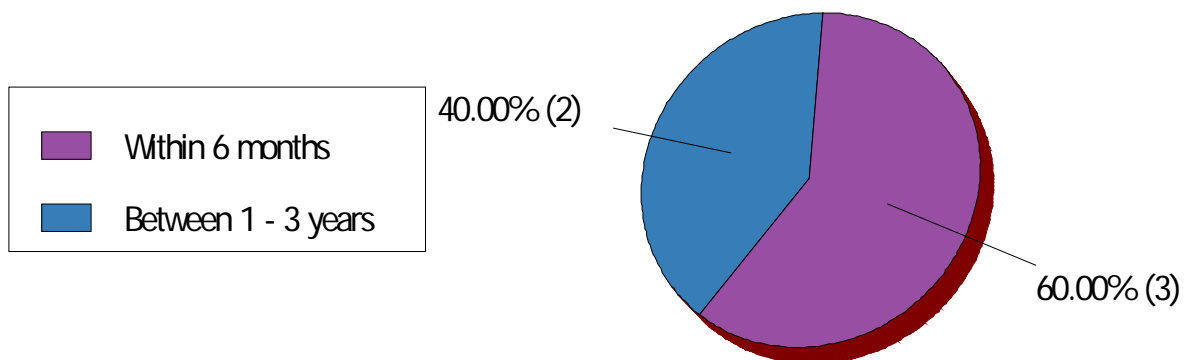
### When would you open another branch, plant, office or store?

Min: 1.00 Max: 3.00 Mean: 2.25 Mode: 3.00 Median: 2.50 Std Dev: 0.83



### Where would you open another branch, plant, office or store?

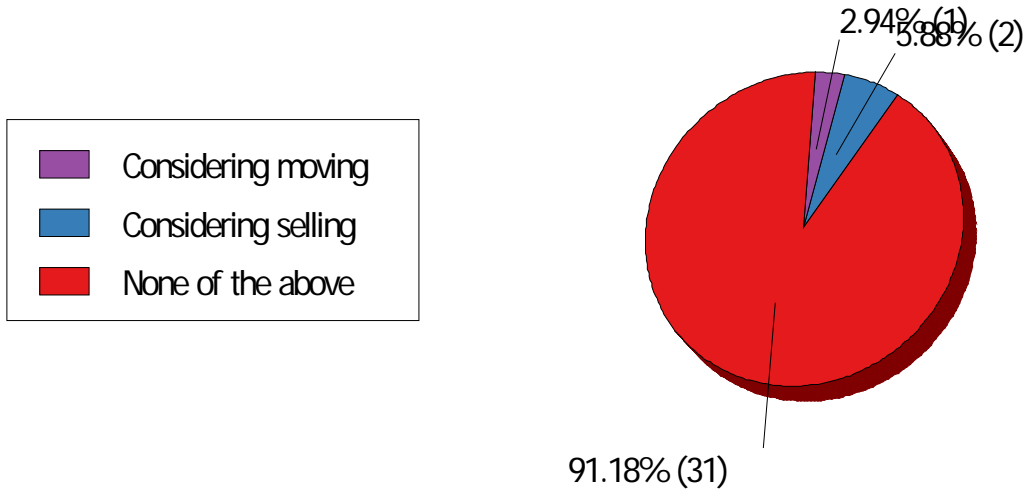
Min: 1.00 Max: 3.00 Mean: 1.80 Mode: 1.00 Median: 1.00 Std Dev: 0.98



## Moving

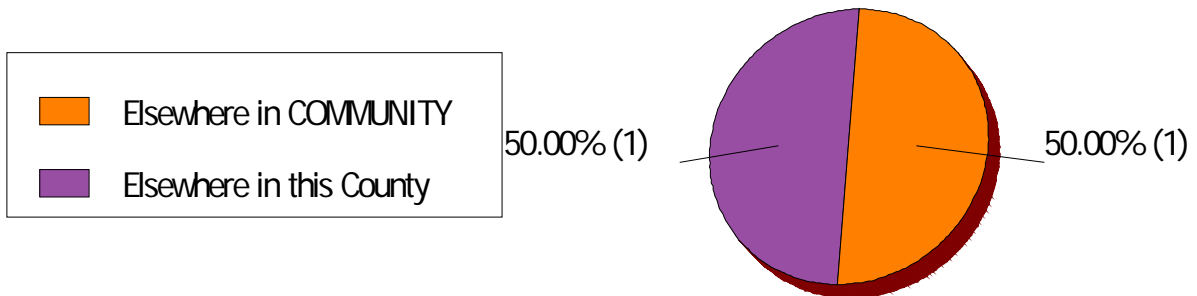
### Are you considering moving, closing or selling this business?

