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2019 FINAL REPORT OREGON, OHIO BUSINESS RETENTION AND EXPANSION PROGRAM

Prepared by:

Joe Lucente

Associate Professor

Ohio State University Extension

Ohio Sea Grant College Program

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Ohio State University Extension

Ohio Sea Grant College Program



INTRODUCTION	3
BRE Program Objectives	3
BRE Program Outcomes	3
BRE Program Participants	4
COMMUNITY DEMOGRAPHIC OVERVIEW	5
SURVEY HIGHLIGHTS	6
APPENDIX A: SURVEY RESULTS (SAMPLE RETAIL AND SERVICES	10
Section A – Local Business Environment	10
What Is Your Opinion of Oregon As a Place To Do Business?	10
Top Three Reasons For Locating or Keeping Business in Oregon	11
What is Your Company’s Primary Geographic Market?	11
How Long Has This Business Been Operating at Your Current Location?	12
Which of the Following Best Describes Your Business?	12
Overall Quality of Life in Oregon	13
Section B- Employment and Training	14
How Would You Rate the Local Workforce (Labor) Quality and Quantity?	14
Section C- Employees	15
How Many Employees Work at Your Business Location?	15
Three Most Preferred Formats for Employee Training by Outside Providers?	15
Section D- Future Plans	16
Plans To Modernize, Renovate or Expand Present Building(s) or Equipment?	16
What Kind of Modernization, Renovation or Expansion Are You Considering?	16
Expansion Plans	17
Moving Plans	18
Impact of Modernization and Employees	19
APPENDIX B: BRE PROGRAM PARTICIPANTS	20
APPENDIX C: BRE SURVEY AGGREGATED RESPONSES	21

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.¹

Recognizing the importance of local firms, the Oregon Economic Development Foundation and Eastern Maumee Bay Chamber of Commerce, 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 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 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 2019, the Oregon Economic Development Foundation and Eastern Maumee Bay Chamber of Commerce surveyed 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 and Eastern Maumee Bay Chamber of Commerce, with Mrs. Sommer Vriezelaar acting as Coordinator and working with a Task Force from the Oregon Economic Development Foundation's Economic Development Committee.

¹ 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]

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 2019 BRE Task Force members.

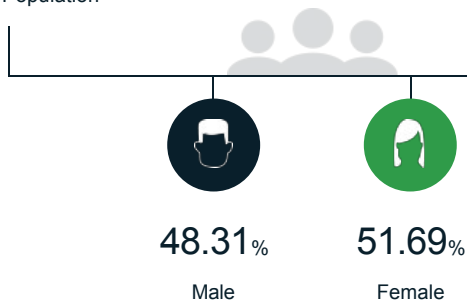
Oregon, Ohio

People

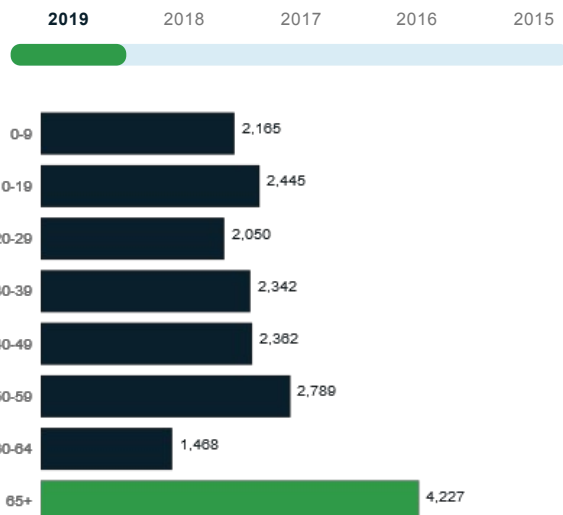
The total population of Oregon is 19,846. The median age is 43.03

19,846

Total Population



Age Distribution

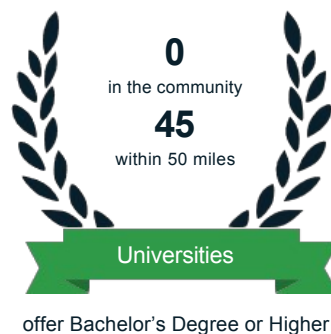
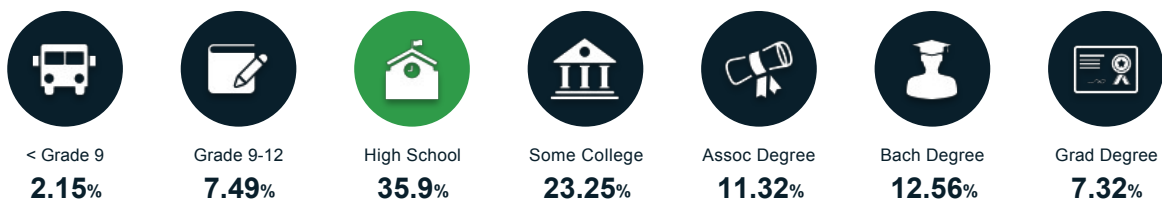


Median Age

43

Educational Attainment

The majority of the population in Oregon has a high school degree, and 31.2% have a college degree.



Labor Force

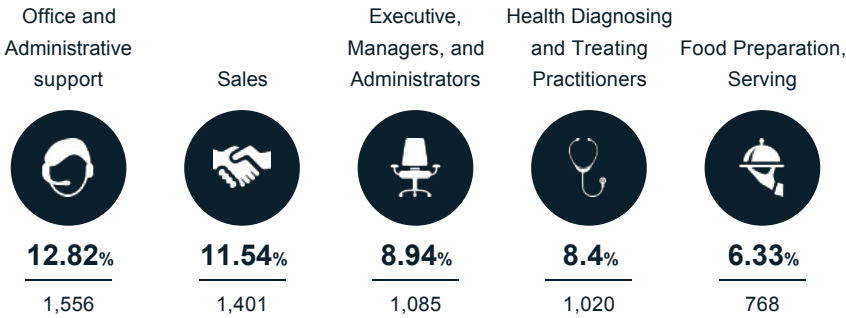
Oregon has a labor force of 9,988 people.

9,988

Labor Force

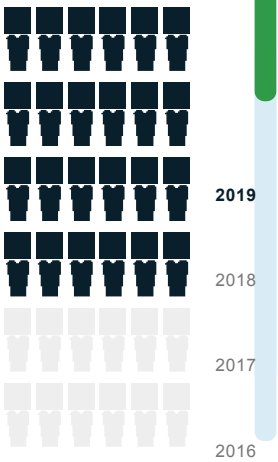
Talent

Where are the top jobs by occupation?



Total Employees

12,142



The work distribution of total employees in Oregon is:



Total Establishments

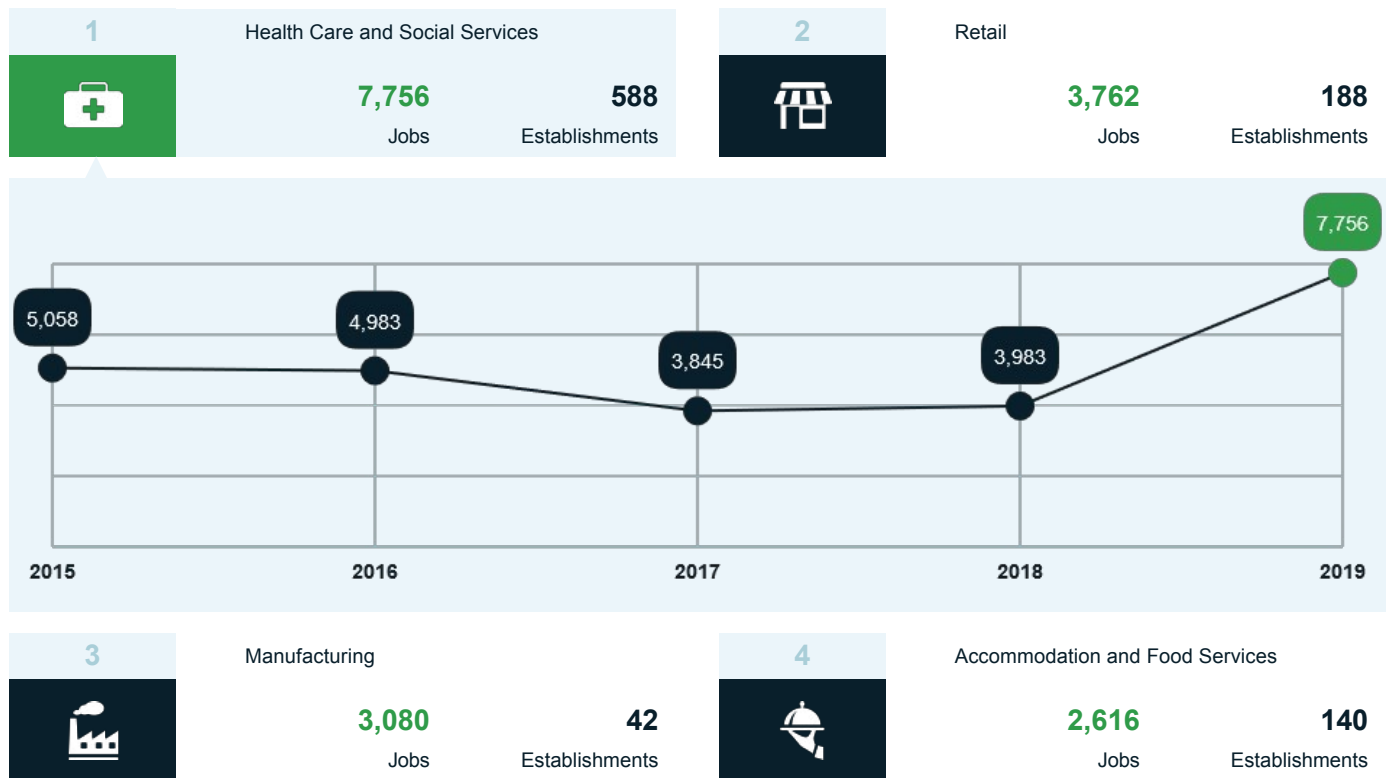
904



Businesses and Jobs

Oregon has a total of 904 businesses. In 2019, the leading industries in Oregon were Health Care and Social Services, Retail, Manufacturing, and Accommodation and Food Services.

What are the top industries by jobs?



How many employees do businesses in Oregon have?



1-4 Employees	53.54%
5-9 Employees	22.9%
10-19 Employees	12.61%
20-49 Employees	6.31%
50-99 Employees	2.1%
100+ Employees	2.54%

Income and Spending



Households in Oregon earn a median yearly income of \$61,518. 40.22% of the households earn more than the national average each year. Household expenditures average \$57,616 per year. The majority of earnings get spent on Shelter, Transportation, Food and Beverages, Health Care, and Utilities.



