

# Perceptions of the Business Climate in Eugene

**Final Report:**

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# Executive Summary

## Background

Perceptions of a community's business climate have important implications for local businesses and economic development efforts. While the phrase "business climate" may mean different things to different people, for the purpose of this study we define it as the perceived hospitality of a particular area to the needs and desires of businesses located in, starting up, or considering a move to that area.

In August 2002, the Eugene City Council authorized the University of Oregon's Community Planning Workshop to proceed with a study of perceptions of Eugene's Business Climate. This report presents the findings of the study.

## Methods

The primary data collection tools for this project were a survey administered by mail to Eugene businesses and six focus group meetings that were designed to explore the survey results and generate potential actions the City can take to improve perceptions of the business climate.

The survey was administered to 2,000 Eugene businesses in Fall 2002. CPW received 382 valid responses, yielding a 19% response rate. CPW conducted the focus group meetings in January and February 2003. A total of 38 individuals participated in the focus group meetings. It is difficult to determine if these perceptions are representative of all businesses in Eugene, but we are of the opinion that the survey results reflect the range of perceptions of business climate and the range of issues that contribute to those perceptions.

This study identifies key issues about how business owners and managers perceive the business climate in Eugene. Moreover, it is a snapshot of perceptions at a single point in time. **The study is not intended to be representative of the perceptions of all Eugene residents.**

## Conclusions and implications

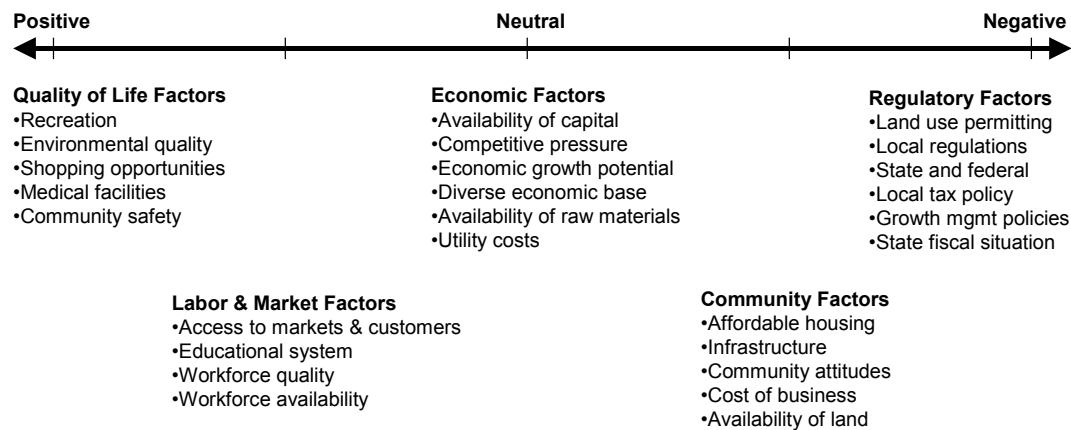
Several themes emerged in the data gathered for this project. This section summarizes the key conclusions and the implications of those conclusions.

- **The business community has a negative image of the business climate in Eugene.** This perception was consistent throughout the survey and focus group meetings. Survey results suggest that respondents think external perceptions of Eugene's business climate are worse than internal perceptions. Moreover, the data suggest that survey respondents believe the problem is getting worse rather than better for a variety of reasons.
- **The concept of "business climate" is influenced by a number of factors which vary from individual to individual.** The survey results suggest that the term "business climate" is

value-laden and that different individuals define it in different ways. The survey results suggest that some individuals believe a healthy business climate equates to less taxation and regulation, while others believe quality of life factors play an important role.

- **Factors influencing perceptions of business climate can be classified along a continuum.** Figure S-1 shows a continuum of factors that range from positive to negative based on the survey results. Quality of life factors tend to fall on the positive end of the continuum while taxes and regulation tend to fall on the negative end.

**Figure S-1. Selected factors influencing perceptions of Eugene’s business climate**



Source: Community Planning Workshop, 2003

- **Local business perceives City government as unsupportive of business.** Nearly 70% of respondents indicated they felt City government was unsupportive of local business; 16% viewed City government as supportive of business. The reasons for these perceptions tended to relate to City leadership (e.g., City Council), land use and permitting, other city regulations, and attitudes of City staff.
- **Survey results suggest respondents prefer policies that favor economic growth.** Survey responses suggest that a majority (84%) of survey respondents think the City should either “encourage economic growth,” or “accommodate/manage economic growth.” A small percentage of respondents (2.2%) think the City should discourage economic growth.
- **Economic development should be a shared and coordinated effort.** The survey results suggest that the City, the Eugene Chamber of Commerce, and the Lane Metro Partnership should share and coordinate efforts.



- **The business community believes barriers exist to economic development in Eugene.** Over 91% of survey respondents think barriers exist. Respondents identified a number of barriers including a perceived anti-business/anti-growth attitude among elected officials and residents, local regulation, and a variety of other factors.
- **The Land Use Code Update (LUCU) is perceived as a barrier to key growth management strategies.** LUCU emerged as a commonly cited barrier to development—and to implementation of some growth management strategies such as redevelopment, business expansion on existing sites, and nodal development.
- **The perception exists that different types of businesses receive different treatment by the City.** Focus group participants agreed that the City needs to support both large and small businesses. Many participants felt that the City is focused on supporting big business and not local, small businesses.
- **Local regulation is generally perceived as negative in terms of perceptions of business climate.** Land use and permitting top the list of regulations perceived negatively, while taxes and fees were perceived slightly less negatively.
- **Respondents expressed negative perceptions regarding the City's customer service.** Customer service emerged as a theme in respondent comments and in the focus group meetings. Respondents felt the City does not emphasize customer service; the perception exists that City staff focus on their regulatory role rather than customer service.
- **Respondents have mixed opinions regarding the impact of the sustainability policy.** About 51% of respondents think implementation of the policy is important, while 29% think it is unimportant. Over 42% indicated they thought implementation of the sustainability policy would have no impact on their business. About 21% believed it has had a negative impact, while 15% believed it has had a positive impact. Nearly half of the respondents believe that the sustainability policy contributes to negative perceptions of Eugene as a place to do business. About 18% think it contributes to positive perceptions.
- **Workforce and education were considered the most important factors in creating a sustainable economy.** These factors were identified in both the survey and focus group meetings. Workforce and education are perceived as both an asset and a threat to the local economy. Many respondents feel Eugene has a relatively strong workforce and education system, but that these are threatened by the state budget crisis.

## Potential actions identified by survey respondents and focus group participants

CPW designed both the survey and focus group process to solicit suggestions concerning actions the City could take to improve perceptions of Eugene's business climate. Following is a summary of the most frequently mentioned actions.

- **Develop a coherent economic vision.** The survey results suggested that respondents had concerns about economic development policy in Eugene. Exploration of this issue in the focus group meetings revealed universal agreement that the City lacks a coherent economic vision.
- **Implement plans.** Participants encouraged the City to implement and adhere to the long and short-term plans they make. Several focus group participants pointed out that plans are intended to provide certainty to the development process.
- **Ensure consistency and predictability in land use review:** Many participants complained about the many different interpretations of land use regulations and building codes. They would like a consistent interpretation of the codes and a predictable permit review process.
- **Streamline the permitting process.** This suggestion emerged in both the survey and focus group meetings. Focus group participants indicated that it is not uncommon to have applications reviewed by three separate City departments and that decisions made by one may require the applicant to revisit another. This adds time and cost to the permitting process. Many suggested consolidating the process by appointing a "permit manager" to each application, to revive the Business Assistance Team, or to have an interdepartmental team that applicants could meet with in early stages of the process.
- **Adopt a customer service oriented attitude.** This suggestion parallels the previous two. Participants almost universally felt that City staff behave like bureaucrats and frequently foster an us vs. them attitude. Participants felt that the lack of customer service at the City contributes to the negative perception of the business climate.
- **Provide incentives for downtown development:** Many participants agreed that the City must provide incentives for developing downtown. This is one way to make developing downtown more attractive than building further out.

Many other suggestions were provided, however, these were the ones that were mentioned most frequently. The body of the report provides more detail on the specific suggestions.

# Chapter 1

## Introduction

Perceptions of a community's business climate have important implications for local businesses and economic development efforts. While the phrase "business climate" may mean different things to different people, for the purpose of this study we define it as the perceived hospitality of a particular area to the needs and desires of businesses located in, starting up, or considering a move to that area.

The state of the local business climate in Eugene is a topic of concern for city officials. This concern stems from the recent relocation of several businesses and speculation that new businesses may choose not to locate in Eugene due to an unfavorable business climate: a climate based on the perception that little is done to attract new business or retain existing businesses, and that city policies and procedures are unnecessarily cumbersome.

The perceptions of business owners and managers are important because these are the individuals who make the investment decisions that ultimately grow the local tax base and employ local residents. The perception of a positive or negative local business climate is of little use to Eugene elected officials without an understanding of the underlying factors that contribute to that perception. Mayor Jim Torrey, emphasized the need to better understand business perceptions and improve business friendliness in his 2002 State of the City Address.

In August 2002, the Eugene City Council authorized the University of Oregon's Community Planning Workshop to proceed with a study of perceptions of Eugene's Business Climate. This report presents the findings of the study.

### **Purpose and methods**

The purpose of this project was to develop a more comprehensive understanding of local perceptions of the business climate in Eugene as perceived by local business owners and managers. In short, this study represents the Eugene business community's perceptions of business climate in Eugene.

CPW used a variety of research techniques to assess perceptions of Eugene's business climate. Specifically, CPW reviewed relevant literature, administered a survey to business managers in Eugene, and conducted six focus group meetings on specific business climate topics.

CPW initiated the study by reviewing literature and previous business climate studies. This review included two local reports: the *Contact 2001*

*Report* developed by the Eugene Chamber of Commerce, and the *Permit and Information Center Survey* implemented by City staff.

## **Survey methods**

The first step in any survey is to develop a set of research goals and objectives and develop a survey instrument that gathers data consistent with the research goals. CPW initiated this process by facilitating a meeting with City staff, representatives of the Eugene Chamber of Commerce, the Lane Metro Partnership, the Workforce Partnership, the Institute for Sustainable Ethics and Economics (ISEE). That meeting identified key issues and topics the survey would address. The survey addressed the following topics:

- Characteristics of survey respondents
- Perceptions of business climate
- Perceptions of local government and economic development
- Opinions about sustainability
- Perceptions of the local workforce
- Expansion plans of survey respondents

Representatives of these organizations were given the opportunity to review and provide commentary on the draft survey. Appendix A contains a copy of the survey instrument.

The next step was to define a sampling methodology and a sample population. CPW administered the survey by mail to a sample of 2,000 businesses located within Eugene zip code areas. The sample was drawn from the Employment Security 202 database provided by the Oregon Employment Department. This database includes records for all businesses with employees that are covered by unemployment insurance. This database allowed the survey to be randomly distributed to a broad range of business types and size.

To increase the survey response rate, a reminder postcard was mailed one week after the first mailing of the survey. A second survey was mailed two weeks after the first mailing of the survey. CPW received 382 valid responses, yielding a 19% response rate.

## **Focus Groups**

To better understand the survey results, CPW conducted six focus group meetings. Focus group participants were identified through the survey and through other contacts. The focus group meetings explored trends that emerged from the survey, key issues relating to the Eugene business climate, and to generate recommendations for actions the City of Eugene can take, if it desires, to address key issues.

Specifically, the focus groups addressed the following topics:

- Economic development strategy

- Sustainability
- Land use regulation/permitting
- Local workforce

A total of 38 individuals participated in the six focus group meetings.

## Limitations of this study

This study identifies key issues about how *business leaders* perceive the business climate in Eugene. Moreover, it is a snapshot of perceptions at a single point in time. As such, survey responses may reflect external issues, such as the national economy or the state budget crisis. **The study was not intended to be representative of the perceptions of all Eugene residents.**

Another limitation of the study's methodology is potential non-response bias from the mailed survey. If one were to assume that the sample was perfectly random *and* that there was no response bias, then the survey would have a margin of error of  $\pm 5\%$  at the 95% confidence level. This means that if survey were conducted 100 times, the results would end up within  $\pm 5\%$  of those presented in this report.

Non-response bias is an issue in all surveys, but is particularly important in mailed surveys due to response rates. The Eugene Business Climate Survey had a 19% response rate. The question that we cannot answer with 100% confidence is whether those 19% are representative of the entire population, or of some portion of the population that holds a different set of opinions.

A majority of survey respondents expressed a negative vision of the business climate in Eugene. Written comments by respondents suggest that a wide variety of viewpoints are represented in the survey results. It is difficult to say if these perceptions are representative of all businesses in Eugene, but we are of the opinion that the survey results reflect the range of perceptions of business climate and the range of issues that contribute to those perceptions.

## Organization of this report

This report is organized into the following chapters:

**Chapter 2 – Background Research and Literature Review** provides a definition of business climate, describes key issues that businesses consider when choosing a location, and summarizes previous studies related to business climate and related issues in Eugene.

**Chapter 3 – Characteristics of Responding Businesses** provides an overview of businesses that responded to the Eugene Business Climate survey.

**Chapter 4 – Perceptions of Eugene’s Business Climate** presents survey results that describe respondent’s perceptions of business climate, local policies, and other related issues.

**Chapter 5 – Expansion Plans of Survey Respondents** summarizes survey questions that addressed the issue of local business expansion including needed employees, site requirements, and assistance.

**Chapter 6 – Summary of Focus Group Meetings** presents key issues that emerged during the focus group meetings.

**Chapter 7 – Conclusions and Implications** summarizes the key themes that emerged from the survey and focus group meetings.

This report also includes three appendices:

**Appendix A – Survey Materials** presents the survey instrument and supporting materials.

**Appendix B – Transcript of Written Survey Comments** presents a transcript of all written comments provided by respondents. The comments are organized by survey question.

**Appendix C – Business Climate and Location Choice** summarizes literature CPW reviewed on business climate and factors that affect where businesses choose to locate and expand.

## Chapter 2

# Background Research and Literature Review

CPW initiated this study by conducting research intended to provide a better understanding of how different groups define business climate, research that has been conducted both nationally and locally on business climate, and research that addresses the impact of business climate on the location choices of businesses.<sup>1</sup>

### Definition of Business Climate

The phrase “business climate” is open to a number of different interpretations. Grant Thornton, in an article published by the Corporation For Enterprise Development (CFED), suggests a city’s business climate “refers to the perceived hospitality of a particular area to the needs and desires of corporations located in or considering a move to that area.” An area’s business climate is broadly affected by:

- Cost factors such as labor, land, tax burden, etc.;
- Non-cost factors such as local schools, cultural amenities and other factors that affect a community’s quality of life; and
- The attitudes of the population and its elected and appointed government officials toward business.

In short, “business climate” is used to indicate the presence or absence of the factors deemed critical to private enterprise. The term customarily reflects whether a locality or its government is sufficiently “pro-business.” The implication is that any area whose business climate is not up to par will be shunned by the corporate sector and find it difficult to attract or grow new firms and the jobs they will provide.<sup>2</sup>

Oregon Economic and Community Development Department’s website highlights quality workforce, quality of life, location, favorable business costs, and solid support services as key advantages of the State’s business climate. (<http://www.econ.state.or.us/BIclimate.htm>)

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<sup>1</sup> Appendix C includes a discussion of the impact of business climate on the location choices of businesses.

<sup>2</sup> The Corporation For Enterprise Development with Institute on Taxation and Economic Policy and Mt. Auburn Associates. Taken for Granted: How Grant Thornton’s Business Climate Index Leads States Astray. November 1986.

# Business Climate Research in Eugene

Recent work by the Eugene Chamber of Commerce and the City of Eugene Permit Information Center provide some context for the local business climate. These two studies are described in more detailed below.

## Contact 2001 Report

The Contact 2001 Report, sponsored by the Eugene and Springfield chambers of commerce and the Eugene Springfield Metropolitan Partnership, is a non-scientific survey of local manufacturers conducted in 2000 and 2001 that took the first steps towards uncovering basic business perceptions. In its September 25<sup>th</sup>, 2001 issue, the Register Guard reports on the survey findings, noting, “manufacturers like the Eugene Springfield areas quality of life, its work force and its scenic beauty, but many consider land use and business rules too strict according to survey of 152 local companies.” The article continues, “Area manufacturers cited over-regulation and an anti-business sentiment as among the most significant challenges in doing business in the two cities according to the non-scientific survey.” Basic issues identified in the report as factors affecting business perception include city government responsiveness, workforce qualification, employee training needs, air travel limitations, housing for employees, and technological infrastructure needs.

General findings from the Contact 2001 Report include:

- Eugene firms feel that the business climate is "fair" to "good." Springfield firms have a slightly more favorable perspective on the business climate;
- Area firms face different barriers to growth, but many cite over-regulation and anti-business sentiments as their most significant challenges;
- Location remains the top advantage to doing business in Lane County;
- Regulations and workforce issues cited as top disadvantages to doing business in Lane County;
- Eugene and Springfield manufacturers are feeling the impact of the economic slowdown;
- Employers rate their workers highly. Workers are somewhat easier to find in 2001 than in 2000, but finding workers with particular skills remains difficult;
- Some area firms have difficulty keeping up with the changing pace of technology or getting important technological infrastructure;
- Affordable housing for employees is a concern for some firms;
- Area companies are generally pleased with Oregon’s low cost power but are concerned about the future;
- Firms would like to see improvements in air service. Some still find it more efficient or cost effective to fly out of Portland;



- Companies hold a mix of opinions on the issue of taxes;
- Many Eugene-based firms feel city government is unresponsive to their needs; Springfield firms rate their city government as more responsive;
- Area firms cite “regulations” specifically as a significant impediment to doing business in Lane County, and Eugene firms are particularly troubled by the “Toxic Right to Know Law;”
- Respondents feel that many residents are supportive of them but that a vocal minority who are anti-business have a strong negative impact on the business environment;
- Plans for growth are less aggressive in 2001 than they were in 2000.”

### **Eugene Permit and Information Center survey**

In March of 2002 Advanced Marketing Research published the *Permit and Information Center Survey Conducted for the City of Eugene*. This survey was designed to assist the Eugene Permit and Information Center in meeting the needs of those seeking building permits. The survey found several key results including:

- The ease of getting information and assistance related to permits varied between averages of 3.1 and 3.6 on a 5-point scale (where one is “hard” and five is “easy”) for different types of permits.
- Performance of the Permit and Information Center has dropped since 2000 and 1996 in several areas including knowledgeable staff, overall efficiency, the ability to help solve problems, consistency in applying codes and requirements during plan review, and overall performance of the building permit department.
- Expectations for performance areas were generally higher than actual performance ratings for those areas.



## Chapter 3

# Characteristics of Responding Businesses

One of the objectives of the survey was to document the characteristics of businesses that responded to the survey. In this chapter, we describe the characteristics of businesses that responded to the Eugene Business Climate survey. Key characteristics included:

- Type of business by industry
- Length of time in Eugene
- Geographic location of business
- Number of employees
- Gross revenue

The survey sample was stratified by industry to ensure representation of all industries in the results. Table 3-1 shows the type of industry or profession reported by survey respondents. The results show that the survey sample represents the range of industries in Eugene, but over-represents some industries, and under-represents others. The areas of greatest discrepancy are Other Services, Construction, and Other.

It is important to note that survey respondents were asked to report what industry or profession their business is in. It is probable that some respondents mis-classified their business. The large percentage of respondents in the Other category supports this conclusion.

Over 93% of responding businesses indicated their business was based in Eugene.

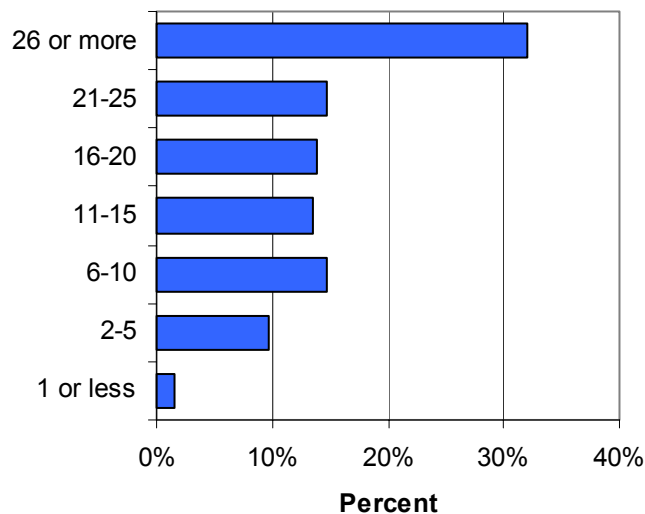
**Table 3-1. Type of industry or profession**

Industry/Profession	Survey Sample		Citywide	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing	11	3.0%	1,032	1.1%
Transportation, Communication, Utilities	9	2.5%	3,259	3.5%
Construction	43	11.7%	3,438	3.7%
Finance, Insurance	34	9.3%	4,758	5.2%
Business Services	35	9.5%	5,793	6.3%
Health Services	36	9.8%	9,240	10.0%
Other Services	45	12.3%	23,666	25.7%
Wood Products Manufacturing	6	1.6%	3,384	3.7%
Other Manufacturing	11	3.0%	9,486	10.3%
Retail trade	36	9.8%	12,103	13.1%
Eating and Drinking Establishment	29	7.9%	6,700	7.3%
Wholesale Trade	18	4.9%	4,980	5.4%
Other	54	14.7%	4,327	4.7%
<b>Total</b>	<b>367</b>	<b>100.0%</b>	<b>92,166</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

Figure 3-1 shows the length of time that respondents reported operating their business in Eugene. Nearly 1/3 of the respondents indicated their business had operated in Eugene 26 or more years. The percentage of businesses in the 6-10, 11-15, 16-20, and 21-25 was relatively even ranging between 14% and 15%.

**Figure 3-1. Length of time respondents had operated business in Eugene**



Source: Eugene Business Climate Survey, CPW, 2003

Table 3-2 and Map 3-1 shows the number of survey respondents and businesses in Eugene by zip code. The survey was stratified by zip code, but included only businesses with a Eugene address. Part of the rationale for including this comparison is to validate whether the survey sample is representative by geographic area. While some variation exists between the sample and the entire population of businesses in Eugene, the distribution suggests that the survey is representative by zip code. About 70% of Eugene businesses are located in the 97401 and 97402 zip codes—figures that are consistent with the distribution of employment in Eugene.