Min: 1.00 Max: 4.00 Mean: 3.85 Mode: 4.00 Median: 4.00 Std Dev: 0.55



### If you are considering moving, where would you move?

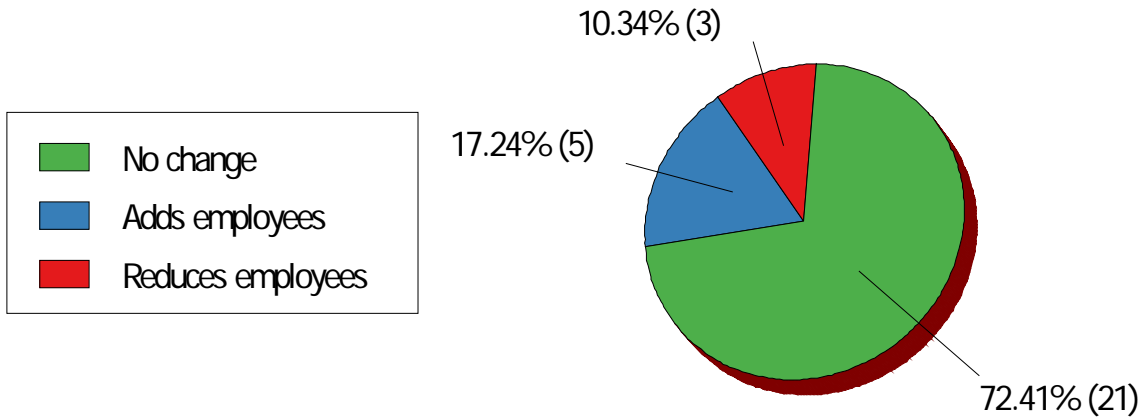
Min: 1.00 Max: 2.00 Mean: 1.50 Mode: Median: 1.50 Std Dev: 0.50



## Impact of Modernization

**What impact would your plans for modernization, renovation, expansion, moving, closing or selling have on the number of employees in your Oregon location?**

Min: 1.00 Max: 3.00 Mean: 1.38 Mode: 1.00 Median: 1.00 Std Dev: 0.67



**About how many employees would be added?**

- (1) 2-3
- (1) 4-6
- (1) 5
- (1) 5

**16 additional employees- low end**  
**19 additional employees- high end**

**About how many employees would be reduced?**

- (1) 3

**3- Overall reduction of employees**

## **APPENDIX B: BRE PROGRAM TASK FORCE PARTICIPANTS**

Joe Lucente- Ohio State University Extension/Ohio Sea Grant College Program- BR&E Program Consultant

Lindsay Myers- BR&E Program Coordinator, Oregon Economic Development Foundation

Linda Zunk- BR&E Assistant Program Coordinator, Oregon Economic Development Foundation

Cathy King, Croghan Colonial Bank

Marty Conners, Brooks Insurance Agency

Dave Hymore, Frist Federal Bank of the Midwest

Joe Miller, First Insurance Group

Patricia Slygh, mrEmblem

Terri Never, Poggemeyer Design Group



## **APPENDIX C: BRE SURVEY AGGREGATED RESPONSES**

### **1. What is your opinion of Oregon, OH as a place to do business?**

38.89%	Good
30.56%	Excellent
25.00%	Average
5.56%	Poor

### **2. What are your top three (3) reasons for locating or keeping your business in Oregon, OH?**

72.22%	Location
61.11%	Access to your customers
36.11%	Quality of life
33.33%	Safe environment
19.44%	Other:
13.89%	Quality of housing
8.33%	Access to business services
8.33%	Access to your suppliers
2.78%	Available restaurants/hotels
2.78%	Safety services