\$61,518

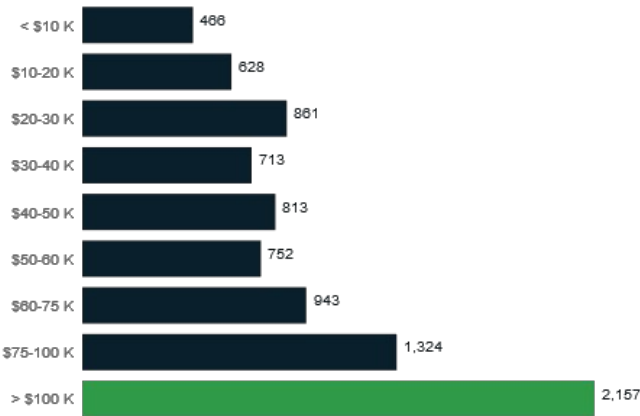
Median Household Income

22% more than the county

6% more than the state

3% less than the nation

Income Distribution



How do people spend most of their money?
PER HOUSEHOLD



\$57,616

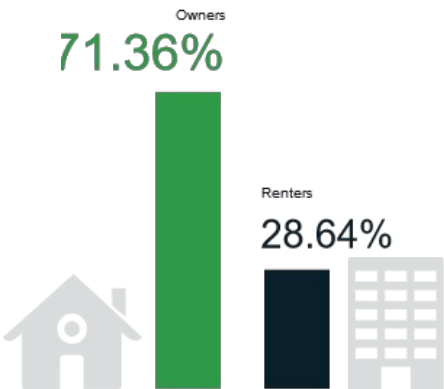
Median Household Expenditure

Housing



There are 149% more households who own their homes than there are renters.

Owners vs. Renters



Transportation



Residents spend an average of 18 minutes commuting to work. Oregon is served by 38 airports within 50 miles. Rail can be accessed within the community. Interstates can be accessed within the community.



18_{min}

Commute Travel Time



0 + 38_(+50 miles)

Airports in Community



Interstate

In Community



Freight Rail

In Community

Taxes



Top State Corporate Income Tax

0%

Top State Corporate Capital Gains Tax

0%

Top State Personal Income Tax

5.33%

Top State Personal Capital Gains Tax

5.3%

State Sales Tax

5.75%

Oregon, Ohio

Demographics Report (Oregon, Ohio)

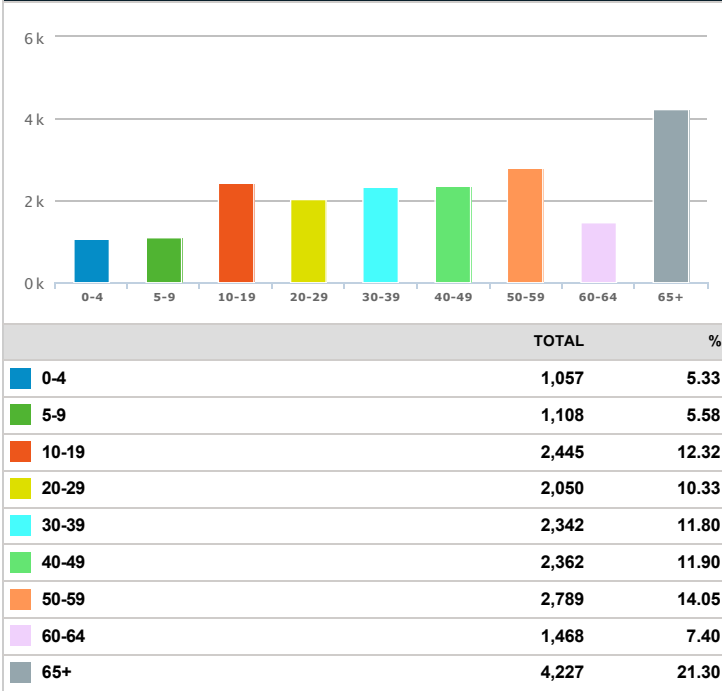
Population(2019)

	TOTAL
	19,846

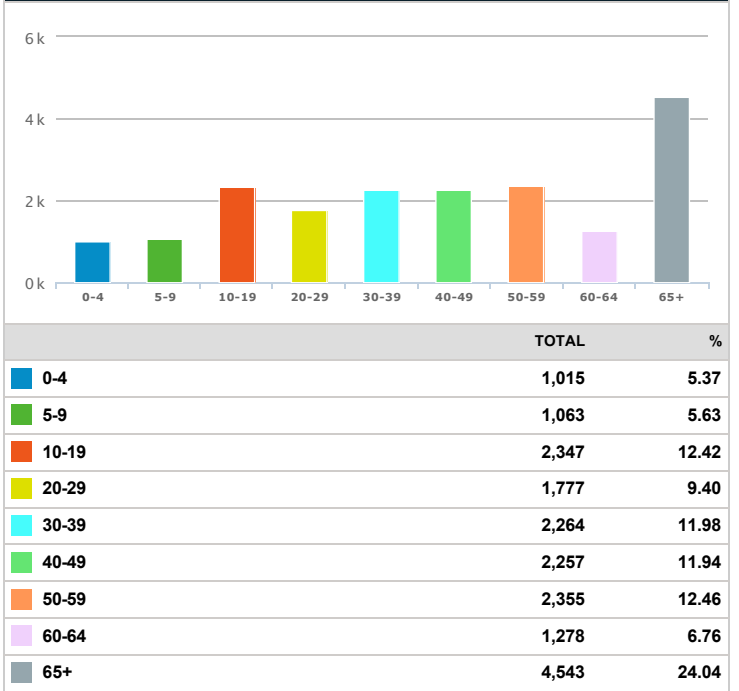
Population(2024)

	TOTAL
	18,895

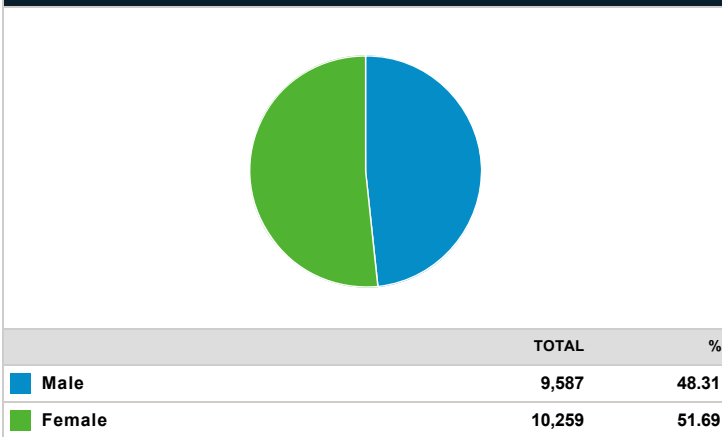
Age Distribution(2019)



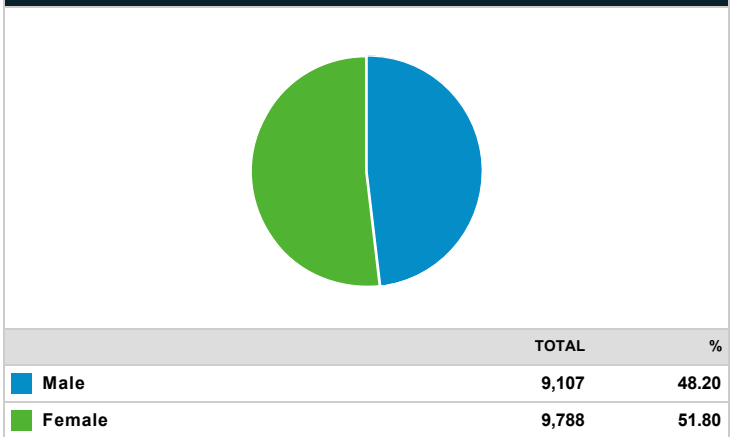
Age Distribution(2024)



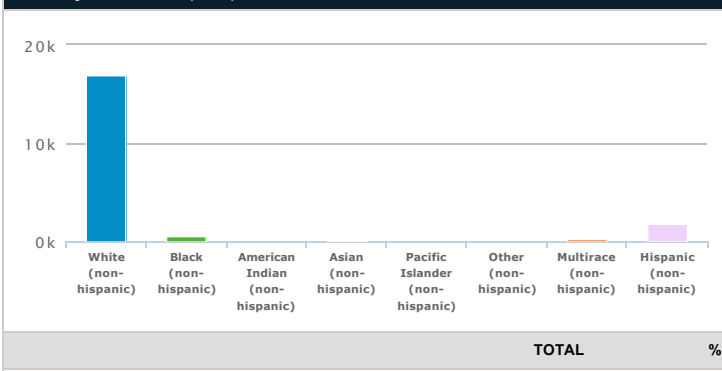
Sex(2019)



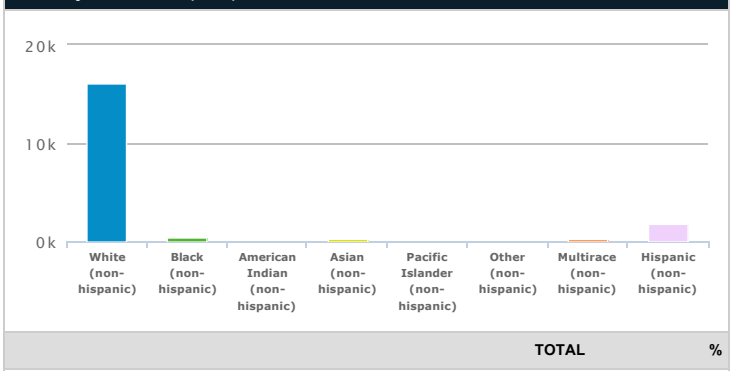
Sex(2024)



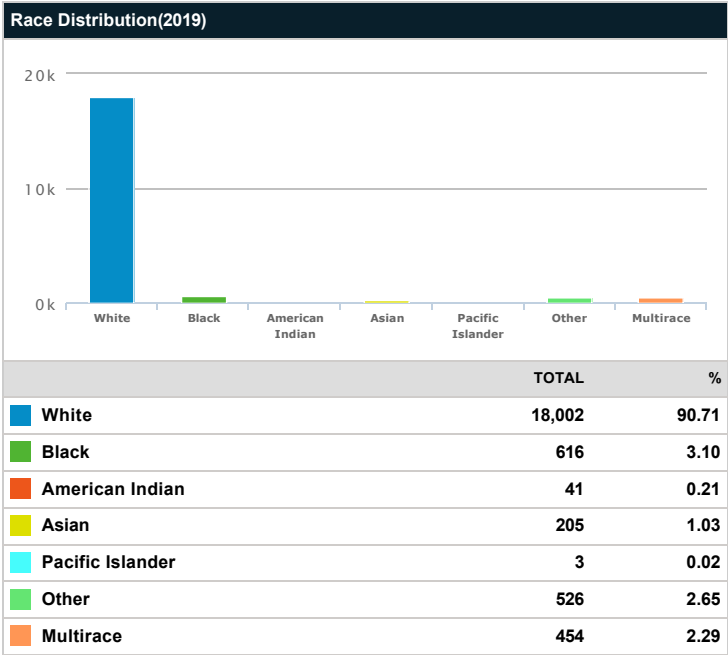
Ethnicity Distribution(2019)



Ethnicity Distribution(2024)

