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Yellow Springs Business Retention & Expansion Survey



CENTER FOR URBAN
& PUBLIC AFFAIRS

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PARTICIPATING BUSINESSES

A C Service Co.
 Anderson Farm Market
 Anne Erickson
 Antioch College
 Antioch University
 McGregor
 Arthur Morgan Institute for
 Community Solutions
 Bentino's of Yellow Springs
 Bing Design
 Communications, Inc
 Blanket Netcom
 Bonadies Glasstudio
 Brother Bear's Café
 Buntons Greenleaf Gardens
Bushworks, Inc
 Community Children's
 Center
 Community Physicians
 Creative Explorations (Now
 - Women's Retreat)
 Current Cuisine
 Curves
Dark Star Books & Comics
 Deck & Fence Revivers
 Design Sleep
 Dino's Cappuccinos
 Dolbeer's Cleaners
 Duckwall, Mark G DC
 E Health Data Solutions
Earth Rose
 Electronic Edge
 Emporium
 Forest Village Foods
 Fred Bartenstein &
 Associates
Gailz Tattooz
 Getaways for Women
 Glen Helen Ecology
 Institute

Gregor Construction
 Ha Ha Pizza
Hosket Veterinary Svc
 Huntington Instruments
 Import House
 Julietta's Trunk
 Keith A Watson, Inc
 Kismet
 Legendary Roofing Co.
 Little Miami Flower Co.
 Main Squeeze
 Miami Valley Pottery
Michael Jones Ceramics
 Morgan Family Foundation
 MVECA
 No Common Scents
 Non-Stop Liberal Arts
 Institute
Ohio Silver
 Orkin Pest Control
Pangaea Trading Co.
 Peach's Grill
Peifer Orchards
 Poortinga Chiropractic
 Posterior Chain
Rita Caz Jewelry Studio
 Sam & Eddie's Open Books
 Sapphire Computers, Inc
 Soundspace, Inc
 Speedway
 Springs Healing Hands LLC
 Springs Motel
 Subway Sandwiches &
 Salads
 Sunrise Cafe
 Super-Fly Comics & Games
 (Super)Town Drugs
 Tecumseh Land Trust
 Tibet Bazaar
 Tie-Dyed Gift Shop

 Tom's Market
 Tree Of Life Spinal Care
 Unfinished Creations
 US Bank
Vernay Laboratories, Inc
 Village Automotive
 Village BP
Village Cyclery
 Village Greenery
 Village Herb Shoppe
 Wes Banco Bank
 Williams Eatery &
 Gathering Place
 Winds Cafe
**Would You Could You in a
 Frame**
 WYSO
**Yellow Springs Community
 Federal Credit Union**
 Yellow Springs Community
 Foundation
 Yellow Springs Country B&B
 Yellow Springs Dental
 Yellow Springs Exempted
 Schools
 Yellow Springs Florists
 Yellow Springs Home
 Assistance
 Yellow Springs Home, Inc
Yellow Springs News
Yellow Springs Pottery
 Yellow Springs
 Psychological
 Yellow Springs Senior
 Citizens
 Yellow Springs Travel, Inc
 Yoga Springs Studio
Young's Jersey Dairy
 YSI, Inc

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This report is available to the community. Copies can be found on file in the library and an electronic version can also be obtained from the *Community Information Project* website (<http://www.exploreyellowsprings.com>) or the *Community Service for Yellow Springs* website (<http://www.45387.org>).

INTRODUCTION

In 2009, Community Resources contracted with the Center for Urban & Public Affairs (CUPA) to conduct the second Retention and Expansion Study of Business in and around the Village of Yellow Springs. The 2009 Yellow Springs Business Retention and Expansion Survey follows a previous study conducted in 1998. Seventeen of the respondents who took the survey in 1998 also participated in the survey in 2009.

The purpose of the study was to assess business' attitudes or perceptions about the current and future business environment in the Village of Yellow Springs, the availability of business assistance in the community, strengths and weaknesses of the study area as a place to conduct business, and business' perceptions of local barriers to expansion. It is important to note that this study is not an analysis or assessment of the economic health and stability of the business environment or the effects of recent business closures in the study area.

Survey design and the initial distribution list of companies to be surveyed was a collaborative effort of CUPA, Community Resources, the Village of Yellow Springs, the Yellow Springs Chamber of Commerce, and community members. The Yellow Springs Business Retention and Expansion Survey was designed to obtain a range of information from all business owners and/or managers about what they think are the strengths and weaknesses of doing business in the Yellow Springs area and what they viewed as impediments to businesses to succeed.

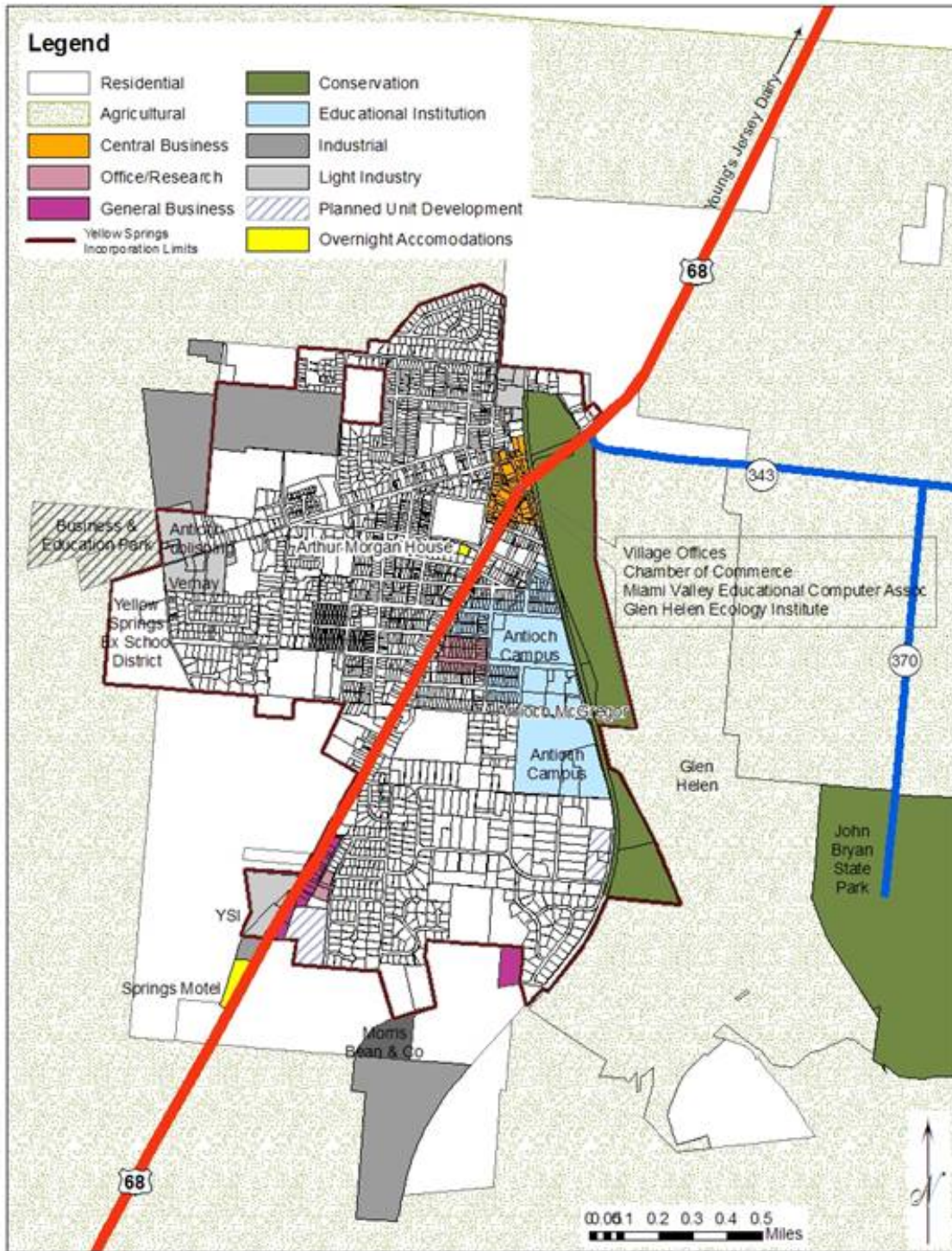
The initial list was developed from business listings pulled from subscription sources (i.e. Harris InfoSource and telephone businesses listing databases). Sole proprietorships and recent business additions that were not reflected in the subscription services were added and business closings were removed. The final database resulted in 142 business entities and CUPA attempted to contact and set up interviews with each of the companies on the final list. One-hundred and two companies responded to the survey—72% of the businesses participated in the survey.

This report outlines the results of the business retention and expansion survey recently conducted in and around the Village of Yellow Springs in Greene County, Ohio. The survey instrument was designed to gather information from Village businesses about business characteristics, business sector needs and perceptions, strengths and weaknesses, and other information that may be useful to Yellow Springs businesses, the local chamber of commerce, local government, and any other entity seeking to strengthen an already viable business sector.

Overall, Yellow Springs is viewed as a favorable place to conduct business, and for the majority of firms, this view has not changed since 1998. The majority of firms are still locally owned and operated and report level or increased customer traffic and profitability. Nearly

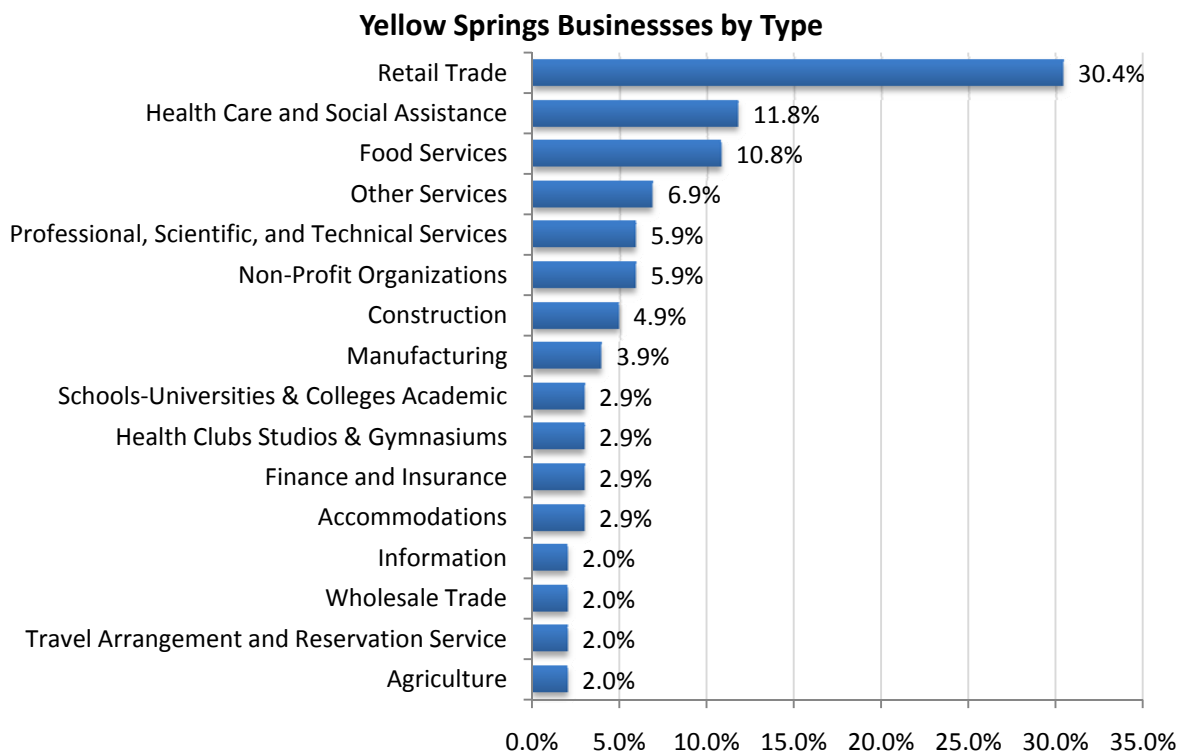
95% of businesses intend to continue operating in Yellow Springs and one quarter of firms intend to expand or renovate their current locations.

YELLOW SPRINGS STUDY AREA



BUSINESSES

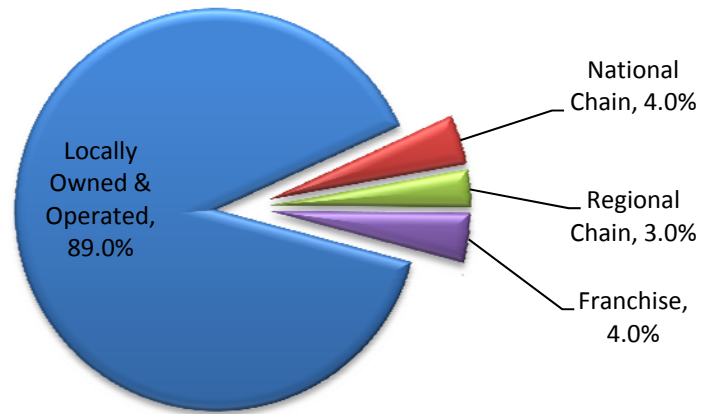
Of the 102 businesses surveyed, 10.8% (11) of the companies were goods producing firms (agriculture, construction, and manufacturing) and the vast majority of firms 89.2% (91) were retail and service establishments. The majority of the businesses in the service industries (30.4%) were retail establishments. Health care is the second largest industry in Yellow Springs followed closely by food services establishments (11.8% and 10.8%, respectively). For a complete breakdown by industry type, refer to the chart below.



Business hours vary from 6:00 am to 2:00am in the Yellow Springs area. The majority of businesses report their hours of operation between 7:00 am and 7:00 pm most days with the majority firms opening between 7:00 am and 10:30 am and closing between 5:00 pm and 7:00 pm. Firms were asked if they would be in favor of adopting standard retail hours in Yellow Springs and 57.3% of businesses that responded were not in favor of adopting standard retail hours in Yellow Springs.

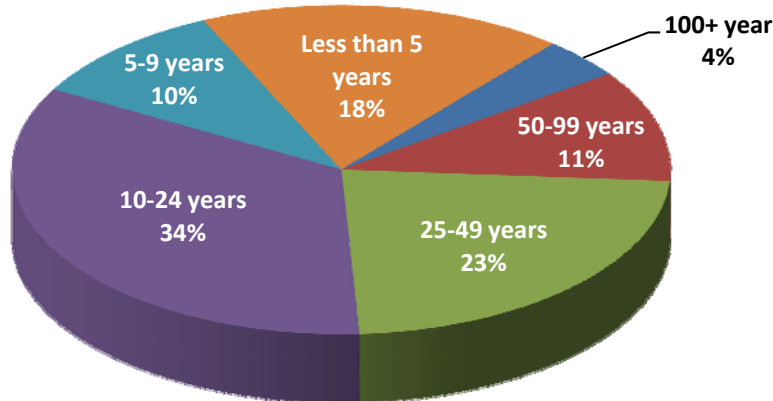
In 1998, the study found that 95.6% of the companies were locally owned and operated while 4.7% were regional or national chains. In 2009, researchers found that 7.0% percent of the companies report being either regional or national chain establishments (up 2.3% from 1998), while 4% companies were franchised locations. Nearly ninety percent (89.0%) of businesses surveyed are locally owned and operated companies (down 6.6% from 95.6% in 1998) and 21.7% of firms report that all their employees live in Yellow Springs, while 28.2% report that over half of their workforce lives within the study area.

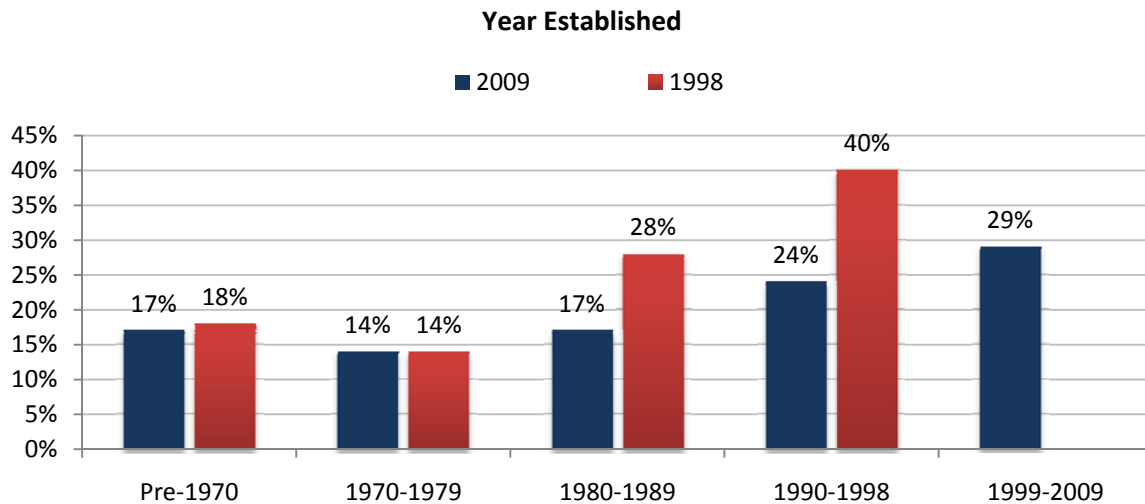
Nature of the Establishment, 2009



Nearly three-quarters (72.0%) of the firms in Yellow Springs have been in operation for at least ten years. The average age of a business establishment in Yellow Springs is approximately 25 years of age, and 38% of the businesses surveyed have been in business 25 years or more. Twenty-eight percent of establishments report that their business is fewer than 10 years of age. This differs from 1998, when 40.0% of the firms surveyed reported that they were less than 10 years of age.