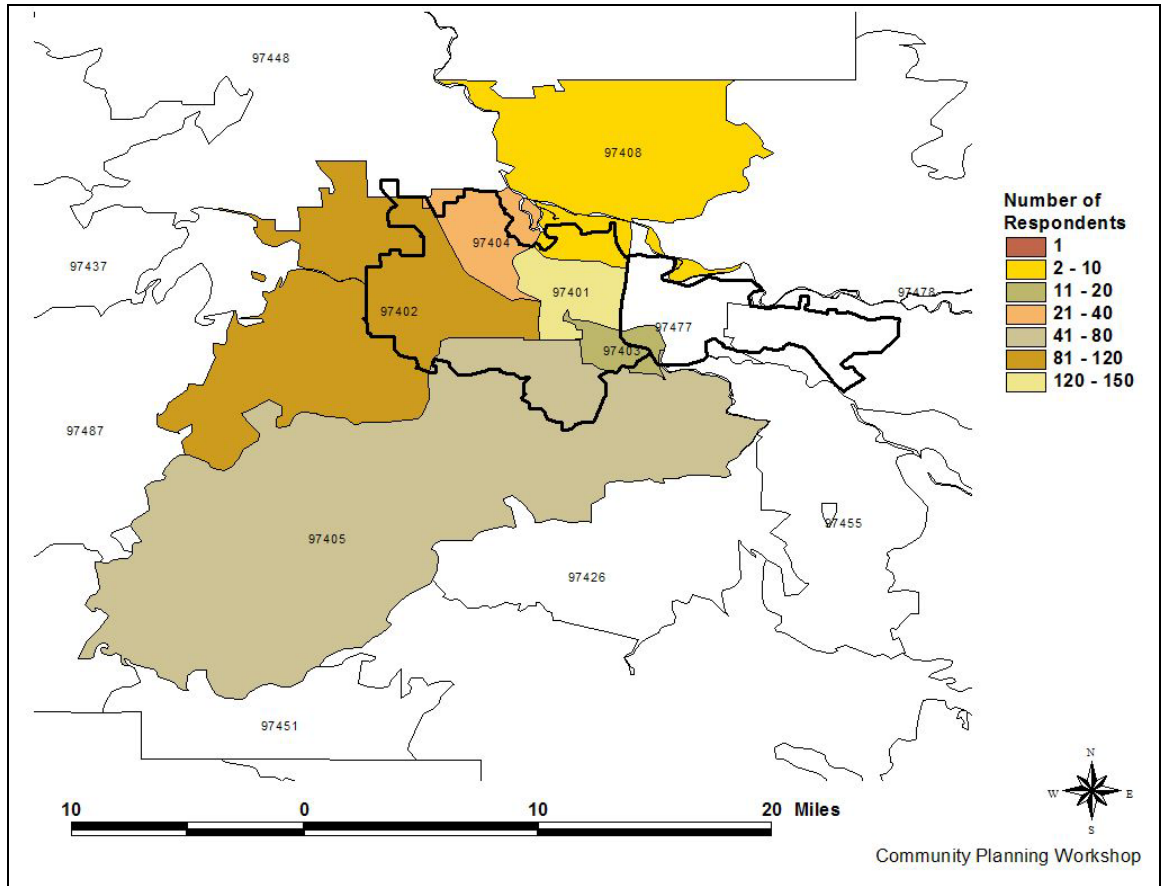
**Table 3-2. Number of respondents and number of businesses citywide by zip code**

Zip Code	Sample		Citywide	
	Number	Percent	Number	Percent
97401	142	38.8%	2,391	39.4%
97402	114	31.1%	1,784	29.4%
97403	17	4.6%	260	4.3%
97404	27	7.4%	467	7.7%
97405	50	13.7%	918	15.1%
97408	10	2.7%	196	3.2%
97440	5	1.4%	34	0.6%
97477	1	0.3%	20	0.3%
<b>Total</b>	<b>366</b>	<b>100.0%</b>	<b>6,070</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

Note: not all survey respondents provided a zip code.

**Map 3-1. Number of respondents and number of businesses citywide by zip code**



Source: Eugene Business Climate Survey, CPW, 2003

Table 3-3 shows total employees reported by survey respondents and citywide based on ES-202 data. The data includes both full time and part time employees. The distribution of survey respondents compared to citywide data show some variation, but are generally representative of businesses by total number of employees citywide. The results show that the majority of businesses in Eugene employ fewer than 10 people. The results also show that the sample over-represents businesses with 10 or more employees and under-represents businesses with fewer than 10 employees.

**Table 3-3. Total employees reported by survey respondents (full-time and part-time)**

Number of Employees	Survey Respondents		Citywide	
	Number	Percent	Number	Percent
0-1	115	30.1%	1,923	31.4%
2-9	137	35.9%	2,819	46.1%
10-19	50	13.1%	600	9.8%
20-34	36	9.4%	390	6.4%
35-49	13	3.4%	137	2.2%
50-99	13	3.4%	151	2.5%
100-249	14	3.7%	77	1.3%
250 or more	4	1.0%	23	0.4%
<b>Total</b>	<b>382</b>	<b>100.0%</b>	<b>6,120</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

Table 3-4 shows the number of full-time equivalent employees as reported by survey respondents. Nearly 70% of survey respondents employ fewer than 10 persons. An additional 13% employ 10 to 19 persons.

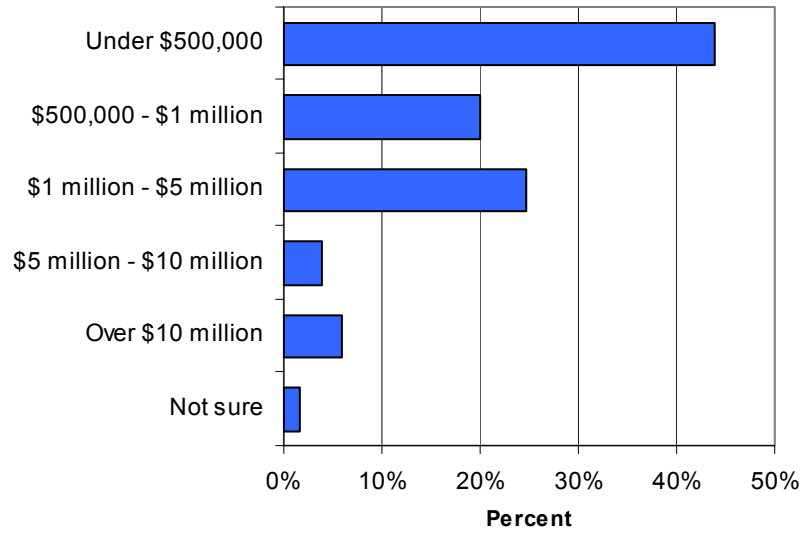
**Table 3-3. Number of full-time equivalent employees reported by survey respondents**

Number of Employees	Number	Percent
0-1	102	26.7%
2-9	168	44.0%
10-19	50	13.1%
20-34	25	6.5%
35-49	14	3.7%
50-99	10	2.6%
100-249	11	2.9%
250 or more	2	0.5%
<b>Total</b>	<b>382</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

Figure 3-2 shows annual gross revenue of responding businesses. About 44% of respondents indicated they have annual gross revenues of \$500,000 or less. About 20% reported gross revenues of \$500,000 to \$1 million, while 25% had gross revenues of \$1 million to \$5 million.

**Figure 3-2. Annual gross revenue of survey respondents**



Source: Eugene Business Climate Survey, CPW, 2003



# Chapter 4

## Perceptions of Eugene's Business Climate

This chapter presents the results of the sections of the survey that address business climate issues. It is organized into the following sections consistent with the survey instrument:

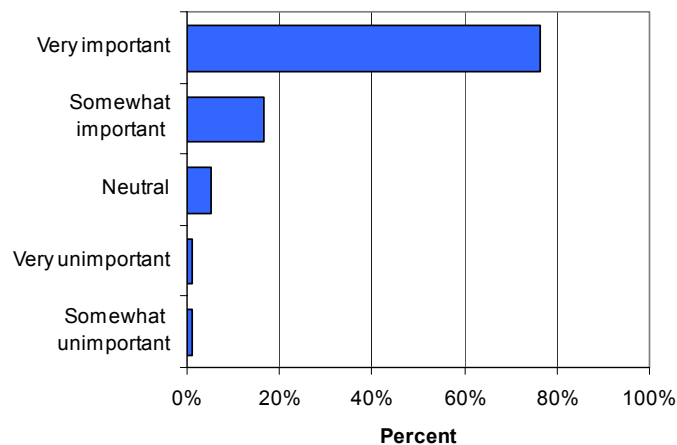
- Perceptions of business climate
- Perceptions of local government and economic development
- Opinions about sustainability
- Perceptions of the local workforce

Appendix A contains a copy of the survey instrument. Appendix B includes a transcript of written survey comments provided by survey respondents.

### Perceptions of business climate

The key objective of this study was to better define local business leaders' perceptions of the business climate in Eugene. Figure 4-1 shows how important respondents' feel perceptions of business climate is to create a strong economy. The results show that over 95% of respondents feel perceptions of business climate are either very important or somewhat important to a strong local economy.

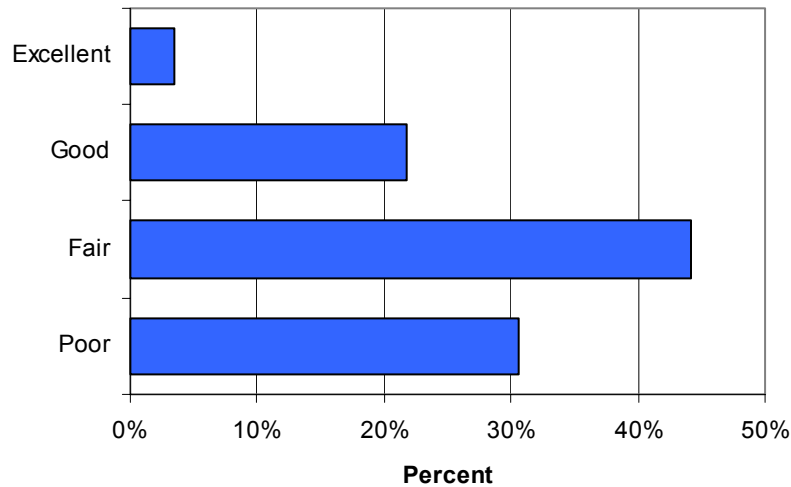
**Figure 4-1. Important of perceptions of business climate to create a strong economy**



Source: Eugene Business Climate Survey, CPW, 2003

Figure 4-2 shows respondent's perceptions of Eugene as a place to do business at the time the survey was administered in Fall 2002. The results show that few respondents think Eugene was an excellent place to do businesses in 2002. About 22% of respondents rated Eugene as a good place to do business, while 44% rated Eugene as fair. Slightly more than 30% rated Eugene as a poor place to do business. The survey did not ask respondents to qualify their responses.

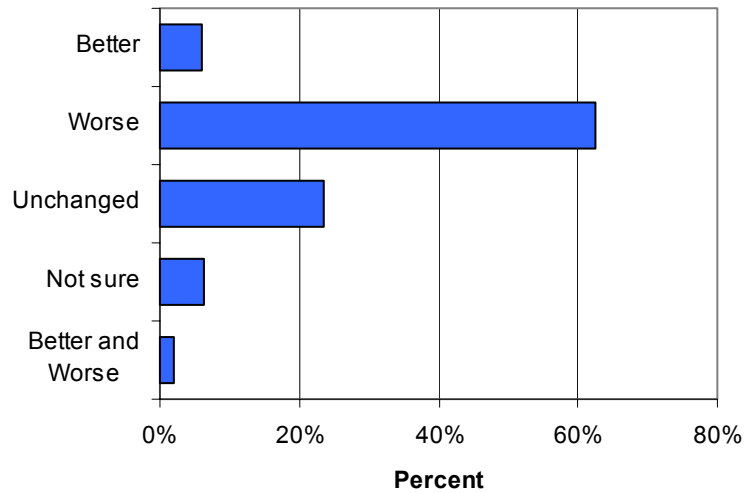
**Figure 4-2. Perceptions of Eugene as a place to do business**



Source: Eugene Business Climate Survey, CPW, 2003

As a follow-up to the previous question about perceptions of Eugene as a place to do business, the survey asked respondents to indicate how they think Eugene has changed in the past five years as a place to do business. Sixty-two percent of respondents indicated they thought Eugene is worse now than it was five years ago. Twenty-three percent indicated it was unchanged, while 6% indicated it was better.

**Figure 4-3. Perceptions of how Eugene has changed in the past 5 years as a place to do business**



Source: Eugene Business Climate Survey, CPW, 2003

The survey asked respondents that indicated they felt the business climate was better why they felt it was better. Seventeen respondents provided written comments. Comments addressed aspects of City leadership, planning, permitting, and topics related to specific industries. A list of the comments is presented in Appendix B under Q-3.

The survey also asked respondents that indicated they felt the business climate was worse why they felt it was worse. CPW received a total of 151 written comments on this follow-up. Several themes emerged in the comments:

- Local leaders are unsupportive of business, particularly the Eugene City Council;
- Land use regulation and permitting make business expansion difficult;
- Increasing taxes and fees;
- City ordinances such as the smoking ban and toxic right to know; and
- Broader economic conditions.

The list presented above generalizes the comments provided by respondents. A full transcript of comments is presented in Appendix B under Q-3.

The survey listed 36 characteristics that contribute to perceptions of business climate and asked respondents to indicate how they effect on Eugene as a place to do business on a scale of very positive to very negative. Table 4-1 shows the characteristics ranked by the mean score (where 1= very positive and 5=very negative). Quality of life characteristics ranked highest, while various regulations and economic factors ranked among the most negative characteristics. Notably, economic growth potential received the most polarized

responses with some respondents indicating it as a positive and others as a negative.

**Table 4-1. Ranking of characteristics that affect Eugene as a place to do business**

Characteristic	Effect (Percent of Respondents)						Mean
	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Not Sure	
Recreation opportunities	54.1	35.9	7.6	1.7	0.3	0.6	1.60
Quality of life	38.9	43.1	14.8	2.2	0.3	0.6	1.83
Environmental quality	21.3	43.0	26.7	5.1	2.5	1.4	2.29
Shopping facilities	16.0	44.1	27.8	9.3	2.0	0.8	2.40
Medical facilities	18.3	40.8	27.0	9.3	3.1	1.4	2.42
Availability of technology	16.5	44.3	27.8	5.4	1.7	4.3	2.44
Community safety	16.0	37.5	30.0	13.2	2.8	0.6	2.51
Access to markets and customers	13.6	35.7	34.3	11.0	3.4	2.0	2.61
Public education system	13.0	35.3	23.2	20.6	7.1	0.8	2.76
Workforce quality	10.1	35.5	29.6	17.5	5.1	2.3	2.79
Workforce availability	9.9	35.8	28.7	18.3	5.1	2.3	2.80
Population density	4.3	33.8	47.2	10.2	1.7	2.8	2.80
Transportation system	6.5	25.3	40.2	17.4	9.0	1.7	3.02
Availability of capital	8.7	23.7	38.9	16.6	3.9	8.2	3.08
Competitive pressure from other businesses	2.3	21.7	53.8	14.2	4.0	4.0	3.08
Economic growth potential	10.9	28.0	17.9	28.6	12.3	2.2	3.10
Traffic Congestion	4.5	23.5	35.2	24.9	10.9	1.1	3.18
Diverse economic base	8.2	20.6	32.4	26.5	9.0	3.4	3.18
Availability of raw materials	6.5	21.9	42.0	13.1	4.8	11.6	3.23
Utilities cost	6.5	19.0	32.0	27.5	13.9	1.1	3.27
Sustainability	5.5	13.9	49.0	16.8	5.8	9.0	3.30
Affordable housing	8.6	16.7	25.9	33.1	14.5	1.1	3.31
Infrastructure	5.4	15.9	36.6	27.3	9.9	4.8	3.35
Cost of living	5.3	16.5	27.4	38.5	12.0	0.3	3.36
Community attitudes	12.9	14.8	11.8	36.1	23.5	0.8	3.45
Cost of doing business	6.2	10.4	23.6	37.6	21.1	1.1	3.60
Availability of land	7.0	12.7	24.2	27.3	23.4	5.4	3.63
Vital downtown	4.8	6.2	28.9	33.7	24.6	1.7	3.72
State and Federal regulations	3.4	6.2	28.7	37.6	20.5	3.7	3.77
Local tax policies	4.5	7.6	25.9	30.7	29.3	2.0	3.79
State and Federal tax policies	3.4	4.6	27.6	38.5	23.4	2.6	3.81
Growth management policies	7.3	9.6	16.7	28.2	34.5	3.7	3.84
Downtown parking	4.2	8.4	21.8	24.6	39.2	1.7	3.91
State's fiscal situation	2.3	4.8	18.1	37.7	35.4	1.7	4.04
Local government regulations	4.5	5.9	16.1	27.9	44.2	1.4	4.06
Permitting requirements	3.1	4.8	16.6	25.0	47.8	2.8	4.18

Source: Eugene Business Climate Survey, CPW, 2003

The survey also asked respondents to write in the three top strengths and weaknesses of Eugene as a place to do business. Table 4-2 shows the top ten responses aggregated from all responses. The results are consistent with the data presented in Table 4-1. A full listing of strengths and weaknesses is presented in Tables D-1 and D-1 in Appendix D.

**Table 4-2. Ranking of top strengths and weaknesses of Eugene as a place to do business**

Characteristic		Number	Percent
<b>Best</b>			
1	Quality of life	195	61.7
2	Recreation opportunities	114	36.1
3	Environmental quality	64	20.3
4	Public education system	46	14.6
5	Workforce quality	39	12.3
6	Availability of technology	33	10.4
7	Workforce availability	31	9.8
8	Community safety	29	9.2
9	Medical facilities	29	9.2
10	Access to markets and customers	27	8.5
<b>Worst</b>			
1	Local government regulations	115	36.1
2	Permitting requirements	78	24.5
3	Community attitudes	60	18.8
4	Growth management policies	52	16.3
5	Local tax policies	47	14.7
6	Eugene City Council/City Government	44	13.8
7	Affordable housing	37	11.6
8	Cost of doing business	36	11.3
9	Downtown parking	36	11.3
10	State fiscal situation	35	11.0

Source: Eugene Business Climate Survey, CPW, 2003

Table 4-3 shows respondent perceptions of Eugene as a place to do business. Sixty-three percent of respondents personally perceive Eugene as anti-business; while over 76% think businesses outside of Eugene perceive Eugene as anti-business.

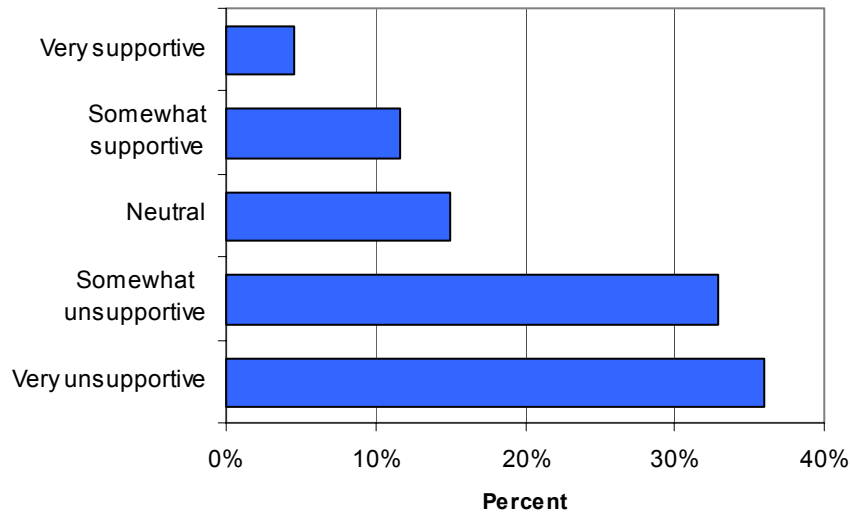
**Table 4-3. Respondent perceptions of Eugene as a place to do business**

Question	Pro-Business	Neutral	Anti-Business	Not Sure
How do you <i>personally</i> perceive Eugene as a place to do business?	12.5%	22.8%	63.0%	1.7%
How do you feel <i>businesses outside of Eugene</i> perceive Eugene as a place to do business?	3.1%	11.7%	76.5%	1.7%

Source: Eugene Business Climate Survey, CPW, 2003

Figure 4-4 shows respondents' perceptions of how supportive the Eugene city government is to local business. Thirty-six percent responded very unsupportive and another one-third responded somewhat unsupportive. About 16% of respondents perceived Eugene city government as either somewhat supportive or very supportive.

**Figure 4-4. Perceptions of how supportive Eugene city government is to business**



Source: Eugene Business Climate Survey, CPW, 2003

The survey asked respondents to explain their answers shown in Figure 4-4. Several themes emerged in the comments:

- Employ economic development strategies
- Adopt pro-business/pro-growth policies
- Simplify permitting process/dealings with City Departments
- Relax/revised local government regulations
- Adopt a more customer service oriented approach to permitting

A full list of respondent comments is presented in Appendix B under Q-7.

The next survey question asked respondents to indicate steps the Eugene City government could take to improve Eugene as a place to do business. The responses are consistent with the written comments provided on the previous question. A full list of respondent comments grouped by category is presented in Appendix B under Q-8.