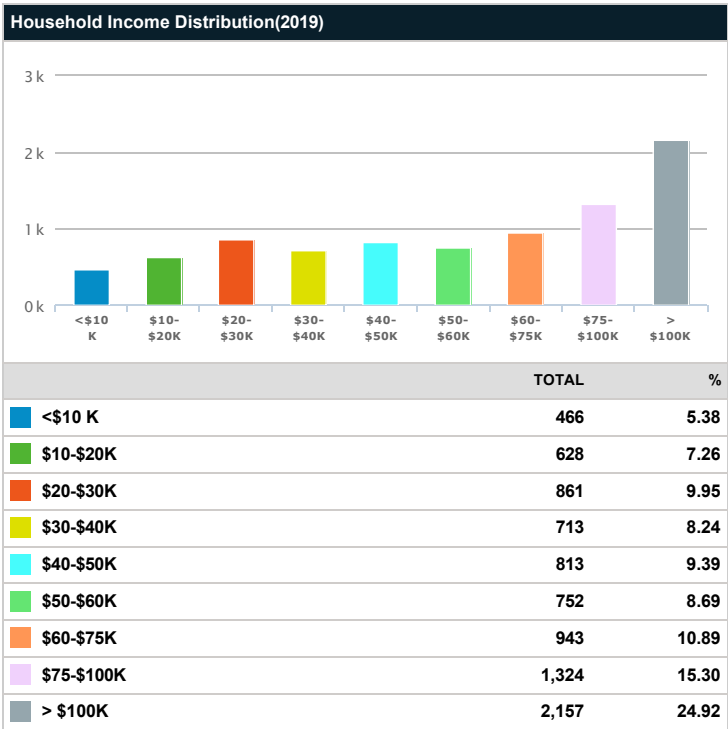


White (non-hispanic)	17,008	85.70
Black (non-hispanic)	538	2.71
American Indian (non-hispanic)	28	0.14
Asian (non-hispanic)	202	1.02
Pacific Islander (non-hispanic)	1	0.01
Other (non-hispanic)	9	0.05
Multirace (non-hispanic)	268	1.35
Hispanic (non-hispanic)	1,793	9.03

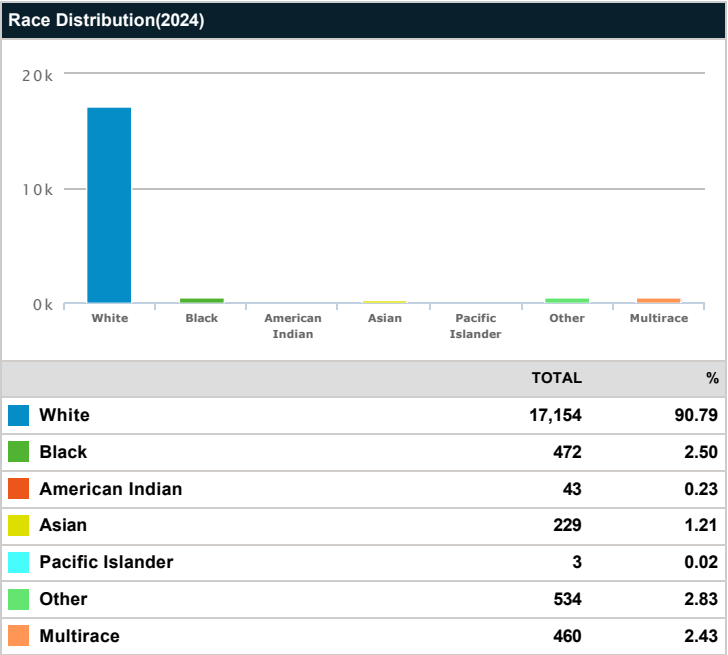


Total Households(2019)		
	TOTAL	%
Households	8,656	n/a
Families	5,562	64.26

Average Household Income(2019)		
	TOTAL	
	61,518	

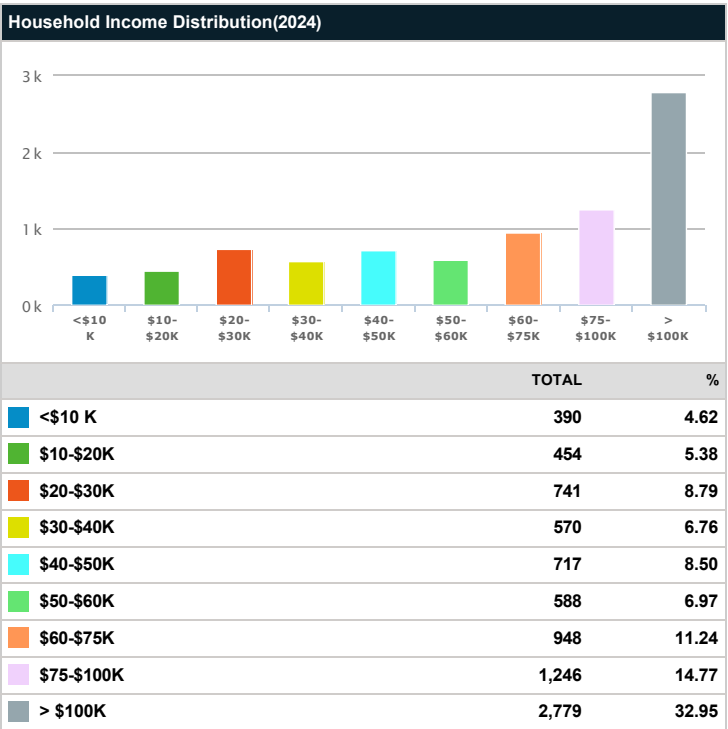


White (non-hispanic)	16,154	85.49
Black (non-hispanic)	415	2.20
American Indian (non-hispanic)	28	0.15
Asian (non-hispanic)	225	1.19
Pacific Islander (non-hispanic)	1	0.01
Other (non-hispanic)	8	0.04
Multirace (non-hispanic)	272	1.44
Hispanic (non-hispanic)	1,795	9.50

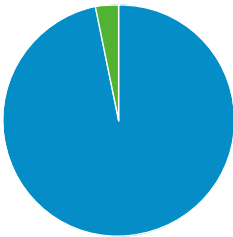


Total Households(2024)		
	TOTAL	%
Households	8,434	n/a
Families	5,212	61.80

Average Household Income(2024)		
	TOTAL	
	71,969	

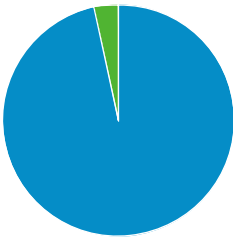


Labor Force Status(2019)



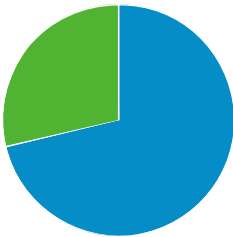
	TOTAL	%
Labor Force	9,988	n/a
Employed	9,660	96.72
Unemployed	328	3.28
In Armed Forces		n/a
Not In Labor Force	6,177	n/a

Labor Force Status(2024)



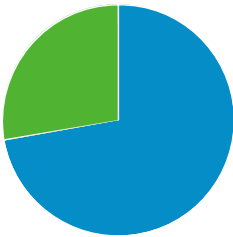
	TOTAL	%
Labor Force	9,504	n/a
Employed	9,190	96.70
Unemployed	314	3.30
In Armed Forces		n/a
Not In Labor Force	5,889	n/a

Total Number of Housing(2019)



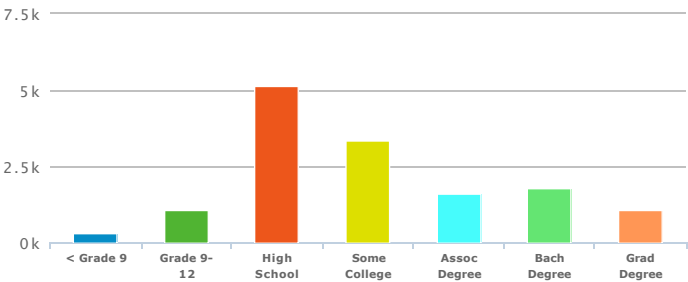
	TOTAL	%
Total Dwellings	9,046	n/a
Owner-Occupied Dwellings	6,177	71.36
Renter-Occupied Dwellings	2,479	28.64
Housing Units Occupied	8,656	95.69

Total Number of Housing(2024)



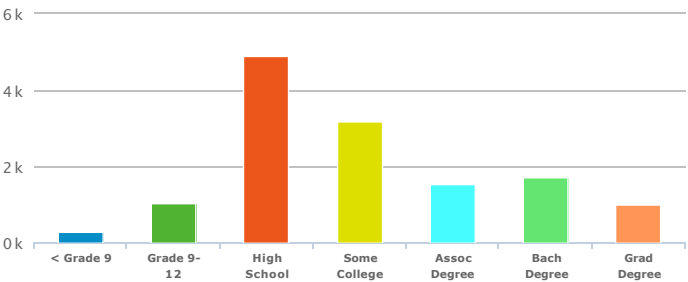
	TOTAL	%
Total Dwellings	9,180	n/a
Owner-Occupied Dwellings	6,091	72.22
Renter-Occupied Dwellings	2,343	27.78
Housing Units Occupied	8,434	91.87

Education Attainment(2019)



	TOTAL	%
< Grade 9	308	2.15
Grade 9-12	1,074	7.49
High School	5,147	35.90
Some College	3,333	23.25
Assoc Degree	1,623	11.32
Bach Degree	1,801	12.56
Grad Degree	1,050	7.32

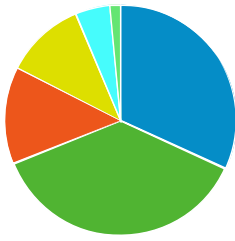
Education Attainment(2024)



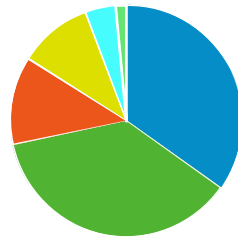
	TOTAL	%
< Grade 9	296	2.17
Grade 9-12	1,018	7.47
High School	4,881	35.83
Some College	3,172	23.29
Assoc Degree	1,540	11.31
Bach Degree	1,715	12.59
Grad Degree	1,000	7.34

Size of Household(2019)

Size of Household(2024)



	TOTAL	%
1 Person	2,737	31.62
2 Person	3,191	36.86
3 Person	1,164	13.45
4 Person	960	11.09
5 Person	407	4.70
6+ Person	135	1.56



	TOTAL	%
1 Person	2,916	34.57
2 Person	3,089	36.63
3 Person	1,033	12.25
4 Person	858	10.17
5 Person	359	4.26
6+ Person	123	1.46

Source: Applied Geographic Solutions, 2019

BR&E Survey Highlights

The following is a summary of the 2019 City of Oregon, Ohio Business Retention and Expansion survey findings:

Businesses were e-mailed a cross-sector business survey (retail, manufacturing, industrial, marine, etc.) with 68 businesses responding.

Of the 68 respondents, 54% were office related businesses, 39% were retail or service businesses, 4% were warehouse businesses and 3% were industrial/manufacturing businesses.

Most respondents were small businesses with 44% having fewer than 10 employees. 16% of businesses reported having 11-20 employees, 13% reported having 21-50 employees, and 11% reported having 51-100 employees while 16% of businesses in Oregon reported having more than 100 employees.