### **3. Would you recommend another business to locate in Oregon, OH?**

77.14%	Yes
22.86%	No

### **4. Please describe your IMMEDIATE business needs or concerns that could be addressed by local government or local private entities.**

- Getting to know the businesses already in Oregon; working with and getting quotes from local businesses; stop asking for so many donations and start finding out who we are and learning what we have to offer; more Oregon PRIDE.
- Better communication between business and government
- Better signage on roads to Dustin Road, better restaurants, need more big box business
- Bring water and sewer along Route 2- not skipping the section between Stadium and Curtice Road
- Getting my parking lot in before the city closes us down
- I am concerned with the Section 8 housing we have now in our apartment complex; I feel it has hurt our town
- I have an immediate concern about the area surrounding our business. The homes behind our establishment are getting run down. A garage immediately behind our business is falling apart. The garage next to it has garbage in the back and weeds that are 4 feet tall. Is there something that can be done to restore the neighborhood? Even the restaurant landscaping is not being cared for at this time. Let's clean up our city and stop allowing used car lots, carry-outs, etc. to damage our appearance!

- Improve quality of retailers to appeal to higher income needs/preferences. People who commute to Oregon for work would welcome places to dine and shop at during lunch breaks and would then tell their circle of influence
- Keep up retail development and make it as easy as possible for small or large businesses to start up.
- Lack of retail shopping and/or dining of any quality
- More retail; more restaurants on Navarre; small movie theatre other than drive in; beautify Navarre!!
- Real estate taxes are too high; school is dysfunctional; city employees should try to assist rather than obstruct small businesses; special treatment for big business, i.e. tax abatements and credits- playing field is not level
- Senior care needs to be addressed better by local government. The senior levy has passed, tax dollars are coming in, yet a plan is not in place for seniors. We are concerned about this lack of movement to help local seniors.
- Traffic on Navarre Avenue is very congested
- We have been working to get all needed permitting for a facility for several months with little or no response. There has been zero follow-up without my prompting for a return call several times.
- We need to hold accountable businesses to clean up landscaping, driveways, parking lots, exterior of buildings, EPA, fire and safety requirements. We also need to shut down the businesses that are ruining commercial businesses such as auto repair shops, body shops, driveway car sales, taco stands, etc. out of their homes. We need a level playing field no matter what service or industry.
- Weed and tree trimming along main business roads (Navarre); Oregon requires trees and shrubs for new businesses but not requirements for maintaining them.

**5. Please describe your LONG-TERM (more than 2 years) business needs or concerns that could be addressed by local government or local private entities.**

- beautification of main corridor; game plan nfor keeping businesses and companies we already have in Oregon; more proactive about quality of our water supply; clean up the surrounding areas.
- Beautification along Navarre Avenue
- More population, jobs, proper zoning, better shopping, better restaurants
- More promotion of local businesses; more curb appeal
- More retail areas, need “downtown” area, fulfill what was once begun years ago
- More retail, more power and phone lines underground to further beautify Navarre Ave.
- Need the city and administration to be on board with current yard waste recycling regulations tht have been put in place by EPA. As of this time, the city is saying that recycling is not for them. We would like to at least have the support of city government to make this business an asset to the community
- Restaurants and drawing quality businesses to the area. Not car sales, auto stores, rental and dollar stores.

-Same as above-establish a more welcoming environment for new neighborhood development as well as new businesses (don't run off Home Depot or fail to put in an ice rink, etc.)