**Table 4-4. Steps respondents suggested Eugene city government could take to improve Eugene as a place to do business**

<b>Category label</b>	<b>Number</b>	<b>Percent</b>
Simplify permit process/dealings	62	21.6
Relax/revise local government regulation	60	20.9
Adopt pro-business policies	57	19.9
Employ economic development strategies	55	19.2
Revitalize downtown/offer free parking downtown	53	18.5
Revise local tax policies	36	12.5
Restructure City Council	32	11.1
Improve services	32	11.1
Provide resources to businesses	30	10.5
Change local political structure	29	10.1
Improve city employees	28	9.8
Employ sustainable	20	7.0
Review/revise local planning code	19	6.6
Restructure city planning	19	6.6
City should take stand	18	6.3
Improve local transit	17	5.9
Enact planning/policies	16	5.6
Address and resolve social issues	15	5.2
Promote existing businesses	14	4.9
Improve infrastructure	12	4.2
Incorporate community input	11	3.8
Improve relationship with	10	3.5
Collaborate with other entities	8	2.8
Change fiscal policies	8	2.8
Manage growth	8	2.8
Determine underlying problems	5	1.7
Offer workforce training	4	1.4
Promote positive message	4	1.4
Reduce city services and privatize	4	1.4
Enforce policies/regulations	3	1.0
Improve community attitudes	2	0.7
Nothing can be done	2	0.7
Balance state budget	1	0.3
Restructure Downtown Eugene	1	0.3
Improve local economy	1	0.3
Revise state tax	1	0.3
Publicize planning goals	1	0.3

Source: Eugene Business Climate Survey, CPW, 2003

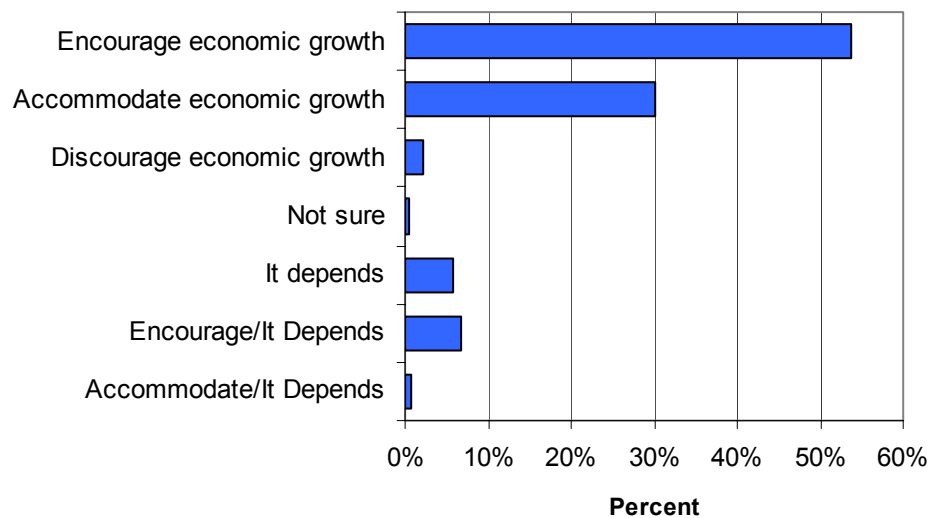
## **Perceptions of local government and economic development**

The next series of survey questions address respondent perceptions of local government and economic development. The first question asked respondents to provide their opinions of what Eugene's policy should be towards economic

growth. Fifty-four percent of respondents think the City should encourage economic growth. About 30% think the City should accommodate/manage economic growth. Slightly over 2% think the City should discourage economic growth. The remaining respondents were either not sure or indicated that “it depends.”

The survey asked respondents to elaborate if they answered “it depends.” Many of the comments addressed growth management issues related to economic development. A full list of respondent comments is presented in Appendix B under Q-9.

**Figure 4-5. Respondent opinions about what Eugene’s policy concerning economic growth should be**

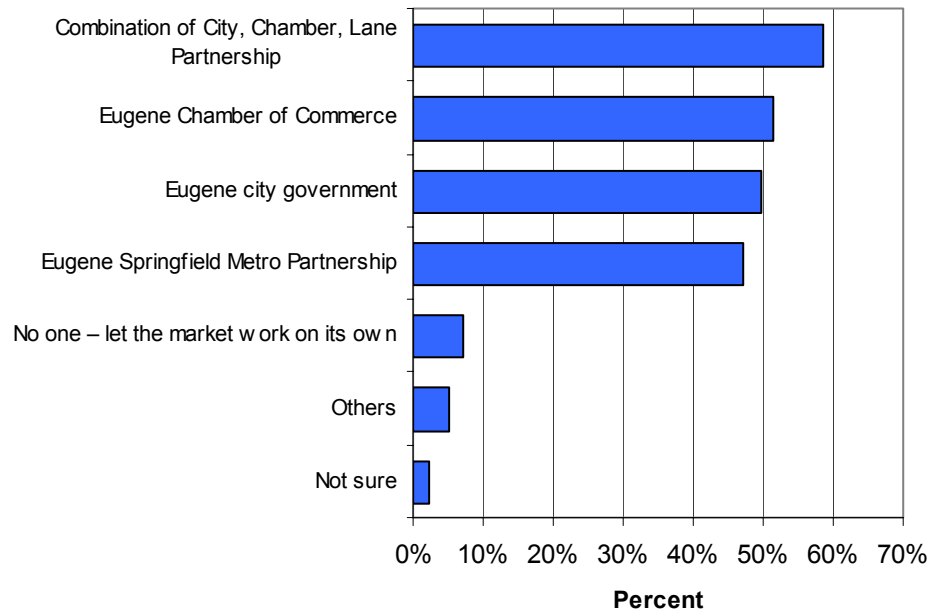


Source: Eugene Business Climate Survey, CPW, 2003

Figure 4-6 shows respondent opinions about who should be responsible for promoting economic development in Eugene. Respondents were allowed to check more than one response—which is why the responses add to more than 100%. The key conclusion from this question is that respondents think economic development should be a coordinated and shared effort.



**Figure 4-6. Respondent opinions about who should work to promote economic development in Eugene**



Source: Eugene Business Climate Survey, CPW, 2003

Nearly 91% of respondents indicated they felt there are barriers to economic development in Eugene. Table 4-5 shows specific barriers as perceived by survey respondents. Respondents identified 244 specific barriers that CPW grouped into the 27 categories shown in Table 4-5.

**Table 4-5. Barriers to economic development in Eugene as reported by survey respondents**

<b>Barrier</b>	<b>Number</b>	<b>Percent</b>
Anti-business/growth attitude	38	15.6%
Government/land use regulations	31	12.7%
City council	25	10.2%
City government	22	9.0%
Activists	10	4.1%
Environmental issues	8	3.3%
Tax policies	7	2.9%
Community attitudes	7	2.9%
City planning	6	2.5%
Permit process	6	2.5%
Land use development	5	2.0%
Governmental support	5	2.0%
Workforce quality/availability	4	1.6%
Cost of doing business	4	1.6%
Lack of resources for businesses	4	1.6%
The wealthy-well known	4	1.6%
Pro-growth/anti-growth dichotomy	3	1.2%
Current economic development strategies	3	1.2%
University of Oregon	2	0.8%
Inadequate services	2	0.8%
Lack of resources	2	0.8%
Local economy	2	0.8%
Social issues	1	0.4%
Parking	1	0.4%
Lack vital downtown	1	0.4%
Preferential treatment	1	0.4%
Combination	40	16.4%
<b>Total</b>	<b>244</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

The survey presented a set of statements concerning strategies that Eugene might consider for economic development and asked respondents to rate them on a scale of strongly agree to strongly disagree. Table 4-6 summarizes the results which are ranked by the “strongly agree” column.

**Table 4-6. Respondent opinions about what the City of Eugene should do to promote economic development**

Statement	Percentage of Respondents					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should streamline the development permitting process	54.8	32.1	6.3	2.5	1.9	2.5
The City should take steps to retain and expand existing businesses	48.4	38.5	8.7	2.7	1.1	0.5
The City should market itself better to new businesses	43.6	31.5	17	3.3	1.6	3
The City should actively recruit businesses	41.7	35.8	9.6	7.3	4.5	1.1
The City should reduce development fees	33.8	32.7	16.9	7.8	5.5	3.3
The City should encourage new businesses to locate downtown	29.8	31.4	26	10.1	1.4	1.4
The City should provide financial incentives to attract new employment	25.8	29.9	25.2	11.8	5.2	2.2
The City should have strong policies to maintain environmental quality	25.2	35.6	26	9.3	3.3	0.5
The City should encourage development of neighborhood commercial centers	19.9	33.4	28.7	10.8	3.3	3.9
The City should have more industrial lands	19.4	28.6	29.2	11.7	6.9	4.2
The City should adopt policies that will create more affordable housing for workers	18.5	39.8	24.6	11.9	3.6	1.7
The City should provide employee recruitment services to businesses	8.3	16.9	33.4	27.9	10.8	2.8
The City should provide employee training opportunities	7.7	13.5	33.7	31.2	11.6	2.2

Source: Eugene Business Climate Survey, CPW, 2003

The survey also asked respondents to provide their opinions about the impact of selected city policies on perceptions of business climate. Table 4-7 shows that none of the policies listed were perceived by a majority of respondents to have a positive impact on perceptions of Eugene as a place to do business. The smoking ban had the highest percentage of positive responses: 42.7%. Six of the thirteen policies had more than 50% of the respondents indicated that they had a negative impact.

**Table 4-7. Respondent opinions about the impact of selected local policies on perceptions of Eugene’s business climate**

Local Policies and Processes	Percentage of Respondents			
	Positive	Neutral	Negative	Not Sure
Smoking ban	42.7	33.5	21.9	1.9
Toxic Right to Know Law	24.4	31.4	37.2	6.9
Infrastructure development	24.0	45.7	26.5	3.9
Sustainability policy	19.4	44.3	21.4	14.9
Nuclear free zone	18.0	37.7	38.2	6.1
Land use code	8.4	22.5	60.7	8.4
Growth Management Policy	7.5	19.7	63.9	8.9
LTD payroll tax	7.3	32.1	57.0	3.6
System development charges	6.8	29.6	49.3	14.2
Local tax policies	5.4	40.1	49.4	5.1
Land use application process	4.2	20.3	65.9	9.6
Building permit process	3.0	15.2	74.0	7.7
Other	0.0	23.1	69.2	7.7

Source: Eugene Business Climate Survey, CPW, 2003

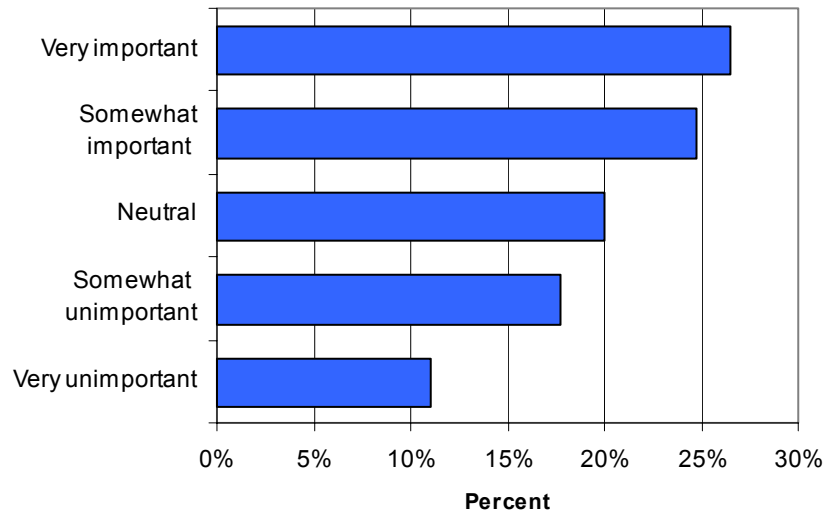
## Opinions about sustainability

In February 2000, the Eugene city government adopted a sustainability policy that includes a definition of sustainability and sustainability principles to be applied to the City. Resolution 4618 states:

The City of Eugene is committed to promoting a sustainable future that meets today’s needs without compromising the ability of future generations to meet their needs, and accepts its responsibility to: support a stable, diverse and equitable economy; protect the quality of air, water, land and other natural resources; conserve native vegetation, fish, wildlife habitat and other ecosystems; minimize human impacts on local, regional and worldwide ecosystems.

Implementing the City’s sustainability policy is a challenge. City staff were interested in business leaders’ perceptions regarding the sustainability policy. Figure 4-7 shows that 51% of respondents think implementation of the sustainability policy is either very important or somewhat important. Twenty percent were neutral, while 29% think implementation of the sustainability policy is either somewhat or very unimportant.

**Figure 4-7. Respondent opinions about the importance of implementing the City's sustainability policy**

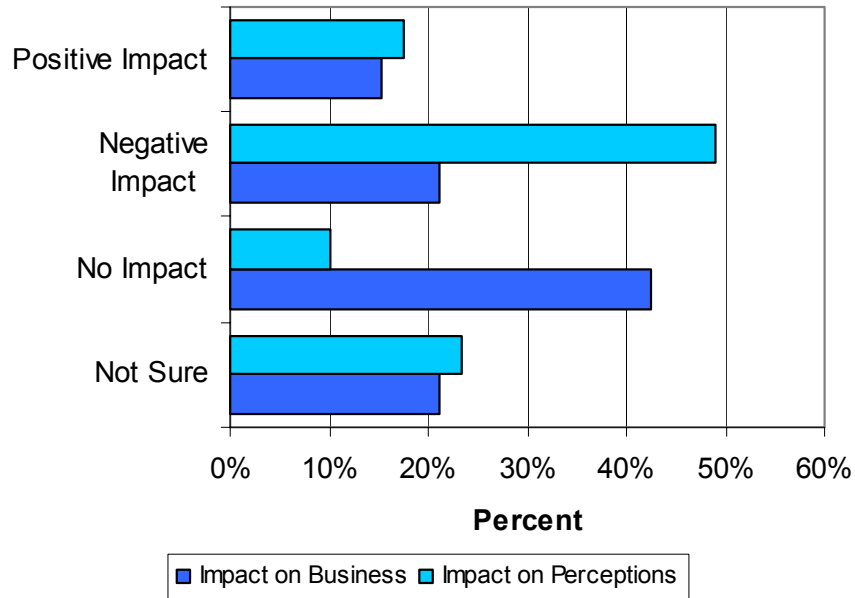


Source: Eugene Business Climate Survey, CPW, 2003

CPW was interested in how respondents perceived the implementation of the City's sustainability policy would affect (1) businesses, and (2) perceptions of the business climate in Eugene. Figure 4-8 shows that 43% of businesses felt that the policy would have no impact on their business. About 15% think it has a positive impact and 21% think it has a negative impact.

Responses to the question of the sustainability policy's impact on perceptions of business climate were quite different than how respondents felt it would affect their business. Nearly 50% felt the policy has a negative impact on perceptions of business climate, while 17% felt it would have a positive impact. Twenty-three percent were unsure of the policy's impact on perceptions of business climate.

**Figure 4-8. Respondent opinions about the impact of implementing the City’s sustainability policy on their business and on perceptions of Eugene’s business climate**



Source: Eugene Business Climate Survey, CPW, 2003

The survey asked respondents if they would be willing to participate in an education program about sustainable business practices. Nearly one-quarter of respondents indicated they would be willing to participate in such a training. Table 4-8 shows a cross-tabulation of willingness to participate in an education program by the importance of implementing the sustainability policy. Not surprisingly a much higher percentage of respondents that think implementing the policy is important indicated they would be willing to participate in an education program.

**Table 4-8. Importance of implementing sustainability policy by willingness to participate in an education program about sustainable business practices**

<b>Response</b>	<b>Yes (n=87)</b>	<b>No (n=187)</b>	<b>Depends (n=59)</b>	<b>Total (n=333)</b>
Very important	53%	13%	25%	26%
Somewhat important	18%	24%	34%	24%
Neutral	14%	25%	15%	20%
Somewhat unimportant	14%	21%	14%	18%
Very unimportant	1%	17%	12%	12%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: Eugene Business Climate Survey, CPW, 2003

The sustainability section of the questionnaire concluded by asking respondents to indicate how important they felt various community characteristics are in creating a sustainable local economy. Table 4-9 shows that issues related to workforce and education ranked most important, followed by cost of business and support for local business.

**Table 4-9. Importance of community characteristics on creating a sustainable local economy**

Characteristic	Important	Neutral	Unimportant	Not sure
High quality workforce	92.2	5.5	1.7	0.6
Quality education system	91.7	6.0	2.0	0.3
Cost of doing business	90.5	7.7	0.9	0.9
Support for local businesses	88.8	8.6	2.0	0.6
Affordable Housing	84.1	11.2	3.4	1.2
Efficient resource use	79.8	15.9	3.2	1.2
Communication technology	78.6	17.1	3.5	0.9
Living wage jobs	72.4	18.4	8.1	1.1
Redevelopment	68.2	21.0	2.9	7.9
Transportation options	63.0	25.5	9.2	2.3
Natural resources and habitat protection	51.9	30.5	16.1	1.4
Green industry practices	38.9	35.4	19.3	6.4
Green building practices	34.8	38.8	20.0	6.4
Nodal development	24.4	30.7	19.9	25.0

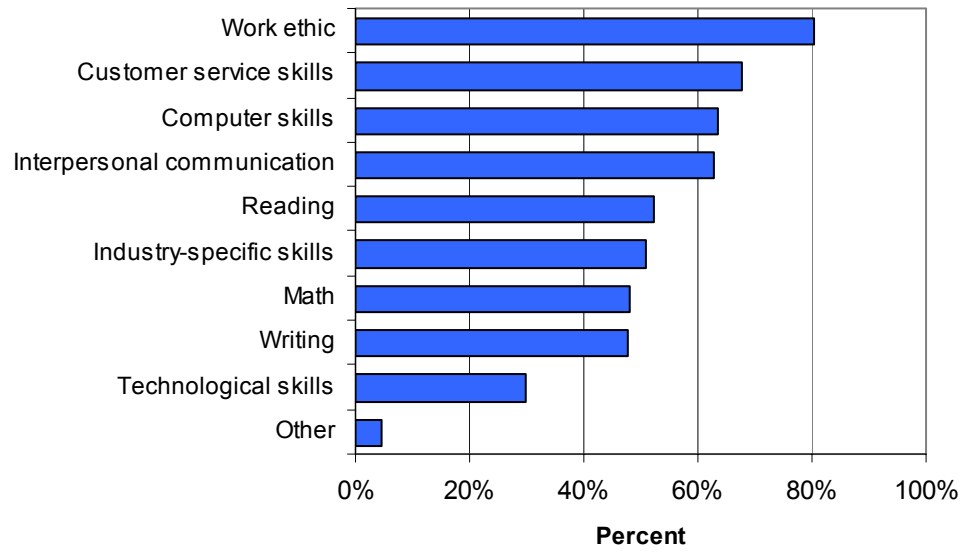
Source: Eugene Business Climate Survey, CPW, 2003

## Perceptions of the local workforce

City staff were also interested in businesses' perceptions of the local workforce. Nearly 51% of respondents indicated that they did not expect employees to be trained when hired, while 30% indicated that they did expect employees to be trained. Nineteen percent indicated that training needs would depend on the position for which they were hiring.

Figure 4-9 shows the training needs of responding businesses over the next 3-5 years. Respondents indicated that employees need basic job skills like a strong work ethic, customer service skills, computer skills, and interpersonal communication skills.

**Figure 4-9. Training needs of responding businesses over the next 3-5 years**



Source: Eugene Business Climate Survey, CPW, 2003



## Chapter 5

# Expansion Plans of Responding Businesses

One of the objectives of the survey was to gather data on the expansion plans of local businesses. Such data is not only relevant to understanding perceptions of the local economy and business climate, but is also relevant to land use planning efforts. Statewide planning Goal 9 and the Administrative Rule that implements it (OAR 660-009) require cities to address a number of issues when planning for local economic development. One of the activities described in the administrative rule is identify the expansion plans of local businesses:

“The economic opportunities analysis shall identify the types of sites that are likely to be needed by industrial and commercial uses which might expand or locate in the planning area. Types of sites shall be identified based on the site requirements of expected uses. Local governments should survey existing firms in the planning area to identify the types of sites which may be needed for expansion.” (OAR 660-009(2))

About 55% of survey respondents indicated they intend to expand their business within the next five years. Table 5-1 shows the expansion plans of respondents by industry. The results show that respondents in all industries plan to expand their business in the next five years, although some industries show a high rate of potential expansion than others.

**Table 5-1. Expansion plans in the next five years of survey respondents by industry**

<b>Industry</b>	<b>Yes</b>	<b>No</b>	<b>Total</b>
Agriculture, Forestry, Fishing	45%	55%	11
Transportation, Communication, Utilities	67%	33%	9
Construction	55%	45%	40
Finance, Insurance	58%	42%	33
Business Services	60%	40%	35
Health Services	63%	37%	35
Other Services	48%	52%	44
Wood Products Manufacturing	50%	50%	6
Other Manufacturing	73%	27%	11
Retail trade	34%	66%	35
Eating and Drinking Establishment	57%	43%	28
Wholesale Trade	53%	47%	17
Other	64%	36%	50
<b>Total</b>	<b>55%</b>	<b>45%</b>	<b>354</b>

Source: Eugene Business Climate Survey, CPW, 2003

Of the 55% of respondents that indicated they plan to expand their business, about 68% said they would expand their business in Eugene. The survey asked respondents that indicated they planned to expand outside of Eugene why they would choose to do so. While the responses were varied, several themes emerged from respondent comments:

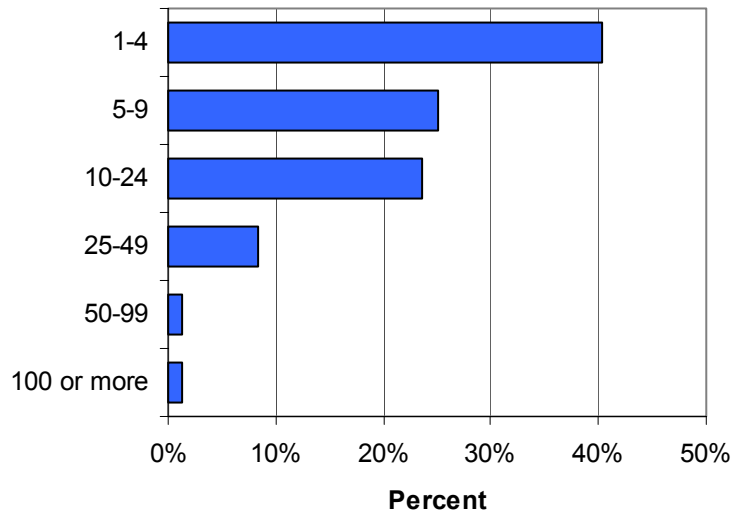
- The land use regulation and permitting process is too complicated, expensive, and uncertain;
- City government and elected officials are unsupportive of business; and
- Market factors.

A complete list of respondent comments is provided in Appendix B, under the Q-28 comments.

Figure 5-1 shows the number of employees that businesses that plan to expand indicated they would hire in the next five years. The 144 businesses that plan to expand indicated they would add about 1835 new employees. Over 65% of the respondents that indicated they plan to expand their business indicated they would add less than 10 employees. About 1% of respondents indicated they would add 50 or more employees.

The responses ranged from one to 400 employees. The average number of employees respondents plan to add was 12.7, while the median number of employees was 5.0.

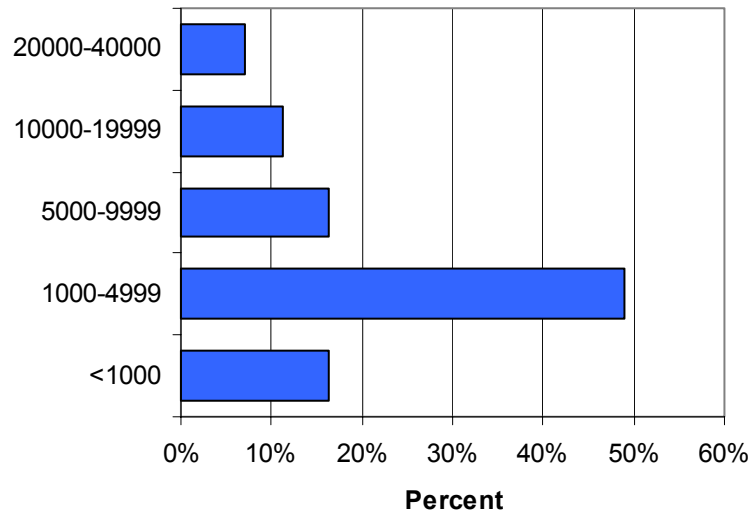
**Figure 5-1. Number of employees survey respondents plan to add in the next five years**



Source: Eugene Business Climate Survey, CPW, 2003

Of the businesses that indicated they plan to expand in the next five years, about 50% of the respondents indicated they would need additional building space. Figure 5-2 shows that nearly 50% of the respondents plan to add 1000-4999 square feet of space to their business. The range of additional floor area needed was from 150-40000 square feet. The mean area needed was 5,320 square feet while the median was 2,750 square feet. These data suggest that most respondents have relatively modest space needs to accommodate expansions planned for the next five years.