The majority of respondents (33%) were privately owned businesses while 27% were family-owned and 27% were nonprofit or not-for-profit. 7% report being a publicly held company, 6% report being a branch office of a multi-unit firm, and 3% were employee-owned. The remaining 4% reported their business profile as “other”. Two-thirds (75%) of businesses have been operating in Oregon for more than 10 years and 77% own the space that they occupy.

The BR&E Coordinator and BR&E Task Force members will plan to follow up with businesses regarding any concerns during 2019. 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

Twenty-five businesses who responded to the BR&E survey reported that they plan to expand, modernize or renovate their businesses with 19 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 54-96 new full-time equivalent jobs (FTE).²

The addition of 54 new jobs is estimated to represent \$37,322 in additional income tax revenue to Oregon and would contribute an estimated \$1,658,718 in personal income to Oregon’s economy.³

Comparatively, 96 new jobs are estimated to represent \$66,349 in additional income tax revenue and would contribute an estimated \$2,948,832 in personal income to Oregon’s economy.⁴ Jobs are projected as being added in the retail, service, sales and office support sectors.

² Federal definition available at: <https://www.irs.gov/affordable-care-act/employers/identifying-full-time-employees>

³ Assuming City of Oregon income tax rate of 2.25%

⁴ NAICS Codes 39, 41 and 43 combined and averaged for a mean wage of \$30,717. Estimated personal income is derived from May

Because of the BR&E business survey, the Oregon Economic Development Foundation and Eastern Maumee Bay Chamber of Commerce has learned that 68 businesses plan to retain between 1,662-2,553 FTE jobs and create an estimated 54-96 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 68 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.

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 68 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.⁵

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.

⁵ 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 businesses that requested a formal business visit in 2019. 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 Oregon business community and,
- 4) Businesses that indicated plans for expansion, plans for closing or if there was a specific identified problem.

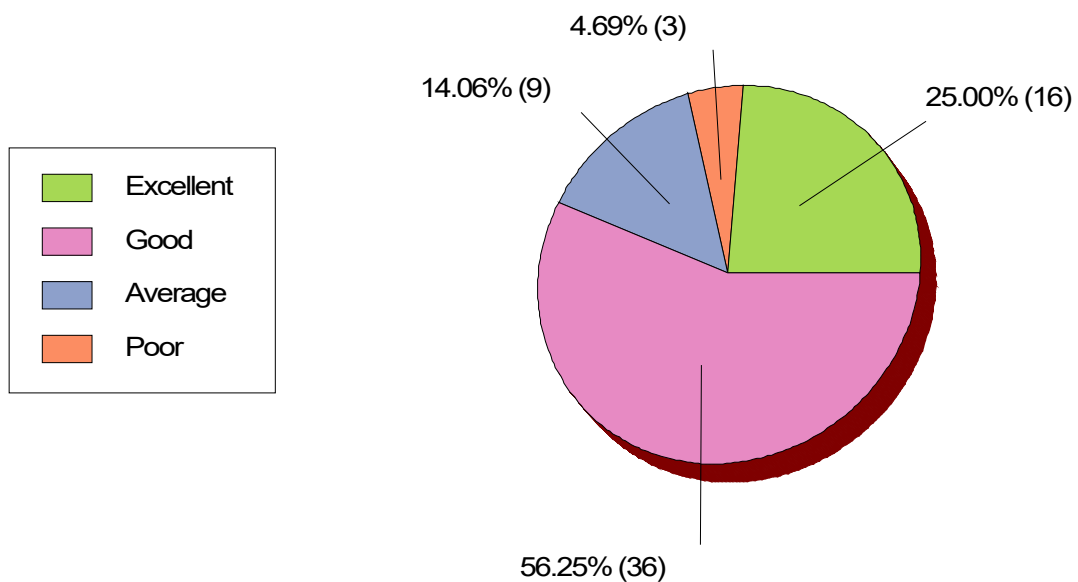
APPENDIX A: SAMPLE SURVEY RESULTS (RETAIL AND SERVICES)

Respondents: Local business responses in the retail, sales, service and office sectors.

Section A- Local Business Environment

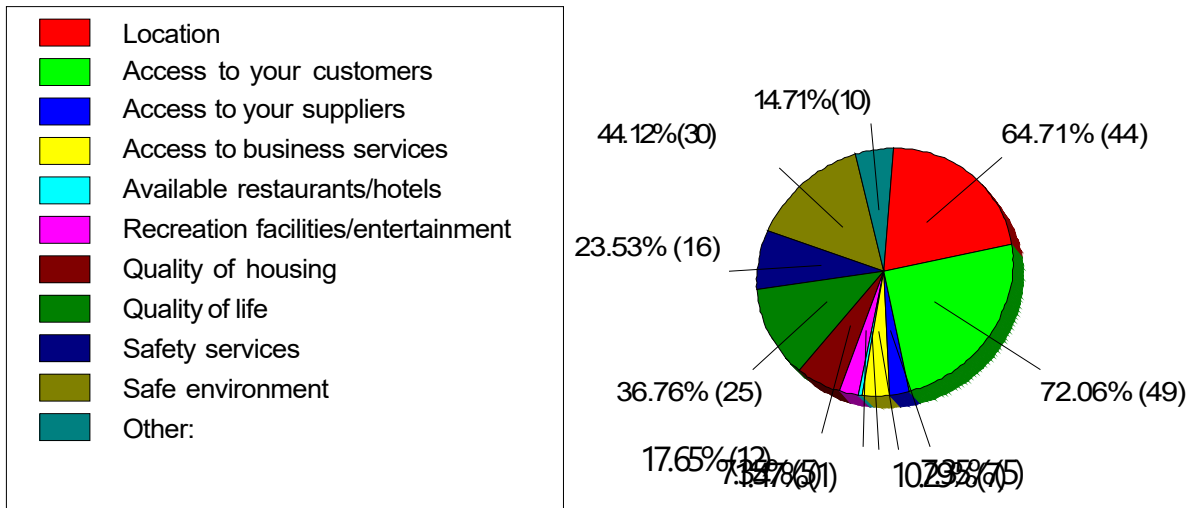
What is your overall opinion of Oregon, Ohio as a place to do business?

Min: 1.00 Max: 4.00 Mean: 1.98 Mode: 2.00 Median: 2.00 Std Dev: 0.76



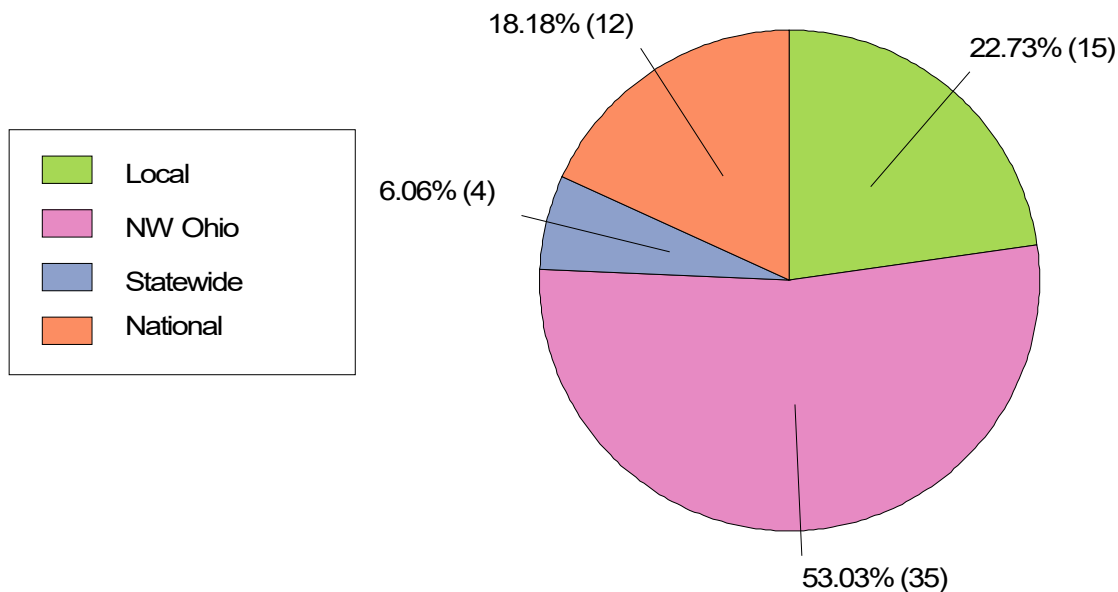
What are your top three (3) reasons for locating or keeping your business in Oregon, Ohio?

Min: 1.00 Max: 11.00 Mean: 5.19 Mode: 2.00 Median: 4.00 Std Dev: 3.71



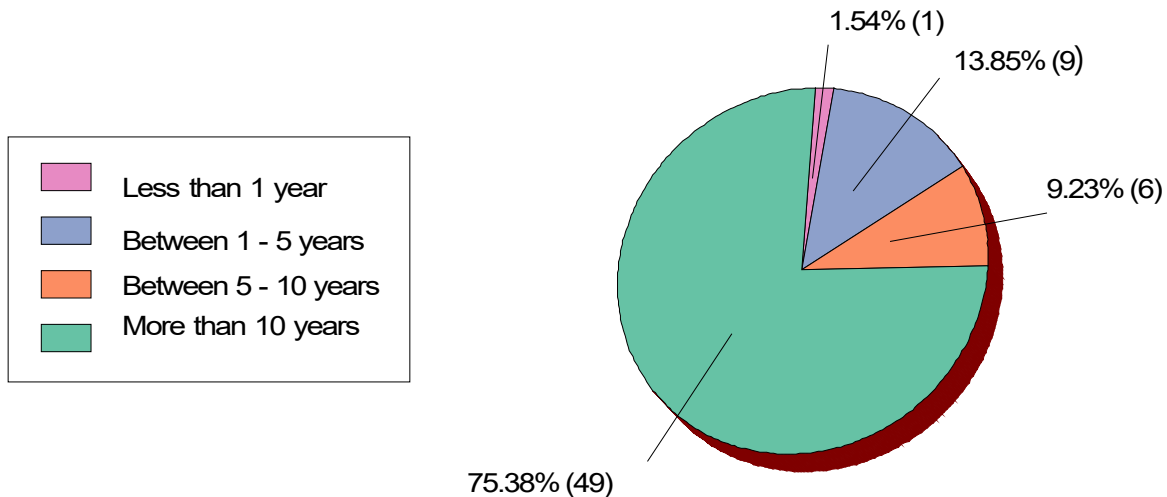
What is your company's primary geographic market?