**6. Building costs (rent)**

86.87%	Acceptable
10.00%	High
3.33%	Low

**7. Environmental regulations**

82.14%	Acceptable
10.71%	High
7.14%	Low

**8. Health care insurance**

64.29%	Acceptable
35.71%	High

**9. Inventory taxes**

82.14%	Acceptable
14.29%	High
3.57%	Low

**10. Corporate taxes**

85.19%	Acceptable
14.81%	High

**11. Payroll taxes**

92.59%	Acceptable
7.41%	High

**12. Property taxes**

71.43%	Acceptable
25.00%	High
3.57%	Low

**13. Public utilities**

64.29%	Acceptable
32.14%	High
3.57%	Low

**14. Workers compensation**

85.71%	Acceptable
14.29%	High

**15. Roads, highways and freeways**

57.14%	Good
28.57%	Excellent
14.29%	Average

**16. Water and sewers**

50.00%	Good
27.78%	Excellent
11.11%	Average
8.33%	Poor
2.78%	Very Poor

**17. Natural gas service**

48.48%	Good
39.39%	Excellent
9.09%	Average
3.03%	Poor

**18. Telecom services**

50.00%	Good
23.53%	Average
14.71%	Excellent
8.82%	Poor
2.94%	Very poor

**19. High speed internet access**

54.29%	Good
22.86%	Average
14.29%	Excellent
5.71%	Poor
2.86%	Very poor

**20. Electrical services**

38.89%	Excellent
38.89%	Good
22.22%	Average

**21. Public transportation**

42.31%	Poor
23.08%	Average
15.38%	Good
11.54%	Very poor
7.69%	Excellent

**22. Air Service**

52.94%	Poor
29.41%	Good
11.76%	Average
5.88%	Very poor

**23. Health care services (EMS, hospitals, clinics)**

51.43%	Excellent
37.14%	Good
8.57%	Average
2.86%	Poor

**24. School system**

50.00%	Good
30.56%	Excellent
16.67%	Average
2.78%	Poor

**25. Child care services**

64.00%	Good
24.00%	Average
12.00%	Excellent

**26. Restaurants**

36.11%	Poor
22.22%	Average
19.44%	Good
16.67%	Very poor
5.56%	Excellent

**27. Professional Services**

38.89%	Average
38.89%	Good
11.11%	Excellent
11.11%	Poor

**28. Shopping**

34.29%	Poor
28.57%	Average
28.57%	Very poor
5.71%	Good
2.86%	Excellent

**29. Recreation/cultural activities/entertainment**

47.06%	Good
23.53%	Poor
17.65%	Average
8.82%	Excellent
2.94%	Very poor

**30. Snow and ice removal**

47.22%	Good
25.00%	Average
25.00%	Excellent
2.78%	Poor

**31. Street and sidewalk cleaning**

41.18%	Good
38.24%	Average
20.59%	Excellent

**32. Street repairs**

44.44%	Average
41.67%	Good
8.33%	Poor
5.56%	Excellent

**33. Fire protection**

50.00%	Good
44.44%	Excellent
5.56%	Average

**34. Police protection**

50.00%	Excellent
44.44%	Good
5.56%	Average

**35. Business services**

57.14%	Good
31.43%	Average
5.71%	Excellent
5.71%	Poor

**36. Hotel facilities**

45.71%	Good
37.14%	Average
11.43%	Poor
5.71%	Excellent

**37. Conference facilities**

37.14%	Average
31.43%	Poor
22.86%	Good
8.57%	Excellent

**38. Quality of workforce (management)**

63.64%	Good
15.15%	Average
15.15%	Excellent
6.06%	Poor

**39. Quantity of workforce**

44.12%	Good
38.24%	Average
8.82%	Excellent
8.82%	Poor

**40. Availability of workforce**

41.48%	Good
35.29%	Average
14.71%	Poor
8.82%	Excellent

**41. Stability of workforce**

55.88%	Good
32.35%	Average
8.82%	Excellent
2.94%	Poor

**42. Quality of workforce (labor)**

47.06%	Good
26.47%	Average
20.59%	Excellent
5.88%	Poor

**43. Quantity of workforce**

50.00%	Good
29.41%	Average
14.71%	Excellent
5.88%	Poor

**44. Availability of workforce**

47.06%	Good
32.35%	Average
11.76%	Excellent
8.82%	Poor

**45. Stability**

46.88%	Good
34.38%	Average
12.50%	Excellent
6.25%	Poor

**46. How many employees work at your Oregon, OH business location?**

63.89%	Fewer than 10
13.89%	11-20
13.89%	21-50
8.33%	51-100

**47. Please check the areas in which your current Oregon, OH employees need training**

43.75%	Current employees do not need training
40.63%	Customer service skills (interpersonal communications, product knowledge, etc.)
28.13%	Managerial skills (finance, business planning, employee management/relations, etc.)
21.88%	Computer skills (word-processing, database management, computer system installation/maintenance, etc.)
15.63%	General skills (basic math, reading/writing, problem solving, etc.)
12.50%	Other technical skills
12.50%	Other
9.38%	Specialized skills (medical skills, legal knowledge, etc.)
6.25%	Mechanical skills