**Figure 5-2. Square feet of building space needed by respondents that plan to expand their business in the next five years**



Source: Eugene Business Climate Survey, CPW, 2003

About 15% of the respondents that plan to expand their business in the next five years indicated they would need additional land for their business expansion. Table 5-2 shows the distribution of land needed by respondents planning to expand their business. Land needs ranged from 900 square feet to 15 acres. The average land need was three acres, and the median land need was one acre.

**Table 5-2. Land needed to accommodate business expansion by respondents planning to expand in the next five years**

Land Need (sq ft)	Number	Percent
<10000	5	15%
10000-19999	6	18%
20000-39999	3	9%
40000-99999	10	29%
100000-249999	6	18%
250000-650000	4	12%
Total	34	100%

Source: Eugene Business Climate Survey, CPW, 2003

CPW was interested in what types of site characteristics that businesses would need to accommodate their expansion plans. Table 5-3 shows that respondents expressed a variety of site needs.

**Table 5-3. Site characteristics needed to accommodate business expansion by respondents planning to expand in the next five years**

<b>Site Characteristic</b>	<b>Number</b>	<b>Percent</b>
Office space	10	12.2%
Parking	9	11.0%
Industrial	8	9.8%
Infrastructure	7	8.5%
Commercial/retail	7	8.5%
Downtown	3	3.7%
Storage	2	2.4%
Nursery	2	2.4%
Medical/health care	2	2.4%
Lots for SF	2	2.4%
Access to HWY/Accessibility	2	2.4%
Uncongested-residential neighborhood	2	2.4%
High traffic area	2	2.4%
5-10 acres	1	1.2%
Near current location	1	1.2%
Location	1	1.2%
Easy access & high visibility	1	1.2%
Upscale	1	1.2%
Single family residence	1	1.2%
Safe attractive environment	1	1.2%
Outside city limit	1	1.2%
Other	16	19.5%
<b>Total</b>	<b>82</b>	<b>100.0%</b>

Source: Eugene Business Climate Survey, CPW, 2003

Finally, the survey asked respondents to indicate what types of assistance would facilitate their expansion plans. Table 5-4 shows that respondents indicated a variety of assistance needs (and could list one or more needs). The most frequently mentioned need was for reduced regulation and fees. Health care costs were also an issue for many businesses. Related to regulations and fees, assistance with the permitting process was identified as a need by 42% of the respondents.

**Table 5-4. Assistance businesses indicate would help facilitate business expansion by respondents planning to expand in the next five years**

<b>Area of Assistance</b>	<b>Number</b>	<b>Percent</b>
Reduce regulations & fees	172	45.0%
Reduce health care costs	164	42.9%
Streamline permitting processes	160	41.9%
Cut/lower taxes	141	36.9%
Availability of capital	104	27.2%
Increase land availability	87	22.8%
Provide affordable housing	86	22.5%
Communications infrastructure	75	19.6%
Employee retention	68	17.8%
Networking groups/business clusters	66	17.3%
Employee education/training	63	16.5%
Improve transportation infrastructure	58	15.2%
Financial support	53	13.9%
Information about available resources	48	12.6%
Wage issues/overtime issues	47	12.3%
Employee recruitment	38	9.9%
Outreach/information on local market characteristics	36	9.4%
No assistance needed	35	9.2%
Not sure	7	1.8%
Other	9	2.4%

Source: Eugene Business Climate Survey, CPW, 2003

## Chapter 6

# Summary of Focus Group Meetings

CPW's work program for this project included six focus groups with representatives of Eugene's business community. The purpose of the focus groups was to explore in greater detail trends that emerged from survey results, and discuss key issues relating to perceptions of Eugene's business climate.

CPW conducted the focus group meetings in January and February 2002. All of the meetings were facilitated by CPW staff and were conducted in a City conference room at the Atrium Building. A City staff member attended the meetings as an observer and to answer questions specific to City policies or programs.

Table 6-1 summarizes the focus group meetings by topic and attendance.

**Table 6-1. Summary of focus group meeting topics and attendance**

Meeting Topic	Date	Attendees
Economic Development Strategies	January 23	9
Land Use Regulation and Permitting	January 23	8
Sustainability	January 30	5
General 1	January 30	5
Workforce	February 10	6
General 2	February 10	6

Focus group participants were identified through two means: (1) the business survey included an insert that respondents could complete indicating that they were interested in participating in a focus group and topics in which they were interested in discussing; and (2) through members of the project advisory committee.

The remainder of this chapter summarizes the focus group meetings.

## Focus Group 1: Economic Development Strategy

The purpose of this focus group was to explore issues related to economic development in Eugene. Participants agreed that the City does not have a vision for economic development. They encouraged the City and the community to decide what kind of businesses are appropriate for the area and if more net new jobs are wanted.

When asked about their vision for economic development, participants offered many strategies. The following represents the variety of methods discussed:

- Develop economic development vision for City
- Support all levels of business
- Execute plans once developed
- Ensure consistency and predictability
- Create a feeling of synergy amongst businesses and non-businesses
- Increase customer service
- Streamline permitting process
- Continue work on downtown plan
- Strengthen ties to the university
- Coordinate planning efforts with Lane County and Springfield
- Educate general public
- Provide incentives for downtown development
- Address limits of transportation policies
- Define “nodal development”

## Focus Group 2: Land Use Regulation and Permitting

Land use regulation and permitting emerged as a key issue in the survey results. Participants identified the following land use regulation and permitting issues: (1) lack of teamwork between City staff, and staff and developers; (2) a complicated land use code that doesn't facilitate redevelopment; (3) a divided and inaccessible City Council; and (4) unpredictable and unfair fees and systems development charges (SDCs).

Solutions to these problems included:

- Create a more flexible land use code and review process
- Appoint a City staff project manager for each land use application
- Encourage more communication between the land use and building departments



- Increase resources for the planning department to deal with budgeting problems
- Open permit information center for more hours each day
- Streamline permitting process
- Avoid micro-management
- Encourage more team work between planners and developers
- Increase customer service in planning and permitting department

### **Focus Group 3: Sustainability**

This focus group meeting addressed issues around sustainability and implementation of the City's sustainability policy. Key issues discussed included definitions of sustainability, issues around sustainable business practices, and approaches to developing a sustainable local economy.

Participants agreed that the term "sustainability" is difficult to define and that the City has not defined it well in the sustainability policy. They indicated that it is difficult to judge what a sustainable business is because of all the various definitions. Participants recommended the City not dwell on the definition, but that it take incremental steps that are consistent with generally agreed upon concepts of sustainability. They did not consider "regulation" to be an effective tool for achieving sustainability goals.

Participants generated the following strategies to create a sustainable economy:

- Support sustainable businesses/developments through strategy investments, policies, and partnerships
- Create a business ombudsman
- Hire and support service-oriented staff
- Educate city councilors about community perceptions
- Offer incentives and disincentives
- Support small businesses
- Support business that re-circulate their profits into the community
- Encourage the city to embrace sustainable practices
- Ensure consistency and predictability in policy interpretation and application

In summary, the focus group participants felt sustainability was a concept Eugene can capitalize on in any economic development strategy.

## Focus Group 4: General Discussion 1

This focus group was intended for a general discussion of business climate issues in Eugene. Topics included Eugene’s economic development vision; economic development strategies; and other topics identified by participants.

The lack of a focused economic vision emerged as a key issue in this focus group. All the participants agreed that the City does not have a vision for economic development, therefore creating an ad hoc business development strategy. Participants indicated that a tedious permitting process, lack of customer support, lack of leadership, and the new land use code, among other things, contribute to the negative perception of the business climate in Eugene.

Participants discussed the following strategies for economic development:

- Continue the dialogue about economic development
- Create strategic alliances
- Streamline permitting process
- Provide land for businesses
- Create economic development advocate position
- Proactively recruit businesses
- Commit to predictability
- Increase technical training for staff

## Focus Group 5: Workforce

The primary focus of the discussion was workforce quality and training in Eugene. Participants identified Eugene’s main workforce issues as: difficulty finding people with desired skills, negative outside impression of business climate, lack of training facilities, unprepared students, and changing values. They suggested a variety of jobs that the City should work to attract ranging from small businesses that sell their goods locally to smoke stack industries.

When asked, what can the City do about the business climate, participants brainstormed the following strategies:

- Clarify the sustainability policy for the City
- Ensure predictability in land use review and decisions
- Develop “business first” approach
- Create effective public education
- Develop ready-to-work campaign
- Create City-University partnership
- Manage growth proactively
- Target desired businesses

## Focus Group 6: General Discussion 2

This focus group was intended for a general discussion of business climate issues in Eugene. Topics included Eugene's economic development vision; other topics identified by participants, and economic development strategies.

All the participants agreed that the City does not have a vision for economic development. Lack of leadership and polarity among city council members have staled the creation of a vision. Current city policies hamper redevelopment, hinder growth for small business, and discourage new businesses from locating here.

Participants discussed the following strategies for economic development:

- Create economic vision
- Ensure predictability
- Streamline permitting process
- Improve customer service of City staff
- Assess land use code for support of redevelopment
- Create partnerships for redevelopment
- Offer incentives to new and existing businesses
- Support small businesses
- Provide commercial and industrial land
- Develop partnerships with other economic development agencies
- Promote green businesses

## Summary

Despite the fact that the focus groups had different participants and different discussion topics, many common themes emerged in the meetings. These themes generally refine and reinforce the survey results. They are discussed in more detail in Chapter 7.



## Chapter 7

# Conclusions and Implications

The purpose of this study was to gather information on the Eugene business community's perceptions of the business climate in Eugene. A number of trends emerged in CPW's review of the survey results and focus group conversations. The conclusions presented in this chapter represent CPW's interpretation of the data and comments provided by survey respondents and focus group participants.

Many of the conclusions imply action by Eugene decision-makers or City staff. When CPW was developing the work program for this project, however, the work program was explicitly limited to data collection activities. For that reason, CPW did not develop recommendations for how the Eugene City Council or City staff respond to the results of this study. The survey instrument and focus group meetings, however, were intended to generate potential actions as suggested by the business community.

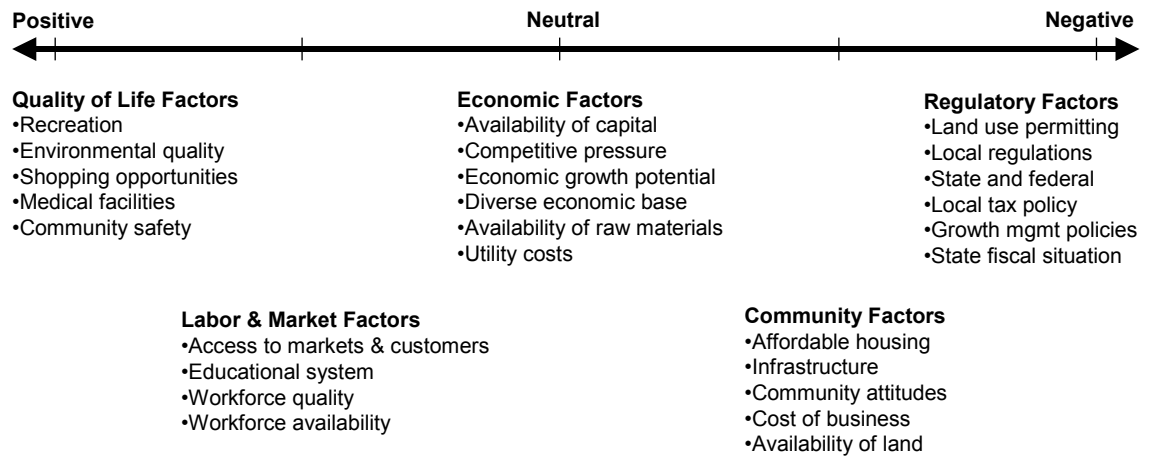
## Conclusions and implications

Several themes emerged in the data gathered for this project. This section summarizes the key conclusions and the implications of those conclusions.

- **The business community has a negative image of the business climate in Eugene.** This perception was consistent throughout the survey and focus group meetings. The data suggest that survey respondents believe the problem is getting worse rather than better for a variety of reasons. Moreover, survey results suggest that respondents think external perceptions of Eugene's business climate are worse than internal perceptions. The literature reviewed in Appendix C suggests that perceptions of business climate are important in a community's ability to attract business.
- **The concept of "business climate" is influenced by a number of factors which vary from individual to individual.** The survey results suggest that the term "business climate" is value-laden and that different individuals define it in different ways. The survey results suggest that some individuals believe a healthy business climate equates to less taxation and regulation, while others believe quality of life factors play an important role. The results suggest that the variety of factors that influence perceptions of business climate will make it hard to find a balance between the various factors.

- **Factors influencing perceptions of business climate can be classified along a continuum.** Figure 6-1 shows a continuum of factors that range from positive to negative based on the survey results. Quality of life factors tend to fall on the positive end of the continuum while taxes and regulation tend to fall on the negative end.

**Figure 7-1. Selected factors influencing perceptions of Eugene’s business climate**



Source: Community Planning Workshop, 2003

- **Local business perceives City government as unsupportive of business.** Nearly 70% of respondents indicated they felt City government was unsupportive of local business, while 16% viewed City government as supportive of business. The reasons for these perceptions tended to relate to City leadership (e.g., City Council), land use and permitting, other city regulations, and attitudes of City staff.
- **Survey respondents support policies that favor economic growth.** Survey responses suggest that a majority (84%) of survey respondents think the City should either “encourage economic growth,” or “accommodate/manage economic growth.” A small percentage of respondents (2.2%) think the City should discourage economic growth. Economic growth, however, does not necessarily imply development on greenfields, or recruitment of large businesses. Some respondents felt strongly that economic development should occur in a manner that develops both a sustainable local economy and is consistent with the City’s sustainability policy.
- **Economic development should be a shared and coordinated effort.** The survey results suggest that the City, the Eugene Chamber of Commerce, and the Lane Metro Partnership should share and coordinate efforts. Focus group participants suggested that

coordination is crucial, and lack of coordination has led to problems in the past.

- **The business community believes barriers exist to economic development in Eugene.** Over 91% of survey respondents think barriers exist. Respondents identified a number of barriers including a perceived anti-business/anti-growth attitude among elected officials and residents, local regulation, and a variety of other factors.
- **The Land Use Code Update (LUCU) is perceived as a barrier to implementing key growth management strategies and contributes to negative perceptions of Eugene's business climate.** LUCU emerged as a commonly cited barrier to development—and to implementation of growth management strategies such as redevelopment, expansion on existing sites, and nodal development. Several focus group participants stated that projects such as the redevelopment of Oakway would technically be possible under LUCU, but would have been economically infeasible.
- **The perception exists that different types of businesses receive different treatment by the City.** Participants agreed that the City needs to support both large and small businesses. Many participants felt that the City is focused on supporting big business and not local, small businesses.
- **Local regulation is generally perceived as negative in terms of perceptions of business climate.** Land use and permitting top the list of regulations perceived negatively, while taxes and fees were perceived slightly less negatively.
- **Respondents expressed negative perceptions regarding the City's customer service.** Customer service emerged as a theme in respondent comments and in the focus group meetings. Respondents felt the City does not place strong emphasis on customer service, reporting that City staff focus on their regulatory role rather than customer service.
- **Respondents have mixed opinions regarding the impact of the sustainability policy.** A small majority of businesses are supportive of implementing the City's sustainability policy. About 51% of respondents think implementation of the policy is important, while 29% think it is unimportant. Over 42% indicated they thought implementation of the sustainability policy would have no impact on their business, while 21% believed it has had a negative impact, and 15% believed it has had a positive impact. Nearly half of the respondents believe that the sustainability policy contributes to negative perceptions of Eugene as a place to do business. About 18% think it contributes to positive perceptions.
- **Workforce and education were considered the most important factors in creating a sustainable economy.** These factors were identified in both the survey and focus group meetings. Workforce and

education are perceived as both an asset and a threat to the local economy. Many respondents feel Eugene has a relatively strong workforce and education system, but that these are threatened by the state budget crisis.

## Potential actions identified by survey respondents and focus group participants

CPW designed both the survey and focus group process to solicit suggestions concerning actions the City could take to improve perceptions of Eugene's business climate. Following is a summary of the most frequently mentioned actions.

- **Develop a coherent economic vision.** The survey results suggested that respondents had concerns about economic development policy in Eugene. Exploration of this issue in the focus group meetings revealed universal agreement that the City lacks a coherent economic vision. Focus group participants suggested that this has led to confusion and controversy among various groups in Eugene—including the City Council.
- **Implement plans.** Participants encouraged the City to implement and adhere to the long and short-term plans they make. As one participant stated, “[The City] spent millions of dollars on long-term plans, but does not stick with the plans.” Several focus group participants pointed out that plans are intended to provide certainty to the development process.
- **Ensure consistency and predictability in land use review.** Many participants complained about the many different interpretations of land use regulations and building codes. They would like a consistent interpretation of the codes and a predictable permit review process. Others felt that staff were paralyzed and couldn't make key decisions and that permit applicants get different interpretations of the code from various staff members.
- **Streamline the permitting process.** This suggestion emerged in both the survey and focus group meetings. Focus group participants indicated that it is not uncommon to have applications reviewed by three separate City departments and that decisions made by one may require the applicant to revisit another. This adds time and cost to the permitting process. Many suggested consolidating the process by appointing a “permit manager” to each application, to revive the Business Assistance Team, or to have an interdepartmental team that applicants could meet with in early stages of the process.
- **Adopt a customer service oriented attitude.** This suggestion parallels the previous two. Participants almost universally felt that City staff behave like bureaucrats and frequently foster an us vs. them



attitude. Participants felt that the lack of customer service at the City affects the negative perception of the business climate.

- **Educate the public:** Participants agreed that the community needs more education about the connection between economic development and quality of life. Community residents and those people looking to relocate in this area need to hear positive stories about successfully operating a business in Eugene. Additionally, exposing community members to success case studies would help show that success is possible.
- **Provide incentives for downtown development:** Many participants agreed that the City must provide incentives for developing downtown. This would make developing downtown more economically feasible when compared to building further out, and ultimately have a positive impact on the perception of Eugene as a place to do business.

Many other suggestions were provided, however, these were the ones that were mentioned most frequently. The survey results and comments, and the focus group summaries provide more detail on the specific suggestions.



# Appendix A

## Survey Instrument

This appendix contains a copy of the survey instrument used for the Eugene Business Climate survey. The survey was administered in November 2002. Following is a discussion of the survey methodology.

The first step in any survey is to develop a set of research goals and objectives and develop a survey instrument that gathers data consistent with the research goals. CPW initiated this process by facilitating a meeting with City staff, representatives of the Eugene Chamber of Commerce, the Lane Metro Partnership, the Workforce Partnership, the Institute for Sustainable Ethics and Economics (ISEE). That meeting identified key issues and topics the survey would address. The survey addressed the following topics:

- Characteristics of survey respondents
- Perceptions of business climate
- Perceptions of local government and economic development
- Opinions about sustainability
- Perceptions of the local workforce
- Expansion plans of survey respondents

Representatives of these organizations were given the opportunity to review and provide commentary on the draft survey. Appendix A contains a copy of the survey instrument.

The next step is to define a sampling methodology and a sample population. CPW administered a survey by mail to a sample of 2,000 businesses located within Eugene zip code areas. The sample was drawn from the Employment Security 202 database provided by the Oregon Employment Department. This database includes records for all businesses with employees that are covered by unemployment insurance. This database allowed the survey to be randomly distributed to a broad range of business types and size.

To increase the survey response rate, a reminder postcard was mailed one week after the first mailing of the survey. A second survey was mailed two weeks after the first mailing of the survey. CPW received 382 valid responses, yielding a 19% response rate.

October 2002

Dear Business Manager:

We need your help!

I would like to encourage you to complete the enclosed survey to assess your opinions of Eugene as a place to do business. In my January 2002 "State of the City Address," I declared the need to gauge business perceptions and improve the City's policies towards attracting and retaining businesses.

This survey will be an integral piece in understanding your thoughts on Eugene as a place to do business. The survey is endorsed by the Eugene Chamber of Commerce, the Eugene-Springfield Metropolitan Partnership, the Lane Workforce Partnership, and the Institute for Sustainable Economic and Environment. It is my hope that a community-wide dialog about economic development in Eugene will ensue, and that your input will provide direction for city policies and services. The more responses we receive from business owners like you, the better informed we will be to address key issues with respect to our local economy.

Your opinions are important to us. **Please return your completed survey no later than Tuesday, November 15<sup>th</sup>, 2002** in the enclosed postage paid envelope. If you have any questions regarding the survey, please feel free to contact Amy Lapin, Community Planning Workshop Project Manager at 541-346-3653, or you can contact me at 541-682-5882.

Thank you for your participation!

Sincerely,

A handwritten signature in black ink that reads "Jim D. Torrey". The signature is written in a cursive style with a large, stylized initial "J".

Jim Torrey  
Mayor, City of Eugene

# Eugene Business Climate Survey

**Instructions:** The Eugene city government is interested in better understanding the attitudes and issues related to perceptions of Eugene's business climate. The survey has been sent to 1,200 local business representatives. The Eugene City Council will use the results to review economic development policies.

This survey is intended to reflect the opinions of local business leaders. It should be completed by the person who makes the primary business decisions at your business. You should complete the survey based on your individual opinions and experiences in conducting business in Eugene. Please read each question carefully and answer to the best of your ability. Please take a few minutes to complete the survey and return it in the enclosed postage-paid envelope no later than **Friday November 15<sup>th</sup>**.

If you have questions regarding the survey, please feel free to contact Amy Lapin at the Community Planning Workshop, (541) 346-3653. Your participation is voluntary and your returned survey indicates your willingness to take part in the study. If you have questions regarding your rights as a research participant, please contact the Office of Human Subjects Compliance, University of Oregon, 5219, Eugene, OR 97403, or call (541) 346-2510.

**First, we would like to ask some general questions about your perceptions of Eugene's business climate.**

Q-1. How important are perceptions about doing business in Eugene in creating a strong local economy?