Years of Operation





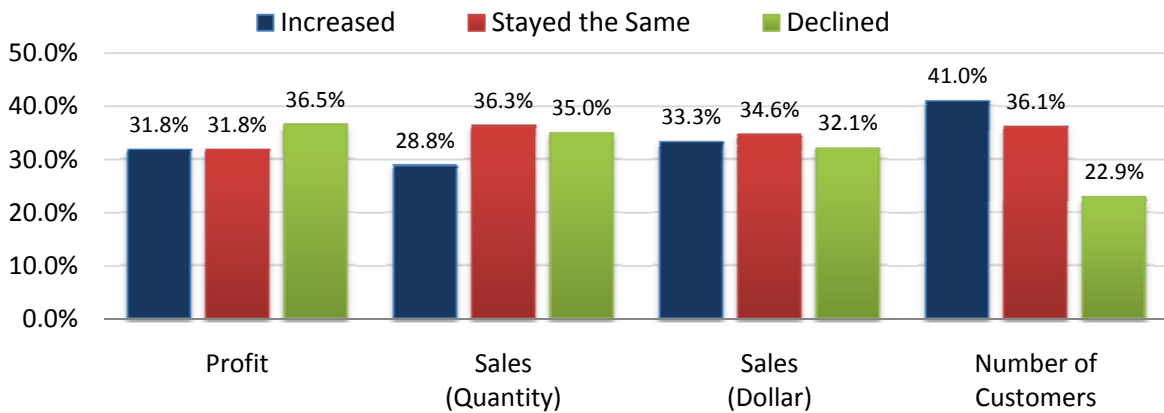
The majority of businesses (69.6%) surveyed began their business at the current location in Yellow Springs. One-in-four businesses (28.4%) have made the decision to relocate. Just fewer than three percent (2.9%) of the respondents indicated that they relocated from a location outside the study area, while 25.5% of the businesses originated and remained in the study area. The most frequently cited reason for relocating the business was to acquire more space or secure a better location. Additionally, 23.8% of the respondents indicate that they intend to renovate or expand their operations in the Village of Yellow Springs within the next two to three years. As witnessed in 1998, nearly 95% of companies indicate that they have no plans to relocate to another jurisdiction in 2009, or close or sell their business in the next two to three years. Those businesses considering closing or selling their business cite a lack of business or a loss of profits, while several firms say that they would sell or close if they retired.

Nearly sixty percent of businesses believe that their company's primary market is local. However, 50.0% of businesses surveyed also believed that their primary market was regional while 11.8% of the business owners believe that their primary market is national base and 5.9% international.

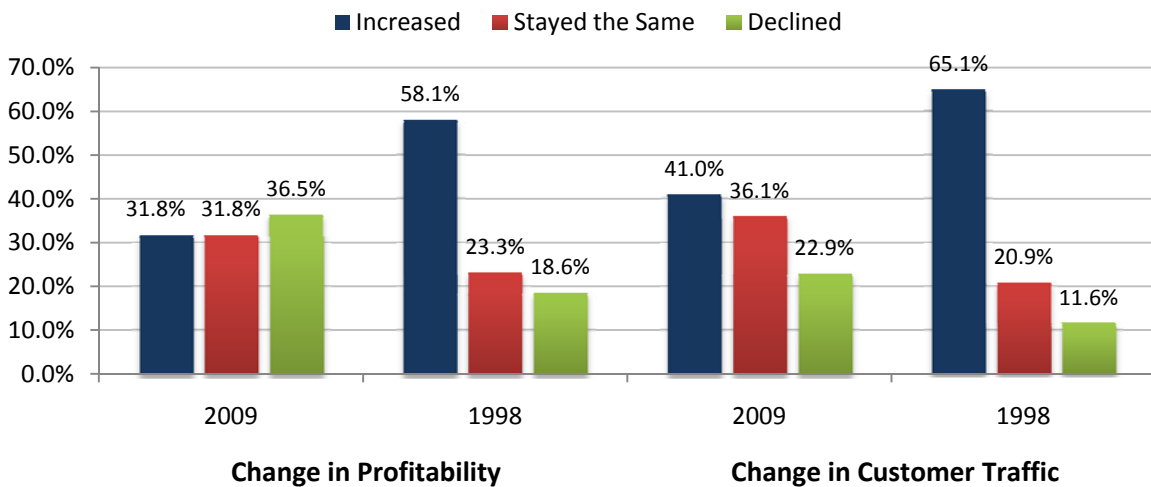
When asked where the majority of their customers lived, nearly half of the companies surveyed (48.0%) believe that their customers live within the Miami Valley Region—a four county region consisting of Greene, Clark, Montgomery, and Miami Counties, while 26.5% believe their customers live outside the region. In addition, 22.5% of the firms surveyed report that their customers live within a single county of the region, Greene County, which is also home to the Village of Yellow Springs. Finally, 43.1% of the businesses surveyed also believe that the majority of their customers live in the Village of Yellow Springs.

Forty-one percent (41.0%) of companies responding reported increased customer traffic over the last two years (down 25.7% from 1998), while 36.1% reported no noticeable difference in the number of customers seen. However, this increase in patronage is not reflected in overall profitability—only 31.8% of the companies responding indicated that profitability has increased over the past two years—a difference of 38.9% from 1998. Furthermore, sales volume in both dollar amount and quantity of services/goods sold is not reflective of the increase in patronage either—while 41% of companies reported increase customer traffic 33.3% of companies reported an increase in sales and 28.8% reported an increase in the quantity of goods sold. For a complete breakdown of customer patronage and sales over the previous two-year period, refer to the chart below.

Business Climate over the Past Two Years



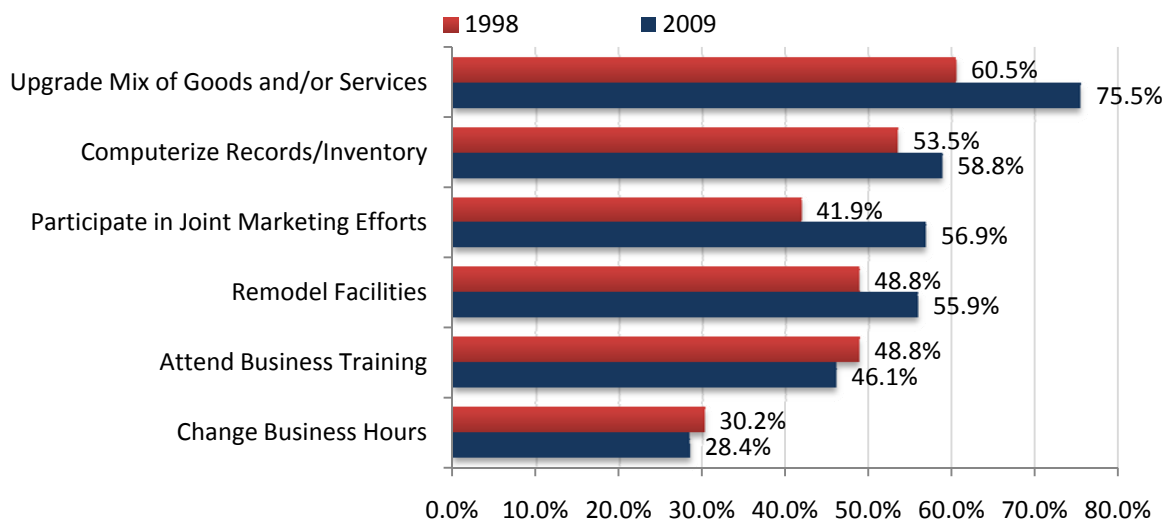
Change in Profitability and Customer Traffic



When companies were asked if they had undertaken activities to improve the business environment in the past two years or planned to do so in the next two years, 41.1% of firms reporting say that there has been no change in their advertising budget over the last two years, with the rest of the firms nearly divided over having an increased advertising budget (28.9%) versus having a decreased advertising budget (30%). However, 56.9% of firms report they have participated in joint marketing efforts or intend to participate in joint marketing efforts in the next two years. Interestingly, 16.9% more firms in 2009 reported an interest in shared advertising services than in 1998.

In an attempt to improve their business environment, 75.5% of companies reported that they either upgraded their goods and services over the previous two-year period or plan to in the next two-year period. Similarly, over half of the businesses also report that they either have or plan to remodel their facilities or computerize their records and/or inventory (55.9% and 58.8% respectively). Only 28.4% of companies have or will change their business hours.

Activities Undertaken to Improve the Business Environment

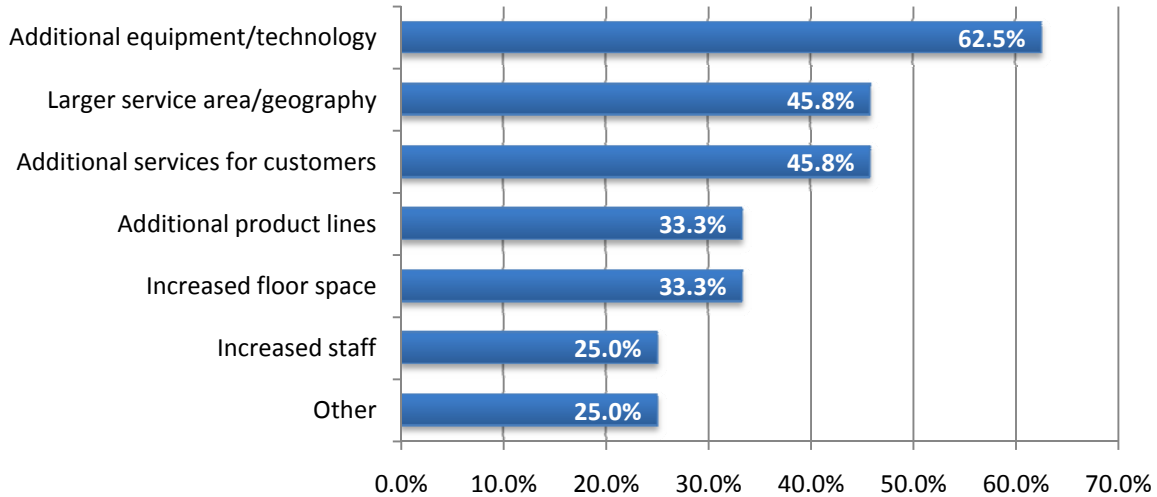


In 1998, the most common activity undertaken was also to upgrade the mix of goods and services. Nineteen companies reported that they had done so in the past two years, four were planning to in the next two years, and thirteen companies had in the past and planned to continue to do so in the future.

Businesses were asked if they planned to renovate or expand their operations over the next two to three years. 23.8% of the businesses indicated that they did (down 3.7% from the responses in 1998) and 19.6% were uncertain. When those companies planning to expand were asked what the nature of this expansion might be, the majority, 62.5%, believe that they would invest in additional equipment or technology. Additionally, 45.8%

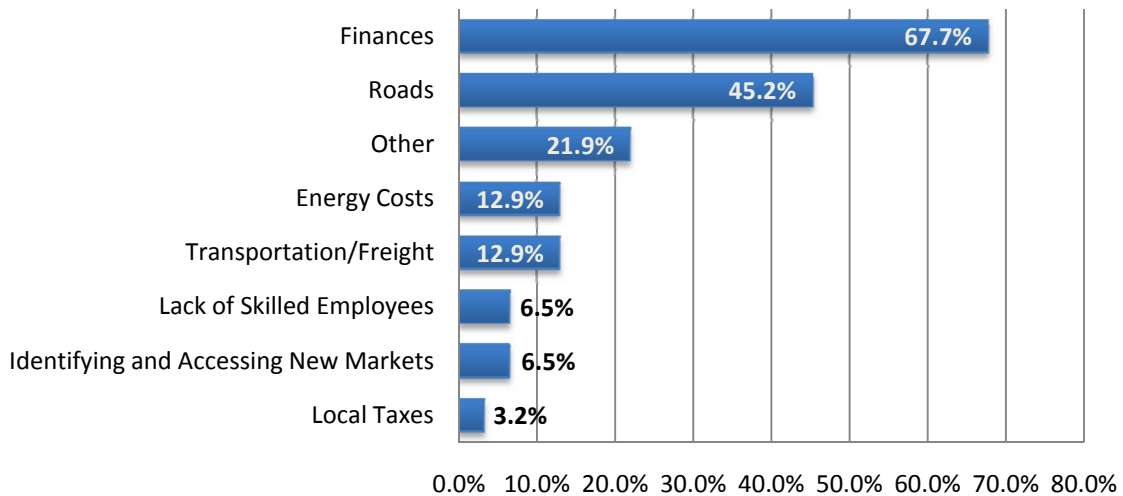
companies also believe that they will expand the service geography and/or the services offered to their customers. For a detailed look at the responses, refer to the chart below.

If you are expanding, what is the nature of this expansion?



Companies were also asked if they had any barriers to renovation or expansion. Nearly forty percent (39.8%) indicated that they did. Of those who responded that they had barriers to expansion or renovation, the most frequently cited barrier to expansion was finances. The second most frequently cited barrier was roads. The third most frequently cited barrier was energy closely followed by transportation/freight (12.9% and 12.9%, respectively). For a complete breakdown by barrier, refer to the chart below.

What are the major constraints on your expansion?

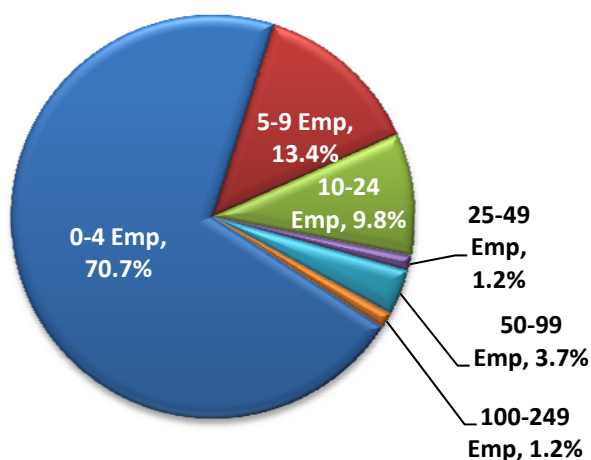


In 2009, 94.9% of all companies reporting have absolutely no plans to relocate to another jurisdiction. The other 5.1% of organizations plan to relocate in the next two to three years—up 1.2% from 1998. Two companies cite planning to relocate to another jurisdiction due to costs, while others are looking for a larger market. The final company plans to relocate if Yellow Springs starts to decline.

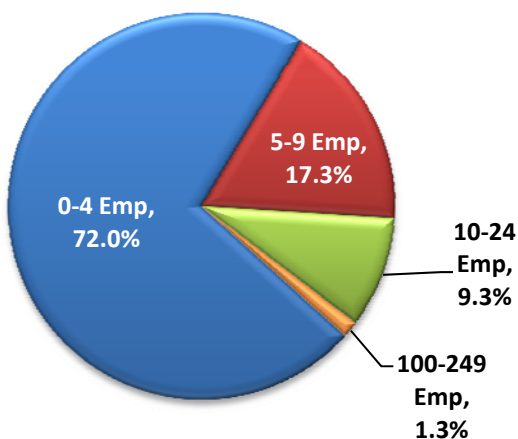
EMPLOYEES

In 1998, the majority of companies were described as small companies—with five or fewer employees. The same is true at the time of this report. The majority of businesses (70.7%) in the Yellow Springs study area employ fewer than five employees. Similarly, 72.0% of businesses employ 0-4 part-time employees and, when necessary, the majority of employers utilizing seasonal help employ fewer than five workers. Just over 13% of full-time employers employ 5-9 people, 9.8% employ 10-24 people, and the remaining 6.1% employ 25 employees or more.