**48. Please check the three (3) most preferred formats for employee training by outside providers**

65.38%	One-day seminar
65.38%	Partial day workshop
50.00%	Web-based training
38.46%	Customized on-site training
23.08%	Customized off-site training
15.38%	Self-study printed material
7.69%	Series of daily classes
7.69%	Series of weekly classes



**49. Do you have any plans to modernize, renovate or expand your present building(s) or equipment?**

63.89% No  
36.11% Yes

**50. What kind of modernization, renovation or expansion are you considering?**

33.33% Expansion into adjacent space  
33.33% Other  
33.33% Warehouse space  
25.00% Manufacturing/production space  
16.67% Office space  
8.33% Adding another department/division  
8.33% Expansion into another location in the same building  
8.33% Parking area

**51. When would the work be started?**

50.00% Between 1-3 years  
25.00% Between 6-12 months  
25.00% Within 6 months

**52. Do you face any constraints?**

53.33% No constraints  
33.33% Zoning and building regulations  
13.33% Need financial assistance  
6.67% Need physical facility planning assistance  
6.67% Not enough land for expansion  
6.67% Other

**53. Are you considering opening another branch, plant, office or store?**

77.78% No  
13.89% Yes  
8.33% Not applicable

**54. If yes, when?**

60.00% Within 6 months  
40% Between 1-3 years

**55. If yes, where?**

80.00% Outside this city, but in Ohio  
20.00% Elsewhere in Oregon, Ohio

**56. If you are expanding in Oregon, do you face any constraints?**

71.43%	No constraints
28.57%	Zoning and building regulations
14.29%	Insufficient space in existing building
14.29%	Need financial assistance
14.29%	Need physical facility planning assistance

**57. Are you considering moving, closing or selling this business?**

91.98%	None of the above
5.88%	Considering selling
2.94%	Considering moving

**58. If you are considering moving, where would you move?**

50.00%	Elsewhere in Oregon, Ohio
50.00%	Elsewhere in Lucas County

**59. When would you move, close or sell this business?**

33.33%	Between 1-3 years
33.33%	Between 6-12 months
33.33%	More than 3 years

**60. What impact would your plans for modernization, renovation, expansion, moving, closing or selling have on the number of employees at your Oregon, OH business location?**

72.41%	No change
17.24%	Adds employees
10.34%	Reduces employees

**61. About how many employees would be added?**

50.00%	5
25.00%	2-3
25.00%	4-6

**62. About how many employees would be reduced?**

50.00%	0
50.00%	3

**63. What is your PRIMARY title/position?**

58.33%	Owner
16.67%	General manager
11.11%	Other
8.33%	CEO/President/Managing Director
2.78%	Corporate Vice President
2.78%	Sales/marketing/business development VP or Director

**64. What is your company's PRIMARY geographic market?**

47.22%	Northwest Ohio
38.89%	Local
13.89%	National

**65. How long has this business been operating at your current location?**

75.00%	More than 10 years
13.89%	Between 5-10 years
11.11%	Between 1-5 years

**66. Which of the following best describes your business?**

47.22%	Family-owned
33.33%	Private
11.11%	Branch office of multi-unit firm
5.56%	Other
5.56%	Publicly held (stock)
2.78%	Employee-Owned
2.78%	Nonprofit or not-for-profit