- Very impo
- rtant
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Q-2. Overall, how would you rate Eugene as a place to do business at this time?

- Excellent
- Good
- Fair
- Poor

Q-3. How has Eugene changed as a place to conduct business from five years ago (or since you began conducting business in Eugene)? If you respond that it is better or worse, please state the reason(s) why.

- Better → Why? \_\_\_\_\_
- Worse → Why? \_\_\_\_\_
- Unchanged
- Not Sure

Q-4. The following is a list of characteristics that can affect views of the local business climate. Please rate these characteristics in terms of their effect on Eugene as a place to do business. (Check the appropriate box.)

Characteristic	Effect					
	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Not Sure
1. Access to markets and customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Availability of capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Availability of land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Availability of raw materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Availability of technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Community attitudes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Community safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Competitive pressure from other businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Cost of doing business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Downtown parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Diverse economic base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Economic growth potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Environmental quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Growth management policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Local government regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Local tax policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Medical facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Permitting requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Population density	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Public education system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Quality of life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Recreation opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Shopping facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. State's fiscal situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. State and Federal regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. State and Federal tax policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Traffic Congestion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Transportation system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Utilities cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Vital downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Workforce availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Workforce quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Other (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q-5. Using the list of characteristics presented in Q-4 or other characteristics, please indicate the top three strengths and weaknesses of doing business in Eugene.

<u>Strengths</u>	<u>Weaknesses</u>
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

Q-6. Please indicate your response to the following questions regarding Eugene’s business climate. (Check the appropriate box.)

Question	Pro-Business	Neutral	Anti-Business	Not Sure
How do you <i>personally</i> perceive Eugene as a place to do business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How do you feel <i>businesses outside of Eugene</i> perceive Eugene as a place to do business?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q-7. Please indicate how supportive the Eugene city government is to local businesses.

- Very supportive
- Somewhat supportive
- Neutral
- Somewhat unsupportive
- Very unsupportive

Please explain your answer: \_\_\_\_\_

Q-8. Please list the top three steps the Eugene city government could take to improve Eugene as a place to do business.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

**Now, we would like to ask some questions regarding your opinions about local government and economic development.**

Q-9. Please indicate what you think the Eugene city government’s policy should be towards economic growth.

- Encourage economic growth
- Accommodate/manage economic growth
- Discourage economic growth
- Not sure
- It depends (explain): \_\_\_\_\_  
\_\_\_\_\_

Q-10. Who do you feel should be working to promote economic development in Eugene? (Check all that apply)

- Eugene city government
- Eugene Chamber of Commerce
- Eugene Springfield Metro Partnership
- Combination of the Eugene city government, the Eugene Chamber of Commerce, and/or the Eugene Springfield Metro Partnership
- No one – let the market work on its own
- Not sure
- Others (specify): \_\_\_\_\_

Q-11. Do you think there are barriers to economic development in Eugene?

- Yes → What are they? \_\_\_\_\_
- No

Q-12. Please check the box that best represents your opinion regarding what the Eugene city government *should* do as local economic development policies and strategies.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should actively recruit businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should reduce development fees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have more industrial lands.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have strong policies to maintain environmental quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should streamline the development permitting process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide financial incentives to attract new employment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should encourage development of neighborhood commercial centers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should adopt policies that will create more affordable housing for workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should take steps to retain and expand existing businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should encourage new businesses to locate downtown.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should market itself better to new businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee recruitment services to businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Q-13. Please evaluate each policy or process in terms of its impact on Eugene as a place to do business.

Local Policies and Processes	Positive	Neutral	Negative	Not Sure
Building permit process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth Management Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure development (i.e. roads, airport, sewer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use application process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local tax policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LTD payroll tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nuclear free zone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Smoking ban	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
System development charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toxic Right to Know Law	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Next, we would like to assess your opinions concerning sustainability.**

In February 2000, the Eugene city government adopted a sustainability policy that includes a definition of sustainability and sustainability principles to be applied to the City. Resolution 4618 states:

*The City of Eugene is committed to promoting a sustainable future that meets today's needs without compromising the ability of future generations to meet their needs, and accepts its responsibility to: support a stable, diverse and equitable economy; protect the quality of air, water, land and other natural resources; conserve native vegetation, fish, wildlife habitat and other ecosystems; minimize human impacts on local, regional and worldwide ecosystems.*

Q-14. How important is it to you that Eugene city government's sustainability policy be implemented?

- Very important
- Somewhat important
- Neutral
- Somewhat unimportant
- Very unimportant

Q-15. What is the impact of the sustainability policy on your business?

- Positive impact → Why? \_\_\_\_\_
- Negative impact → Why? \_\_\_\_\_
- No impact
- Not sure

Q-16. What is the impact of this policy on perceptions of Eugene as a place to do business?

- Positive impact → Why? \_\_\_\_\_
- Negative impact → Why? \_\_\_\_\_
- No impact
- Not sure

Q-17. Would you be willing to participate in a business education program about sustainable business practices if it were available?

- Yes
- No
- It depends (Please specify): \_\_\_\_\_  
\_\_\_\_\_

Q-18. How important do you think each of the following characteristics is in establishing a sustainable economy?

Characteristic	Very Important	Important	Neutral	Unimportant	Very Unimportant	Not Sure
Affordable Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost of doing business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficient resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green building practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green industry practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High quality workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living wage jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Natural resources and habitats protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nodal development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality education system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Redevelopment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support for local businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Now we would like to ask you questions about your perceptions of the local workforce.**

Q-19. Do you expect your employees to already be trained when hired?

- Yes
- No
- It depends (please specify): \_\_\_\_\_

Q-20. What skills will your employees need in the next 3-5 years to help your business be successful? (Check all that apply)

- Computer skills
- Customer service skills
- Industry-specific skills
- Interpersonal communication
- Math
- Reading
- Technological skills
- Writing
- Work ethic
- Other (specify): \_\_\_\_\_  
\_\_\_\_\_

**Finally, we would like to ask some questions about the characteristics of your business.**

Q-21. Please indicate the type of industry or profession that most accurately describes your business. (Check only one.)

- |   |  |
|---|--|
| <input type="checkbox"/> Agriculture, Forestry, Fishing           | <input type="checkbox"/> Wood Products Manufacturing       |
| <input type="checkbox"/> Transportation, Communication, Utilities | <input type="checkbox"/> Other Manufacturing               |
| <input type="checkbox"/> Construction                             | <input type="checkbox"/> Retail trade                      |
| <input type="checkbox"/> Finance, Insurance, Real Estate          | <input type="checkbox"/> Eating and Drinking Establishment |
| <input type="checkbox"/> Business Services                        | <input type="checkbox"/> Wholesale Trade                   |
| <input type="checkbox"/> Health Services                          | <input type="checkbox"/> Other (specify): _____            |
| <input type="checkbox"/> Other Services                           |  |

Q-22. How long has your company been operating in Eugene? \_\_\_\_\_ Years

Q-23. Is your company based in Eugene?

- Yes  
 No

Q-24. What is your zip code? \_\_\_\_\_

Q-25. In total, how many full and part-time employees are currently employed by your business?

\_\_\_\_\_ Full-time equivalent employees \_\_\_\_\_ Total employees

Q-26. Please indicate your gross revenues for the most recent complete fiscal year.

- Under \$500,000  
 \$500,000 - \$1 million  
 \$1 million - \$5 million  
 \$5 million - \$10 million  
 Over \$10 million  
 Not sure

Q-27. Do you plan to expand your business in the next *five* years?

- Yes
- No → If No, skip to **Q-30**

Q-28. If you plan to expand your business in the next five years, will you expand it in Eugene?

- Yes
- No → If no, please explain why not. \_\_\_\_\_  
\_\_\_\_\_

Q-29. If you plan to expand your business in the next five years, please indicate how you expect your business to grow.

Estimated number of new employees (Full time equivalent) \_\_\_\_\_  
Additional floor area needed \_\_\_\_\_ sq. ft.  
Additional land needed \_\_\_\_\_ sq. ft.  
Site characteristics required \_\_\_\_\_

Q-30. What areas of assistance are most needed to help your business grow and succeed? Check all that apply.

- |  |   |
|--|---|
| <input type="checkbox"/> Availability of capital               | <input type="checkbox"/> Networking groups/business clusters                  |
| <input type="checkbox"/> Communications infrastructure         | <input type="checkbox"/> Outreach/information on local market characteristics |
| <input type="checkbox"/> Cut/lower taxes                       | <input type="checkbox"/> Provide affordable housing                           |
| <input type="checkbox"/> Employee education/training           | <input type="checkbox"/> Reduce health care costs                             |
| <input type="checkbox"/> Employee recruitment                  | <input type="checkbox"/> Reduce regulations & fees                            |
| <input type="checkbox"/> Employee retention                    | <input type="checkbox"/> Streamline permitting processes                      |
| <input type="checkbox"/> Financial support                     | <input type="checkbox"/> Wage issues/overtime issues                          |
| <input type="checkbox"/> Improve transportation infrastructure | <input type="checkbox"/> No assistance needed                                 |
| <input type="checkbox"/> Increase land availability            | <input type="checkbox"/> Not sure   |
| <input type="checkbox"/> Information about available resources | <input type="checkbox"/> Other: _____   |

Q-31. Please share any other comments you have in the space below.

*We sincerely value your responses and thank you for taking the time to fill out this survey.*

*Please mail your answers back in the postage-paid envelope provided.*

# Appendix B

## Transcript of Written Survey Comments

The Eugene Business Climate survey offered many opportunities for respondents to provide written comments to supplement their answers. A transcription of all responses to open-ended questions follows. The comments are presented organized by each open-ended survey questions. Individual comments and comment categories are not presented in any specific order.

### Transcript of Survey Comments

**Q-3 How has Eugene changed as a place to conduct business from five years ago (or since you began conducting business in Eugene)? If you respond that it is better or worse, please state the reason(s) why.**

#### **Better:**

- We have more experience and connections.
- Because of leadership of the mayor and some councilors, also the chamber of commerce.
- Actually was able to obtain building permit in less than three tries.
- Fewer practitioners in my field (law).
- Opening of Broadway.
- Big companies located in the area helped.
- More willing to look to the future and plan the direction of our growth.
- Smart growth is far better than uncontrolled growth (I'm from the east coast) but there needs to be built in flexibility in land-use issues to allow creative solutions.
- Downtown rebounding street problems near U of O are less frequent. Police more responsive when needed.
- More diversity.
- U of O enrollment.
- The downtown area has changed, better accessibility, traffic flow easier, more diversity in businesses.
- Economy has diversified to allow more consistent jobs.
- Opening of Broadway and other development downtown appears to all as a positive step forward. (Also Mayor Torrey)
- Positive public health climate enforced by Toxics Right to Know measure. (Offset, unfortunately by the cancelled Nuclear Free Zone.. and pandering to automobile traffic.)
- I feel there is more awareness of difficulty and some change in attitude
- More sensitive to markets.

#### **Worse:**

- The policies of the Planning and Land Use Department, increases in SDC fees, permit office, instead of facilitating, they seem to be acting as a deterrent force.

- Even more red tape for everything.
- High and mighty city attitude.
- The “nomenklatura” continue to “plan” with about as much success as the Soviet version.
- City has not changed its position towards attracting and keeping businesses. Several have moved to the Springfield area.
- Client base.
- Population pressure – adequate ways of dealing with it.
- It seems like it takes more money (for permits) and more effort to get approvals for building/remodeling. I just shook my head when I got my last quote for a permit to build because I know how little time inspectors will spend here checking for the amount of money required.
- Taxes, regulations, willingness to work with local businesses.
- Worse airline connections; higher pricing compared to Portland.
- Poor decisions on the part of Public Works Department. Exculpatory and unethical business behavior on the part of city personnel under the guise of saving the city money.
- Bureaucracy – taxes, policies, cost of living.
- City council’s attitude toward assisting the business community in Eugene. City Council should be forced to allow smoking in bars-taverns if adequate filtration is installed! Ozone units have been approved by the federal government.
- We are perceived as anti-business.
- 1955 to now - city staff attitude and building policy. Also EWEB not responsive now.
- Commercial building permits too difficult in terms of restrictions and requirements. LTD taxes onerous, minimum wage becoming onerous.
- Lack of police support on vandalism and too many micro-regulations.
- The city council is so interested in their agendas and special interest, they can’t see the big picture. Capitalism requires business to be profitable, not hamstrung by rules and regulations that create a burden on them. Springfield has it figured out: support business, they create jobs! More tax money. Profit has its benefits. Did you ever get a job from a poor person?
- Planning commission never approves plans the first time and it takes too long to get approval.
- Unfair issues passed by a city council who is archaic – not up to date – opinionated and unwilling to listen to all sides of an issue and what effect it will have on a healthy economy. Why should this small number of people able to cause such a disaster to many businesses without a fair voting procedure.
- Building, planning climate. Airport service.
- City council hesitancy to grow Eugene businesses.
- Degrading infrastructure, green space, and livability.
- Because there is a lack of medium class wage jobs – the strength of the tax base.
- The process has slowed down. Requirements are black and white with no room for unique situations.
- Transportation problems are worse with no change in sight and land use code update (including “nodal development” concepts) make permitting much more difficult.
- For more red tape and unwillingness to cooperate and actually help business.
- Downturn in general economy.
- More out of town/state contractors are coming in to do construction.
- Too much emphasis on large corporations, not enough on small businesses.
- Permit fees/attitudes of some city employees.
- Loss of mason employers and loss of mason prospective employees.
- Taxing business owners for LTD bus system while LTD bureaucrats drive \$40,000 hybrid vehicles. They should ride the bus so then at least 5 people at a time would ride. Also, stop spending our taxes to run TV ads for LTD.

- More restrictions.
- I feel the city of Eugene has always been anti-business and that is only getting worse. Evidence of this is how several major employers and even Eugene's flagship hospital has made decisions to move to Springfield. I think the whole problem begins at the city council.
- Too many rules that chase business off, no one wants to build here either.
- City council, anti-business policy and slant.
- Less commercial buildings and higher taxes.
- Because the influx of competition. Through Hyundai, Symantec, and Hynix layoffs, my new business closed shop within a year or less.
- Parking situation – do away with meters, go back to angle parking!
- Permit costs.
- Reduced airport schedules.
- Hyundai, Autocraft, Sacred Heart, etc. etc.
- Because city gives tax breaks to big, rotten employers and does nothing for small employers like myself who create 90% of new jobs.
- Over-regulation – land use, environment.
- Perception that city government is inefficient and undirected.
- Increasing number of homeless on our streets, attracted here by local programs and policies.
- Non-support of local vendors (qualified vendors) vs. low-bid out-of-state and even out-of-country sources.
- Taxes.
- Anti-business sentiment; pro-tax; anti-expansion.
- City building inspectors are increasingly incompetent; SDC fees for small remodeling projects are outrageous and out of line.
- Image – anarchist – too liberal – uncaring for those who have good moral values.
- Increased local and environmental regulation duplicating state regulations. Increased expenses of expansion due to building codes and permit process.
- My level of confidence, hope for good service from many of the city departments that I use has dropped because of poor attitudes of the employees I have had to deal with. Quite frankly, I am disgusted with the planning and permit departments.
- City council does not represent the majority of people – they seem too busy spending time on minority social issues such as no Christmas trees on city property, this registry issue, special restrooms, etc. The council seems lost concerning development and the general needs of people. There have been some individuals that have been catered to excessively and others ignored. This has cost and will cost Eugene business. In addition, the tax environment seems to be poorly arranged.
- City government has not made it conducive to do business in Eugene.
- The city has added complicated, not fully thought-out development regulations to help implement the city council's anti-business attitude.
- Over-regulation – politically and environmentally correct – but no common sense –idiots running it.
- Permit process.
- Less activity.
- Growth is way too unorganized. No center of town –keep changing focus. Way too spread out. Sprawl!
- More regulations and restrictions. Anti-business attitude at City Hall.
- Publicity surrounding city planning delays, councilors that do not represent the majority.
- When I began the business, we had a lumber economy. Since then it has all changed and we have had to diversify. It has been a hard transition.

- The policies of the Planning and Land Use Department, increases in SDC fees, permit office, instead of facilitating, they seem to be acting as a deterrent force.
- City's reputation as uncooperative.
- No growth, not new businesses like Sony, Hyundai, Symantec. No growth of existing businesses to speak of. Little to attract new business.
- Attitude and direction of city staff and particularly the council.
- The general consensus of business people I speak to believe that over-regulation and bureaucratic policy has made things worse.
- City land use issues have gotten progressively worse. City staff members put no effort into helping people and promoting projects.
- Moved here in 1976; vibrant downtown, ample free parking with easy access; theater productions on mall during summer months – no fear of walking at night downtown.
- Higher taxes, unfriendly business tactics, and procedures. General attitude is against progress.
- The only ones who are given any breaks are the large businesses like Hyundai.
- Taxes, traffic congestion, permit process.
- Planning department has become too authoritative. Not willing to work with businesses trying to expand.
- Non-smoking policy – lost 20% of sales, still recovering. Poor transportation system – including roads and need for more bus stops in some areas, more bike lanes. The city is growing. Transportation needs are vital to economic growth.
- Too much “red tape.” Disgusting antics in the downtown area. Planning department hassles!
- Lack of land, no interest in growing by city council.
- Ordinances more restrictive (smoking ban), less responsive (building permits and inspections), more costly (fee increases).
- City staff cutbacks – city council out of touch with reality.
- More restrictions: more taxes, business licensing, hazardous material feel, sign restriction, more governmental control, zoning restriction= more costs, while business stays about the same.
- Dishonest, incompetent tax assessors office.
- Toxics right-to-know, no alarm response. Homeless camping, - just a few of the items that make it difficult (and less attractive) to do business here.
- Employee situations.
- The city council make[s] it an un-fun place to do business. Their ideas are anti-growth and anti-business.
- Make it difficult to do business in Eugene – kicked out Peace Health.
- City council is not organized and send mixed signals to everyone (stupidity).
- Our location is becoming perceived as an unsafe place particularly at night.
- Harder to get permits and much more costly some of the codes are ridiculous.
- Ferry street connection hurt us, overall business is down.
- The City and it's agencies do not seem to share a common goal of sustained but controlled growth (ex., the debacle over Sacred Heart).
- More red tape.
- That is complicated of course. Mostly, it's that people have less money, the wealthy are making more than ever and everyone else is struggling.
- Anti-business city council attitudes.
- More restrictions.
- Positions taken by the City Council.
- Costs higher – i.e., rent, utilities, payroll. Too much of same thing, WalMart, Kmart, Shopco, Fred Meyer.



- Agencies take valuable time to ensure small business complies with every rule dreamed up and forced upon us.
- I go back to 1960 need I say more?
- Still difficult to build in Eugene.
- New land use codes.
- The impression inside the community is that business is pulling out of Eugene downtown and moving to Springfield.
- Land use restrictions, e.g., restrictions on professional services in R-4 and R-3 zones.
- Economy has changed, tax structure and cost of living in areas has increased beyond what is reasonable. Fees to clients can't be increased proportionately w/o loss of business. What use to be attractive about this area recreationally and educationally is no longer available.
- The economy is failing. The city government has done nothing successful in controlling the homeless population and their affect on crime and the general negative affect they have on the west Eugene environment.
- Zoning, transportation of commerce, attitudes of city council.
- Anti-business climate.
- People on the city council not experienced or sympathetic to business.
- City council convey anti-growth anti-business attitude in its ruling.
- Believe perceptions have become worse – Sacred Heart and others moving to Greenfield – Symantec out of downtown – believe this is the perception, not necessarily the reality.
- Downturn in economy, loss of medium sized businesses, such as Rosen.
- Loss of industries and jobs.
- Established businesses seem to do fine but new businesses and/or businesses wanting to expand or move seems to meet with enough road blocks that they go elsewhere. This works to stifle local growth which in turn minimizes growth for established businesses.
- Bad publicity, city/county not business friendly.
- Economy.
- Harder to obtain permits and land use problems difficult business environment.
- The mayor continues to emphasize tax breaks and infrastructure abatements to attract large, out-of-state corporations. Apparently under the mistaken impression that trickle-down is a valid economic theory, when in reality, our dollars flow to out-of-state pockets, leaving small, local businesses to continue to pay for the shortfall.
- City council too involved in bus transit.
- Perception of an uncooperative city council.
- Some competitors in service industry compete unfairly without insurance, workmen's compensation or taxes being kept up to date.
- Much harder to deal with the City. Much more expensive to operate in Eugene. [Property] too high. State tax too high. Too much burden on employers – we can't afford to employ.
- [Greater] cost of power and additional regulation and [decreased] parking.
- Toxics right to know, city council antics.
- There is more red tape to get through to get something done.
- Not enough attention paid to downtown development in the last 5 years – actually the [last] 25 years. Thank goodness Broadway is now open but parking is still a problem for “would be” shoppers the obvious lack of business (closed store fronts) is ample evidence that the area is not conducive to business.
- Quality of life, traffic, uncut forests, general level of tension and pace of life has deteriorated.
- Eugene business is being controlled more and more by people who have never taken a paycheck from private enterprise.
- Economic conditions overall, consumer fear.

- Minimum wage increase – too much for competition from child care providers operating from home – undercutting the costs of doing business.
- Small business seems to be the target for most options to cure problems with city budget.
- Three R's – Requirements, Restrictions, Regulations.
- I feel that Eugene is antiquated and the City makes it difficult to expand, change or move a business.
- Political attitude.
- Nothing has changed government mentality (i.e., permit process).
- Permits are time consuming, etc..
- Air service, declining economy, city council.
- Many of the current City Counselors are anti-business, anti-growth, and favor higher taxes for non-essential services.
- If the city council can run a non-profit hospital out of the city imagine what for-profit businesses have to endure. The city makes life tough on business, both existing businesses and those wanting to come [to Eugene].
- New land use code update is very hard on business development. Also, systems development charges are excessive!
- Too many demands on builders.
- Local governments attitudes.
- Since 1967. Vibrant busy downtown core- Eugene was timber capital of the country- cannery was booming and employed just about anyone willing to work in summer thru Xmas.
- Council attitude, effective police support, antigrowth, NTL publicity of anarchist, tagging, pan handling, transient traffic, etc.
- Mostly because of the economy.
- Too much red tape and too, way too long to get permits o.k. etc.
- Taxes, building codes.
- My architecture business has suffered greatly in the past 2 years. Not the fault of the city.
- High housing costs; increased traffic (because of unchecked growth) and the loss of business from downtown center. (Chad Drive and the West Eugene industrial complexes have hurt our downtown.)
- Moving to Portland.
- Economy stifled by lack of unity in the City Council, failure to communicate and promote the small business community.
- Economic higher employment.