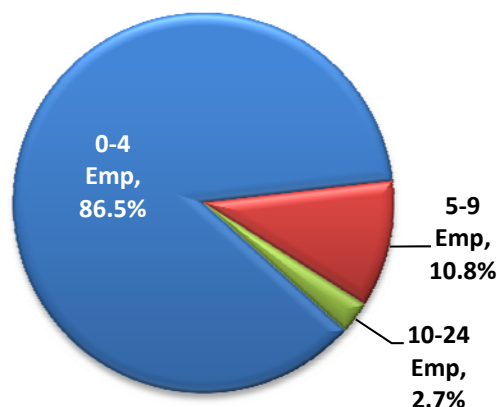
Full-time Employees



Part-time Employees, 2009



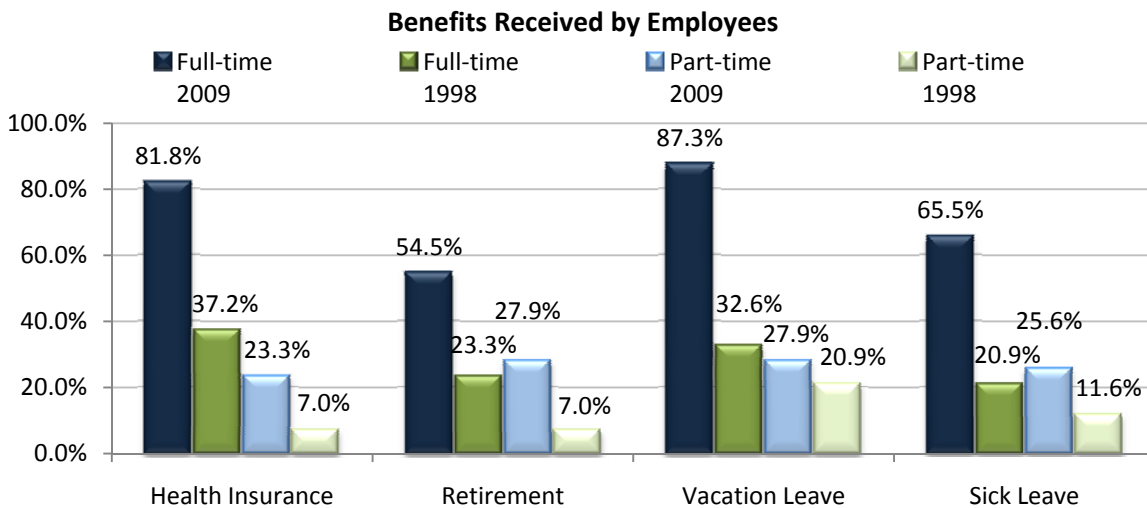
Seasonal Employees, 2009



Over half (58.3%) of companies report that employment has remained stable over the past two years and 69.4% of firms expect employment levels to remain constant over the next two years. One-quarter of the businesses report that employment has increased since 2007 and one in four also believe that employment levels will increase over the next two years. However, 5.4% of all firms report vacancies in their place of business, while 94.6% of organizations have no vacancies.

According to the 1998 Business Retention and Expansion Report, one of every three employers paid their full-time employees between \$6.01 and \$10.00 per hour. On the other end of the pay scale, eight (Six of these were manufacturing firms.) other companies report employee average wages per hour between \$14.01 and \$16.00. In 2009, 12.7% of employers reported wages under \$10—half that reported in 1998 and 12.7% also reported wages greater than \$10 but under \$14, while 15.7% reported wages in excess of \$14.

Over eighty percent (81.8%-up from 35.6% in 1998) of companies offer full-time employees health benefits and 54.5% offer retirement (22.2% in 1998). Nearly ninety percent (87.3%) of firms give their full-time employees vacation days and 65.5% also offer sick leave. Over 70% of reporting companies offer no health benefits, retirement, vacation, or sick leave to part-time employees.

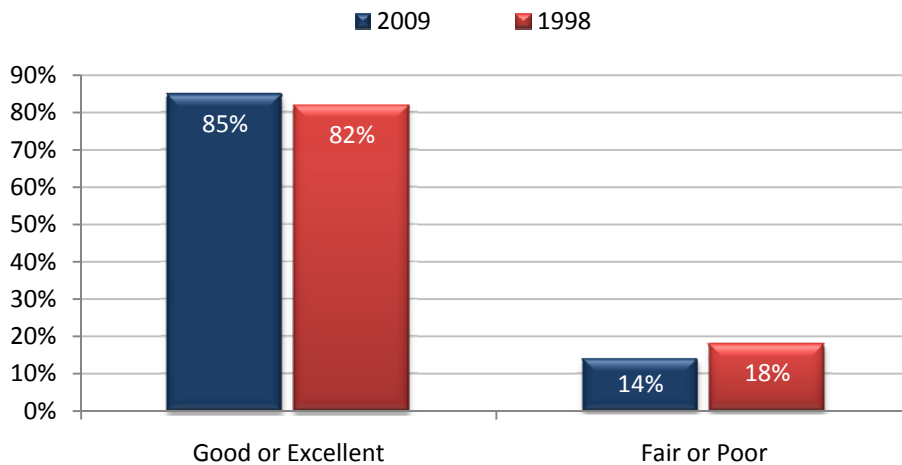


Employers were asked to consider if their current workforce meets their skill requirements. The majority (97.8%) of businesses feel that their current workers' skills meet their needs very well (65.6%) or fairly well (32.2%). Only 2.2% of firms have employees whose skills fail to meet their current needs and 8.1% of organizations believe that it is very hard to retain qualified workers. In addition, 29.7% of employers find it hard to find qualified applicants to fill job postings, but 13.3% report that they have problems with recruiting qualified skilled employees.

LOCAL BUSINESS ENVIRONMENT

Respondents were asked to tell interviewers about their overall opinion of Yellow Springs as a place to conduct business. Eighty-five percent of respondents were pleased with Yellow Springs as a place to conduct business—up 29% from 1998. In fact, one of every three respondents (36.4%) noted that Yellow Springs is an excellent place to conduct business. Similarly, over ninety percent (91.9%) of respondents were satisfied with the current location of their business. In addition, businesses cited Yellow Springs community characteristics like the location of the Village, the personality of the town, and the walkability of the community as the greatest strengths of the area for conducting business. The three most frequently cited weaknesses of Yellow Springs as a place to conduct business are the costs of doing business in the Village, the small local atmosphere and the small local and limited supportive economy, and parking.

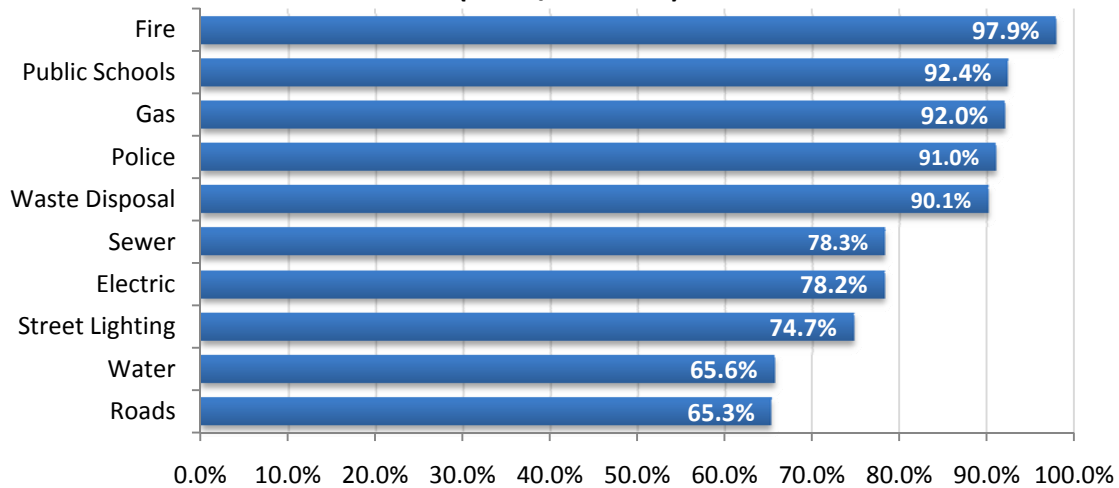
Yellow Springs as a Place to Conduct Business



Businesses were asked who their major suppliers were. There was no consistent theme among the responding businesses. In addition, businesses were asked if the suppliers were not local if there were local companies that offer similar services. Out of the 70 respondents, 97.1% implied that there are no local companies that offer similar services.

Businesses were provided with 10 public services provided in the business district and were asked to rate the quality their public services. Overall, the majority of businesses felt that their public services were good to excellent. Fire was the highest rated public service—97.9% of respondents agreeing the service was good to excellent. Over 90% of firms also rated four other public services as excellent or good, the public school system, gas, police, and waste disposal. Approximately three of every four businesses felt the sewer, electric, and street lighting, as well as two of every three establishments felt that water and roads were good to excellent in the Yellow Springs area.

**How would you rate the quality of public services/infrastructure?
(Good/excellent)**



When asked to rate access to supportive infrastructure, the majority of businesses also felt that access to the highway/freeway system, airport facilities, and other markets were good to excellent—91.1%, 83.1%, and 82.5% respectively. Only 42.6% of respondents felt that access to transport services was good to excellent, but when examined for manufacturers, the most likely facilities to require transportation services to move their products to other markets, three out of four felt that access was good to excellent. Two of every three retail establishments felt that transportation services were fair to poor in the Yellow Springs region.

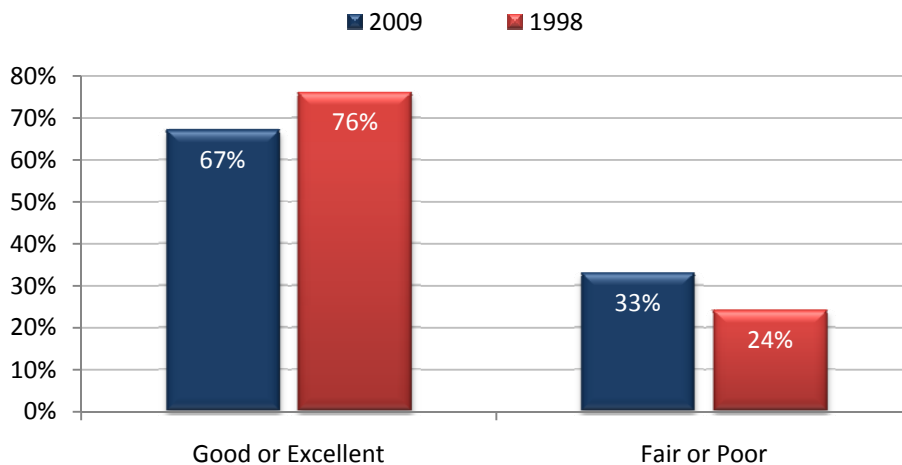
Just over 65% of respondents felt that the cost of telecommunication services in Yellow Springs was good or excellent and 87.2% of businesses felt that the current telecommunications services available in the Yellow Springs area meets the needs of their business. However, of the 12.8% of respondents who said that telecommunication services were not adequately meeting their needs, a lack of competition for the local service provider was cited the most frequently. The majority of respondents felt that another provider should be allowed or encouraged to enter the Yellow Springs market area.

Frequent outages and spotty service was the second most cited reason for dissatisfaction with telecommunications in the area.

In 1998, companies were presented with a list of sixteen factors that affect the business environment, and they were asked to rank the top needed improvements. Using a weighted calculation, the most desired improvement was to address the parking situation (meaning the need for more spaces or for spaces to be more conveniently located). A second tier of concerns relates to the improvement of the exterior appearance of the Village and a reduction of traffic congestion.

In 2009, nearly ninety percent (87.0%) of respondents rate the amenities in the downtown business district as good or excellent—up 11% from 1998. Just as it was in 1998, two of every three respondents (63.1%) believe that there is no need to expand the area of the Central Business District in Yellow Springs. Little has changed since 1998. The two most frequently cited necessary improvements to the business district were an improvement of the parking situation, including more spaces and/or spaces that are more conveniently located within the Village, and additional types and numbers of businesses resulting in a greater business mix. In fact, firms were asked if they believed there was sufficient parking in the downtown area and 70.4% of businesses responded that there is not enough parking. In 1998, 72.0% of respondents felt that there was insufficient parking in the downtown business district. In addition, businesses also felt that an increased number of lodging spaces and/or facilities is needed in Yellow Springs. Finally, just as indicated in 1998, firms also felt that improvements to the exterior appearance of the business district were a necessary improvement.

Amenities in the Downtown Area



In both surveys, businesses were asked to rate available business development organizations. In 1998, researchers found that the majority of companies were not familiar with three of these organizations. Specifically, 76.0% of companies were not familiar with the services of the Small Business Development Center (SBDC). In addition, most companies were not familiar with the Greene County Department of Development (60.0%). Businesses were most familiar with the services offered by the Village and the Chamber of Commerce. However, one-quarter of the respondents found them not to be very helpful.

In 2009, seven out of ten (73%) firms responded that they have never approached a local, state, or federal organization to discuss their business needs or expansion plans. Sixty percent of firms who reached out to the Yellow Springs Chamber of Commerce found the organization to be helpful. Similarly, 35.2% of the firms that sought assistance from the Greene County Department of Development and 29.2% of the firms approaching the Village of Yellow Springs found these organizations helpful, while only 14.2% of the establishments who approached a small business development center found their assistance to be helpful.

Businesses were also asked what these four organizations could do to improve the overall business climate in Yellow Springs. Businesses suggested that the Village could improve the downtown amenities and business district infrastructure like adding more parking spaces, upgrading the lighting, adding landscaping and benches, repairing the roads, and cleaning up the business district. Other suggestions included changing the zoning and providing tax abatements to attract new businesses. The most frequently cited suggestion for improvement in regards to the services that the Chamber of Commerce provides was to concentrate on the advertising efforts of its members by producing more publications of Yellow Springs, making more of an effort to promote local businesses, promote the Village more to areas outside the Village of Yellow Springs, and recruit businesses for group advertising. Furthermore, one third of the businesses responding to what the Greene County Department of Development could do for their business were not familiar with the organization or the services it could offer them. Finally, the majority of the businesses responding to what the small business development centers might be able to do for them also were unfamiliar with the small business development centers or their services.

RECOMMENDATIONS

Survey results indicate that the respondents were pleased with Yellow Springs as a place to conduct business. Business owners/managers seem satisfied with the overall community but recognize that improvements can be made to the business climate. It appears that there is support among survey respondents for the creation of business collaboratives to address the concerns about business retention and expansion in the Yellow Springs study area discussed in this report.

- The Village and Chamber should develop a follow-up process to identify those firms with barriers to expansion. This may include a series of business focus groups or roundtables.
- The Village and the Chamber should continue to assess the business community's perception of strengths, weakness, barriers, attractions, and available services in a Retention and Expansion Survey deployed every five to ten years.

Despite the recent downturn in the economy, businesses in the Yellow Springs study area maintain a healthy outlook about the environment. A number of firms expressed desires/plans to renovate or expand and many businesses mentioned barriers to these plans. In addition, businesses reported a lack of awareness when discussing the services offered by the Village, Chamber of Commerce, and the Greene County Department of Development.

- Each of these organizations should create educational literature for small retail establishments, to distribute to the businesses, designed to introduce the organization and define the services available to local business owners.
- The Village and the Chamber should also develop activities designed to address the barriers to renovation and expansion identified by businesses.

Just as it was in 1998, parking continues to be a problem in 2009. Firms cite a shortage of spaces and convenience when speaking of the current parking situation and a lack of satisfaction with the appearance of the central business district.

- The Village and the Chamber of Commerce should work collaboratively to address the parking issues as expressed by the study area businesses.
- One possible solution is to draw business district clientele to areas where lot parking is available by clearly marking all available lots and infrequently used parking areas with easy to follow signage directing traffic to these areas.
- Furthermore, business owners in both surveys identified the need for central business district clean-up and exterior maintenance/renovation to improve the appearance of the district. The Village should design a program to help businesses

clean up and enhance their properties, possibly enforcing minimum property maintenance codes.

Survey results indicate that many businesses are open to the possibility of participating in collaborative advertising.

- The Village and/or the Chamber of Commerce should attempt to educate businesses about and connect additional members from the business community with the *Yellow Springs Together* cooperative marketing plan.

As discussed in the introduction, the purpose of the study was to assess ***attitudes or perceptions*** about the business environment in and around the Village of Yellow Springs. It was not an analysis or assessment of the economic health and stability of the business environment or the effects of recent business closures in the study area. It is important to understand the state of the local economy.

- Local economic development officials should conduct an economic impact study to learn how these changes have and will affect their community. Closures affect more than just the workers. Businesses pump money into the local economy. An economic impact study is an attempt to illustrate how these changes may affect the local economy. It also provides the necessary data to plan for these changes.
- The Village or Chamber of Commerce should conduct exit interviews or surveys with the businesses who decided to relocate to other areas to inform economic development officials of the barriers to expansion or retention driving their decision to leave.
- The Village should also continue to sponsor the cost of living study every ten years. The intent is to form a better understanding of costs for food, clothing, housing, transportation, and a number of other categories in the community and how the Village compares to others in the region—because the cost of living affects where people choose to live.