Min: 1.00 Max: 4.00 Mean: 2.20 Mode: 2.00 Median: 2.00 Std Dev: 0.99



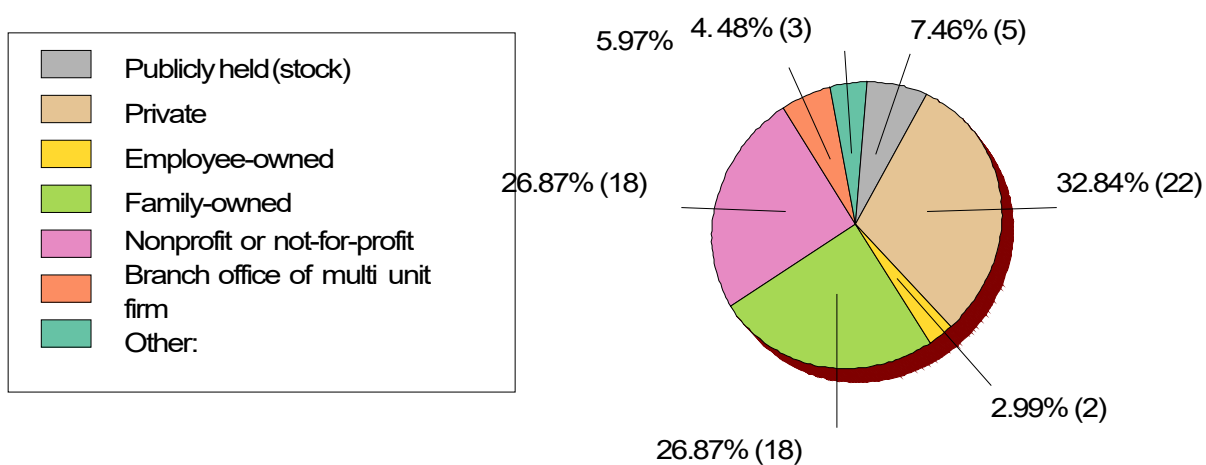
How long has this business been operating at your current location?

Min: 1.00 Max: 4.00 Mean: 3.58 Mode: 4.00 Median: 4.00 Std Dev: 0.78



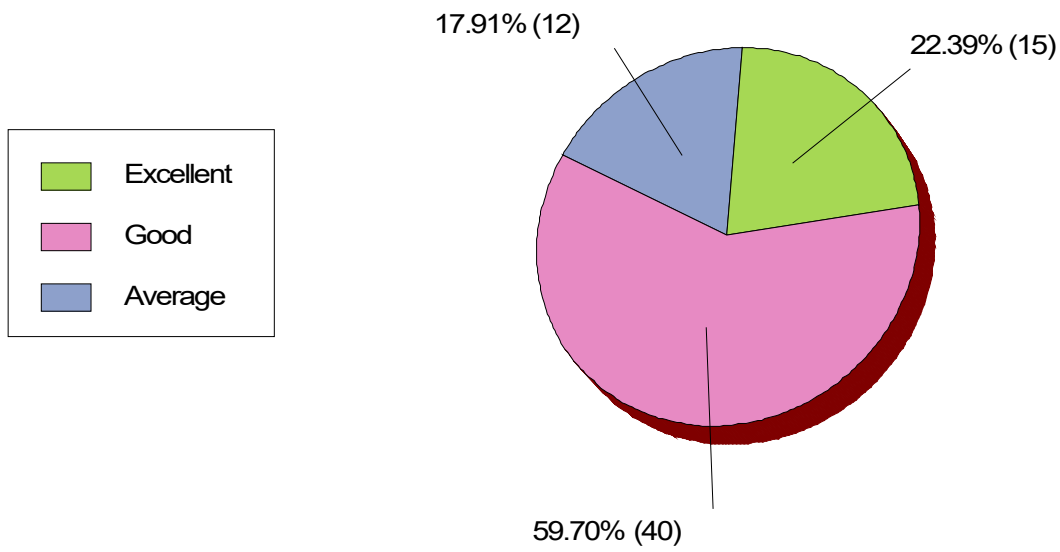
Which of the following best describes your business?

Min: 1.00 Max: 8.00 Mean: 3.74 Mode: 2.00 Median: 4.00 Std Dev: 1.80



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

Min: 1.00 Max: 3.00 Mean: 1.96 Mode: 2.00 Median: 2.00 Std Dev: 0.63

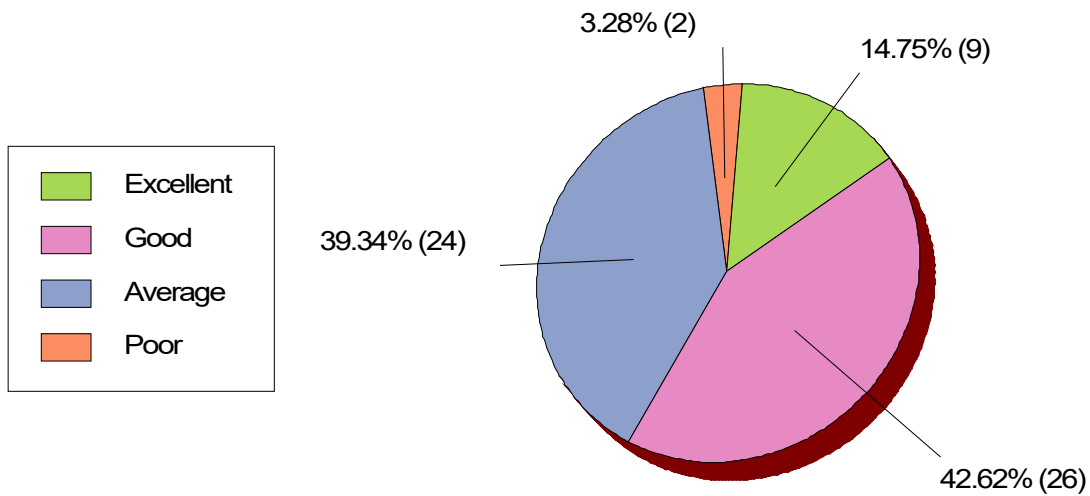


Section B: Employment and Training

How would you rate the local workforce? (Labor)

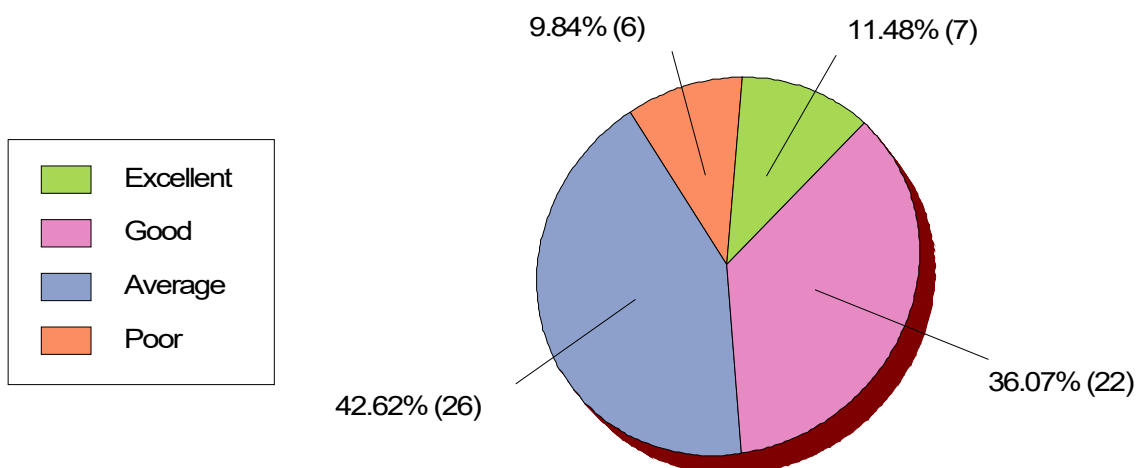
1. Quality

Min: 1.00 Max: 4.00 Mean: 2.31 Mode: 2.00 Median: 2.00 Std Dev: 0.76



2. Quantity

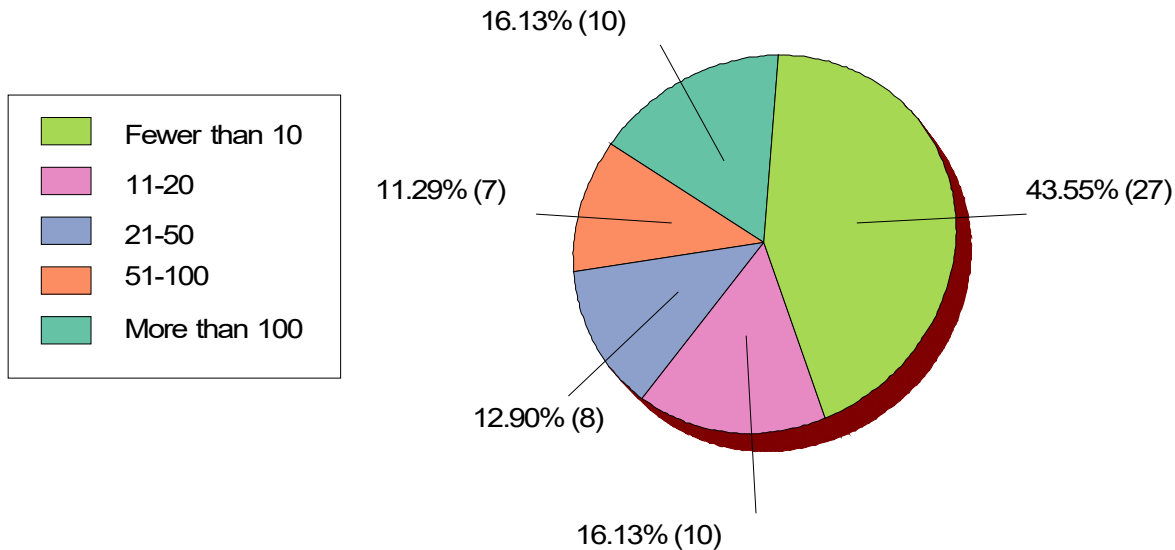
Min: 1.00 Max: 4.00 Mean: 2.51 Mode: 3.00 Median: 3.00 Std Dev: 0.82



Section C: Employees

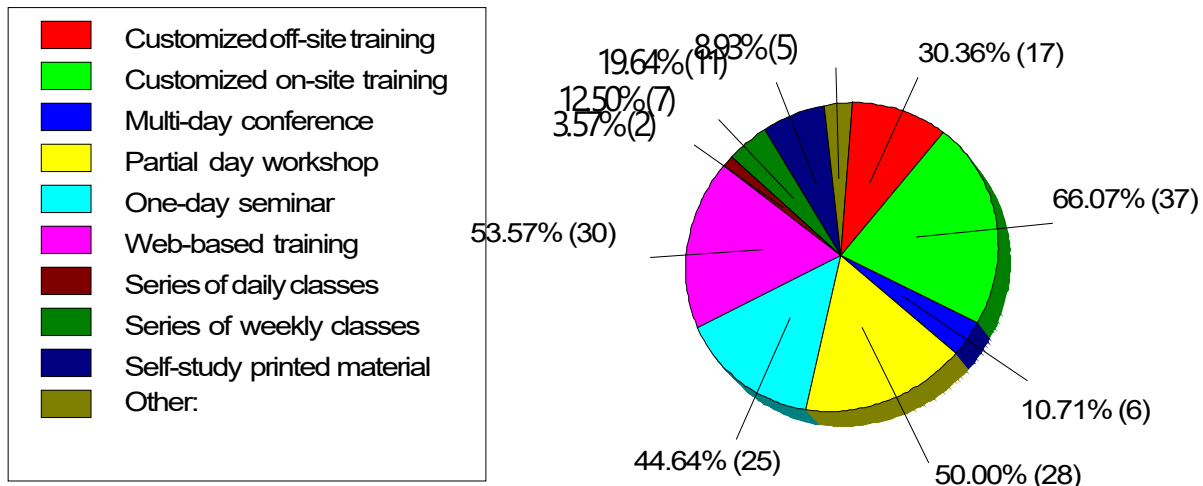
How many employees work at your business location?