**Q-4 Other characteristics that can affect views of the local business climate:**

- Left-wing ambiance (very negative).
- Willingness to privatize services currently provided by city personnel (very negative).
- University of Oregon (very positive).
- Use of surveys like this to gain new knowledge (very negative).
- Anti-business city council (very negative).
- Tax write-offs for out-of-area businesses, corporations (very negative).
- SDC charges (very negative).
- Local property tax (somewhat negative).
- City council policy (very negative).
- City government business attitude (very negative).
- Not sure what this is asking for... Am I evaluating Eugene in these areas (i.e. rating them) or am I supposed to rate how important these areas are to Eugene business?

- Environmental quality too regulated.
- Slow growth/more school money. (very positive)

**Q-5 Other characteristics (besides those listed in Q-4) that are in the top three strengths and/or weaknesses of doing business in Eugene:**

**Availability of Land**

- Availability of retail spaces in key areas

**Competitive Pressure from Other Businesses**

- Other businesses
- Special interest developers buying their way

**Downtown Parking**

- No free parking downtown

**Diverse Economic Base**

- Access to ORI
- Diversity

**Environmental Quality**

- Natural environment
- Environmental issues
- Sprawl increasing
- Sustainability

**Growth Management Policies**

- Unmanaged sprawl into outlying shopping malls

**Infrastructure**

- Building damage
- Empty buildings/holes in the ground

**Local Government Regulations**

- Red tape
- Land use code
- Permits/taxes
- Poor permit enforcement
- Closing PeaceHealth hospital
- Sign ordinances

**Local Tax Policies**

- Payroll expenses
- Tax structure
- Permits/taxes
- Business taxes, LTD, etc.

## **Quality of Life**

- Climate
- Beautiful town & perfect size
- Community of life
- Livability
- Robust social environment
- Too damp for Californians
- Sense of community

## **State's Fiscal Situation**

- Weak economy

## **Traffic Congestion**

- Access to office –traffic flow

## **Transportation System**

- I-5 corridor
- Airport accessibility
- L.A.-type transport plans
- Access to office –traffic flow

## **Vital Downtown**

- Lack of retail downtown

## **Anti-Business**

- Perception of negative business climate
- Not friendly to new businesses
- Anti-business
- Eugene needs to grow, everything going to Springfield, all land ends up wetlands
- Minority anti-growth attitudes taking preference

## **Business Community**

- Business attitudes
- Optimistic attitude of business leaders
- A savvy business community
- Most businesses are good citizens.

## **Contact with State/Fed Government**

- Contact w/ state/fed governments

## **Eugene City Council/City Government**

- City council
- Constantly changes building codes
- Poor attitudes of city employees
- City government
- Specific city councilors

- City employee attitudes
- Lack of political representation
- Anti-business government
- ½ the city council
- Mayor leadership
- Socialist city council
- Radical left groups
- Inept public works department
- Inept planning department
- Willingness to privatize services currently provided by city personnel
- Government waste/arrogance/corruption
- Unresponsive city manager
- Political infighting

### **Eugene's Image**

- National negative perception of Eugene
- Image

### **Geographical Location**

- Central locale
- Geographically located
- Proximity to I-5

### **Governmental Support for Large Businesses**

- Lack of support for small businesses
- Government focus on big employers
- Government attitude to small business

### **Media**

- Register guard newspaper (sometimes)
- Full service media

### **None**

- None (strengths)
- None (weaknesses)

### **Planning Commission**

- Planning commission too cumbersome

### **Social Climate**

- The anti-cultural activities
- Perception of tree huggers
- Continual protesting and transient begging
- The people
- Poverty culture
- Hippies

- Increased percentage on welfare
- Diverse neighborhoods
- Friendly environment
- Diversity
- Friendly
- Too liberal
- Creative people
- Family-friendly

### **University of Oregon**

- UO domination
- Civil behavior in university area
- University of Oregon

### **Eugene Police Department**

- Overbearing, negative police

### **Land Use Code**

- Bad land use policies
- LUCU!
- Business/home zoning
- Architectural planning

### **Thriving Business**

- Business is strong for me.

### **Local Economy**

- Unemployment – reduction in disposable income
- Comparatively low salaries
- Low economic base

### **Basic Services**

- Good basic services

### **Economic Development Strategies**

- Unwillingness to compete with other cities for jobs.

### **Pro-growth promoters**

- Pro-growth promoters.

### **Planning process**

- Planning and permit process.
- Planning staff and permit difficulties

### **Mayor Torrey**

- Mayor Torrey.

## **Minimum wage increase**

- Minimum wage increase.

## **Income gap**

- Separating of wealthy and poor people.

## **Non-school-related youth activities**

- Creative outlets for the youth like skate parks or funded activity programs

## **State government**

- State government

## **Preferential treatment**

- Preferential treatment given to VRC by County.

## **Q-7 Please indicate how supportive the Eugene city government is to local businesses. Please explain your answer:**

- Eugene city government supports foreign out-of-state and out of town businesses to the detriment of local businesses.
- I do not even try to grow if it involves permits, etc. too much red tape.
- “We have rules in this city. We interpret and enforce them – you follow them!”
- Ferry Street Bridge Project.
- Permits costly and time-consuming.
- City government lacks an understanding of how difficult it really is to survive.
- City council passing ordinances based solely upon personal preferences.
- Mid level employees make doing business very difficult. Typical response is “no” rather than “let’s see if there are reasonable ways to make this work.” It is as if employees are anti-business.
- Regulations on small businesses from sign regulations to construction permits and regulations.
- Perception is reality.
- Planning commission has been the same for years and city council is worthless.
- Cigarette smoking in bars allowing no one under 21 – outside city limits advertising you can smoke in their establishments – travel time 5 minutes.
- For those in construction trade the city is making millions.
- Anti-growth/anti-business groups and or persons have political control of local government agencies in a ? type fashion to halt or seriously inhibit development.
- Not consistent in regulations and promoting economic growth.
- Eugene city government is as diverse as our population: way right and way left.
- Developers rule the roost.
- Depends on business and/or project. City tends to support form over substance and supports small business over big business.
- We get nothing but obstacles rather than opportunities.
- City council goes out of its way to make business difficult.
- Construction end is a lot of red tape to go through. Planning division needs to be more user-friendly.
- Unless it is friends of the council, they do what they want.
- Decisions are usually made in favor of anti-growth, anti-jobs.

- Philosophy of fit government needs or go away – for example, Sacred Heart – rezoning their land so they couldn't build was un-American.
- Lack of exposure to larger economic and business issues leads to poor long-term decision-making.
- I feel the city of Eugene government is out of touch with local business. Maybe this is a start to change that.
- Parking problems (citations), restrictions
- Most agencies want to help but cannot because of city management.
- Nothing ever comes out positive, unless you have lots of money and are a center of influence, you cater to the rich.
- Eugene does what it can to support local business through tax deductions, but needs to improve infrastructure so businesses have the ability to grow outside of this community.
- City council has negative attitude toward businesses.
- Too many examples of unfriendly and bold treatment by certain city council members.
- Big out-of-area companies cannot roll over fast enough. Small employers cannot get time of day. No tax write-offs for me!
- The Eugene city government has no perceptible effect on my business.
- Very easy to deal with local government.
- Lots of feet dragging on growth issues (i.e. Ferry Street Bridge expansion).
- While starting a new business this year, city was approached regarding funding or other assistance with little success or positive suggestions.
- Some are supportive but most are unsupportive.
- Certain city council members.
- My experience is mainly with planning employees.
- City staff is incompetent. Ignorant and anti-business.
- Permitting requirements offset any attempt to be supportive.
- Minority population of activists has increasingly larger influence over the council, staff of the city.
- Council prefers to limit growth.
- City staff and much of the city council is anti-business/growth.
- Frustrating and time consuming permit process.
- I have worked with City on development and have found staff very supportive.
- The lack of a city center, urban sprawl, too many Wal-Marts, Targets, etc. Where is our center of town?
- City does not work well with developers.
- Does not listen to business people. Has us-them mentality where business people are viewed negatively.
- Feel the city government helps big business with tax cuts/loan, etc., but not much of it helps small business.
- As far as the construction industry, it does appear to be anti-growth.
- Apply for a building permit or land development – you will then understand.
- Sacred Heart. Stupid power play – they held all the cards.
- Hyundai and latter Hynix were not well supported by the city and the city allowed others to harass them because of some unexplained personal vendetta.
- Bend over backwards for out-of-town business, but do nothing I know of for local small business to grow.
- I do not have a good understanding not being involved in that area.
- The city council has a strong anti-business, anti-growth contingent.
- City policies and documents are written to find ways not to let people expand their business, rather than ways to help them.



- City of Eugene overtaxes the business community, does not listen or assist the business community, displays a total uncaring attitude, makes very costly decision against general community openness.
- Nothing is passed without a lengthy time with discussion and arguments against.
- Planners can be difficult to work with.
- Big money seems to get their way. Right and wrong gets lost in the shuffle.
- Talk to any contractor.
- Government is too interested in exercising control.
- Fee and permit costs and difficulty to obtain.
- I have not had the occasion to need assistance but the city government seems to be productive and [to] care about the citizens.
- Anti-growth – their way or no way.
- You harassing agencies forced me to get out of my manufacturing business.
- The local government acts like they are not actually people who run businesses, therefore they are not affected by the wacky regulations they impose.
- City government is very anti-business and [has] not done anything positive to change that fault.
- Some councilors are pro no growth.
- Smaller business is getting harder and harder to stay above.
- The city manager's office VERBALLY STATED they are "opposed" to the growth and development business tends to bring in its wake" – that is a quote on the phone.
- Do not know how to facilitate.
- Just watch the televised city council meetings and their unilateral policy making regarding businesses.
- City staff availability – look at current staffing and management of PIC – not very available or friendly.
- General attitudes are opposed to any type of manufacturing.
- Although city government is sharply divided on policy issues, I believe that all members emphasize and favor jobs and the economy.
- City council's attitude tends to be anti-business city's planning department policies are no growth, which results in decisions that are not beneficial to businesses.
- Change and growth is challenged at too many levels.
- Sometimes, in dealing with representatives in local government in Eugene, talking with someone to clarify or straighten out a problem is adversarial.
- Mayor is very supportive. Some city councilors ditto. Other councilors and staff – contra.
- Permit process is long, too many argumentation business (e.g., West Eugene Parkway).
- Eugene city government seems to look at business as a "necessary evil" rather than a vehicle to embrace people's standards of living and ability to enjoy life as they choose.
- I assume that all city governments desire prosperous economic conditions and therefore support business. If city government seems to hamper business it is only because it is their duty and obligation to consider the needs and opinions of all community members – not just business owners.
- The council as a whole has made poor decisions that has driven business away.
- The mayor spends too much time and our money providing breaks to out-of-state businesses.
- Betty Taylor, David Kelly, Bonnie Bettman are very anti-business.
- The council and radical pressure groups over time present the City government as a JOKE to the rest of the state over the past 34 years [that] I've been here.
- Supportive to certain businesses when trying to lure them to Eugene. Negative to those of us already here as we become the subsidizers of the new businesses.
- Eugene government seems to put unnecessary, confusing rules and taxes on businesses. (i.e., building permit process, LTD tax! Etc.).
- We seem to want to put on a good face but "shoot ourselves in the foot".

- The City is somewhat supportive of current business, but very unsupportive of new businesses.
- Stop arguing over language of amendments and get the job done.
- “Nut Cases”
- Depends on who’s viewing the situation. Homebuilders want to just ignore boundaries, city government needs to contain added sprawl.
- However, I think the tax breaks for business like Hynix are inappropriate and damaging.
- Too supportive, willing to sacrifice what makes Eugene a good place to live on the financial alter.
- City council is too divided – they are divided by “neighborhood attitudes” rather than what is better for the City as a whole.
- High self-employment tax, permit requirements, lack of decent downtown planning.
- Instead of doing the right thing – too concerned about what is politically correct in not offending people [and] groups – debilitating decision making.
- Wants to attract business that create new jobs, but doesn’t want any of the problems that they create.
- What have they done?
- Eugene makes it difficult to improve business by restricting parking, not improving street access and unnecessary demands.
- Strong socialist mentality reflects U of O mentality.
- Do not change anything for helping business – tend not to give the slightest edge to local vendors in a bidding process.
- Some regulations restrict free trade by focusing on environmental impact and not assisting businesses to improve.
- Eugene is too supportive to bringing in larger businesses like Hynix, giving them tax breaks and letting them destroy wetlands. Eugene is not supportive enough of small businesses and farms that provide a sustainable / high quality of life for their employees and residents.
- High permit fees and irrationality of some decisions.
- Due to a lack of decision-making by the City Council.
- Unsure- my business is contract pharmacy and most issues don’t apply.
- Eugene seems to experiment on a lot of land use restrictions which have little precedence and yet have an onerous effect on business.
- I feel government gets bad rap and is more friendly than perceived.
- Correspondence ignored by City Council.
- Very, very unsupportive.
- City does not promote the health of any business.
- Hyundai, Symantec, Peach Health as examples.
- Tax breaks for out of state businesses and multinational corporations are out of control. Big business needs to pay their share of taxes. (Same as small family businesses).
- They are all for it until all the rules and regulations limit their own ability.
- Has been too far left. Needs to encourage growth and protection.

**Q-8 Please list the top three steps the Eugene city government could take to improve Eugene as a place to do business.**

**Revise local tax policies**

- Stop giving tax breaks to outsiders such as Hyundai/Hynix and give tax breaks to us instead.
- Repeal all city taxes and pull all parking meters.
- Restructure the method for taxing property to other means of bringing in revenue.
- Stop giving extremely large businesses the multi-million dollar tax breaks – give small businesses (who need it) a break.

- Abandon any attempts to increase taxes or fees on businesses.
- Cut regulations and taxes.
- Lower property taxes.
- Reduce local taxes.
- Reduce LTD taxes.
- Tax breaks for small business to do job growth.
- Take those million dollar tax breaks and redirect to small business.
- Readjust the local taxes to reflect a more equal relation between use, size, and community contribution. Wastewater management is a great example of a poorly administered tax and building code application.
- Revise local tax codes and fees to encourage new businesses to move to Eugene.
- Lower cost of living.
- Never burden property owners with unfair street improvement costs that should be shared by others or by the public.
- Eliminate the Lane Transit tax for business owners.
- Cut taxes.
- Don't continue to tax businesses for more and more so that LTD can annoy us with radio commercials.
- Stop taxing or adding more taxes to businesses. Give tax incentives for hiring and not only for minorities. Help us put all people to work.
- Be more lenient tax wise on small businesses.
- Stop building bike paths with gasoline tax and reduce tax by charging bike fees.
- Lower property taxes.
- Stop wasting our tax dollars on improvements that don't really do anything.
- Remove payroll tax for LTD – seems unfair.
- Tax free zones for development.
- Remove excess taxes (i.e. road and gasoline taxes).

### **Simplify permit process/dealings with city departments**

- Fewer requirements.
- Speed up permit process.
- Reduce number of permits required.
- Streamline procedures in dealing with city departments.
- Faster permitting.
- Clean house in the permit department.
- Expedite the approval processes – permitting, etc.
- Permitting for building takes five months too long!
- Improve planning commission – speed up approval process.
- Improve permit requirements and attitude.
- Set standard business practices for development, building permit process that gives new businesses the feeling they are wanted/needed in Eugene.
- Streamline permit process.
- Fast track permit process – possible ombudsman system for builders/developers.
- Improve permit process.
- Ease permit requirements on existing buildings and also reduce permit approval time.
- A helpful permit process rather than all the hoops you have to go through.
- Facilitate building permit process.

- Streamline building permit planning process.
- Expedite the permit and land use process and do not take or reduce property values by unfair use of regulations.
- Streamline the application and decision-making process at all levels.
- Make obtaining information about what the costs will be and the steps that must be taken to obtain a permit easier.
- Permit process needs lots of help and permits are way too expensive.
- Streamline the permit process and make those in charge accountable for their work.
- Permitting needs to be more consistent. Right now what will pass depends not on the law or requirements, but on who reviews the process.
- Improve building permit process – make it quicker, cheaper, less confusing.
- Turn the permits department over to engineering firms.
- Reduce red tape and paperwork for permitting.
- Speed up permitting process.
- Overhaul permit process to make it simpler with some flexibility in it for extenuating circumstances.
- Find a different way of issuing permits so businesses can do business without so much cost and red tape.
- Work on permit process to streamline.
- Improve the permitting process so it is easily understandable.
- Streamline permit process, increase number of uses within zones.

### **Relax/revise local government regulations**

- Get rid of red tape.
- Repeal all planning and zoning laws.
- Fewer regulations – get rid of antiquated home occupation permits.
- Less red tape on city/county staff.
- Remove permitting, zoning, and other land use related issues that are overly restrictive.
- Change regulations (codes, permits, etc.)
- Privatize any and all services that do not have to be performed by city personnel.
- Be more flexible with local regulations.
- Lessen regulations on non-safety issues in storage areas of retail/wholesale stores.
- Cut red tape for potential businesses.
- Cut regulations and taxes.
- Stop changing the rules halfway through the process.
- Ease land use regulations.
- Fewer regulations.
- Revise SDC fees for small businesses in already established neighborhoods. These fees are a rip-off of already-paid-for infrastructure.
- The city should curb its desire to create excess revenue solely from fees assessed in the course of business.
- Do not over-regulate businesses.
- We absolutely must invoke a living wage ordinance in order to inspire our best workers to stay in Eugene.
- Decrease environmental pressures.
- Reduce regulations on development rather than increase it.
- Adopt clear and concise standards that make economic sense.

- Eliminate local environmentalists' control.
- Realistic rules and regulations and permits for both business and housing.
- Look at regulations to see if they are really accomplishing results or are just bureaucratic.
- Planning department – “back off” – use some common sense.
- Stop unnecessary regulations.
- Lower red tape and fees.
- Eliminate red tape and regulations choking business growth and difficulty in business dealing with present system.
- Let small business owners make their own business policies – don't over-regulate!
- Allow smoking in establishments and bars.
- Remove all regulations like the Toxic Right to Know junk.
- Help us grow and stay in the city instead of so many regulations that drive people away.

### **Change local political structure**

- Divide city at Willamette River and Chambers Street and annex north and south Eugene to Springfield to better reflect dichotomy in local political opinion.
- Give mayor authority over city council.
- Citywide election of city council.
- Make city council an advisory unit only.
- Junk city manager form and return to strong mayor who would be subjected to election.
- Fire a lot of the bureaucrats.
- Reduce government workforce.
- Run city government more as a for-profit corporation is run. Set budget and stay within it or cut back.
- The city government should get back to the basics of government: provide fire and police protection, roads, and other base level services.
- Business council for advise and consent that city council is required to consult.
- Change government leadership to reflect representation by the various areas/zones subject to population in those zones.
- Get the city out of the real estate business.
- Listen to the mayor (Torrey).
- Quit.
- City-wide election of city council.
- Change the climate.
- Get rid of staff who don't support citizens and their businesses.
- A more conservative atmosphere politically and economically.
- The mayor is a non-partisan position; he should use his position to endorse partisan candidates.
- Change the charter so that one city-wide elected official has the reins of the government to forge consensus by finding a middle ground.
- Let the city manager manage, and stay out of the daily business of managing the city.
- Have a mayor with negotiation power and the ability to secure new business.
- Streamline city and county government, returning to basic jobs of government.
- Obtain a good city manager.
- Operate as if it were a private business cutting where necessary and giving back to its customers.
- Council members should be elected on a city-wide basis.
- Do more with less, balance the budget, act responsible like businesses have to do.

## **Improve city employees' and elected officials' attitudes**

- More positive attitude towards helping business succeed.
- Attempt to change the attitude of employees to a cooperative one rather than adversarial.
- Humanize the process!
- Actually act like they care if local businesses survive and thrive.
- Start with changing the attitude of the city council.
- Create a perception that businesses are important to the city.
- Relax the “greater than thou” attitude in city offices (like Springfield).
- Improve permit requirements and attitude.
- Develop a positive customer service, can-do approach when dealing with business and various application requests.
- Promote a more positive atmosphere.
- Get rid of the “holier than thou” attitude.
- Develop a positive attitude, stature.
- Open to the individual who truly has small business and willingness to assist and help them as much as the bigger guy.
- Change attitudes of city staff.
- Retrain city staff. Perhaps fire some of the old timers and make it more user-friendly.
- Personnel have “just say no” attitude.
- City employees need to be helpful.
- Change attitude of permits office from “You can’t do that” to “Let’s see what can be done.”
- Have a staff whose attitude is one of making things work instead of seeing how they can keep things from happening. Also, not adding more requirements on a project after saying, “do these things.”
- Get rid of city employees that take pleasure in saying “you can’t do that” and replace with “how can we help you?”

## **Employ economic development strategies (business recruitment, investment)**

- Welcome new industries – go out and recruit new businesses (i.e. Ask Mayo Clinic to come here and fill the hospital hole we will have).
- Look closely at other pro-business communities that are succeeding. Model our policies and services after others.
- Create a business incentive zone instead of a nuclear free zone.
- Work to attract employers that are environmentally sound but can employ large numbers of employees.
- Offer financial incentives.
- Promote economic development opportunities (i.e. incentives for downtown development without penalizing growth outside downtown).
- Be proactive in attracting new business instead of every effort to drive business away.
- Greater inducement/dispensation to large business to enter the area.
- Attract high growth companies corporate offices (need better transportation options for this).
- Incentives for long-term investment.
- Provide positive incentives to do business.
- Economic development strategy.
- Encourage economic growth.
- Encourage private sector job growth.
- Encourage business development through tax breaks, support of permit applications.

- Incentives – such as tax breaks or promotions.
- Offer incentives to new businesses.
- Create a chamber of commerce/city government/business owner committee to identify ways to attract good business to Eugene.
- Work with shopping centers to create a good balance of businesses that cater to localized needs.
- Attract more businesses.
- Help all businesses with incentives to come here and not just the million dollars and up business.
- Adopt an attitude of what can government do to increase economic development, not stop it.
- Create riverfront attractions (unique stores, etc.) to draw people.
- Provide incentives for downtown development and housing (financial).
- Create a strong office of economic development.
- Spend more time and effort defining what specific things they want and don't want businesses in Eugene to be.
- Work with economic development to solve problems rather than creating problems.
- Actively promote Eugene as a positive business environment inside and outside of Lane County.
- Recruit new industry and commerce.
- Bring in more non-polluting, high tech businesses and give them tax breaks.
- Seek out businesses to relocate or build here.
- Allow more diverse job base.
- Allow for tax incentives to create jobs.
- Keep things fair. Breaks given to large and small businesses.
- Recognize tourism as a major industry in the region and develop a pro-tourism image campaign.
- Clear economic growth plan, recognize that business is important part of community.
- Diversify business community with incentives.
- Focus on local small businesses in the technology sector. Use tax breaks, low interest loans, etc. for businesses with less than ten employees.
- Give prospective businesses options for purchasing buildings and or land vs. leasing-by-purchasing – they may have more of a vested interest in staying.
- Commit to economic growth.
- Attract major businesses to Eugene.
- Provide incentives to business start-ups.
- Business development plan to build diverse economic base.
- Actively seek to encourage growth of existing businesses while recruiting new businesses.
- Attach accountability to new businesses that are offered 'package deals' eliminating taxes, etc.
- Promote incentives, but with some protection in case of defaults.
- Realize local business is important in our community and provide incentives via tax to encourage.