**67. What is the PRIMARY type of space that your business occupies?**

60.00%	Retail
31.43%	Office
8.57%	Industrial/manufacturing

**68. Do you own or lease your space?**

65.71%	Own
34.29%	Lease

**69. Have you renewed your lease at least once since establishing business in this location?**

76.92%	Yes
23.08%	No

**70. If yes, why?**

90.00%	Location
80.00%	Price
50.00%	Quality of space
40.00%	Local community
20.00%	Amenities

**71. Do you expect number of customers to increase, decrease or stay the same?**

58.33%	Increase
36.11%	Stay the same
5.56%	Decrease

**72. Sales- Total revenue**

63.89%	Increase
27.78%	Stay the same
8.33%	Decline

**73. Profits**

57.14%	Increase
31.43%	Stay the same
11.43%	Decrease

**74. Number of employees**

55.56%	Stay the same
33.33%	Increase
11.11%	Decrease

**75. If you expect any of these business factors to increase or decrease, what are the principal reasons for the changes?**

- advertising, new parking lot, lighted signage
- better economic conditions
- better economy/stronger workforce in place
- changes in business practices; low costs of funds
- expansion, adding staff
- goals per month have to be met- that comes with additional revenue
- growth is our focus. We opened 3 years ago and are still growing
- health insurance
- economy. Wholesale/commercial business keeps increasing
- hopefully more people and business will move to Oregon
- Improving economy
- increase in market share due to development activities
- increase in supplies and costs of goods
- more acres to farm
- product quality
- rebound from bad economy
- sole efforts to build business
- support from community by educating them on our available services
- the economy crash forced our business to keep the staff we have and not add more. Now we are realizing it is time to hire additional staff and techs
- we have an aging population in our city, but they are not spending
- word of mouth, advertising
- Oregon has no real networking programs or organizations that will grow the side of internal marketing. Level playing field- hold accountable the business' network of underground business working out of home to EPA, state, national laws. Getting too many of the same businesses in a small area

**76. From your perspective as a businessperson, please rate the overall quality of life in Oregon, OH**

58.33%	Good
27.78%	Average
13.89%	Excellent

**77. Do you live in Oregon, Ohio?**

58.33%	Yes
41.67%	No

**78. Would you like a member of the Business Retention and Expansion team to contact you personally regarding this survey?**

79.41%	No
20.59%	Yes

**79. In the space below, please add any comments, thoughts or suggestions**

- businesses geared towards females would benefit the city
- city needs to work and buy more from their local businesses. Everyone seems to be able to buy wherever they wish even if someone is in their own back yard. Local businesses try to support each other however; the City of Oregon seems not to believe this practice is good for them
- create a city center versus the present strip center/fast food environment. Dustin Road presents the perfect opportunity with coordinated/directed development
- many in the Oregon community have talked in recent months. The reason we've moved from other areas such as Toledo, Northwood, Walbridge has been in vain due to the other areas creeping up into Oregon which will destroy the profitability and sustainability for the current businesses as well as attracting new business. It will defeat any reason to build new homes in the area. We have this week walkers with signs impeach Obama, tent sale at Kroger gas station, Great Clips constantly waving signs, instant oil change walking banners, used store with inventory outside all over the parking lot, taco wagon, ec. We may not need to be Levis Commons, but we surely do not need to go the path we are on. We need to find common ground and stop the talking and see action.
- Oregon could benefit from companies that sell boats, boating supplies, etc. If I hadn't known the Mayor, we would not be open today because of inspectors and rules. They try to stop you every way they can.
- Oregon could benefit from additional businesses in the professional services sector. Also, with Oregon being so close to Lake Erie, it would be great if it were more charming or had more curb appeal to visitors. Maybe a campaign showing local businesses would work.
- Oregon needs businesses that care about the environment in which we live in, quality foods, etc.

- Speed limits in Oregon are not consistent...35 mph on country roads with corn fields on both sides, while 40-50 mph on Navarre and business district. This adds to the attitude that Oregon is one of the towns that are out to get you.
- we want our business to grow and help our community through the service we provide and to add a place of employment for our local residents.
- Need shopping, retail, restaurants. We need to make a serious effort to develop more retail space. Enough to attract others. The Perrysburg area development is one example. It began slowly and then took off. Now every big box retailer is out there!
- Would like to see more small businesses, retail and service