Min: 1.00 Max: 5.00 Mean: 2.40 Mode: 1.00 Median: 2.00 Std Dev: 1.52



Three most preferred formats for employee training by outside providers:

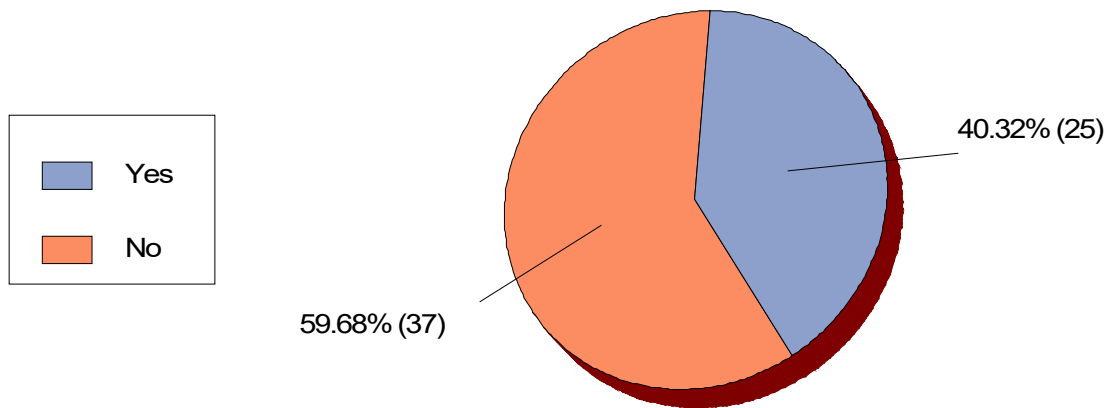
Min: 1.00 Max: 10.00 Mean: 4.43 Mode: 2.00 Median: 4.00 Std Dev: 2.45



Section D: Future Plans

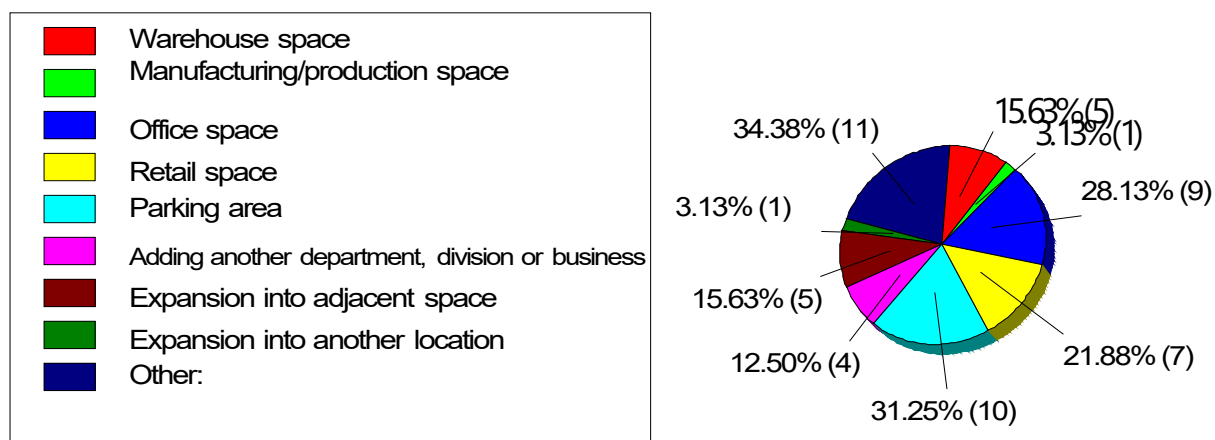
Do you have any plans to modernize, renovate or expand your present building(s) or equipment?

Min: 1.00 Max: 2.00 Mean: 1.60 Mode: 2.00 Median: 2.00 Std Dev: 0.49



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

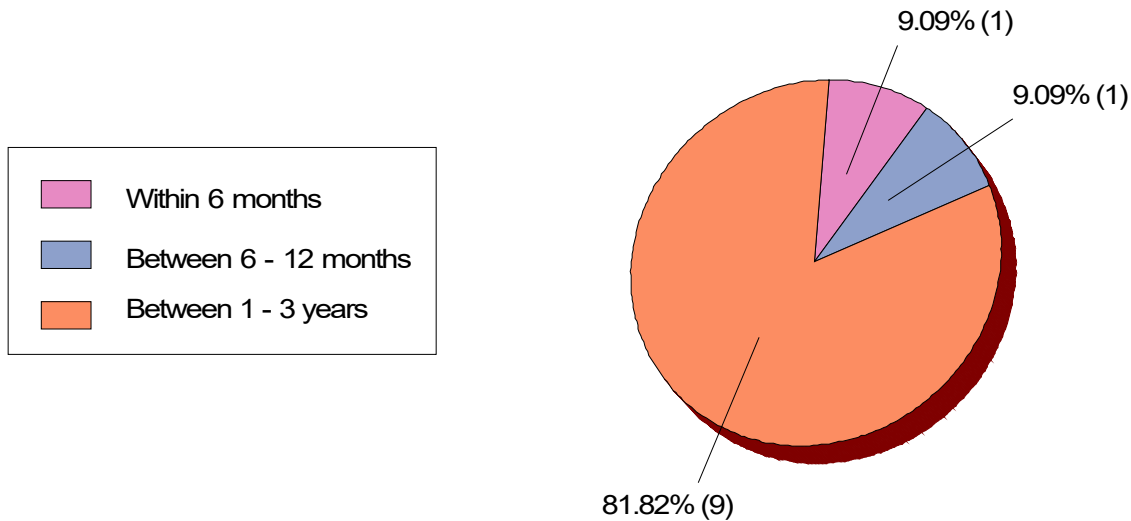
Min: 1.00 Max: 9.00 Mean: 5.25 Mode: 9.00 Median: 5.00 Std Dev: 2.52



Expansion

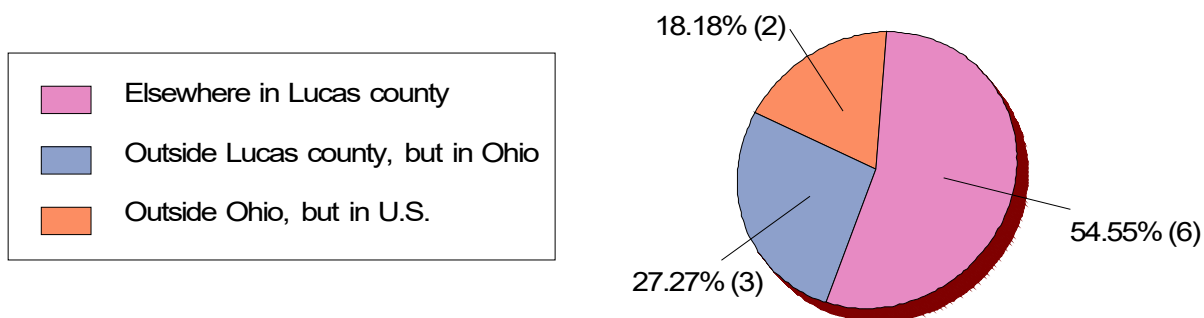
When would you open another branch, plant, office or store?

Min: 1.00 Max: 3.00 Mean: 2.73 Mode: 3.00 Median: 3.00 Std Dev: 0.62



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

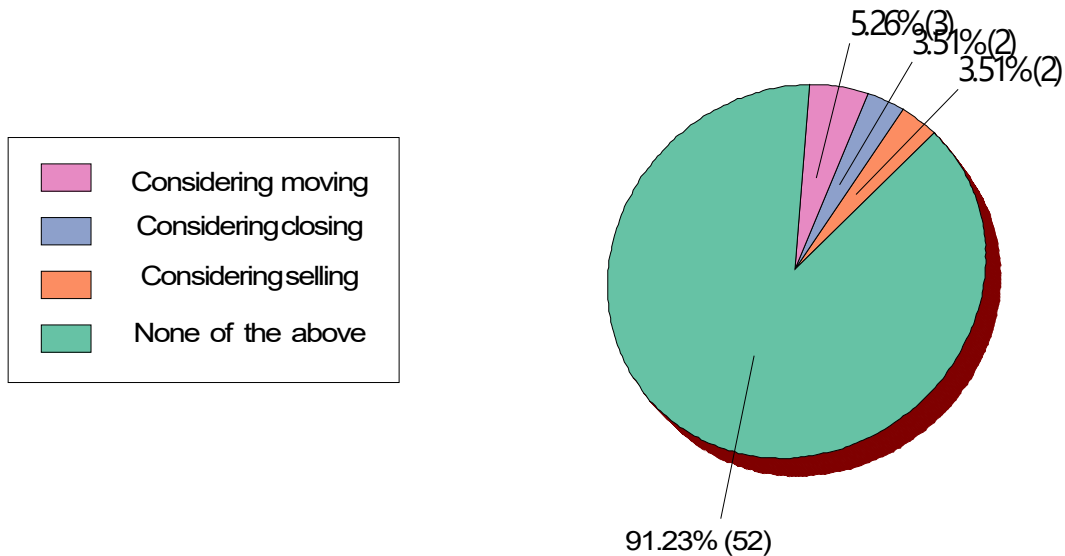
Min: 2.00 Max: 4.00 Mean: 2.64 Mode: 2.00 Median: 2.00 Std Dev: 0.77



Moving

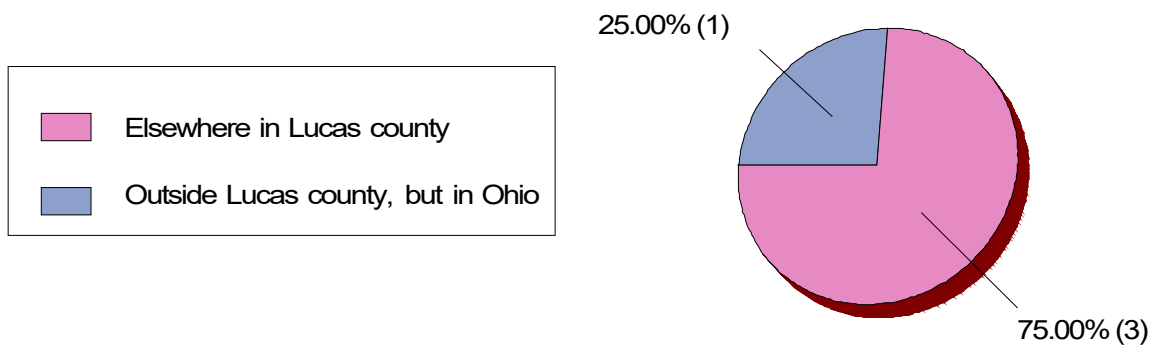
Are you considering moving, closing or selling this business?

Min: 1.00 Max: 4.00 Mean: 3.75 Mode: 4.00 Median: 4.00 Std Dev: 0.75



If you are considering moving, where would you move?