APPENDIX A: FREQUENCY TABLES

Company Surveyed in 1998

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Surveyed	85	83.3	83.3	83.3
	Surveyed	17	16.7	16.7	100.0
	Total	102	100.0	100.0	

What is the nature of your establishment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Locally owned and operated	89	87.3	89.0	89.0
	Regional chain	4	3.9	4.0	93.0
	National chain	3	2.9	3.0	96.0
	Franchise	4	3.9	4.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

Do you own or lease your office space?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Own	45	44.1	45.5	45.5
	Lease	54	52.9	54.5	100.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

Center for Urban & Public Affairs

Have you relocated your business to this address

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Relocated from another location in the study area	26	25.5	89.7	89.7
	Relocated from outside the study area	3	2.9	10.3	100.0
	Total	29	28.4	100.0	
Missing	Have not relocated	71	69.6		
	Unclassifiable response	2	2.0		
	Total	73	71.6		
Total		102	100.0		

Over the last 2 years, have the following business factors increased, stayed the same, or declined? Profit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	27	26.5	31.8	31.8
	Stayed the same	27	26.5	31.8	63.5
	Declined	31	30.4	36.5	100.0
	Total	85	83.3	100.0	
Missing	System	17	16.7		
Total		102	100.0		

Over the last 2 years, have the following business factors increased, stayed the same, or declined? Sales quantity volume

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	23	22.5	28.8	28.8
	Stayed the same	29	28.4	36.3	65.0
	Declined	28	27.5	35.0	100.0
	Total	80	78.4	100.0	
Missing	System	22	21.6		
Total		102	100.0		

Business Retention & Expansion Survey

Over the last 2 years, have the following business factors increased, stayed the same, or declined? Sales dollar volume

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	26	25.5	33.3	33.3
	Stayed the same	27	26.5	34.6	67.9
	Declined	25	24.5	32.1	100.0
	Total	78	76.5	100.0	
Missing	System	24	23.5		
Total		102	100.0		

Over the last 2 years, have the following business factors increased, stayed the same, or declined? Number of customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Increased	34	33.3	41.0	41.0
	Stayed the same	30	29.4	36.1	77.1
	Declined	19	18.6	22.9	100.0
	Total	83	81.4	100.0	
Missing	System	19	18.6		
Total		102	100.0		

Has your advertising budget changed over the past two years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	37	36.3	41.1	41.1
	Yes, increased	26	25.5	28.9	70.0
	Yes, decreased	27	26.5	30.0	100.0
	Total	90	88.2	100.0	
Missing	System	12	11.8		
Total		102	100.0		

Upgrade your mix of good and/or services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	32	31.4	41.6	41.6
	Plan to do during next 2 years	15	14.7	19.5	61.0
	Done in the past 2 years and plan to do during the next 2 years	30	29.4	39.0	100.0
	Total	77	75.5	100.0	
Missing	System	25	24.5		
Total		102	100.0		

Remodel facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	30	29.4	52.6	52.6
	Plan to do during next 2 years	16	15.7	28.1	80.7
	Done in the past 2 years and plan to do during the next 2 years	11	10.8	19.3	100.0
	Total	57	55.9	100.0	
Missing	System	45	44.1		
Total		102	100.0		

Change business hours

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	16	15.7	55.2	55.2
	Plan to do during next 2 years	12	11.8	41.4	96.6
	Done in the past 2 years and plan to do during the next 2 years	1	1.0	3.4	100.0
	Total	29	28.4	100.0	
Missing	System	73	71.6		
Total		102	100.0		

Business Retention & Expansion Survey

Participate in joint marketing efforts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	24	23.5	41.4	41.4
	Plan to do during next 2 years	16	15.7	27.6	69.0
	Done in the past 2 years and plan to do during the next 2 years	18	17.6	31.0	100.0
	Total	58	56.9	100.0	
Missing	System	44	43.1		
Total		102	100.0		

Attend business training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	20	19.6	42.6	42.6
	Plan to do during next 2 years	7	6.9	14.9	57.4
	Done in the past 2 years and plan to do during the next 2 years	20	19.6	42.6	100.0
	Total	47	46.1	100.0	
Missing	System	55	53.9		
Total		102	100.0		

Computerize records/inventory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	37	36.3	61.7	61.7
	Plan to do during next 2 years	9	8.8	15.0	76.7
	Done in the past 2 years and plan to do during the next 2 years	14	13.7	23.3	100.0
	Total	60	58.8	100.0	
Missing	System	42	41.2		
Total		102	100.0		

Anything else

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Done in the past 2 years	2	2.0	40.0	40.0
	Plan to do during next 2 years	3	2.9	60.0	100.0
	Total	5	4.9	100.0	
Missing	System	97	95.1		
Total		102	100.0		

What is your company's primary market? Local

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	43	42.2	42.2	42.2
	Yes	59	57.8	57.8	100.0
	Total	102	100.0	100.0	

What is your company's primary market? Regional

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	51	50.0	50.0	50.0
	Yes	51	50.0	50.0	100.0
	Total	102	100.0	100.0	

What is your company's primary market? National

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	90	88.2	88.2	88.2
	Yes	12	11.8	11.8	100.0
	Total	102	100.0	100.0	

What is your company's primary market? International

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	96	94.1	94.1	94.1
	Yes	6	5.9	5.9	100.0
	Total	102	100.0	100.0	

Business Retention & Expansion Survey

Where do you believe the majority of your customers live? In the Village of Yellow Springs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	58	56.9	56.9	56.9
Yes	44	43.1	43.1	100.0
Total	102	100.0	100.0	

Where do you believe the majority of your customers live? Greene County, but outside of the Village

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	79	77.5	77.5	77.5
Yes	23	22.5	22.5	100.0
Total	102	100.0	100.0	

Where do you believe the majority of your customers live? County region (Montgomery, Greene, Clark, Miami)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	53	52.0	52.0	52.0
Yes	49	48.0	48.0	100.0
Total	102	100.0	100.0	

Where do you believe the majority of your customers live? Outside of our region

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	75	73.5	73.5	73.5
Yes	27	26.5	26.5	100.0
Total	102	100.0	100.0	

Over the next two-three years, does your company plan to renovate or expand your operations in the Village of Yellow Springs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	23.5	23.8	23.8
	No	57	55.9	56.4	80.2
	Not sure	20	19.6	19.8	100.0
	Total	101	99.0	100.0	
Missing	System	1	1.0		
Total		102	100.0		

If you are expanding, what is the nature of this expansion? Increase in floor space

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	66.7	66.7	66.7
	Yes	8	33.3	33.3	100.0
	Total	24	100.0	100.0	

If you are expanding, what is the nature of this expansion? Additional product lines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	66.7	66.7	66.7
	Yes	8	33.3	33.3	100.0
	Total	24	100.0	100.0	

If you are expanding, what is the nature of this expansion? Additional services for customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	13	54.2	54.2	54.2
	Yes	11	45.8	45.8	100.0
	Total	24	100.0	100.0	

Business Retention & Expansion Survey

If you are expanding, what is the nature of this expansion? Larger service geography/area

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	13	54.2	54.2	54.2
Yes	11	45.8	45.8	100.0
Total	24	100.0	100.0	

If you are expanding, what is the nature of this expansion? Additional investment in equipment and/or technology

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	9	37.5	37.5	37.5
Yes	15	62.5	62.5	100.0
Total	24	100.0	100.0	

If you are expanding, what is the nature of this expansion? An increase in staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	18	75.0	75.0	75.0
Yes	6	25.0	25.0	100.0
Total	24	100.0	100.0	

If you are expanding, what is the nature of this expansion? Other

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	18	75.0	75.0	75.0
Yes	6	25.0	25.0	100.0
Total	24	100.0	100.0	

Center for Urban & Public Affairs

Does your company have any barriers to renovation or expansion?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	33	32.4	39.8	39.8
	No	50	49.0	60.2	100.0
	Total	83	81.4	100.0	
Missing	System	19	18.6		
Total		102	100.0		

What, if any, are the major constraints on your expansion? Finances

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	30.3	32.3	32.3
	Yes	21	63.6	67.7	100.0
	Total	31	93.9	100.0	
Missing	System	2	6.1		
Total		33	100.0		

What, if any, are the major constraints on your expansion? Lack of suitable premises in Yellow Springs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	31	93.9	100.0	100.0
Missing	System	2	6.1		
Total		33	100.0		

What, if any, are the major constraints on your expansion? Transportation/freight

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	81.8	87.1	87.1
	Yes	4	12.1	12.9	100.0
	Total	31	93.9	100.0	
Missing	System	2	6.1		
Total		33	100.0		

Business Retention & Expansion Survey

What, if any, are the major constraints on your expansion? Local regulation/zoning

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	31	93.9	100.0	100.0
Missing System	2	6.1		
Total	33	100.0		

What, if any, are the major constraints on your expansion? Local taxes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	30	90.9	96.8	96.8
Yes	1	3.0	3.2	100.0
Total	31	93.9	100.0	
Missing System	2	6.1		
Total	33	100.0		

What, if any, are the major constraints on your expansion? Roads

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	17	51.5	54.8	54.8
Yes	14	42.4	45.2	100.0
Total	31	93.9	100.0	
Missing System	2	6.1		
Total	33	100.0		

What, if any, are the major constraints on your expansion? Energy costs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	27	81.8	87.1	87.1
Yes	4	12.1	12.9	100.0
Total	31	93.9	100.0	
Missing System	2	6.1		
Total	33	100.0		

What, if any, are the major constraints on your expansion? Lack of skilled employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	87.9	93.5	93.5
	Yes	2	6.1	6.5	100.0
	Total	31	93.9	100.0	
Missing	System	2	6.1		
Total		33	100.0		

What, if any, are the major constraints on your expansion? Identifying and accessing new markets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	87.9	93.5	93.5
	Yes	2	6.1	6.5	100.0
	Total	31	93.9	100.0	
Missing	System	2	6.1		
Total		33	100.0		

What, if any, are the major constraints on your expansion? Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	25	75.8	78.1	78.1
	Yes	7	21.2	21.9	100.0
	Total	32	97.0	100.0	
Missing	System	1	3.0		
Total		33	100.0		

Over the next two-three years, does your company plan to relocate to another jurisdiction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	94	92.2	94.9	94.9
	Yes	5	4.9	5.1	100.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

Business Retention & Expansion Survey

Over the next two-three years, do you anticipate closing or selling your business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	4.9	5.1	5.1
	No	94	92.2	94.9	100.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

When do you plan to close or sell your business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 months to 1 year	1	1.0	33.3	33.3
	1 to 2 years	1	1.0	33.3	66.7
	2 to 3 years	1	1.0	33.3	100.0
	Total	3	2.9	100.0	
Missing	System	99	97.1		
Total		102	100.0		

In the past two years, how did the number of your employees change?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Decreased	16	15.7	16.7	16.7
	Increased	24	23.5	25.0	41.7
	Stayed the same	56	54.9	58.3	100.0
	Total	96	94.1	100.0	
Missing	System	6	5.9		
Total		102	100.0		

In the next two years, how do you expect the number of your employees to change?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Decrease	2	2.0	2.0	2.0
	Increase	28	27.5	28.6	30.6
	Stay the same	68	66.7	69.4	100.0
	Total	98	96.1	100.0	
Missing	System	4	3.9		
Total		102	100.0		

Are your full-time employees offered health benefits?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	10	9.8	18.2	18.2
	Yes	45	44.1	81.8	100.0
	Total	55	53.9	100.0	
Missing	System	47	46.1		
Total		102	100.0		

Are your full-time employees offered retirement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	25	24.5	45.5	45.5
	Yes	30	29.4	54.5	100.0
	Total	55	53.9	100.0	
Missing	System	47	46.1		
Total		102	100.0		

Are your full-time employees offered vacation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	7	6.9	12.7	12.7
	Yes	48	47.1	87.3	100.0
	Total	55	53.9	100.0	
Missing	System	47	46.1		
Total		102	100.0		

Business Retention & Expansion Survey

Are your full-time employees offered sick leave?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	19	18.6	34.5	34.5
	Yes	36	35.3	65.5	100.0
	Total	55	53.9	100.0	
Missing	System	47	46.1		
Total		102	100.0		

Are your part-time employees offered health benefits?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	33	32.4	76.7	76.7
	Yes	10	9.8	23.3	100.0
	Total	43	42.2	100.0	
Missing	System	59	57.8		
Total		102	100.0		

Are your part-time employees offered retirement?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	31	30.4	72.1	72.1
	Yes	12	11.8	27.9	100.0
	Total	43	42.2	100.0	
Missing	System	59	57.8		
Total		102	100.0		

Are your part-time employees offered vacation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	31	30.4	72.1	72.1
	Yes	12	11.8	27.9	100.0
	Total	43	42.2	100.0	
Missing	System	59	57.8		
Total		102	100.0		

Are your part-time employees offered sick leave?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	32	31.4	74.4	74.4
	Yes	11	10.8	25.6	100.0
	Total	43	42.2	100.0	
Missing	System	59	57.8		
Total		102	100.0		

Considering your current workers, how well do their skills meet your needs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very well	59	57.8	65.6	65.6
	Fairly well	29	28.4	32.2	97.8
	Not very well	2	2.0	2.2	100.0
	Total	90	88.2	100.0	
Missing	System	12	11.8		
Total		102	100.0		

Do you have job vacancies at this location of your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	87	85.3	94.6	94.6
	Yes	5	4.9	5.4	100.0
	Total	92	90.2	100.0	
Missing	System	10	9.8		
Total		102	100.0		

Business Retention & Expansion Survey

Which best describes your ability to secure qualified applicants for job openings in your organization? Are qualified applicants:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very hard to find	9	8.8	9.9	9.9
	Hard to find	18	17.6	19.8	29.7
	Not too hard to find	28	27.5	30.8	60.4
	Easy to find	9	8.8	9.9	70.3
	Not currently hiring	27	26.5	29.7	100.0
	Total	91	89.2	100.0	
Missing	System	11	10.8		
Total		102	100.0		

Which best describes your current ability to retain qualified workers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hard to retain	7	6.9	8.1	8.1
	Not too hard to retain	44	43.1	51.2	59.3
	Easy too retain	35	34.3	40.7	100.0
	Total	86	84.3	100.0	
Missing	System	16	15.7		
Total		102	100.0		

Does your company have problems recruiting employees?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	11.8	13.3	13.3
	No	78	76.5	86.7	100.0
	Total	90	88.2	100.0	
Missing	System	12	11.8		
Total		102	100.0		

What percentages of your employees live in the Village?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	100%	20	19.6	21.7	21.7
	76-99%	14	13.7	15.2	37.0
	51-75%	12	11.8	13.0	50.0
	26-50%	15	14.7	16.3	66.3
	1-25%	14	13.7	15.2	81.5
	None	17	16.7	18.5	100.0
	Total	92	90.2	100.0	
Missing	System	10	9.8		
Total		102	100.0		

Overall, what is your opinion of Yellow Springs as a place to conduct business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	36	35.3	36.4	36.4
	Good	48	47.1	48.5	84.8
	Fair	13	12.7	13.1	98.0
	Poor	2	2.0	2.0	100.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

How satisfied are you with the present location of your business in Yellow Springs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	55	53.9	55.6	55.6
	Satisfied	36	35.3	36.4	91.9
	Unsatisfied	5	4.9	5.1	97.0
	Very unsatisfied	3	2.9	3.0	100.0
	Total	99	97.1	100.0	
Missing	System	3	2.9		
Total		102	100.0		

Business Retention & Expansion Survey

If your suppliers are not local, are there local companies that offer similar services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	68	66.7	97.1	97.1
	Yes	2	2.0	2.9	100.0
	Total	70	68.6	100.0	
Missing	System	32	31.4		
Total		102	100.0		

What company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		101	99.0	99.0	99.0
	Tom's Market	1	1.0	1.0	100.0
	Total	102	100.0	100.0	

Would you be in favor of adopting standard retail hours in Yellow Springs?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	34.3	42.7	42.7
	No	47	46.1	57.3	100.0
	Total	82	80.4	100.0	
Missing	System	20	19.6		
Total		102	100.0		

Fire

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	65	63.7	67.0	67.0
	Good	30	29.4	30.9	97.9
	Fair	2	2.0	2.1	100.0
	Total	97	95.1	100.0	
Missing	System	5	4.9		
Total		102	100.0		

Center for Urban & Public Affairs

Police

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	60	58.8	60.0	60.0
	Good	31	30.4	31.0	91.0
	Fair	8	7.8	8.0	99.0
	Poor	1	1.0	1.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

Water

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	27	26.5	29.0	29.0
	Good	34	33.3	36.6	65.6
	Fair	21	20.6	22.6	88.2
	Poor	11	10.8	11.8	100.0
	Total	93	91.2	100.0	
Missing	System	9	8.8		
Total		102	100.0		

Sewer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	30	29.4	32.6	32.6
	Good	42	41.2	45.7	78.3
	Fair	16	15.7	17.4	95.7
	Poor	4	3.9	4.3	100.0
	Total	92	90.2	100.0	
Missing	System	10	9.8		
Total		102	100.0		

Business Retention & Expansion Survey

Gas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	33	32.4	37.5	37.5
	Good	48	47.1	54.5	92.0
	Fair	7	6.9	8.0	100.0
	Total	88	86.3	100.0	
Missing	System	14	13.7		
Total		102	100.0		

Electric

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	35	34.3	36.5	36.5
	Good	40	39.2	41.7	78.1
	Fair	18	17.6	18.8	96.9
	Poor	3	2.9	3.1	100.0
	Total	96	94.1	100.0	
Missing	System	6	5.9		
Total		102	100.0		

Roads

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	14	13.7	14.3	14.3
	Good	50	49.0	51.0	65.3
	Fair	30	29.4	30.6	95.9
	Poor	4	3.9	4.1	100.0
	Total	98	96.1	100.0	
Missing	System	4	3.9		
Total		102	100.0		

Center for Urban & Public Affairs

Waste Disposal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	28	27.5	30.8	30.8
	Good	54	52.9	59.3	90.1
	Fair	7	6.9	7.7	97.8
	Poor	2	2.0	2.2	100.0
	Total	91	89.2	100.0	
Missing	System	11	10.8		
Total		102	100.0		