### **Collaborate with other entities (jurisdictions, local businesses, University of Oregon)**

- More collaboration with local business to achieve their success.
- Reach out to major metro/business centers and establish collaboration.
- Improve relationship with UO on business development issues and technology transfer.
- More community/business involvement by the University of Oregon.
- Use U.O as a source of business development.
- Go find out what Springfield does that is different from Eugene in starting a small new business (Interview Sheldon's Wines, for example).
- Hire outside public relations firms. Change the diversity of city government to one oriented towards success.

## **Adopt pro-business/pro-growth policies**

- Create an open mind to growth.
- Eliminate environmental roadblocks to growth.
- Provide additional commercial land.
- Get rid of anti-business attitude on city council.
- Pro-growth message to community.
- Lower tolerance for anti-business, anarchist b.s.
- Add to population.
- Be much more sensitive to businesses when city projects interfere or affect individuals.
- Stop chasing big business off.
- Increase substantially general manufacturing and service providers.
- Encourage economic growth.
- Open up like Springfield has.
- Better focus to adopt pro-business environment to include unity of effort at city government level.
- Encourage business to grow – there has to be a happy medium between growth and environment.
- Change the perception and reality that city government is pro-business or neutral and not anti-business/growth.
- Don't create an atmosphere where a business wants to move across I-5 to Springfield. Keep it here!
- Pro-business rhetoric marketing.
- Change attitude from managing growth to being pro-growth.
- Quit being anti-car, anti-development.
- Stop trying to be a blocking force to business and start being a facilitator for business.
- Put up an "Open for Business" sign.
- Eliminate no growth attitude or being negative towards certain types of industry.
- Change the attitude that business and capitalism is bad.
- Be pro-development.
- Encourage new business.
- Be responsive to growth and development.
- Show more pro-business attitude.
- Make it easy for business to locate here.
- More open to "un-P.C." ideas, more business-friendly.
- Also more developer friendly, they create jobs!
- Support all types of growth, logging through high tech.
- Promote pro-business image – refuse to allow anti-business organizations a forum here (anarchists, etc.)
- Abandon the old "downtown" and permit new development in more desirable areas. The mall rats have won. Let's move on.
- Get a pro-growth city council and planning commission.
- Allow a "pro" business attitude.
- Support reasonable growth.
- Embrace new businesses coming to town or who want to stay in town (i.e. PeaceHealth, Symantec).
- Make good ideas happen that allow growth (i.e. WEP and expanding the Urban Growth Boundary).
- Review UGB to accommodate new businesses and local business growth.
- Determine we want growth – therefore need for business attitude shift.
- The city council should be willing to accommodate economic growth instead of discouraging it.
- Change Planning and Permits anti-growth stand.



- Help instead of hinder the process. Let business owners know how to do something NOT tell them they can't.
- Be more open to new business development.
- Elect new city officials, make city employees more business friendly and savvy.

### **Improve infrastructure**

- Allow roads to be built, N-S connectors, West expressway, another bridge near Valley River Center to River Road area.
- Improved infrastructure investment.
- Faster routes connecting sectors of the city. The 2 ½ we have are overused/ineffective (Beltline, NW Expressway, Highway 126).
- Better roads, facilities for auto use.
- Improve roads and implement West Eugene Parkway.
- Improve and add roads and access.
- Committing to WEP to improve access and decrease traffic.
- Add some more roads to relieve congestion at the same time improve mass transit.

### **Provide resources to businesses**

- Help/aid.
- Micro-enterprise loan fund.
- Grants or fee suspension for small businesses.
- Support local vendors at city/county and state level.
- Find fiscal and capital resources to help local businesses.
- Fund LCC small business development center. I wouldn't be in business without them. They created my start-up!
- Creative incentives to business.
- Incentives to small local businesses (give locals a share of tax breaks to grow and stay in Eugene).
- Help companies like Metro Partnership and provide more incentives for business to locate here and expand.
- Reinstate the business assistance team (BAT).
- Educate developers about high quality projects (see Portland, Salem, Corvallis).
- Focus on local businesses, not big nationals like Wal-mart which does nothing to help the economy, it simply destroys unique, local retailers.
- Give more tax breaks for small business in first five years.
- Encourage and help small businesses to the same degree as it does for large businesses.
- Help small business (local) with some sort of rebate or incentive to help offset some of the costs of taxes.
- Present a program to business owners to inform them of the magnitude of SDC charges and upgrades required if they need a "change of use" in zoning in order to make improvements to a building or to move. I think this is a reason behind a lot of criticism of the Building and Planning Departments.
- Financial support for small businesses and entrepreneurs.
- Educational programs and workshops for small business owners and entrepreneurs such as the "You Bet" program in British Columbia.
- Provide supportive services to existing businesses – such as more help from LCC Business Center. It's less expensive to keep a business than to start another one.
- Give me a tax subsidy like Hyundai received.
- Institute graduated fee, annual and proportional to total number of employees, to create/bolster small business development fund.

- Eliminate unfair competition of Kid City which uses city facilities, buses and vans, swimming pools, etc. to compete at tax payer's cost.
- A packet stating what business standards and requirements there are – that can be mailed on request.
- Reduce development fees for non-profit organizations – see them as part of needed infrastructure.
- Make Business Assistance Center, a place to go for help and guidance on whatever business question you have. Reference, referral, and real hands on help.
- Give performance credits to businesses that perform at high standards without being forced to.

### **Revitalize downtown/offer free parking downtown**

- Create free downtown parking.
- More business downtown.
- No parking meters.
- Free parking downtown.
- Remove parking meters.
- Get Symantec to open their parking lot to use (been closed for almost a year).
- Improve vitality/quality of downtown.
- Improve downtown parking situation.
- Revitalization of downtown.
- Put life back into downtown.
- Downtown area must be cleaned up.
- Beautification and enhancement of downtown and outlying business and industrial areas.
- Continue work to revitalize downtown area.
- Eliminate downtown parking fees.
- Rejuvenate downtown.
- Put back the free parking, that was when businesses downtown started to fail.
- Changing the parking downtown. Discontinue parking meters or lower the cost and extend the time allowed.
- Create unique downtown to draw business.
- Allow free parking downtown.
- Loosen up development restrictions downtown so employers like Symantec don't leave, and new ones like Levi's locate downtown.
- Promote downtown business/building.
- Clean up downtown.
- More affordable downtown parking, more free parking.
- Free parking downtown.
- Improve downtown environment for retail businesses.
- Continue working to make downtown user-friendly.
- Remove parking meters in downtown.
- Revitalize downtown by increasing population densities in that area.
- Install public restrooms downtown.
- Locate and provide building sites for businesses to locate downtown and not continue to put companies further and further outside.
- Put two hour parking (free) back downtown and tax the owners ¼% on gross receipts for maintenance.
- To revitalize downtown, reinstate free parking.

- Revitalize downtown by eliminating most or all parking meters and other paid parking on city lots. Alternatively, support expansion of LTD services.
- Improve downtown parking and increase downtown housing.
- Better parking/free parking downtown.
- Develop downtown and the “canning mill” area into small business-friendly to shoppers is good view of the river.
- Free parking! I have shopped more in downtown Salem (free parking) than I have in Eugene for the past 10 years! Think business, not revenue, and the revenue will follow!
- Make the downtown core so inexpensive to develop that it becomes invigorated producing a real downtown.
- Support cultural activities in Eugene and bring them downtown (festivals, etc.).

### **Address and resolve social issues**

- I am assuming you’ll figure this out by looking at Q-5. Why do we have to put up with behavior that leads up to riots near U of O? The recent episode with Traveler in the tree epitomizes some of our problem. Think of the image that created. Fence him off and when he gets thirsty he’ll come down.
- City image, get rid of beggars on street corners – they downgrade our area.
- Eugene has a lot of anti-cultural activities (tree protest, beer parties) – confront and deal with these problems and get tough!
- Deal with the homeless camper situation.
- Reduce presence of homeless on streets.
- Take back our streets from the rioters, anarchists, and pseudo-homeless troublemakers. This negative activity and publicity is very harmful to our reputation.
- Eliminate the panhandlers/homeless on every street corner (new laws).
- Cut down on crime – make place less friendly to habitual criminals.
- Deal with the transient population, public begging.
- No tolerance on crime and street people.
- Suppress criminal and transient presence.
- Remove vagrants from city property.
- Stop give away programs and offer work for trade, food, etc.

### **Review/Revise local planning code**

- Review planning process.
- Better define rules concerning “nodal development” or reduce emphasis on these vague concepts of “urbanism.”
- When interpreting the code, look for the clearest, most common-sensical, simplest approach.
- Realistically look at the new code.
- Back off on new land use code.
- Revise land use codes to encourage new businesses to move to Eugene.
- Make uniform land use policies – apply consistency, take into account future park/fire department/police needs/roads in policies. Set up more user-friendly review system.
- Allow businesses to determine how much parking they need, rather than city codes.
- Ensure land availability (i.e. 20 year supply).
- Enhance park-like areas near large employers (i.e. along the river).
- Help encourage a clean uniform look to businesses that grow up near large employers such as restaurants.
- Loosen restrictions on zoning.
- Rewrite LUCU. Get local professional opinions to re-adopt, not bureaucrats.

- Rezoning home business and allowing proper signs to be displayed by the businesses.
- Relax land use planning.
- Expand UGB to provide additional lands for development.
- Eliminate unnecessary, impractical building codes and regulations. Stop the waste of resources financially.
- Limit amount of codes!
- Redo zoning/permitting to fit reality.
- Ease land use restrictions, enlarge urban growth boundary.
- Flexibility of land use restrictions/zoning.

### **Determine the underlying problems affecting business climate**

- Surveys like this.
- Taking this survey is a big step in the right direction.
- Change perception of Eugene Council as being anti-business.

### **Employ sustainable/pro-environment policies**

- Conserve all remaining green space and expand.
- Protect farmland.
- Consider local businesses over national chains (i.e. Bi-mart vs. Wal-mart).
- Develop “products,” knowledge, and expertise in sustainability and export it in consulting and related services to other communities throughout the world.
- Take the lead in operationally defining “sustainable community” and develop a national and world reputation for actually pursuing it locally.
- Work closely with state government and the University of Oregon in developing sustainability knowledge. Make it empirically based, not politically contrived.
- Support local businesses with attitude, style.
- Encourage infill development and neighborhood creation. Good nodal development (i.e. 19th and Agate or Friendly Street Market area).
- Allow higher density infill so people can live close to where they work.
- Recruit clean, non-polluting businesses to locate here.
- Public education campaign shaping perception highlighting quality of life and educated workforce and University of Oregon.
- Do not give in to developers.
- Maintain and improve livability/quality of life.
- Economic growth and industry are not conducive with environmental quality. You need to give up some of one to have the other.
- Focus on sustainability and environmental quality. Eugene is unique because of these two things – keep it that way.
- Maintain current strengths: environment, comfortability, schools, minimal congestion.
- Slow growth and decrease housing costs.
- Provide incentives for developers to create attractive, pedestrian-friendly commercial areas.
- Prioritize quality of life issues over “business” issues.
- Help maintain livability and environmental integrity.

### **Offer workforce training**

- Better trained work force.
- Better workforce training.
- Expand technical/trade school programs.

- Better technology education.

## **Restructure City Council**

- Require every councilor to hold neighborhood meetings and represent their ward not their self-interest.
- New progressive city council.
- Replace most of the council.
- Elect reasonable, intelligent, business-minded council members.
- Have council make decisions (why elect them if every item has to go to a vote or citizens committee for months/years?).
- Re-diversify the city council.
- Change makeup of city council.
- Replace the city council.
- Change the city council to represent the people of Eugene.
- Elect city council persons with less prejudice against building and development.
- Fire all city council members and replace with home builder association members.
- Get a pro-business city council.
- Replace three city councilors.
- Focus city council time on central issues, there exists causes which are worthy but for which we lack time.
- Throw out current city council and install people who know something.
- Have only native Eugene or Oregon people on City Council.

## **Improve local traffic/transit/parking conditions**

- Relieve traffic congestion.
- Make one-way streets two-way.
- Don't be so anal about giving out parking citations in public and private spaces.
- Continue to improve bus transit and bike system.
- Build the parkway!
- Take over Highway 99 – ODOT is very difficult if not impossible to work with – cost \$\$\$ with no benefit.
- Work for progressive traffic options.
- Improve transportation.
- Expand our public transport to reduce congestion instead of expanding freeways (light rail is good).
- City automobile registration: annual fee for permit sticker; eliminate all paid public parking.
- Decrease traffic congestion.
- Provide adequate parking.
- A transit system that runs more often with more stops away from Eugene station.

## **Promote positive message through media**

- Sit down with the Eugene Register-Guard and media and let us stop trying to stir-a-mess but “stay positive.”
- Improve media relations.
- Encourage Register-Guard to give as much coverage to honest, working people and businesses as they do to radical elements demands.
- Don't give so much print to the negative.

## **Improve services (schools, housing, police, airport, hospital)**

- Better school system.
- More affordable housing.
- Improve public safety or at least perception of public safety.
- Stop caving to so called “human rights” extremists and let police do their job.
- Take more police officers out of cars so they have more personal contact with population.
- Continue to work for good airline carriers out of Eugene airport.
- Help to improve public education.
- Keep housing costs down. Affordable housing here is a joke.
- Allow all the County residents to use the library at a reasonable cost.
- Complete EWEB Telecomm. projects!
- Keeping access to medical facilities in Eugene.
- Make sure families are getting their needs met – better education for children.
- Police department needs to be heavily watched you can’t be sure what they might do – they have been known to hurt harmless citizens – you can’t trust them.
- Adequately fund city services.
- Stronger police force and fire departments.
- Support local police so the anarchists and college students do not get away with raising hell.
- Address the airport problem.
- Put money into schools. People won’t open businesses or want to live here if their kids don’t have a good school system.
- Place more affordable housing – allow more to be developed for that purpose.
- Increase funding for schools.
- Consistent school funding and child care.
- Review UGB to allow more affordable housing.
- Adopt policies that will create more affordable housing for workers.
- Sheltered bicycle parking – widely available.
- Congratulations on the ballot measure that gave a shot in the arm to our schools! That was one of the best things to do for our workforce!
- Secure vital hospital situation for city.
- Better hospital and more in outer region.

## **Improve community attitudes**

- Convey a stronger sense of community support.
- Address the population’s attitude and perception of high rate of business failure.

## **Restructure city planning department or planning commission**

- Stop playing games with property owners (land use, wetlands, easements, oversized right-of ways, etc.)
- Reorganize the planning commission to welcome business and help rather than hinder development.
- Totally restructure the city planning department (in particular building permits department – new people and more positive and helpful approach).
- Redevelop accessible areas in close proximity to surrounding neighborhoods, like Springfield has been doing.
- Work with business to find appropriate sites in Eugene – sending everything to Gateway is a big mistake.

- Use reasonable approach to requests outside the usual. Show willingness to work with business, rather than site “policies” that prohibit progressive approach to innovations.
- Revamp the planning department and encourage growth.
- Overhaul Eugene Planning Commission.
- Fire the city planning department.
- Overhaul the planning department and revise policies to be more tolerant of growth patterns.

### **City should take stand in making decisions**

- Listen to the people who vote.
- Endorse universal health coverage.
- Focus on what the city should involve itself in. City doesn’t need to be involved in creating wetlands, or negotiating for tighter environmental standards. The state does this already.
- City needs to make the tough – not popular – decisions.
- Recognize strengths and do not sell out on them. We have ample water/recreation etc. – those are areas we do not need to give away but promote.
- Support a balance of future views and preservation of old.
- Willingness to give and take for the common good.
- Show some leadership – rally populace behind your vision and make it happen.
- Don’t listen to Chamber of Commerce and Lane County Home Builder (and Gang of 9) naysayers.
- Speak up to city councilors when their attitudes don’t reflect city’s intentions.
- Take action rather than being so indecisive.
- Decide if they want Eugene as a healthy business environment or if they want to bow to special interest groups and let the city become a retirement community or a bedroom community of Salem.
- Demonstrate ONCE with actions that business is welcome.
- Be decisive about issues before city council – protracted, contentious public debate results in no action. Public input is important but currently is used as an excuse for inaction.
- Focus on core governmental priorities.
- Abide by well-established land-use regulations and don’t cave in to pressures from minorities.
- Stop debating every item to its demise – timely and decisive decisions show confidence.

### **Change fiscal policies**

- Make economic investments based on the rate of return, which is an increase in per capita wages.
- Stop worrying about the mighty dollar.
- How money is spent.
- Deal with real issues, don’t waste our tax dollars with issues such as “transgender washrooms.”
- Ease up on projects requiring revenue – we jump into projects and later pay the consequences.
- Better fiscal economy.

### **Balance state budget**

- Balance the state budget.

### **There’s nothing that can be done**

- I don’t think there is much we can do at this point.

### **Promote existing businesses**

- Promote new and existing businesses.
- Support local long time businesses.

- Build from within. Improve existing businesses, provide assistance to them.
- Find ways to keep businesses we currently have.
- Repeal tax breaks for large out-of-state businesses.
- Help promote businesses other than “downtown” businesses.
- Support local businesses instead of giving all out tax money to big businesses like Hyundai.
- Do as much for current businesses as you do in recruiting new businesses.
- Support small businesses with the same tax breaks and benefits the larger companies get. Encourage people to shop locally by providing free parking on streets, ads, etc.
- Support the small business environment.
- Prioritize support for local, independently-owned businesses rather than encouraging large chains from out of state to build huge shopping centers out of town.
- Encourage small businesses to stay by making it easier to conduct business.

### **Incorporate community input into decision-making process**

- Place listening, understanding, and compromise as essential attributes in applying existing statutes.
- Listen to your voters. It appears that each city council member has their personal agenda and power first and foremost in their thinking. They need to be educated.
- Council needs to be attentive to city needs (West Eugene Parkway).
- Use the Internet to hear what people want, the voices are so few at council meetings!
- Listen to individuals and small business owners instead of special interest groups.
- It’s not what “I want” attitude, but what my constituents want that should be expressed by the council members.
- Look at both sides of an issue – not only the vocal watchdogs that have nothing else to do.
- Listen to more of the middle of the road people and not so much to either the pro-business or anti-business groups.
- Do what the voters pass when voted on!

### **Improve relationship with business community**

- Better working relationship with business.
- Recognize that there are others besides the University of Oregon that are important.
- Improve perception of businesses.
- Respect the people that provide the majority of their operating capital.
- Be up front working to draw in business not after fact, as is now going on with the hospital.
- Fill more high level positions with people who have business (not just government) experience.
- Fewer tax breaks for larger corporations and more help for small businesses.

### **Planning/policies to improve Eugene**

- Quality public planning and policies that ensure improved aesthetics (e.g. Ferry Street Bridge, downtown opening), street tree installation and maintenance.
- Our community should continue to be unique and special. We should plan for the long term and not just for real estate values.
- Promote sustainable, diverse small business manufacturing and services. Also continue to make Eugene an educational, arts, and entertainment destination.
- Develop true civic assets rather than recruiting or bribing businesses – build it and they will come.
- Develop a vision and master plan for city development.
- Beautify the city with trees and parks – get people out of their cars.
- Change image of Eugene from Hippyville to a vital business area.



- Boost quality-of-life efforts: graffiti task force, red light runner patrols, parking enforcement, including evenings.
- Encourage development of neighborhood commercial centers.
- Stop tax breaks to large companies that don't follow through on promises.
- Help reduce cost of living for the average working class family.
- Build more city parks and youth sports facilities.
- Help to give Eugene "character" – support building style for downtown and neighborhoods.

### **Enforce policies/regulations**

- Either enforce the smoking ban or remove it – a majority of Eugene's taverns have buttoned up their "outdoor" areas with plastic – it's a violation of the law and a fire hazard.
- Enforce the laws. The recent tree-sitting incident in downtown Eugene was a classic example of showing the world that Eugene is a strange place for "normal" citizens to live. Why couldn't they just take that "nut" out of the tree rather than get more bad national press for Eugene.

### **Restructure Downtown Eugene, Inc.**

- Replace DEI.

### **Reduce city services and privatize**

- Reduce city services and contract those out to others.

### **Improve local economy**

- Raise minimum wage
- Focus on keeping money local rather than giving big breaks to large foreign corporations.
- Support industry that pays an equal and livable wage.

### **Manage growth**

- Stop permitting big box retail from being built on the outskirts of town.
- Increase density downtown and along all arterials, push nodal zoning, hold the UGB.
- Encourage nodal development.
- Create neighborhoods that are livable, accessible – stop sprawling, huge cities' trend where all we do is drive.
- Slow residential growth and development
- Slow influx of businesses to stop influx of anything but the cleanest businesses.
- Limit population increases and unchecked growth.

### **Revise state tax policies**

- Support enacting of state-wide sales tax – will take pressure off property owners downtown.

### **Publicize planning goals**

- Publicize long range plans for growth or growth restrictions.

### **Q-9 Please indicate what you think the Eugene city government's policy should be towards economic growth. It depends:**

- If you define economic growth as improving the economic well-being of those of us already in Eugene, then encourage. If you mean using our taxes to attract outsiders to come here, city government has been failing at that for decades and should stop.
- Encourage current business growth, manage size by discouraging new growth.

- How the city defines economic growth. Whose economics are growing?
- Leave it to the city councils of Springfield/Eugene.
- I enjoy the scale of Eugene, but so do the thousands of people who move here every year and demand more services. Those services need to go somewhere yet people complain about un-checked growth. You can't please everyone, so stop trying. Develop a plan and go with it.
- Environmentally sustainable business encouraged, Hyundai should be burned down!
- Time and again quality of life is the driving support for people to live here.
- I wish more vocal citizens understood basic microeconomics and macroeconomics, and based their agendas less on emotion or feelings about an issue.
- During downturns, encourage. During other times, be neutral.
- Grow only live wage or better jobs, environmentally responsible, get rid of minimum-wage businesses.
- Smart growth encouraged, crappy short-term profit growth discouraged. Encourage clean industry, small family operated business, discourage large "Wal-Mart" types.
- Growth that is environmentally friendly to good companies. DO NOT SETTLE and allow any destruction of the remaining farmlands, wetlands and open spaces. Protect them at all costs. In the future it will make Eugene a very desirable place to live and a great place to do business.
- Is the growth sustainable based upon local and regional resources?
- Must be balanced with quality of life, urban sprawl, auto-traffic.
- If growth is well-managed to fall within the tight sustainability curves, then growth can and should be promoted.
- What kind of business? Environmentally sound, pay good wages, etc.?
- Promote growth but protect environment and livability.
- Encourage and manage.
- We do not favor the focus on large corporations courted with "gifts". Truly locally developed businesses deserve better support.