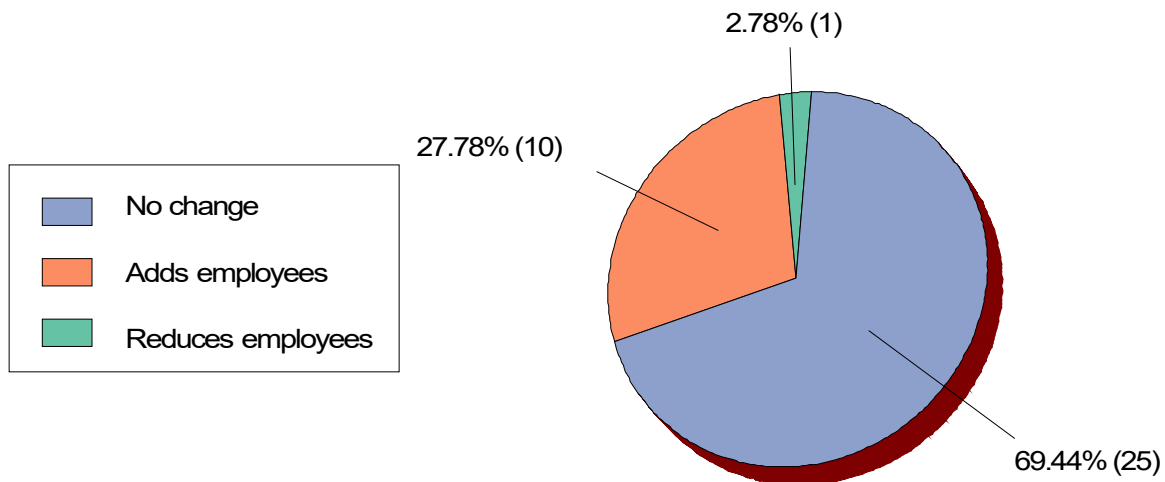
Min: 2.00 Max: 3.00 Mean: 2.25 Mode: 2.00 Median: 2.00 Std Dev: 0.43



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: 1.33 Mode: 1.00 Median: 1.00 Std Dev: 0.53



About how many employees would be added?

54 additional employees- low end

96 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

Sommer Vriezelaar- BR&E Program Coordinator, Oregon Economic Development Foundation

Yvonne Thoma-Patton- Eastern Maumee Bay Chamber of Commerce

P.J. Rudolf- Rudolf Libbe Company

Jim Shuka- Fifth Third Bank

Tracy Sallah- Louisville Title

Sheri Brokros- Mannick and Smith

Traci Hernandez- DZL Consulting

Lisa Arend- Lucas County Economic Development

Dave Hymore- First Federal Bank

Marty Connors- USI Insurance

Tim Pedro- TTL

Craig Albers- CEO, Saint Charles Mercy Hospital

Jennifer Witt- Fifth Third Bank

Braden Ruch- Croghan Colonial Bank

APPENDIX C: BRE SURVEY AGGREGATED RESPONSES

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

56.25%	Good
25.00%	Excellent
14.06%	Average
4.69%	Poor

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

72.06%	Access to your customers
64.71%	Location
44.12%	Safe environment
36.76%	Quality of life
23.53%	Safety services
17.65%	Quality of housing
14.71%	Other:
10.29%	Access to business services
7.35%	Access to your suppliers
7.35%	Recreation facilities/entertainment
1.47%	Available restaurants/hotels

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

92.54%	Yes
7.46%	No

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

- Advertising new businesses besides banks
- Better access to community health resources/education
- Better promotion of the natural resources like trails, parks and schools
- Better restaurants and need for housing
- Bringing more high quality businesses to Oregon. For example, higher end restaurants, not just fast food
- Cleanliness of road debris
- Cost increases for city services

- Currently, our membership goes to Perrysburg or Maumee for dining and entertainment. We draw a lot of our membership from surrounding communities. We need more things that keep people coming to Oregon, not going through it.
- Development of more retail businesses to keep locals shopping here
- Downtown business development
- Ease of access into our branch
- Evaluating why more people do not walk on the sidewalks along Navarre Avenue- the walkability concept the city desires to stimulate
- Fees, property taxes, taxes, etc. All too high. Too many government rules. Much more than other locals.
- Housing for new families with children
- I believe City Council could play a larger role in ensuring business property is better maintained in the city business area. Some landlords, in my opinion, are allowed to not trim trees and shrubs; not maintain grass properly and I believe too much trash is allowed to be in common areas in the city. In other words, more pride can be taken by the city to clean up areas along the roadways near businesses and some business property owners be pressured to maintain their properties properly or better. This would also apply to homeowners.
- I think there need to be more retail shopping and mid to higher end restaurants
- Miscellaneous policy issues specific to our industry
- More information from the city about upcoming events
- More local community support/investment in our school
- More marketing and support
- More restaurants and retail would bring more clients
- Navarre Avenue congestion makes it difficult for customers to do or want to do business
- Need more rooftops in order to generate more local spending traffic. Incentives for builders to build houses in Oregon. Incentives for restaurants to come to the area. Be a little more lenient with outside developers. They have always been good to us locals.
- Need to stop expanding businesses on Navarre, too many for the city; more businesses equals more crime
- No consistency on how commercial properties are being kept. You have a business that keeps their property exceptional and then the other ones just down the street that look bad. Also, people are being allowed to run businesses from their homes especially in auto industry repair.

- Oregon needs zoning for condominiums. Our aging population that wants to stay here have extremely limited choices
- Population growth and more community awareness and promotions supporting local businesses
- Shopping such as Kohl's, Old Navy, etc.
- Stress more of buying locally and how that helps your local economy. Also, City to have a list of businesses and what those businesses do. City to buy locally and get quotes locally when it applies
- Stronger partnerships with the city and other non-profits
- Tax issues with independent contractors in the same business
- The parking lot where we are located seems small for the amount of traffic that is trying to get through the area. Many people try to cut through several of the businesses on the Navarre Ave. to get to the limited number of traffic lights
- Transportation
- We are in need of updating, expansion and renovation of our facility. The facility is over 40 years old and in our industry is very outdated. Our biggest challenge is meeting the needs of our members and Oregon community with an old facility
- We have no access to high-speed internet
- We have no street sign on the curb and our parking lot is unsafe. We have high traffic in and out of our plaza and we are short on parking spaces. We have several elderly who visit the restaurant next door and we attract many people outside of Oregon who frequent the plaza or choose to use the plaza as a shortcut to get from Ansonia to Wheeling to bypass traffic light. My personal business has highly active people and over 200 people who visit daily so having accessible entry into the lot is very important
- We need condominiums. Oregon did not get involved in residential real estate and now we do not have available housing for our baby boomers and millennials
- We need indoor program space for fitness and art based classes. Indoor gym space would also be great.

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.

- More opportunities to get the community together
- Accessibility
- As the population increases due to more businesses (hopefully) moving to Oregon, the traffic flow must be updated and continually assessed
- Better communication of what grants or development dollars are available to businesses
- Better traffic access to businesses between Wheeling and Coy
- Build more drainage and sewer infrastructure to promote development
- Continue a business-friendly approach to city government
- Continue accessibility to businesses in the area for convenience
- Continued excellent partnership with the hospital and out-patient services
- Continued school-city partnerships related to recreation and facilities
- Develop the downtown area (Kmart) properly and do it first class and the right way
- Expansion of facility and access to facility
- Getting and maintaining younger employees who live in/want to live in City of Oregon
- Improved traffic control down the rest of Navarre and face-lift to the plaza with Pizza Hut. The neon lighting for tobacco store is tacky and distasteful
- Local businesses more receptive to attractive and colorful landscapes in front of their businesses
- Lower taxes, reduce business expansions, and increase police department spending
- More bike lanes and safe sidewalks to help with the health of our community
- More family friendly events
- More family housing
- More growth-business and residential
- Oregon has a large population, personally, we could service 3 locations to handle the masses in our area but there is no "next area" we can expand to without more retail establishment. I would love to expand into a multi-use facility for all athletes and youth focused performance to be housed as well as retail establishment for clothing and apparel. Held in a plaza/one stop shop type of design

- Oregon needs several major, national restaurants
- Our clientele and neighbors are getting older and their needs are of great concern. Yes, we have grocery stores and drug stores that are readily available. However, housing for seniors is important. We do see some growth in this sector, which is good. I have been fortunate to have the business in this area for many years, but I hear many complaints about stores and restaurants. Our restaurants are busy that is obvious. Customers want more than fast food, drive thru places. We want to keep our customers in Oregon and surrounding areas.
- Our property taxes have really been increased over the years. Make Oregon more user friendly for commercial business.
- Qualified Employees needed
- Restaurant and entertainment establishments on this side of town.
- Review of other areas of Oregon for growth potential instead of majority of businesses continuing to open on the same street.
- Safe driving conditions on all of Navarre Ave.
- Same as above and Keep Navarre Ave. Cleaner. All businesses should be made accountable for the way their own area shows.
- Same as above. This will be an issue for 5-10 years.
- Small manufacturing, business incubator system, affordable condominium rental
- Start with zoning for condominiums; streamline the zoning process, just in case a builder/developer looks at our area. "Shovel ready" we have done an excellent job with industrial areas being ready to go.
- The road bed on Navarre Ave. has too many patches in it. Also, keep a check on the number of distracting business signs, especially those that are computerized graphic that change displays. They are designed to grab your attention but that is a safety hazard. There should be a reasonable middle ground there.
- To continue to keep Oregon a safe place to visit. Our police force is awesome. Keep the schools safe and improve the education received in our Oregon schools in turn attracting families to Oregon.
- Transportation
- Updating, expansion and renovation.
- Upscale dining establishments, master plan for upgrading Route 2 traffic and building design
- Water pressure issues due to small water lines in our area. Fire dept. drained

-Our water supply while responding to a residential fire while we were open. We almost had to close.