Street Lighting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	23	22.5	24.2	24.2
	Good	48	47.1	50.5	74.7
	Fair	22	21.6	23.2	97.9
	Poor	2	2.0	2.1	100.0
	Total	95	93.1	100.0	
Missing	System	7	6.9		
Total		102	100.0		

Public Schools (K-12)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	49	48.0	53.3	53.3
	Good	36	35.3	39.1	92.4
	Fair	6	5.9	6.5	98.9
	Poor	1	1.0	1.1	100.0
	Total	92	90.2	100.0	
Missing	System	10	9.8		
Total		102	100.0		

Business Retention & Expansion Survey

Access to airport facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	35	34.3	36.8	36.8
	Good	44	43.1	46.3	83.2
	Fair	13	12.7	13.7	96.8
	Poor	3	2.9	3.2	100.0
	Total	95	93.1	100.0	
Missing	System	7	6.9		
Total		102	100.0		

Access to highway

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	51	50.0	50.5	50.5
	Good	41	40.2	40.6	91.1
	Fair	9	8.8	8.9	100.0
	Total	101	99.0	100.0	
Missing	System	1	1.0		
Total		102	100.0		

Access to other markets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	33	32.4	34.0	34.0
	Good	47	46.1	48.5	82.5
	Fair	16	15.7	16.5	99.0
	Poor	1	1.0	1.0	100.0
	Total	97	95.1	100.0	
Missing	System	5	4.9		
Total		102	100.0		

Center for Urban & Public Affairs

Access to transport services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	14	13.7	14.9	14.9
	Good	26	25.5	27.7	42.6
	Fair	24	23.5	25.5	68.1
	Poor	30	29.4	31.9	100.0
	Total	94	92.2	100.0	
Missing	System	8	7.8		
Total		102	100.0		

Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	1	1.0	33.3	33.3
	Poor	2	2.0	66.7	100.0
	Total	3	2.9	100.0	
Missing	System	99	97.1		
Total		102	100.0		

Labor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	15	14.7	16.9	16.9
	Good	54	52.9	60.7	77.5
	Fair	19	18.6	21.3	98.9
	Poor	1	1.0	1.1	100.0
	Total	89	87.3	100.0	
Missing	System	13	12.7		
Total		102	100.0		

Business Retention & Expansion Survey

Transportation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	12	11.8	13.8	13.8
	Good	35	34.3	40.2	54.0
	Fair	29	28.4	33.3	87.4
	Poor	11	10.8	12.6	100.0
	Total	87	85.3	100.0	
Missing	System	15	14.7		
Total		102	100.0		

Storage

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	8	7.8	11.0	11.0
	Good	26	25.5	35.6	46.6
	Fair	29	28.4	39.7	86.3
	Poor	10	9.8	13.7	100.0
	Total	73	71.6	100.0	
Missing	System	29	28.4		
Total		102	100.0		

Development Approval

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	12	11.8	15.4	15.4
	Good	23	22.5	29.5	44.9
	Fair	33	32.4	42.3	87.2
	Poor	10	9.8	12.8	100.0
	Total	78	76.5	100.0	
Missing	System	24	23.5		
Total		102	100.0		

Center for Urban & Public Affairs

Leasing Space

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	9	8.8	11.1	11.1
	Good	22	21.6	27.2	38.3
	Fair	37	36.3	45.7	84.0
	Poor	13	12.7	16.0	100.0
	Total	81	79.4	100.0	
Missing	System	21	20.6		
Total		102	100.0		

Rates to Lease Space

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	6	5.9	7.5	7.5
	Good	15	14.7	18.8	26.3
	Fair	39	38.2	48.8	75.0
	Poor	20	19.6	25.0	100.0
	Total	80	78.4	100.0	
Missing	System	22	21.6		
Total		102	100.0		

Land

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	10	9.8	12.8	12.8
	Good	16	15.7	20.5	33.3
	Fair	35	34.3	44.9	78.2
	Poor	17	16.7	21.8	100.0
	Total	78	76.5	100.0	
Missing	System	24	23.5		
Total		102	100.0		

Business Retention & Expansion Survey

Buildings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	6	5.9	7.1	7.1
	Good	24	23.5	28.2	35.3
	Fair	37	36.3	43.5	78.8
	Poor	18	17.6	21.2	100.0
	Total	85	83.3	100.0	
Missing	System	17	16.7		
Total		102	100.0		

Construction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	10	9.8	13.5	13.5
	Good	27	26.5	36.5	50.0
	Fair	28	27.5	37.8	87.8
	Poor	9	8.8	12.2	100.0
	Total	74	72.5	100.0	
Missing	System	28	27.5		
Total		102	100.0		

Taxes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	5	4.9	5.7	5.7
	Good	17	16.7	19.3	25.0
	Fair	46	45.1	52.3	77.3
	Poor	20	19.6	22.7	100.0
	Total	88	86.3	100.0	
Missing	System	14	13.7		
Total		102	100.0		

Center for Urban & Public Affairs

Telecommunications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	11	10.8	12.8	12.8
	Good	45	44.1	52.3	65.1
	Fair	23	22.5	26.7	91.9
	Poor	7	6.9	8.1	100.0
	Total	86	84.3	100.0	
Missing	System	16	15.7		
Total		102	100.0		

Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	1	1.0	100.0	100.0
Missing	System	101	99.0		
Total		102	100.0		

Is there a need to expand the area designated as the Central Business District?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	30.4	36.9	36.9
	No	53	52.0	63.1	100.0
	Total	84	82.4	100.0	
Missing	System	18	17.6		
Total		102	100.0		

Business Retention & Expansion Survey

Are current telecommunication services meeting the needs of your business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	82	80.4	87.2	87.2
	No	12	11.8	12.8	100.0
	Total	94	92.2	100.0	
Missing	System	8	7.8		
Total		102	100.0		

Overall, how would you rate the amenities in the Downtown area?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	20	19.6	20.0	20.0
	Good	47	46.1	47.0	67.0
	Fair	26	25.5	26.0	93.0
	Poor	7	6.9	7.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

Is there sufficient parking in the Downtown area?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	28.4	29.6	29.6
	No	69	67.6	70.4	100.0
	Total	98	96.1	100.0	
Missing	System	4	3.9		
Total		102	100.0		

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Have you ever approached a local/state/federal organization to discuss your business needs or expansion plans?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	26.5	27.0	27.0
	No	73	71.6	73.0	100.0
	Total	100	98.0	100.0	
Missing	System	2	2.0		
Total		102	100.0		

Village of Yellow Springs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - No help at all	9	8.8	10.3	10.3
	2	8	7.8	9.2	19.5
	3	32	31.4	36.8	56.3
	4	25	24.5	28.7	85.1
	5 - A great deal of help	13	12.7	14.9	100.0
	Total	87	85.3	100.0	
Missing	System	15	14.7		
Total		102	100.0		

Yellow Springs Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - No help at all	2	2.0	2.2	2.2
	2	5	4.9	5.6	7.9
	3	21	20.6	23.6	31.5
	4	28	27.5	31.5	62.9
	5 - A great deal of help	33	32.4	37.1	100.0
	Total	89	87.3	100.0	
Missing	System	13	12.7		
Total		102	100.0		

Business Retention & Expansion Survey

Greene County Department of Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - No help at all	14	13.7	26.9	26.9
	2	10	9.8	19.2	46.2
	3	12	11.8	23.1	69.2
	4	11	10.8	21.2	90.4
	5 - A great deal of help	5	4.9	9.6	100.0
	Total	52	51.0	100.0	
Missing	System	50	49.0		
Total		102	100.0		

Small Business Development Centers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - No help at all	12	11.8	27.9	27.9
	2	11	10.8	25.6	53.5
	3	12	11.8	27.9	81.4
	4	5	4.9	11.6	93.0
	5 - A great deal of help	3	2.9	7.0	100.0
	Total	43	42.2	100.0	
Missing	System	59	57.8		
Total		102	100.0		

APPENDIX B: OPEN-ENDED RESPONSES

Your Business

1. What are your company's primary products or services provided at this establishment?

- Accommodations - retreat
- Art supplies, office supplies, jewelry supplies
- Audio production
- Automotive repair
- Bicycle sales service
- Books, cards, music
- Charitable nonprofit foundation
- Childcare and early education
- Chiropractic health care
- Cleaning clothes
- Clothing, jewelry, fragrance, shoes
- Clothing, lamps, jewelry, cards, boxes, incense, home decor, etc.
- Coffee and desserts
- Comic books, games (video games, board games, miniature games, role playing games)
- Computer hardware design
- Construction
- Consulting services
- Craniosacral therapy
- Cultural programming/arts, related production/educational
- Custom framing - contemporary art
- Cut flowers
- Day-to-day financial transaction accounts, savings, checking (drafts), loans, electronic services, etc.
- Deli/catering company
- Dental services
- Design and build instruments for scientific researches
- Develop, manufacture, integrate, and service instrumentation and systems for measuring and monitoring water quality, velocity, and flow
- Dinnerware, stoneware, pottery

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- Education
- Education K-12
- Elastomeric fluid controls - corporate office
- Farm fresh produce
- Farm market
- Fast food, fuel, snacks
- Financial services (2)
- Food
- Food (company activities temporarily suspended)
- Food and alcohol
- Food service and family entertainment
- Food/full service restaurant
- Foods - pizza, calzones, and subs
- Fresh made subs
- Full espresso bar drinks, fresh roasted coffee
- Full plumbing service company - repair, install, HVAC, kitchen and bathroom remodeling
- Gas, beer, wine, cigarettes, juices, water, and other convenience store items
- Gifts
- Graphic design and advertising services
- Grocery items
- Handmade ceramics
- Healthcare delivery (back and neck pain)
- Herbal teas, bee pollen, preventive medicine products
- Herbs, spices, teas, essential oils
- Higher education
- Independent community news and media
- Interior and exterior painting, power washing, deck refinishing (commercial and residential)
- Jewelry and other gift items for the home and personal use
- Lodging, bed and breakfast, weddings, wedding showers, family reunions, business retreats
- Macintosh computers support/consulting
- Medical care (2)
- Motel
- Natural health care

- Nature preserve, environmental education, wildlife rehabilitation
- Organic mattresses
- Pest control
- Plants
- Pottery - retail functional work - made locally by us
- Prescriptions, over the counter drugs, cards
- Protecting green space that is prioritized by local government, natural and sensitive areas, prime soils, and historic sites
- Provide grants to charitable organizations
- Psychotherapy for children, teens, adults, couples, and families
- Quality improvement and risk management analytics for long term care providers
- Radio programs
- Remodeling
- Research, education, and advocacy
- Restaurant (2)
- Retail flowers and gifts (garden and home decor)
- Retail for clothes, jewelry from India and Nepal
- Retail interior foliage - plants and accessories
- Retail sales - jewelry and jewelry repair
- Retail silver jewelry store
- Retail travel services
- Retail wine, bakery, beer, breakfast, lunch, bulk coffee, hot coffee, state liquor store
- RN and LSW provide home visits and office consultations to assess needs, problem solve, facilitate long term care planning, and provide insurance counseling for elderly and caregivers
- Roofing
- Sell new and used books
- Senior services and recreation
- Smoothies and home brewing and wine making supplies
- Some services provided in our office. We build affordable homes in Yellow Springs.
- Stained glass and retail gift items
- Strength and conditioning
- Tattoos and piercings
- Technology services to school district
- Travel planner - local host for Yellow Springs
- T-shirts, candles, oils, clothing, retail

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- Veterinary care
- We're a women's fitness center with weight management classes and some other exercise classes.
- Wholesale horse equipment and gift company
- Women's clothing, jewelry, and accessories
- Women's healthcare
- Yoga and movement classes, yoga products

3. *When does your contract expire?*

- 10 years
- 20 year lease
- 2010 (2)
- 5 year lease - up in 1.5 years
- 5 years (2)
- Annually (5)
- Auto renewal October 1st
- Don't know (2)
- In 9 or 10 months
- Indefinite
- July 2010
- June 2010
- March 2010
- March 2011
- Month to month (4)
- Month to month. Own new building as of August 13, 2009. Moving in October.
- Never
- Next spring or following
- No date, owners donate space, and we pay utilities.
- Ongoing
- Ongoing with Village
- Unspecified
- We are on a 3 month leasing cycle
- When I retire
- Yearly (December 2009)

4. In what year was this company established?

- 1850
- 1880
- 1901
- 1929
- 1930
- 1940
- 1940s
- 1946
- 1948 (2)
- 1956
- 1957
- 1959
- 1964
- 1965
- 1970
- 1971 (2)
- 1973 (2)
- 1974 (2)
- 1976 (2)
- 1977 (2)
- 1979 (2)
- 1980 (3)
- 1980; we purchased in 2000.
- 1982 (2)
- 1983
- 1985
- 1986 (5)
- 1988 (2)
- 1989
- 1990 (2)
- 1991
- 1992
- 1993 (3)
- 1994 (2)
- 1995 (2)

- 1996 (4)
- 1997 (3)
- 1998 (4)
- 1998-1999
- 1999
- 20 years
- 2000
- 2001
- 2001 (but motel has been her since 1950s)
- 2002 (2)
- 2003 (5)
- 2004 (3)
- 2006 (4)
- 2007 (6)
- 2008 (4)
- 2009
- At least 50-60 years
- Changed names over the years
- Over 100 years
- Worked here for 36 years and bought previous owner's corporation established in 1971

5a. How long have you occupied the space at your current address?

- 1 year (2)
- 1.5 years (2)
- 10 months
- 10 years (4)
- 10 years (previous owner opened in 1980).
- 11 years (2)
- 12.5 years
- 13 years
- 14 years
- 15 years
- 17 years
- 1850
- 19 years

- 1929
- 1930
- 1940s
- 1964
- 1976
- 1982
- 1987
- 1991
- 1996 (2)
- 1997 - took four years to get current level
- 2 years (4)
- 2.25 years
- 20 years
- 2000
- 2001/1950s
- 2002
- 2006
- 2007
- 2008
- 2-3 years
- 23 years (2)
- 25 years
- 3 months
- 3 years
- 3.5 years (2)
- 30 years
- 33 years
- 34 years
- 39 years (3)
- 4 months
- 4 years (3)
- 4.5 years
- 5 years (4)
- 50-60 years
- 55
- 6 years

- 61 years (since 1948)
- 69 years
- 7 years (2)
- 8 months
- 8 years
- Almost 5 years
- Approximately 15 years
- Early 1970s
- March 2004
- March 2009
- October 17, 2008
- Out of home (catering)
- September 2007
- Since 1930s
- Since 1956
- Since 1975
- Since 1988
- Since 1990
- Since 1991 (2)
- Since 1993
- Since 1995
- Since 1998
- Since 2003 (2)
- Since beginning (1998)
- Since January 2009
- Since November 2004

5b. If you relocated your business to this address, from where?

- 1 block away
- 100 Corry St
- 105 West North College, Yellow Springs
- 113 Glen St
- 2 doors down the emporium
- 716 Xenia Ave
- 830 Xenia Avenue
- A board worker's home

- Across the street
- Another place in Yellow Springs
- Down the next alley
- Downtown
- From the Village of Yellow Springs
- Greene County Career Center
- Grinnell Road
- Home
- Leffel Lane in Springfield
- New retail location from wholesale
- Next door (4)
- On campus, across the street
- Secondary road
- Somewhere in town
- Started at Antioch College
- Was at Yoga Studio (108 Dayton)
- Xenia Avenue
- Yellow Springs (2)

5c. Why did you relocate?

- Better location (2)
- Better space
- Better, bigger, nicer space with more windows
- Expansion
- Larger space (3)
- Larger space, growing tech needs
- Lease conditions became unfavorable
- Lived somewhere else - was further out of town
- Lower rent
- More space, better location
- Needed more and better space
- New environment
- Not enough profit in the wholesale
- Parking
- Poor owner management
- Previous home burned

- Sold the property
- Space/room
- The property was put up for sale, and I didn't want to buy it
- To own property (2)
- To promote expansion of operations and provide services for needs of adult learners
- Traffic flow (exposure)
- We got a big house so we had room to move business here
- We needed more space, and the building was too expensive for us to rent anymore.
- Went all volunteer to paid staff
- Zoning

6. What are your hours of operation for your business?

- **Monday**
 - 10:30-6 (2)
 - 10-5
 - 10-5:30 (2)
 - 10-6 (7)
 - 10-7 (2)
 - 10-8
 - 11:30-10
 - 11-10
 - 11-6
 - 11-7 (2)
 - 12-5 (3)
 - 12-5:30
 - 12-6
 - 12-7
 - 24/7 (2)
 - 24/7 when someone is staying here
 - 6-1:30 and 3-7:30
 - 6-7 (on the air 24/7)
 - 6am-10pm
 - 7:30-2 and 5-9
 - 7:30-4:30
 - 7:30-6
 - 7-10
 - 7-3 and as needed for projects

- 7-4:30
- 7-6
- 7-6:30
- 7-7 (2)
- 7-9
- 7am-11pm (2)
- 8:30-4:30
- 8:30-5 (4)
- 8:30-6:30
- 8:30-9
- 8-12 and 3-6:15
- 8-12 and 5-8
- 8-4
- 8-5 (4)
- 8-5 (evening by appointment)
- 8-6 (2)
- 8-open
- 9:30-4
- 9-1 and 3:30-6
- 9-11
- 9-4 (and evening hours as needed)
- 9-4:30
- 9-5 (9)
- 9-5:30
- 9-6 (2)
- 9-7
- 9am-2am
- As clients need
- By appointment (2)
- Closed (7)
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed

- **Tuesday**
 - 10:30-6 (2)
 - 10-5
 - 10-5:30 (2)
 - 10-6 (10)
 - 10-7 (2)
 - 10-8
 - 11:30-10
 - 11:30-2 and 5-10
 - 11-10
 - 11-6 (2)
 - 11-7 (2)
 - 12-5 (2)
 - 12-5:30
 - 12-6 (2)
 - 12-8
 - 24/7 (2)
 - 24/7 when someone is staying here
 - 3-6:15
 - 6-1:30 and 3-7:30
 - 6-7 (on the air 24/7)
 - 6am-10pm
 - 7:30-4:30
 - 7:30-6
 - 7-10
 - 7-3 and as needed for projects
 - 7-4:30
 - 7-5:30
 - 7-6
 - 7-7 (2)
 - 7-9
 - 7am-11pm (2)
 - 8:30-4:30
 - 8:30-5 (4)
 - 8:30-9
 - 8:30am-9:30pm
 - 8-12 and 5-8
 - 8-4

- 8-5 (4)
- 8-5 (evening by appointment)
- 8-6 (2)
- 8-open
- 9:30-4
- 9-11
- 9-4 (and evening hours as needed)
- 9-4:30
- 9-5 (9)
- 9-5:30
- 9-6 (2)
- 9-7
- 9am-2am
- As clients need
- By appointment (2)
- Closed (4)
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed
- **Wednesday**
 - 10:30-6 (2)
 - 10-5
 - 10-5:30 (2)
 - 10-6 (9)
 - 10-7 (2)
 - 10-8
 - 11:30-10
 - 11:30-2 and 5-10
 - 11-10
 - 11-6 (2)
 - 11-7 (2)
 - 12-5 (2)
 - 12-5:30

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- 12-6 (2)
- 12-7 (2)
- 12-8
- 24/7 (2)
- 24/7 when someone is staying here
- 6-1:30 and 3-7:30
- 6-7 (on the air 24/7)
- 6am-10pm
- 7:30-2 and 5-9
- 7:30-4:30
- 7:30-6
- 7-10
- 7-3 and as needed for projects
- 7-4:30
- 7-5:30
- 7-6
- 7-7 (2)
- 7-9
- 7am-11pm (2)
- 8:30-5 (4)
- 8:30-5:30
- 8:30-9
- 8-12 and 5-8
- 8-4
- 8-5 (4)
- 8-5 (evening by appointment)
- 8-6 (2)
- 8-open
- 9:30-4
- 9-1
- 9-1 and 3:30-6
- 9-11
- 9-4 (and evening hours as needed)
- 9-4:30
- 9-5 (8)
- 9-5:30
- 9-6
- 9-7

- 9am-2am
- As clients need
- By appointment (2)
- Closed (4)
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed
- **Thursday**
 - 10:30-6 (2)
 - 10-5
 - 10-5:30 (2)
 - 10-6 (10)
 - 10-7 (2)
 - 10-8
 - 11:30-10
 - 11:30-2 and 5-10
 - 11-10
 - 11-6 (2)
 - 11-7 (2)
 - 12-5 (3)
 - 12-5:30
 - 12-6 (2)
 - 12-7
 - 12-8
 - 24/7 (2)
 - 24/7 when someone is staying here
 - 6-1:30 and 3-7:30
 - 6-7 (on the air 24/7)
 - 6am-10pm
 - 7:30-2 and 5-9
 - 7:30-4:30
 - 7:30-6
 - 7-10

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- 7-3 and as needed for projects
- 7-4:30
- 7-5:30
- 7-6
- 7-7 (2)
- 7-9
- 7am-11pm (2)
- 8:30-4:30
- 8:30-5 (4)
- 8:30-9
- 8:30am-10pm
- 8-12 and 3-6:15
- 8-12 and 5-8
- 8-4
- 8-5 (3)
- 8-5 (evening by appointment)
- 8-6 (2)
- 8-open
- 9:30-4
- 9-11
- 9-4 (and evening hours as needed)
- 9-4:30
- 9-5 (9)
- 9-5:30
- 9-6 (3)
- 9-7
- 9am-2am
- As clients need
- By appointment (2)
- Closed
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed

- **Friday**
 - 10:30-6 (2)
 - 10-5
 - 10-5:30
 - 10-6 (9)
 - 10-7 (3)
 - 10-7:30
 - 10-8
 - 10-9 (10-8 in the winter)
 - 11:30-10:30
 - 11:30-2 and 5-10
 - 11-10
 - 11-6 (2)
 - 11-7 (2)
 - 12-5:30
 - 12-6 (3)
 - 12-7
 - 12-8
 - 24/7 (2)
 - 24/7 when someone is staying here
 - 3-7
 - 6-1:30 and 3-7:30
 - 6-7 (on the air 24/7)
 - 6am-11pm
 - 7:30-2 and 5-9
 - 7:30-4:30
 - 7:30-6
 - 7-10 (4)
 - 7-3 and as needed for projects
 - 7-4:30
 - 7-6
 - 7-6:30
 - 7am-12am (2)
 - 8:30-5 (2)
 - 8:30-5:30
 - 8:30-6
 - 8:30-9
 - 8-12

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- 8-12 and 5-8
- 8-4 (2)
- 8-5 (2)
- 8-5 (evening by appointment)
- 8-6 (2)
- 8-open
- 9:30-4
- 9-1 and 3:30-6
- 9-12 (2)
- 9-4 (and evening hours as needed)
- 9-4:30
- 9-5 (7)
- 9-5:30
- 9-6 (3)
- 9-7
- 9am-2am
- As clients need
- By appointment (2)
- Closed (2)
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed
- ***Saturday***
 - 10:30-6 (2)
 - 10-10
 - 10-4
 - 10-5 (2)
 - 10-5:30
 - 10-6 (6)
 - 10-7 (3)
 - 10-8
 - 10-9 (10-8 in the winter)
 - 11:30-10:30

- 11-10
- 11-5:30
- 11-6 (2)
- 11-7 (2)
- 11-8
- 12-5 (if working)
- 12-6 (2)
- 12-7
- 12-8
- 1pm-12am (on the air 24/7)
- 24/7 (2)
- 24/7 when someone is staying here
- 6am-11pm
- 7-1:30
- 7-10 (2)
- 7-7
- 7am-12am
- 8:30-1
- 8:30-12 (2)
- 8:30-9
- 8-12 (varies - seasonal)
- 8-2
- 8-2 and 5-9
- 8am-12am
- 8am-12pm
- 8-open
- 9-12 (3)
- 9-2
- 9-5
- 9-7
- 9am-10pm
- 9am-2am
- Ad lib
- As needed (4)
- By appointment (4)
- Closed (21)
- Dawn-dusk
- Irregular

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- No official - whenever necessary
 - Not applicable
 - Not applicable - wholesale
 - Sometimes
 - Varies (3)
 - Varies, 2 hours per day
 - Varies, as needed
 - Weekend walks about 20 times a year and evening meetings often.
- **Sunday**
 - 10-11
 - 10-5
 - 10-6 (4)
 - 11-10
 - 11-6 (2)
 - 12:30-5
 - 12:30-5:30
 - 12-5 (9)
 - 12-5 (if working)
 - 12-5:30
 - 12-6
 - 12-7
 - 12-7 (12-5 in the winter)
 - 1-4
 - 1-9
 - 24/7 (2)
 - 24/7 when someone is staying here
 - 6am-8am and 8pm-11pm (on the air 24/7)
 - 7-6
 - 7am-11pm
 - 8:30-8
 - 8-10
 - 8-2 and 5-9
 - 8-8
 - 8am-10pm
 - 8am-11pm
 - 9am-2am
 - 9am-2pm

- As needed (3)
- By appointment (4)
- Closed (40)
- Closed except for special events
- Dawn-dusk
- Irregular
- No official - whenever necessary
- Not applicable
- Not applicable - wholesale
- Varies (3)
- Varies, 2 hours per day
- Varies, as needed
- Weekend walks about 20 times a year and evening meetings often.

9. Please specify whether you have undertaken these activities in the past 2 years or plan to do so during the next 2 years. Other:

- Doing another expansion this month
- Got national accreditation - will help us market services
- Increase areas of sales
- Increased staff
- Thinking about relocating/expanding

Your Market

2. Who are your major customers?

- "Locals" within 20 mile radius
- 16-72 years old
- 30-70 year olds
- Adults returning to school; most are in graduate school
- Anyone
- Broad spectrum
- Children grades K-12
- Commercial business
- Consulate Healthcare, Cypress Healthcare
- Consumers and small businesses
- Customers from Dayton
- Dayton, Beavercreek, Centerville, Oakwood, Columbus, Cincinnati
- Educated adults and their children and those on Medicaid

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- Educators, artists
- Everybody - families to singles
- Families with younger children
- Floral wholesalers
- From in and out of town
- General public - earthy consumers
- General public (2)
- General public, schools, families
- Grocery stores
- Hewlett Packard, Ford
- Individual women
- Individuals (3)
- Individuals from the area
- Industrial and academic research labs
- Intelligent; in a different market because organic; educated, liberal, most make good money
- Interior designers, artists, museum stores, craft galleries
- Landowners, local governments, the public
- Local - tri-county area
- Local businesses and residents
- Local musicians and businesses
- Locals and people in Miami Valley looking for alternative ways to stay healthy
- Locals and tourists (5)
- Low income households
- Major Ohio cities and locals
- Mix of local and regional
- Mixed
- Mostly men 18-50, women 18-35, boys 10-17
- Mostly within 50 miles
- Nonprofit arts, education, seniors and health organizations
- Nonprofit organizations
- Nonprofits, units of government
- Northrop Grumman and various
- Other organizations, activists
- Patients (2)
- People all over (buy our books on eBay, half price books), local people

- Pottery (handmade) enthusiasts
- Public (2)
- Regional
- Regional (Miami Valley)
- Residents of Greene County (primarily Yellow Springs); those employed or attending school or worship these areas
- Residents of Yellow Springs (7)
- Retail
- Retailers - chain stores and catalogs
- School districts
- Seasonal workers, landscapers, tree trimming, Village workers, regular customers
- Seniors
- Seniors and caregivers
- Smoothies - everyone, Beer/wine stuff - white males
- Student and alumni
- Teradata, SOCHE, Sogeti, eHealth Data Solutions
- Throughout Miami Valley and 9 counties
- Tourists (3)
- Tourists, visitors from Columbus, Cincinnati
- Travelers, visitors (recreational)
- USGD, Army Corp Engineers, EPA, Consultants
- Village of Yellow Springs locals
- Visitors/travelers
- We are an OBGYN office
- Women (3)
- Women (average age range is 30-70)
- Women ages 15-65
- Women ages 28-66 (approximately)
- Yellow Springs residents, workers

Business Plans and Decisions

2. If you are expanding, what is the nature of this expansion? Other:

- New facility (2)
- Offering a teacher training in 2010
- Planning on upgrading Hood and Fine System
- Reconstruction

- Relocate to a larger facility (if I can find and fund)
- Renovating
- Storage
- Upgrading store

4. *What, if any, are the major constraints on your expansion? Other:*

- Capital investment
- Government restrictions
- Infrastructure weaknesses, hostility to science and manufacturing
- More land
- Nature of our business (nonprofit)
- Space
- Space we currently occupy
- The size of our space is limited and our kitchen is small.
- Tight finances of all levels of government. They don't have much money for projects and have too few staff to get the money they have out.

5. *Over the next two-three years, why does your company plan to relocate to another jurisdiction?*

- Costs
- If Yellow Springs starts to decline
- Larger available market population - customer base
- Possibly cost
- To ready a larger market in Dayton or SE Ohio

8. *Why do you plan to close or sell your business?*

- If that were to happen, it would be for adequate operating income.
- If the opportunity arises to sell, I would take advantage.
- If we were to sell it, it would be for personal reasons (burned out, retirement, etc.)
- Lack of business
- Loss of profits
- Retirement
- Unsure, but considering change in next few years

Employees***1. How many employees do you currently employ?*****• *Full-time***

- 0 (12)
- 1 (19)
- 2 (18)
- 3 (4)
- 4 (5)
- 5 (3)
- 6 (3)
- 7 (3)
- 8
- 9
- 10 (3)
- 12 (2)
- 15 (2)
- 22
- 25
- 66
- 80
- 85
- 157

• *Part-time*

- 2 (18)
- 1 (14)
- 0 (10)
- 3 (8)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (2)
- 10
- 12
- 13
- 15 (2)
- 20 (2)
- 220

- **Temporary/Seasonal**
 - 0 (15)
 - 1 (7)
 - 2-3 (2)
 - 2 (3)
 - 3 (3)
 - 5 (3)
 - 4
 - 5 of full time
 - 8
 - 13
 - Handful of part-time and seasonal
 - Periodic

1. What is the average annual employee wage at your company?

- **Full-time**
 - \$10-\$14/hr
 - \$10.50/hr
 - \$10/hr (3)
 - \$11.75/hr
 - \$11/hr
 - \$12/hr (3)
 - \$120,000
 - \$13/hr
 - \$15/hr (3)
 - \$18/hr
 - \$20/hr (2)
 - \$200-350
 - \$25,000 (2)
 - \$25,000-\$32,000
 - \$29,000
 - \$30,000
 - \$300/week
 - \$340/week
 - \$36,000
 - \$40,000
 - \$50,000 (3)
 - \$55,000

- \$7-\$13/hr
- \$9 + tips = \$12-\$20/hr
- \$9.50/hr (2)
- \$9.70/hr
- \$9/hr
- 40
- Approximately \$75,000
- Don't pay selves
- **Part-time**
 - \$10/hr (3)
 - \$11/hr (3)
 - \$12.50/hr
 - \$14,000
 - \$15,000 (2)
 - \$15/hr
 - \$150/week
 - \$17,000
 - \$20/hr (2)
 - \$25,000 (3)
 - \$3,000
 - \$3.65 + tips
 - \$35,000
 - \$59,000
 - \$7-\$10/hr
 - \$7,670
 - \$7.25/hr
 - \$7.30/hr
 - \$7.50 + tips = \$9-\$18/hr
 - \$7.50/hr
 - \$7/hr
 - \$7000/yr
 - \$8,000 to \$10,000
 - \$8.50/hr (2)
 - \$8/hr (4)
 - \$80/week
 - \$9.50/hr
 - \$9/hr (2)
 - \$98.80

- Don't pay selves
- Minimum wage
- ***Temporary/Seasonal***
 - \$10,000
 - \$10/hr
 - \$17,000
 - \$25,000
 - \$7 + tips = \$9-\$18/hr
 - \$7-\$10/hr
 - \$8.50/hr
 - \$8/hr (2)
 - \$800
 - \$9/hr
 - Minimum wage

7. How many job vacancies do you have at this location of your organization?

- 1 (2)
- 1, possibly 3
- 39
- Always accepting applications

11. What are your primary recruitment challenges?

- Ability to work part-time; flexibility in scheduling
- Adequate training or experience
- Adult/part-time
- Finding honest, hardworking people
- Finding qualified employees
- Health insurance for full-time employees
- Knowledge of home brewery wine making
- Lack of skill of what I do
- Match
- No experience in framing
- Professionalism
- Qualified candidates (3)
- Science and math
- Valid driver's license
- Wage for requirement

Local Business Environment

2. Please rank in order those factors your business would consider the three greatest strengths of Yellow Springs as a location for conducting business.