-We would like to see less empty buildings (Kmart, soon Pat Catan, old Wendy's, old Pizza Hut

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

6. Building costs (rent)

85.48%	Acceptable
12.90%	High
1.61%	Low

7. Environmental regulations

91.94%	Acceptable
4.84%	High
3.23%	Low

8. Health care insurance

61.29%	Acceptable
33.87%	High
4.84%	Low

9. Inventory taxes

83.93%	Acceptable
16.07%	High

10. Corporate taxes

83.05%	Acceptable
16.95%	High

11. Payroll taxes

85.48%	Acceptable
14.52%	High

12. Property taxes

75.00%	Acceptable
20.31%	High
4.69%	Low

13. Public utilities

73.85%	Acceptable
13.85%	High
12.31%	Low

14. Workers compensation

91.94%	Acceptable
4.84%	High
3.23%	Low

15. Roads, highways and freeways

54.41%	Good
29.41%	Average
13.24%	Excellent
2.94%	Poor

16. Water and sewers

52.94%	Good
23.53%	Excellent
20.59%	Average
2.94%	Poor

17. Natural gas service

64.06%	Good
20.31%	Excellent
15.63%	Average

18. Telecom services

42.19%	Good
35.94%	Average
9.38%	Excellent
9.38%	Poor
3.13%	Very poor

19. High speed internet access

40.63%	Good
32.81%	Average
17.19%	Poor
4.69%	Excellent
4.69%	Very poor

20. Electrical services

65.63%	Good
21.88%	Average
10.94%	Excellent
1.56%	Poor

21. Public transportation

45.31%	Poor
28.13%	Average
20.31%	Very Poor
6.25%	Good

22. Air Service

49.09%	Average
18.18%	Very Poor
16.36%	Good
16.36%	Poor

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

53.73%	Good
37.31%	Excellent
8.96%	Average

24. School system

50.75%	Good
32.84%	Excellent
16.42%	Average

25. Child care services

44.44%	Good
38.10%	Average
17.46%	Excellent

26. Restaurants

43.28%	Average
22.39%	Poor
20.90%	Good
10.45%	Very poor
2.99%	Excellent

27. Professional Services

49.23%	Average
40.00%	Good
7.69%	Poor
1.54%	Excellent
1.54%	Very Poor

28. Shopping

46.97%	Poor
28.79%	Average
13.64%	Very poor
10.61%	Good

29. Recreation/cultural activities/entertainment

32.81%	Good
31.25%	Average
18.75%	Poor
12.50%	Excellent
4.69%	Very poor

30. Snow and ice removal

52.24%	Good
23.88%	Average
20.90%	Excellent
1.49%	Poor
1.49%	Very Poor

31. Street and sidewalk cleaning

43.28%	Good
32.84%	Average
19.40%	Excellent
2.99%	Very
	Poor
1.49%	Poor

32. Street repairs

50.00%	Good
22.73%	Average
16.67%	Excellent
9.09%	Poor
1.52%	Very
	Poor

33. Fire protection

52.24%	Excellent
38.81%	Good
7.46%	Average
1.49%	Poor

34. Police protection

61.19%	Excellent
32.84%	Good
5.79%	Average

35. Business services

48.33%	Good
41.67%	Average
8.33%	Excellent
1.67%	Poor

36. Hotel facilities

65.63%	Good
18.75%	Excellent
14.06%	Average
1.56%	Poor

37. Conference facilities

43.75%	Average
23.44%	Good
18.75%	Poor
10.94%	Excellent
3.13%	Very Poor

38. Quality of workforce (management)

48.44%	Good
31.25%	Average
17.19%	Excellent
3.13%	Poor

39. Quantity of workforce

46.88%	Good
37.50%	Average
9.38%	Excellent
6.25%	Poor

40. Availability of workforce

43.75%	Good
39.06%	Average
10.94%	Excellent
6.25%	Poor

41. Stability of workforce

47.62%	Good
36.51%	Average
12.70%	Excellent
3.17%	Poor

42. Quality of workforce (labor)

42.62%	Good
39.34%	Average
14.75%	Excellent
3.28%	Poor

43. Quantity of workforce

42.62%	Average
36.07%	Good
11.48%	Excellent
8.84%	Poor

44. Availability of workforce

40.98%	Average
34.43%	Good
13.11%	Poor
11.48%	Excellent

45. Stability

41.67%	Average
40.00%	Good
11.67%	Excellent
5.00%	Poor
1.67%	Very Poor

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

43.55%	Fewer than 10
16.13%	11-20
16.13%	More than 100
12.90%	21-50
11.29%	51-100

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

34.92%	Current employees do not need training
34.92%	Customer service skills (interpersonal communications, product knowledge, etc.)
26.98%	Computer skills (word processing, database management, computer system installation/maintenance, etc.)
22.22%	Managerial skills (finance, business planning, employee management/relations, etc.)
22.22%	Professional skills (sales, marketing, accounting, etc.)
17.46%	General skills (basic math, reading/writing, problem solving, etc.)
12.70%	Other technical skills
12.70%	Specialized skills (medical skills, legal knowledge, etc.)
11.11%	Mechanical skills
9.52%	Other:
7.94%	Equipment operation skills

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

66.07%	Customized on-site training
53.57%	Web-based training
50.00%	Partial one-day workshop
44.64%	One-day seminar
30.36%	Customized off-site training
19.64%	Self-study printed material
12.50%	Series of weekly classes
10.71%	Multi-day conference
8.93%	Other:
3.57%	Series of daily classes

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

59.68%	No
40.32%	Yes

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

34.38%	Other:
31.25%	Parking area
28.13%	Office space
21.88%	Retail space
15.63%	Expansion into adjacent space
15.63%	Warehouse space
12.50%	Adding another department, division or business
3.13%	Expansion into another location in the same building
3.13%	Manufacturing/production space

51. When would the work be started?

34.38%	Within 6 months
25.00%	Between 6-12 months
21.88%	Between 1-3 years
18.75%	More than 3 years

52. Do you face any constraints?

29.41%	Need financial assistance
29.41%	No constraints
17.65%	Need physical facility planning assistance
14.71%	Insufficient space in existing building
11.76%	Not enough land for expansion
11.76%	Parking issues
11.76%	Zoning and building regulations
2.29%	Other:

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

60.94%	No
23.44%	Not applicable
15.63%	Yes

54. If yes, when?

81.82%	Between 1-3 years
9.09%	Between 6-12 months
9.09%	Within 6 months

55. If yes, where?

54.55%	Elsewhere in Lucas County
27.27%	Outside Lucas County, but in Ohio
18.18%	Outside Ohio, but in U.S.

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

52.94%	No constraints
17.65%	Insufficient space in existing building
17.65%	Need financial assistance
17.65%	Zoning and building regulations
11.76%	Need physical facility planning assistance
11.76%	Parking issues
5.88%	Not enough land for expansion
5.88%	Other:

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

91.23%	None of the above
5.26%	Considering moving
3.51%	Considering closing
3.51%	Considering selling

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

75.00%	Elsewhere in Lucas County
25.00%	Outside Lucas County, but in Ohio

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

50.00%	Between 1-3 years
25.00%	Between 6-12 months
12.50%	More than 3 years
12.50%	Within 6 months

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?

69.44%	No change
27.78%	Adds employees
2.78%	Reduces employees

61. About how many employees would be added?

Low end	54
High end	96

62. About how many employees would be reduced?

50.00%	0
50.00%	3

63. What is your PRIMARY title/position?

35.38%	Owner
24.62%	General manager
9.23%	CEO/President/Managing Director
9.23%	Operations VP or Director
9.23%	Other:
7.69%	Sales/Marketing/Business Development VP or Director
1.54%	COO, CFO, CIO, or CTO
1.54%	Corporate Vice President
1.54%	Human Resources VP or Director

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

53.03%	Northwest Ohio
22.73%	Local
18.18%	National
6.06%	Statewide

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

75.38%	More than 10 years
13.85%	Between 1-5 years
9.23%	Between 5-10 years
1.54%	Less than 1 year

66. Which of the following best describes your business?

32.84%	Private
26.87%	Family-owned
26.87%	Nonprofit or not-for-profit
7.46%	Publicly held (stock)
5.97%	Branch office of multi-unit firm
4.48%	Other:
2.99%	Employee-owned

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

53.70%	Office
38.89%	Retail
3.70%	Industrial/manufacturing
3.70%	Warehouse

68. Do you own or lease your space?

76.56%	Own
23.44%	Lease

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

66.67%	Yes
23.44%	No

70. If yes, why?

70.00%	Location
40.00%	Price
20.00%	Amenities
20.00%	Other:
20.00%	Quality of space
10.00%	Local community

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

62.12%	Increase
33.33%	Stay the same
4.55%	Decrease

72. Sales- Total revenue

60.94%	Increase
29.69%	Stay the same
9.38%	Decline

73. Profits

54.69%	Increase
34.38%	Stay the same
10.94%	Decrease

74. Number of employees

47.69%	Increase
43.08%	Stay the same
9.23%	Decline

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

- Access to and from my laundromat
- Aggressive marketing as more people that are new enter our business they will feel compelled to come back
- Attrition through retirement.
- Change in services offered
- Costs, Rent, Fees, Taxes.
- Crime will increase in Oregon, very bad city planning, very fast expansions, too many stores, too much traffic, too much corporations owned from out of state,
- Very poor environmental conditions, no futuristic vision.
- Decrease because of business being impacted by use of the web.
- Demand
- Each year we receive more grants free Pre-K allotted by the State of Ohio
- Economic decline
- Employees earn more this profit less
- I am concerned that economic trends are unfavorable to the growth of the
- Business and some adaptation will be required to maintain or improve
- Profitability. There is nothing that can be done on the local level that can help.

- I have had an employee move to another state and I am searching now for a new employee to replace that move.
- Increase due to our additional buildings increasing our units to rent.
- Increase need for healthcare service
- Increased exposure
- Increased streaming services and electronic materials (Book, audio, magazines, etc.) do not make it necessary to visit the library.
- Lower margins
- Lower student enrollment in schools
- Many of the baby boomers will be entering nursing homes and that takes in a great deal of - Oregon and surrounding areas.
- Marketing
- Need for expanded services and payment of those services
- New building. Good employees
- New programs will draw renewed interest in the innovation that a private,
- Catholic school can provide and increase enrollment, staff count, etc.
- Pricing is too high on product. Demand is lessening
- Supply/demand dynamics and policy issues.
- Technological advances reduce need for in person visits
- The economy has been strong for several years now. While we have experienced increased number of ticket sales and revenue, we expect at some point for the
- Economy to slow down.
- Utility cost, especially water.
- We are always looking to be a growing business and we emphasize increasing our scope of services and programs for the community every year.
- We are working hard on our marketing.
- We continue to increase revenue each year, partially to increased clients and increased fees
- We do not have enough housing for number of workers in area

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

59.70%	Good
22.39%	Excellent
17.91%	Average

77. Do you live in Oregon, Ohio?

60.29%	Yes
39.71%	No

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

90.63%	No
9.38%	Yes

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

-Do not get connected with Toledo water

-I believe that the police presence, (although good), is also a deterrent for entertainment establishments in the area because of the customers fear of alcohol related offenses after just socially drinking. For this reason, I do not think any businesses will venture into any type of entertainment establishments in Oregon. This has been a topic in numerous conversations I have heard and this always seems to be the consensus.

-I didn't feel adequately qualified to fill out all of this survey. Hope my input helped.

-I have lived here and worked here my entire life and 40 year career. We have a unique lifestyle in the East Suburbs. Oregon needs to learn to believe it can be more and we are going in the right direction.

-Just a shout out to the local police force because I think they do a great job and they have a great presence in the area. Very visible.

-Market local businesses more

-Maybe not the ideal place to put this, but it would be great if the library were able to get curbside recycling. We generate quite a bit with newspapers, magazines and the like.

-Need Slower Building Growth - Home Starts etc. Lower Taxes and Much Lower Property Taxes. Water and Sewer Bill are too high! Rents are high and going higher! In addition, we need Major Places to go out for a good dinner IN Oregon!

-Oregon is awesome!

-Oregon needs to promote buy local.

-We do not have enough houses for the people needed to work the jobs we have created. Look at Clay High School; they are graduating the same number of children as it did in 1980!

-Would love to see a new downtown area form in Oregon. I think it would be great for the community to have a centralized area to walk around and patronize locally owned businesses.