- *First*
 - "Destination" town - cultural food, street fair
 - A place people like to visit
 - Advertisement options
 - Already lived here
 - Appealing, walkable community (quality of life)
 - Atmosphere of the town (2)
 - Attractiveness of community
 - Bike path (2)
 - Caring community
 - Comfortable retail atmosphere
 - Community feel
 - Community supportive of mission
 - Consumers want to buy local
 - Convenience (2)
 - Country setting
 - Creative pool
 - Customers are reliable
 - Desire to spend loyally
 - Diversified population (2)
 - Easy access to public
 - Educated workforce
 - Energy that is here
 - Established wellness community
 - Good environment
 - Great Chamber of Commerce (2)
 - Group advertising with Chamber
 - High traffic
 - Historical ties to community
 - Household income
 - It's progressive reputation
 - Local shops
 - Located on Main Street
 - Location

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- Location - proximity to Dayton, Columbus, Cincinnati
- Location between larger cities
- Location to our customers
- Lots of wellness focus
- Loyal
- Natural health care awareness
- Nice place to live for employees
- On Main Street
- Our products are affordable here
- Peaceful ambiance and diversity
- People feel comfortable
- Popularity of Yellow Springs
- Proximity
- Quality of life
- Relaxed atmosphere
- Renewing Visitors Weekly
- Reputation (3)
- Reputation (art, nature)
- Residents are loyal to Village
- Shops and restaurants
- Size
- Small town atmosphere
- Street fair
- Strong community connections
- Strong sense of community
- Supportive citizenry
- Tourism (10)
- Town draws shoppers
- Unique town (2)
- Very close-knit community
- Vibrant downtown
- Village is supportive to business
- Villagers
- Where I live
- **Second**
 - A place Villagers are proud of
 - Ability to set own hours
 - Access to services

- Activities to do here (Glen Helen)
- Adequate facilities
- Aging population
- Atmosphere - town is attractive and nice
- Aura/atmosphere of town
- Beautiful location (2)
- Bike path
- Brand name recognition
- Can walk
- Carry products that are unusual
- Central location
- Chamber promoted events
- Civic engagement
- Clientele (friendly people)
- Community
- Community involvement
- Company of my stature
- Consumers have sense of loyalty
- Convenience
- Convenience of market (in-town)
- Convenient to markets and airports
- Easy to walk to everything
- Easy traveling distances
- Eclectic nature of Yellow Springs (2)
- Educated population
- Events pull in shoppers
- Family income
- Friendly people that live here
- High tourist traffic
- Highly educated people
- Image (2)
- Intellectual community
- Intelligence (3)
- Interest to town of other people
- Liberal mindset here
- Local environmental resources
- Location
- Location, Glen Helen, and nature surrounding

- Lots of local traffic
- Loyalty to local business (2)
- Natural surroundings
- Not far from residential areas
- On average, only a day drive to get to markets
- One day destination
- One-of-a-kind shops
- Open community
- Our business has great location
- Our location is easily accessible
- People willing to donate time and money
- Perceived well by visitors
- Pleasant setting
- Plenty of activities and restaurants
- Plenty of parking
- Regional location (proximity to cities)
- Reputation
- Small community
- Strong community values
- Supply - no lack of products (soybeans)
- The atmosphere
- Unusual environment
- Village is unique for area
- Walkability
- Well-educated and creative residents (potential workforce)
- Word of mouth
- Working with Village administration
- ***Third***
 - Access to downtown businesses
 - Address has cache
 - Appearance
 - Beautiful, calm, peaceful environment
 - Business support services
 - Can pay for service
 - Close knit community
 - Close to Wright Patt, etc.
 - Community
 - Cosmopolitan client base (for a small Ohio town)

- Customer service is good
- Desire to keep old cars rolling
- Destination spot
- Didn't have to dress up to impress people
- Downtown as a place to meet formally/informally
- Education level of community
- Environmentally conscious town
- Events, interesting restaurants, and Young's
- Excellent (better and better) marketing by Chamber and Village
- Facilities for families - bike path
- Fair prices
- Friendly (3)
- Friendly, small town
- Friends to call on
- Glen
- Good amount of traffic
- Good retail and restaurant choices
- Green space around Village
- Having the Yellow Springs name
- Heavily vegetarian population
- High quality food/range of art objects/attention to people
- Human resources
- It fits our image
- Large number of other nonprofits
- Locals don't think like "rational" consumers
- Locals like to "buy local"
- Location (5)
- Loyalty
- Nature preserves and bike path
- Nature preserves, parks, cultural and art events
- Open-minded approach to life and business
- Outdoor activities - Glen Helen, parks, etc.
- Parks and recreation
- People willing to support non-profits
- Proximity between Columbus, Cincinnati, and Dayton
- Regular customers
- Rent affordable
- School system (2)

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- Small business owners
- Socially concerned and educated
- Strong Chamber/community sense of business
- Support of the arts
- Synergy of other businesses
- The Glen and John Bryon
- Town is financially stable
- Yellow Springs is unique (3)

2. Please rank in order those factors you consider the greatest weakness of Yellow Springs as a location for your business.

- ***First***

- A bit complacent (business mindset)
- Antioch closed
- Attitude of Villagers
- Being an art gallery - we need more
- Casual open/close hours
- Closing of Antioch
- Costs
- Could use diversity in thinking (all think the same way in Yellow Springs)
- Declining (age) population (2)
- Distance from metro core
- Do it yourselves
- Economic difficulties of upper Midwest
- Economically/period of time
- Energy costs
- Groups of kids
- High taxes (4)
- Hostility to manufacturing
- Inadequate good, quality office space
- Inconsistent business hours with shops
- It can be slow in winter - whole town comes to halt in winter
- Lack of growth (too few in town kids)
- Lack of larger businesses to support
- Lack of local supplies
- Lack of office space
- Lack of regional and state awareness
- Landlords

- Limited number of consumers
- Location (far away)
- Lots of talking but no action in term of Village administration and Chamber
- Need to get people to south end of town
- Negative attitude of Council on business
- New people not looking for local service
- No adequate office space
- No local technology center
- No office space for small professionals
- Not enough employees
- Not local/regional clientele
- Not thinking there is a benefit (monetary) from town to stay and grow here
- Parking (5)
- Parking problems and shop hours are inconsistent
- Perception that town is "far away" and our specific market has to trek to get to us
- Poor business climate
- Radical changes in Council and administrators make it hard to plan
- Residents' resistance
- Seasonal tourist traffic
- Size of market
- Small building to rent (small kitchen)
- Small population (2)
- Small town
- Small, immediate market (locals)
- Too much competition
- Too much in-fighting
- Tourism (2)
- Town can be insular
- Unorganized
- Unstable power system
- Unwillingness of business to change
- Very expensive housing
- Village Council/Planning Commission can move slowly
- Village is not frequented by outsiders for this type of business so growth is limited
- Yellow Springs resists expansion

- *Second*
 - 15 minute parking
 - Artists connecting formally
 - Attitude about development
 - Availability of employees locally
 - Bathrooms - accessible bathrooms are not available
 - Cannot expand business
 - Cost of space/rental
 - Declining population
 - Distance from population
 - Distance to Dayton
 - Diversity of age and ethnicity
 - Expensive
 - Far from larger markets
 - Growth
 - High rents and property values
 - Limited space to start businesses
 - No business outreach
 - No central restrooms (not clean)
 - No financial incentives to stay in Village
 - Non-friendly shop owners and staff
 - Off seasons with tourism
 - Parking (5)
 - Place to sit down that is attractive
 - Political divisiveness
 - Politics
 - Population
 - Regional slight
 - Rely on other areas for our market
 - Remaining "small" makes it hard to compete with close-by competitors who are larger with resources
 - Restrictive zoning
 - Sales are down
 - Slow moving local government
 - Small community
 - Small town attitude towards strangers
 - Sometimes cleanliness
 - Somewhat negative attitudes toward business

- Town targeted as destination - does not help with childcare business
- Transportation cost
- Unknown school tax in addition to city income tax
- Utility bills expensive
- Varied tourist perception of the town itself
- Village Council
- Visibility
- Weak business support systems (technology support, copy center, conferencing/meeting, facilities, etc.)
- Weekdays can be slow for business
- **Third**
 - Business closures
 - Customer base not high end
 - Distractions and competition for my own and employees' time
 - Excessive greed
 - High rent
 - High rent, substandard conditions, hostile landlords
 - High rents with substandard facilities - hostile landlords
 - High taxes (2)
 - Housing prices
 - How people (locals) treat tourists
 - Jobs leaving (dependent on tourist money)
 - Lack of local government support
 - Lack of specific businesses
 - Lighting
 - Limited exposure
 - Limited shopping stores (variety)
 - Local sprawl
 - Low quality of utilities
 - Maintenance of infrastructure
 - No growth
 - No parking
 - Product requires education/educated consumers
 - Remoteness of town
 - Reporters/have to drive a long way to meet with clients and write stories
 - Reputation as anti-business
 - Retail hours not standard
 - Sign laws

- Small town/rural nature removed a bit from population centers
- Some lack of compromise
- Subpar infrastructure - electric "brownouts," road/sidewalk disrepair, spotty cell phone coverage
- Tourists can be finicky. We don't appeal to a wide range of people.
- Village costs

4. Who are your major suppliers?

- 12 wine distributors, 3 food, 3 coffee suppliers
- Across the country - Chicago, Baltimore, Philadelphia, California
- Airlines, cruise lines, hotels, tour operators
- American Artist
- Aqua Pure, Broadband Inc.
- Aug Dog Dyes, Liquid Blue, Our Own Candle, Azorta
- Basho (T-shirts), Hugger Mugger
- Beer vendors, gas delivery tankers
- Berkeley Ergonomics, Oxygen Pillow
- Buchy, GFS, Sysco
- Building material suppliers and banks
- Bulbs from Holland
- Cafe Imports, Alcor
- Carter Lumber, Bryce Hill Inc., Lowe's, Home Depot
- Catalogs, some local, vendor shows
- Chiropractic and natural supplement companies
- Columbus Clay, Cornell Studios
- Continental Clay (Minnesota), Grove Co, Vectren
- Culvers Art and Frame, Roma, Continental Moulding
- Curves International
- Darby Dental
- Diamond Comic Distributors, Alliance Games, Ingram Book
- Ellenbee Leggett, GFS, I-Supply
- Factories - international
- Folks off the street
- Food industry (restaurants), lodging, artists, healing
- Food service, local contractors
- Fresh floral suppliers and national

- Frontier
- Garigan's Office (Springfield), Unfinished Creations, Brown Publishing
- GFS
- GFS, Andy's Drive-thru, Beer suppliers
- GFS, Buchy Foods, WR Hackett
- Healthcare education - all over US
- Herb and health food suppliers/store
- Horticultural suppliers, plant and nursery supplies
- Huck Spaulding, National Tattoos, CAM
- Ingram, Music Design
- International companies
- Jewelry Manufacturing
- Local businesses (2)
- Local farms of all sorts, US Food Service
- Marathon, Eby Brown
- Medical supply companies
- Michael's Meats, Euro, Sexton
- Miller Linens and Sam's Club
- Miller Printing, Patented Printing, Servlet
- Mueller Roofing
- Multiple
- MWI, Penn Vet
- NAPA, KOI, Genuine Auto Parts
- National Electronics Distributors, Local machine shops
- Not applicable (2)
- Office Max
- Our owner
- Ourselves (2)
- Pharmaceutical companies (vaccines)
- Polyline Corp.
- Presto, GFS
- Professional consultants, contractors, PR firms
- Reinhart
- Rupp Seeds, Southwest Landmark, Monk Packaging
- S&V Office Supplies, The Printing Center
- Sam's Club, Wal-Mart, Alcor, Anago Corp., AC Service

- Servlet, Dell
- Sherwin Williams, Lowe's, Porter Paints
- SLS Arts, sewing wholesale, Euro Core
- Stry-Lenkoff
- SuperValue
- Time Warner, AT&T
- Tom Market, Dollar Store
- TREK Bicycle Corp., Quality Bicycle Products
- Tropical plant suppliers and wholesalers
- U.S. Foodservice, Lipari, Buchy, Michael's Meats
- Vendor shows - New York City, Las Vegas, Los Angeles
- Vitamin/nutritional companies
- West Water Supply, KAJOKA, Palmer-Donovan Carr Supply
- Xilinx

5. What local companies offer similar services as your suppliers?

- Tom's Market

9. Please rate your satisfaction with the following services or infrastructure. Other:

- Daily public transit - Poor
- Hospital - Poor
- Lodging - Fair

10. In terms of doing business, how would you rate this community with respect to the following factors? Other:

- Local knowledge - Excellent

11. Where should the Central Business District expansion be concentrated?

- A town square, central gathering area, 2-story buildings
- Along bike path/Corry. Anywhere within walking distance (0.5 miles) of downtown.
- Build south of Bonded (extend downtown) please.
- But where would it go - the CBD is bordered by private homes, the college, and the glen?
- Close - expand a few blocks to current area
- Corry Street, maybe Dayton Street
- Dayton Street

- Hard to say. Near walking, downtown areas.
- I think there should be nodes - one at the west end of E Enon and 45 Dayton Rd and south end one at 68
- In the Village
- Keith's Alley - parking lot
- More focus on Dayton St
- Need for lodging - should expand West
- On 68 and lot on Payton Street (empty parking lot)
- Outskirts
- Remain central
- Short Street (3)
- South (2)
- South and west of town
- The north (Dayton St area) and south (US Route 68 area)
- To the north

12. What can the Village do to address the telecommunication services issue?

- Adopt fiber optic as major access to broadband
- Allow Verizon to install tower
- Frequent outages, noisy phone lines, marginal DSL service, sole cable supplier, fringe broadband wireless. This is an area where concerted effort might gain us superior service providers.
- Get downtown service for Verizon
- Has allowed Verizon to put up a tower. They need to do it fast. Will be essential to my business; I am very worried about it because I do not have a landline anymore. Reception is terrible.
- Improve technology (internet goes down)
- Local wireless hotspot
- Nothing, I just can't afford it
- Provide fiber optic internet connection
- Talk to Bruce C
- Upgrade area facilities
- Village-wide Wi-Fi

14. What parking improvements would you suggest?

- 30 minute parking Monday through Friday. Park on Saturday/Sunday. Parking needs to be micro managed. Create more parking spots.
- A shuttle on the weekends from Bryan center parking
- Again, there is no room for any expansion, but parking is a problem.
- Another paved lot
- Better use of present areas/expansion
- Block off the south end of South Walnut Street for parking only (not a through street)
- Expand parking lots. Bus from parking in other areas.
- Get rid of 15 minute parking - discourages people from coming. Add a public lot for our customers.
- Have already tried, nothing gets done/no action
- Have Tom's and Kings Yard share parking
- I don't know
- Just need more
- Keith's Alley - parking lot
- Make attractive and permanent parking/entrance in lot along Cemetery St. Possible parking at former Vernay site west of town with trolley on loop into CBD and possible other stops (i.e. friends care)
- Make park a parking lot
- Make Short Street diagonal parking. Hilda Rahn Park could be a good parking area.
- Maybe a unique ("Yellow Springs like") parking garage
- Maybe have shuttle for far away parking spaces
- More parking (5)
- Need a parking lot but don't think it will happen
- None
- Not really, there's nowhere else to go
- Open another lot somehow
- Parking around Mills Lawn School - change way parking is done, and add parking on Corry
- Parking at the schools and people can walk
- Parking garage
- Parking lot in the park behind Keith's Alley
- Parking with taxi service (like street fair) on weekends
- Pave part of the Vernay property and connect it to downtown with a rubber tired trolley that would run a fixed loop route connecting (this is a suggested route):

Friends care/WSU Family Health, Community Physicians, Dollar General/WesBanco, Antioch, The High School (to cover S. College St.), Vernal village parking, Dayton St. retail, The Bryan Center, Cemetery St. parking, CBD, The Library (then back to Friends Care). This would ease downtown parking and help those who no longer drive.

- Pave the alley
- Pave the area between Corry St. and the bike path
- Purchase/lease parking behind grocery store
- Route parkers to just outside town
- Shuttle system
- There is just no space.
- Trash/litter pickup could be better

17a. What can the Village of Yellow Springs do to improve the overall business climate in Yellow Springs?

- A couple more staff
- Add parking, get rid of 15 minute spots
- Advertise
- Allow growth, encourage businesses to come into the Village to keep town alive
- Allow more varied use of existing structures
- Be more receptive to the business needs
- Be willing to make difficult decisions, look at land use, public space
- Benches, trash cans
- Bring more business into town
- Clean it up - better trash cans and flowers
- Clean up town. Create place for kids to hang.
- Cleaner, nicer sidewalks
- Cleanliness and safety
- Communicate
- Consider zoning, encourage small businesses
- Constant improvement on quality of visit
- Could support business stronger by asking questions about what they can do to help
- Design a better flow in people's walking patterns
- Diversity of thought
- Don't know

Center for Urban & Public Affairs

- Encourage local businesses with incentives to buy services and products from each other
- Encourage new businesses to relocate
- Encourage/assist new and existing businesses
- Encourage/support collaborations among non-profit organizations
- Facilitate access to capital, upgrade utilities
- Facilitate communication between businesses
- Flowers downtown, more and better benches. Quit whining about teens downtown. At least then we know what they are doing!
- Focus on sustainability to attract those businesses
- Grants for building and facade enhancement
- Hire qualified economic development person
- I don't know what they can help me with
- Improve electric service to make it more reliable
- Improve streets, garbage service, parks upkeep, sidewalks, and sewer
- Incentives for companies to locate/expand in Yellow Springs
- Lay out vision, land use plan
- Less restriction on businesses
- Lower taxes on business and fix roads
- Maintain their excellent services
- More lighting on Corry/Dayton
- More parking (2)
- Need families and bigger businesses
- Need to come up with more parking and do as much advertising as they can.
- Need to try and do things with other areas outside of Yellow Springs. Partner and grow because population is declining.
- Needs to deal with taxes for small businesses - tax break. Also need to be conscious of welcoming to new businesses in town and be more involved. Need more information between the businesses themselves and do word of mouth. Town tends to ignore small businesses - left to succeed or not on their own.
- Not familiar with (2)
- Quit talking and do something helpful
- Relax some zoning codes
- Remove some barriers to doing business - such as alcohol sales
- Revise zoning to allow more density and mixed-use
- Standard business hours would help; more different kinds of businesses

- Stay open later
- Support efforts to upgrade facilities of Village
- Support local businesses
- Tax abatement for new office space. Set up a data center.
- This survey is a good start. Perhaps more contact with the individual business owner.
- Try to make it cheaper to live and rent in town
- Utility control, improved lighting
- Visioning, adopt the vision, participate in economic development
- Work to establish a state of the art IT platform

17b. What can the Yellow Springs Chamber of Commerce do to improve the overall business climate in Yellow Springs?

- Advertise
- Advertise - produce publications of Yellow Springs
- Approach all matter with same enthusiasm as street fair
- Attract businesses that help build upon local strengths
- Attract innovative known defense businesses
- Attract more business owners and improve image/quality of current downtown area
- Attract more manufacture, education sector business
- Attract more professional businesses to the area
- Chamber has been very beneficial in promoting Yellow Springs
- Communicate
- Continue efforts like Summer in Springs, give special assistance to groups that meet set local needs with local resources
- Coordinate with qualified economic development person; help retain existing businesses
- Do a great job already (9)
- Encourage local businesses with incentives to buy services and products from each other
- Encourage/support collaborations among non-profit organizations
- Extend/include Dayton Street merchants in Street Fair
- Family oriented
- Find ways to assist new/struggling business
- Greater awareness of businesses that are looking at Yellow Springs.
- Increase presence and promote town more outside Village of Yellow Springs

- It's there, very helpful. Plan has been helpful; binding together helps us do more. Send good information. Trying to help in different ways and been helpful; more a difference in number of people coming to Yellow Springs. Council needs to back them more.
- Keep up the advertising event schedule
- Limited creating business for retail
- More promotion of retail business
- None
- Not applicable
- Not familiar with (2)
- Offer more small business training (internet marketing)
- Outreach and liaison work
- Promote a "local only" event, drop one of the two street fairs
- Promotion of the Village news/media very good!
- Promotions and advertisements
- Reach out to home business
- Retail hours
- Set up a co-op for health insurance
- She is doing all she can
- Support local businesses
- Take action
- Take opinions and ideas of others more seriously
- They are trying very hard
- This survey is a good start. Perhaps more contact with the individual business owner.
- Try to get more folks on board with group advertising, which I know is very hard.
- Work hard for businesses to attract tourists - need bus where people can work and afford to live here.
- Work to keep people involved and on the same page

17c. What can the Greene County Department of Development do to improve the overall business climate in Yellow Springs? Village of Yellow Springs

- Advertise
- Assist in accessing stimulus
- Assist in overcoming export barriers
- Broader regional promotion
- Communicate

- Don't really know what could do - don't know enough about them
- Encourage local businesses with incentives to buy services and products from each other
- Encourage/support collaborations among non-profit organizations
- Fix the roads
- Improve traffic control
- Job training/development
- Keep communicating
- Local presence is needed
- Make known the things they do so we can take advantage of them
- Market community nationally
- Never had any contact
- No opinion (2)
- Not applicable (6)
- Not familiar with (16)
- Not sure
- Offer more support for affordable housing
- Reach out a bit more
- Refer opportunities, promote Yellow Springs
- Support local businesses
- Support tech businesses
- Tax abatement
- Work more with Chamber and Village
- Workshops

17d. What can the Small Business Development Centers do to improve the overall business climate in Yellow Springs? Village of Yellow Springs

- Assist small businesses and nonprofits with shared resources
- Come out, come out wherever you are...
- Communicate
- Development parks, seminars on how to start a business, setting up community investors and loan systems
- Encourage local businesses with incentives to buy services and products from each other
- Encourage/support collaborations among non-profit organizations
- Financial assistance

- Local presence is needed
- Not applicable (8)
- Not familiar with (16)
- Promote/inform what it is you do
- Support local businesses
- The SBDC in Springfield is very helpful.
- Train more students
- Uncertain
- Workshops

18. Do you have any other business concerns not addressed in the survey with which the Village of Yellow Springs can assist you?

- 1. Improve walkability in downtown Yellow Springs by encouraging development of vacancy and underutilized parcels, encouraging location of arts facility, proximity to downtown, encouraging relocation of Glen Helen Nature Center to downtown. 2. Focusing greater attention on Corry Street in relation to downtown. 3. Addressing downtown trees - including the preponderance of ash and Bradford Peat and putting in place aggressive plans to replace both.
- A mentoring program would be helpful. Have sought them out on my own but town should actively have a program of mentoring that if offered to all new businesses. Town needs more communication with businesses.
- A place that kids can sit and hangout on Main Street where they want to be. Downtown should look better and be more friendly and comfortable for visitors; many shops have unfriendly or curt, snobby employees. People come to Yellow Springs to relax and be accepted; we need to be genuinely friendly and accepting of all types. We need more outdoor places to sit and relax. Short Street would be great for farmer's market, a band stage, tables and chairs, etc. Shops need to be coordinating days and hours open; we are a tourist destination!
- Backup generator when power is down. More visible crosswalk sign downtown. Shops open later. Less kiosks - too commercial.
- Concern is about the entire picture of the economy and effect on local businesses. I hope the local people can get together and brainstorm how to get more businesses and money here.
- Concern is that Village and Chamber and county are so disjoint that they don't know where to begin to assist a business in growing. (Ex. Is not enough motel space in Yellow Springs; I have three and one-third acres, experience, and resources to fund expansion but no one wants to work with me on funding a solution. Worried/think

that a big franchise will roll in and be able to build.) Also, no real assistance for small business growth.

- Dayton and Corry Street are growing areas of the central district. I would like to see if there is a way of promoting it as such and not have all the perceived focus on Xenia Street.
- Do follow-up after survey report is finished.
- Doing this survey is a good start. Continued collaboration with the Village and township (very important) and the chamber and CR.
- For me, problem is not Yellow Springs but that country has moved away from manufacturing and scientific instruments (high-tech R&D). There is such a high rate of change in the industry.
 - Hard to keep up with this in Yellow Springs because there isn't anyone else around doing it, so it is difficult when we can't share resources and learn from others.
 - Science industries in Yellow Springs have closed or moved; there are many people with advanced degrees/very educated people, but there are not jobs for them here, so they commute to Columbus or Cincinnati.
 - In some respects, this (above comments) is a national problem, so can't expect local government to be able to fix it.
 - Exporting goods abroad is incredibly daunting to a small business – money requirements and very expensive.
 - Must be a way for “small timers” to be able to go in together on this. Have spoken to county and staff about this; don't have any idea about these restrictions. Since about 30% of my customers are in Europe, I would very much like help in doing this (figure out regulations, affordable way to test products, etc.), and I am astonished that nobody is doing this.
 - Local government could work on electricity – flickers on and off all the time. Village doesn't think it is important but it is for me because of high-tech equipment. Power lines are in terrible shape. Also, nasty water comes through the pipes. It is exasperating for residents but fatal for a business.
- I believe we should implement changes and market ourselves as a "Green Community." We also should accept BRAC business open-heartedly.
- I don't know how the Village can impact this concern but the Yellow Springs News seems to maintain and encourage a standoffish, disapproving and sometimes negative attitude towards business and commerce. Participate in efforts to clarify, refine, develop, and promote Yellow Springs's target niches within the broader region.

- I have been manager at this location for 11 years out of 21 with company. I would stay here as long as possible - nice location, very friendly place.
- Is it possible to put a sign up on 68 and Hyde? Who do I speak to?
- Keep the restrooms open at the train station (open longer hours) for the public.
- Local businesses come together to create a local lending co-op. Due to the difficulty of getting operating loans, community could back loans. Support or insurance for default accounts when small businesses cannot get accounts paid. May be a community method to retain loss. Small business forum to meet business needs. Never felt a sense of reaching out by the Village.
- Local financing and investment is key; there should be a way for community members to invest directly in new and existing businesses. Local currency should be considered as well. More outreach to help entrepreneurs set up shop in town – potential collaboration with Antioch College. Use Village land for agriculture and food businesses as an incubator – see ACEnet as an example (such as value added). Support and promote micro-businesses and people working out of their homes. Focus on businesses that meet local needs with local resources to the extent possible with tax breaks, incentives, etc.
- More consistent business hours across the board. Staying open during posted business hours.
- Some sort of line system for more thoughtful input - something we could use when we have time and ideas?
- Take actions on suggestions (good ones).
- Thanks for doing this. The main concern I have is that there is to me a paradox in improving and streamlining Yellow Springs! Yellow Springs is attractive to outsiders precisely because we offer an alternative to the consumer model that's found everywhere else. If we adopt the same practices, analytical models, that work elsewhere, what happens to this? Many practices that go against the grain will only work in a free-spirited place. I believe that my business wouldn't survive if it was 10 miles away. I also believe that this difference is made up from history of non-instrumental thinking. It can't be simulated but it can easily be destroyed. Thanks.
- The cost of providing health insurance is quite high and goes up every year. Would be nice if there was a way to get this cost under control. We need an alternative to the Servlet data center. It is too "hippy" to take our customers to visit.
- The shop keepers, they need to have the same business hours as the rest of the businesses. Take care of the front of their business and sidewalks. They should take more pride in their business.

- The Village has not provided small professional businesses with office space. All space is in old houses turned into offices. Where is the affordable "business park" that could provide office space for chiropractors, attorneys, architects, accountants, etc. Not retail space! And where is the Village on getting properties cleaned up or torn down? Unfortunately the Village looks run down and trashy. That's not the way it used to look when we started our practice here 32 years ago.
- The Yellow Springs Senior Center is the only senior center in Greene County that gets no municipal support (there are 10 total in Greene County).
- Think that soliciting partnering would be a healthy initiative. Hire a business developer for the Village on basis of performance.
- Vacant lot across from Peaches can be turned to a parking lot.
- Work with Antioch College to revitalize, support, and ream a vibrant, integral entity in Yellow Springs. I would like to see bus/train/cab service to/from WSU, WPAFB, and Dayton area.
- Yellow Springs is place that not everyone is going to be attracted to. Most people are seeking healing one way or another. They see that it has a special energy.

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APPENDIX C: SURVEY INSTRUMENT

**Yellow Springs Business Retention and Expansion Survey
(Retail and Services Survey)**

Your Business

1. What are your company's primary products or services provided at this establishment? _____

2. What is the nature of your establishment?

- Locally owned and operated National chain Regional chain Franchise

3. Do you own or lease your office space?

- Own Lease, when does your contract expire? _____

4. In what year was this company established? _____

5. How long have you occupied the space at your current address? _____

If you relocated your business to this address, from where? _____

Why did you relocate? _____

6. What are your hours of operations for your business?

	From	To		From	To
Monday			Friday		
Tuesday			Saturday		
Wednesday			Sunday		
Thursday					

7. Over the last 2 years, have the following business factors increased, stayed the same, or declined?

<i>(Indicate with a ✓.)</i>	Increased	Same	Declined
Profit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales quantity volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales dollar volume	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Has your advertising budget changed over the past two years?

- No Yes, increased Yes, decreased

9. Please specify whether you have undertaken these activities in the past 2 years or plan to do so during the next 2 years.

<i>(Indicate with a ✓.)</i>	Done in the past 2 years	Plan to do during next 2 years
Upgrade your mix of goods and/or services	<input type="checkbox"/>	<input type="checkbox"/>
Remodel facilities	<input type="checkbox"/>	<input type="checkbox"/>
Change business hours	<input type="checkbox"/>	<input type="checkbox"/>
Participate in joint marketing efforts	<input type="checkbox"/>	<input type="checkbox"/>
Attend business training	<input type="checkbox"/>	<input type="checkbox"/>
Computerize records/inventory	<input type="checkbox"/>	<input type="checkbox"/>
Anything else, please specify _____	<input type="checkbox"/>	<input type="checkbox"/>

**Yellow Springs Business Retention and Expansion Survey
(Retail and Services Survey)**

Your Market

1. What is your company's primary market? Local Regional National International
2. Who are your major customers? _____
3. Where do you believe the majority of your customers live?
 - In the Village of Yellow Springs
 - Greene County, but outside of the village
 - County region (Montgomery, Greene, Clark, Miami)
 - Outside of our region

Business Plans and Decisions

1. Over the next two-three years, does your company plan to renovate or expand your operations in the Village of Yellow Springs?
 - Yes No Not sure
2. If you are expanding, what is the nature of this expansion?
 - Increase in floor space Additional services for customers
 - Additional product lines Larger service geography/area
 - An increase in staff
 - Additional investment in equipment and/or technology
 - Other, please specify _____
3. Does your company have any barriers to renovation or expansion?
 - Yes No **(Skip to Q. 5)**
4. What, if any, are the major constraints on your expansion? **Please select all that apply**
 - Finances Lack of suitable premises in Yellow Springs
 - Transportation/freight Local regulations/zoning
 - Local taxes Lack of skilled employees
 - Roads Identifying and accessing new markets
 - Energy costs Other, please specify _____
5. Over the next two-three years, does your company plan to relocate to another jurisdiction?
 - No Yes, why? _____
6. Over the next two-three years, do you anticipate closing or selling your business?
 - Yes No **(Skip to next section)**
7. When do you plan to close or sell your business?
 - Next 6 months 6 months – 1 year 1-2 years 2-3 years
8. Why do you plan to close or sell your business? _____

**Yellow Springs Business Retention and Expansion Survey
(Retail and Services Survey)**

Employees

1. How many employees do you currently employ and what is the average annual employee wage at your company?

Number of Employees	Average Employee Wage
Full-time: _____	Full-time: _____
Part-time: _____	Part-time: _____
Temporary / Seasonal: _____	Temporary/Seasonal: _____

2. In the past two years, how did the number of your employees change?

- Decrease Increased Stayed the same

3. In the next two years, how do you expect the number of your employees change?

- Decrease Increased Stayed the same

4. Are any of the following benefits offered to your employees? **(Select all that apply)**

Full-time employees	Part-time employees
<input type="checkbox"/> Health	<input type="checkbox"/> Health
<input type="checkbox"/> Retirement	<input type="checkbox"/> Retirement
<input type="checkbox"/> Vacation	<input type="checkbox"/> Vacation
<input type="checkbox"/> Sick Leave	<input type="checkbox"/> Sick Leave

5. In the next six months, how does your organization plan to change your current employment level, if at all?

- We expect to hire more employees
 We expect our total employment level to decrease
 We expect our total employment level to remain the same
 We expect our total employment level to increase
 Uncertain

6. Considering your current workers, how well do their skills meet your needs?

- Very Well Fairly Well Not Very Well Not at all Well

7. Do you have job vacancies at this location of your organization?

- No Yes (How many?) _____

8. Which BEST describes your ability to secure qualified applicants for job openings in your organization? Are qualified applicants:

- Very Hard to Find Hard to Find Not Too Hard to Find Easy to Find Not Currently Hiring

9. Which BEST describes your current ability to retain qualified workers?

- Very Hard to Retain Hard to Retain Not Too Hard to Retain Easy to Retain

10. Does your company have problems recruiting employees?

- Yes No **(Skip to Q. 12)**

**Yellow Springs Business Retention and Expansion Survey
(Retail and Services Survey)**

11. What are your primary recruitment challenges? _____

12. What percentage of your employees live in the Village?

- 100% 76-99% 51-75% 26-50% 1-25% None

Local Business Environment

1. Overall, what is your opinion of Yellow Springs as a place to conduct business?

- Excellent Good Fair Poor

2. How satisfied are you with the present location of your business in Yellow Springs?

- Very satisfied Satisfied Unsatisfied Very unsatisfied

3. Please rank in order those factors your business would consider the three greatest strengths of Yellow Springs as a location for conducting business and those factors you consider the greatest weaknesses of Yellow Springs as a location for your business.

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.

4. Who are your major suppliers? _____

5. If your suppliers are not local, are there local companies that offer similar services?

- No Yes, what company? _____

6. Would you be in favor of adopting standard retail hours in Yellow Springs?

- Yes No

7. First, circle the five factors which are the most needed improvements in the Village of Yellow Springs. Then, of the five factors selected, rank them in order of importance.

(1 = first choice, 2 = second choice, 3 = third choice, 4 = fourth choice, and 5 = fifth choice.)

- | | |
|----------|----------------------------------------------------------------------------------------------------------------|
| 1. _____ | a. Improvement of the exterior appearance of the area. |
| 2. _____ | b. Reduction of traffic congestion on streets in the area. |
| 3. _____ | c. Improvement of the parking situation, such as more spaces and/or spaces that are more conveniently located. |
| 4. _____ | d. Increased feeling of safety, such as better street lighting and/or increased security |
| 5. _____ | e. Additional businesses which result in greater variety. |
| | f. Special events or promotions in the area. |
| | g. Better mix of goods or services. |
| | h. Increased group advertising. |
| | i. Increased lodging facilities. |
| | j. Better quality of merchandise handled by merchants. |
| | k. More variety of places to eat in the area. |
| | l. More knowledgeable and friendly personnel. |
| | m. Convention/Conference Facility. |

**Yellow Springs Business Retention and Expansion Survey
(Retail and Services Survey)**

8. From your perspective as a business person, please rate the public services and infrastructure available to you in the Village of Yellow Springs.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Fire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Roads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Disposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street Lighting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Schools (K-12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please rate your satisfaction with the following services or infrastructure

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Access to airport facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to highway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to other markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to transport services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. In terms of costs of doing business, how would you rate this community with respect to the following factors?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Labor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Storage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development approval	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leasing space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rates to lease space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telecommunications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Is there a need to expand the area designated as the Central Business District?

- Yes (Where should expansion be concentrated? _____)
 No

12. Are current telecommunications services (voice, Internet, high-speed data transfer, etc.) meeting the needs of your business?

- Yes No (What can the Village do to address this issue? _____)