**Q-10 Who do you feel should be working to promote economic development in Eugene? Other category:**

- It depends on what you mean by "economic development."
- Business owners.
- The University of Oregon staff.
- Community groups not tied to expansion.
- Media promotion.
- Everyone collectively.
- Tourism industry, U of O.
- CVALCO

**Q-11 Do you think there are barriers to economic development in Eugene? Yes, what are they?:**

**City council**

- City council
- The city council attitudes.
- The Eugene City Council.
- City council opposed to reasonable growth.
- A city council interested in minority issues primarily and no interest in business community.
- Poor city public relationship, powerful attitudes of the council.

- The current Eugene city council, Eugene city staff, CPD and other groups, and the University of Oregon.
- The predisposition of council and bureaucracy against development.
- Three of the city councilors.
- Certain Eugene City Council Members that use 1970s thinking in 2002.

### **Government/land use regulations**

- Over regulation.
- Socialistic policies and red tape. Overly controlling and overly restrictive policies.
- Government regulations.
- Unreasonable planning department regulations.
- Confusing regulations, unresponsive staff, unnecessary red tape.
- Land use regulations (new commercial zones needed).
- Cost of doing business/limits/land.
- Process and changing policies and community sentiment.
- City and county regulations, negative growth attitude.
- Permit process, environmental concerns and regulations, high property taxes.
- Too much red tape; often one branch unknowingly is in opposition to another.
- Over-regulation.
- Land use.
- Restrictive permitting.
- Too much “red tape.”
- Restrictive downtown development policies.
- Development restrictions.
- Anti-growth policies, heavy taxes.
- Building restrictions.
- Overseeing agencies like Lane Water control, OSHA and EPA.

### **Pro-growth/anti-growth dichotomy**

- 50-50 split between pro- and anti- growth populace.
- Diverse population results in inability to reach consensus on issues.
- Pro-growth political leaders vs. anti-sprawl constituents.

### **Environmental issues**

- In addition to previous concerns, we have a reputation for letting just about any concern of environmental issue bog us down.
- Efforts to protect the environment from excessive sprawl, pollution, etc.
- We need to protect our quality of life and environment.
- Environmental restrictions.
- Eugene is too environmentally concerned when we should be concerned about people and jobs.
- Think of humans a bit before the environment.

### **Anti-business/growth attitude**

- Anti-business attitude.
- Eugene city council anti-business attitude.
- The anti-growth/no-growth faction.

- Attitude at government level of no-growth.
- Anti-growth minority.
- Perception that business in Eugene, especially new growth, is not wanted.
- Not open for business, Eugene does not want to grow.
- City and county regulations, negative growth attitude.
- Anti-growth, anti-business attitude of most of council.
- Attitude towards/reputation of Eugene is not pro-business especially with Springfield's pro-business push.
- Perceptions about how anti-business Eugene has been over the past decade.
- The lack of desire to promote economic growth.
- Attitude that business is bad.
- People who want no growth or development of any kind.
- Has a reputation for saying no without exploring options.
- We need to be open to new business. Why did we allow the hospital to go?
- Not willing to work with new businesses.
- Try to stop growth.
- No growth mentality, anti-business.
- The attitude that progress is bad and will destroy the earth.
- Attitudes that assume all growth is bad, all companies are evil.
- Restrictive attitude.
- Perception by outsiders of anti-business, ignorance of insiders to what drives economy.
- Attitude towards growth that it is bad.
- Strong anti-business influences from university district.

### **City planning**

- City planners.
- The planning/building staff.
- Look at what happened with PeaceHealth.
- The current Eugene city council, Eugene city staff, CPD and other groups, and the University of Oregon.
- Planning and fees.

### **Tax policies**

- Taxes, regulation, neutered police force.
- Tax policies.
- Property taxes.
- Small businesses have no tax breaks.
- Permit process, environmental concerns and regulations, high property taxes.
- The layers of taxes upon taxes are confusing and never ending.
- High taxes on everything.

### **Permit process**

- Permitting; rules; land.
- Permit/regulation requirements.
- Too much government interference and road blocks – permits that take 10 days elsewhere take forever in Eugene.

- Permit process, environmental concerns and regulations, high property taxes.

### **Workforce quality/availability**

- Workforce availability, education.
- Poorly educated workforce.
- Cheap developers after short-term profits.
- Most people have little experience working with or in a major corporation or medium-size business.

### **City government**

- Eugene City government, too many agencies and regulations.
- Leadership sensitivity.
- Fractured government that lacks sophisticated business sense.
- Poor city public relationship, powerful attitudes of the council.
- Look at what happened with PeaceHealth.
- The current Eugene city council, Eugene city staff, CPD and other groups, and the University of Oregon.
- City government needs to stand up to the same vocal protesters that would protest – no matter what.
- The people in charge.
- Mainly the attitude of government and the unspoken minority.
- Perception that Eugene government is interfering and bureaucratic.
- Over-reaching political processes and politicians.

### **Current economic development strategies**

- Culture, fostered by hide-bound chamber, that large businesses and real estate development are the primary engines of economic growth.
- No programs to attract high-tech businesses.
- Eugene starved for so long that any development was seen by most business people as good development.
- It seems like Eugene is focused on large businesses when small businesses are more adaptable to change and have more potential for growth.

### **Social issues**

- Failure to achieve higher standard of living for those in poverty.

### **Community attitudes**

- Our voting population.
- Process and changing policies and community sentiment.
- Too much opposition from non-working, non-taxpaying people.
- Perceptions, capital, diversity.
- Palpable attitude of failure.
- Too many NIMBY people.

### **Land use development (14)**

- Land use development.
- Cost of doing business/limits/land.

## **Parking**

- Parking.

## **Cost of doing business**

- Cost of doing business/limits/land.
- Cost of doing business outweighs market opportunities.
- Ferry Street Bridge – cost of land, lack of buildable land.
- High cost of land
- Land costs, permit costs, social costs

## **University of Oregon**

- The current Eugene city council, Eugene city staff, CPA and other groups, and the University of Oregon.
- College and liberal community.

## **Lack of resources for businesses**

- Funding, info, technical assistance.
- Lack of committed developers.

## **Geography**

- Geography and infrastructure.

## **Infrastructure**

- Geography and infrastructure.
- Access to downtown.

## **Activists**

- Way too many pushy activists making waves.
- Environmentalist groups.
- The ability of relatively small activist groups to create gridlock on issues related to development.
- There is a very vocal minority group that has figured out that they can bury reason with their noise and the government allows it.
- Vocal minority of low-income liberals.
- All the liberal fanatics.

## **Capital**

- Perceptions, capital, diversity.

## **Lack of diversity**

- Perceptions, capital, diversity.

## **The wealthy/well-known**

- The rich.
- Those with the money and land have a conservative, narrow vision.
- If you're not a recognized name or on the Who's Who list, your opinion doesn't count.

## **Inadequate services**

- Poor air travel access.
- Poor Internet connectivity.

### **Governmental support for large businesses**

- Wal-Mart and Co. putting family and small businesses out of business.
- The handling of Hyundai's property tax situation.
- Over-promotion of absent-owned, industrial behemoths – shuts out small sustainable businesses.

### **Lack of resources (affordable housing, land)**

- Lack of affordable housing.
- Lack of land.
- Rent costs stop some low-income people from trying their ideas.

### **Local Economy**

- Poor economy.

### **Lack of vital downtown**

- There does not appear to be sufficient retail incentive downtown.

### **Preferential treatment**

- Preferential treatment given shopping malls outside Eugene.

### **Q-13 Please evaluate each policy or process in terms of its impact on Eugene as a place to do business. Other categories:**

- LTD hybrid vehicles for bureaucrats – let them ride the bus! (negative).
- Need light rail, transit to help reduce congestion, pollution (respondent did not evaluate).
- “Process” ad nauseum (negative).
- Council and staff (negative).
- Our image as an anti-business environment (negative).
- Landscape requirements (negative).

### **Q-15 What is the impact of the sustainability policy on your business?**

#### **Positive impact:**

- Good for keeping livability higher.
- Long-term impact on quality of life, attract skilled workers.
- Could improve or maintain livability.
- It represents long-term interests.
- We are niche and not representative.
- It's good for everyone.
- We provide housing, makes our area attractive.
- Quality of life is #1 employee recruitment/retain factor.
- That's not the point. We must fund ways to be successful businesspersons within a truly sustainable community and not regress to selfish, short-term greedy business practices. Government leaders must help us see the difference.
- Both positive and negative – quality of life = people want to live here, if too strict, no one has good income, can't afford to live here.

- Because it will make Eugene a better place to live.
- It preserves the qualities that make Eugene special.
- Our business provides sustainable design services.
- We're an environmental firm with skills and experience in this area.
- It is good for everyone and all businesses.
- Improves the livability and enjoyment of our area.
- Attracts more workers to area.
- Less likely to leave town for "greener" pastures.
- My clientele supports these policies and long term growth depends on them.
- Attracts concerned and responsible business.
- Recreational opportunities is our strongest characteristic.
- Attracts outsiders to the community.
- Ensures wonderful, employed clients and employees.
- Environment is key to our economy.
- People want to come to a place like Eugene.
- We need to have a long term view to stay healthy – good policy will bring stability.
- Increases the quality of life in our community.
- Our customers locate and remain here because of our quality of life.
- Retains positive characteristics of the community.
- Quality of life is primary and essential.
- Holding line to some degree on debasement of quality of life in Eugene.
- It means there will still be resources available for the foreseeable future.
- I'm in a cleaning business.
- Making me more aware of concerns, issues, questioning what I can do.
- Tourism issue.
- Happier quality of life always good for business.
- We have done work for related businesses.
- People I do business with feel these things are very important.

### **Negative impact:**

- Affects general economic climate negatively.
- Wetlands and parks stop growth.
- Restricts growth.
- You spend way too much time on a few acres of wetlands. Look at the bi-pass or Hyundai messes.
- "Sustain" means to preserve this slice in time.
- The environmental aspect of the policy is in a fact a tool used to stop or impede business.
- If it hurts business, it hurts our economy, which hurts my business.
- Probably means just more anti-business regulations to please radical environmentalists.
- The policy is not in balance – punishing businesses by discouraging growth.
- Results in less economic development.
- We cannot develop (expand) due to wetlands.
- Can be maintained without the current layers of enforcement.
- It promotes no growth.
- More regulation.
- Duplicate regulation with state and federal agencies.



- Only applies to Eugene, not surrounding area. Makes me want to do business just outside town and keep my money out too.
- One more set of useless regulations that will be enforced by irrational bureaucrats.
- It is an anti-growth policy.
- Unreasonable attempts to minimize impact on ecosystems.
- Because it is never implemented as it should be ,always an overkill and a huge expense to tax payers when it doesn't have to be.
- Restricts growth – we need to grow.
- Slows growth.
- It goes overboard on protection and leaves it difficult to develop or utilize land.
- It's too vague and potentially restrictive.
- Curtails use of the products we sell and where they can be used.
- Will this result in more taxation?
- Drove me out of manufacturing business.
- Creates fear and doubt about expansion.
- Empowers minority – limits job growth.
- Extends things to the extreme which in turn costs me money, less profit.
- Needs to be a more common sense approach.
- Based on socialist definition. I don't believe the council believes this way [agrees with the resolution].
- It is a thinly disguised no growth policy that will hurt business in Eugene.
- Colors the attitude of staff and community – creates anti-business attitude.
- How will ecology and affordable housing work together?
- Increased regulation.
- Conflicting goals.
- Too many restrictions on land use.
- Focus is skewed to environmental issues.
- Capital required to implement and maintain vs. business return on investment.
- The City Council cares more about animals that they do people.

**Q-16 What is the impact of this policy on perceptions of Eugene as a place to do business? Positive impact:**

- It will attract and retain good businesses.
- Slightly.
- Demonstrates responsible stewardship and commitment to long term sustainability and economic growth.
- Maintains something for the future.
- It's good for everyone.
- Ensure quality of life and recreation resources.
- Polluters don't want to come here.
- Adds to quality of life.
- Because it will attract the right businesses.
- A beautiful place to live.
- People live where they work, quality of life attracts quality people.
- It attracts like-minded businesses.
- Reinforces Eugene's "clean" reputation.
- It's good for everyone and all businesses.

- Clean – place where people want to live and raise children.
- Eugene is seen as a progressive town.
- Great if handled correctly.
- Enhances quality of life.
- Good for some [businesses].
- Attracts outsiders who see Eugene as a positive place.
- Means more limits, rules to comply.
- Certain companies are all about a quality environment.
- We're the good guys.
- Quality of life over traffic jams.
- Stands out favorably from other cities.
- Indication we care about our impact on Earth and our immediate area and want to preserve and protect.
- Good place to live.
- Plays to our strengths (Q4).
- Quality of life is primary and essential. (Who needs another L.A.?)
- People want to be (work) in a nice place.
- Sounds good for quality of life.
- Promise of a positive future.
- Good quality businesses with environmentally sound practices. Responsible growth.
- It shows that Eugene is progressive!
- People like sustainable things.
- When the rest of the planet is all used up and destroyed the other people will all want to come here. We'll be raking it in then!

### **Negative impact:**

- Probably viewed as anti-development.
- Who wants to do business among a bunch of starry-eyed eco-freaks?
- We already have enough parks and wetlands.
- Maintains anti-business perception.
- Negative when policies are unreasonably restrictive.
- It's just words until they live it!
- Creates additional (sometimes unreasonable) hurdles.
- Restricts growth.
- One word – Hyundai. The shot heard around the world about Eugene.
- Too many different regulations.
- They think we are fruitcake!
- More policies to comply with if coming to Eugene.
- The environmental aspect of the policy is in a fact a tool used to stop or impede business.
- Anything environmental scares big business!
- Very broad policy with little real definition – thus subject to whim, fad, political agenda.
- Perceived as no-growth.
- Lack of clarity on how may impact future business growth.
- Just another straw added to the stack of anti-business policies.
- Subject to interpretation and individual agenda – tries to cover everything and thus loses its impact.

- Sounds so “fashionable” and shallow.
- Perception will be “great place to live and retire, but don’t start a business here.”
- Won’t bring new customers.
- Human life is not the most important aspect.
- Policy isn’t in balance, punishes businesses by discouraging growth.
- Interference from the government.
- But it’s ok!
- Sounds restrictive and burdensome.
- Anti-growth.
- Can be maintained without the current layers of enforcement.
- Business will grow only when the city grows.
- More regulation viewed as negative business environment already.
- For fear of regulations, etc.
- More red tape and hurdles.
- Uncertainty of future costs.
- Great for the need to feel good environmentalists population – bad for economic growth.
- One more granola idea to deal with.
- Anti-business/growth.
- It’s an extreme.
- People from outside Eugene see it as an anti-business policy.
- Regulations not required in other communities to the same degree.
- All development has an impact. Regulations to minimize are unrealistic. Example – 2 cu. feet limit of debris from construction sites by the same city that dumps hundreds of tons of sand on the streets each winter.
- Just another hurdle.
- Many people view such language as creating an atmosphere that business people will need to spend unacceptable amounts of time, energy, and money trying to accommodate or overcome extremist advocating for a “green” utopian existence.
- Too many regulations.
- Red neck, backwards, behind times ways of doing business. Nothing is streamlined. Always throwing good money after bad. Too many power hungry, hidden-agenda, council members who have not attained proper education in business/tax procedures and turn deaf ears and blind eyes to the citizens.
- Difficult to get things done.
- It supports the tree huggers.
- Legal battles cost lots of money.
- Too many regulations and restrictions.
- Cheap developers complain a lot.
- The policy is ok. The implementation can be used against any change.
- Does not adequately define goals.
- Bad for some [businesses].
- Perception that it will cost more money.
- Too pro “Tree Hugger”.
- Overemphasis on maintaining habitats.
- Capital flees socialism and control in favor of freedom and opportunity.
- This is the future (if we are to have one. It’s a no-brainer...so those with less than no brains won’t even come here).

- Means more limits, rules to comply.
- Another example of the more liberal people running the government.
- Too many controls and government in affairs.
- Some companies do not like the environmental quality perception it may interfere with the way they do business.
- Too expensive and restrictive to businesses.
- Priority appears to favor nature/wetlands over human use.
- Take my business to Springfield.
- Others look at Eugene as a “environmental haven” and a mind set of unpleasantness goes along with that – especially for business.
- “Sustainability” means everything and nothing all at the same time.
- Too many regulations.
- Corporations do not care about communities – only profits.
- Example: Vote of the people overturned by city council and supported by city government in trying to get the West 11th by-pass built.
- Anti-growth political liberals – we are known for this nationwide.
- Regulations.
- Too many restrictions on land use.
- If I have to explain it to you, you haven’t listened to my earlier comments.
- Perceived as anti-growth.
- Eugene does not walk the talk.
- For large businesses. But that is not the problem – “unwelcoming” city government is the problem.
- Sounds bad for development.
- Too green for business.
- Taxes are out of hand!
- Seems restrictive.
- They think environmentalists.
- Misunderstood by developers.
- The policy can be used to defeat nearly any business effort. It states a nice view, but lacks definition and would permit arbitrary application.
- Environmentalist view.
- There are more rules and restrictions meaning more cost to business and less profit.
- Heightens “environmental” attitudes – negative to business.
- People generally feel it inhibits economic growth which may not be a bad thing.
- It’s just more rules and regulations that any business, especially a new business, has to deal with.
- Could be interpreted by some as antigrowth.
- Limits a lot of business.
- Not a promotion to do business.
- List the direct benefits business would receive vs. expense.
- Permits- taxes.
- Perceived as antidevelopment and antibusiness.
- Could be viewed as restrictive to growth.
- New business is discouraged that we don’t care about business or economy.

**Q-17 Would you be willing to participate in a business education program about sustainable business practices if it were available? It depends:**

- If it is funded with tax money and managed by city staff, no.

- Taught by a bureaucrat – give me a break!
- If there is a really open dialog or not!
- I study sustainability in China and companies like Hewlett Packard!
- On its impact on our business.
- If it would help my industry.
- On time commitment.
- On what is covered.
- Time off to attend.
- Time constraints.
- Time it takes.
- Time is precious and I have to be careful with scheduling involvements and commitments.
- What would I learn? Would it be applicable to us?
- It depends upon its pertinence to my business.
- Time frame.
- On details.
- Only if policy made more specific.
- Time.
- Ecology will win over business. [The] two are not viewed as compatible.
- If my schedule allows me time to participate.
- Need to know more specifics.
- Not enough time as a sole proprietor of a new business.
- Small company.
- [Have] kids, not enough time to attend meetings.
- How much time?
- If time allowed.
- Very open to ideas on web or in print – no meetings please.
- Lack of time to participate.
- Must be a positive, open forum not a left wing radical agenda.

**Q-18 How important do you think each of the following characteristics is in establishing a sustainable economy? Other categories:**

- Fairness in tax code (very important).
- Population is zero net growth. Without it, the concept of sustainable is meaningless (very important).
- Cut city staffing (very important).
- Zeitgeist (very important).
- What is it? Define! (nodal development)
- Need definition (nodal development)
- More school money (very important)

**Q-19 Do you expect your employees to already be trained when hired? It depends:**

- Varies by position.
- Trained for specific job: no; educated: yes
- Nature of job applied for.
- Some jobs – yes; entry-level – no.
- On skill level needed.

- We employ skilled and unskilled.
- On the job.
- On level and technical expertise of job.
- Whether I need a journeyman or apprentice.
- It depends on the position, some are entry level, others are not.
- Some training is always necessary.
- Expect them to have basic skills so training can be short.
- I prefer to have some idea of tasks.
- How specialized job is.
- Medical/dental training.
- On what kind of business.
- Both skilled and unskilled labor.
- Yes, for jobs that requires it. They want it, they will get it on their own.
- Depends on the skill level of which we are hiring.
- Depends on the profession.
- Level of their education and intelligence.
- Depending on the job description.
- [Depends on job description.]
- Workforce is too complex to transition and be fully trained.
- Unsure what level is addressed [in the question] – some training is always needed.
- Depends on the position being filled.
- [We train above the requirements of the state.]
- Scheduling issues.
- Depends on which department they are hired.
- Should have English and math skills.
- B.S. level minimum.
- Entry level jobs – no. Jobs requiring experience – yes. All need more training.
- But they seldom are [already trained].
- We are willing to train.
- Yes for some high skilled job, no for some job.
- What we are hiring for.

**Q-20 What skills will your employees need in the next 3-5 years to help your business be successful? Other:**

- Detail oriented.
- Common sense.
- Professional network.
- Construction knowledge (hands-on).
- Knowledge of other cultures.
- Increasingly bilingual.
- Marketing skills.
- Basic mechanical skills.
- Good attitude, accept responsibility, no welfare mentality.
- You could check them all.
- High work ethic.
- Problem solving skills.

- Technical skills for our type of services.
- Life is an ongoing learning process.
- Ambition.

**Q-28 If you plan to expand your business in the next five years, will you expand it in Eugene? If no, please explain why not:**

- Why would I – it's easier elsewhere.
- Most expansion will occur outside of this restrictive environment.
- City council
- Already moved 2/3 of revenue base to Corvallis and expanding there.
- Anti-business, pro-environmental activist image.
- Zoning changing process makes it virtually impossible.
- Opportunities do not exist for expansion in Eugene.
- We are currently looking at different options.
- Move to greater Portland area.
- Really depends on the market and land cost (permit fees).
- I will look at Springfield and other Oregon locations.
- Healthcare has been allowed to move to Springfield.
- Moving to Springfield – more business friendly.
- Lack of corporate high-tech headquarters.
- Market is saturated.
- I've had enough.
- I'll expand it in partnership with internet service providers based in San Diego, CA.
- Stay in county.
- City regulations are too costly and complicated.
- Sorry, cheaper to do business elsewhere.
- Business is better out of town.
- Too hard to get anything accomplished – going to Springfield – business friendly.
- There is not a place to go that I think would support a local business.
- Other local communities are easier to work with.
- Just moved it to Portland.
- Have two units here already.
- Not certain – cost will be a determining factor.
- Portland to reach new market.
- We are in the process of leaving Eugene for dramatically friendlier environment in Colorado.
- Due to new land use code I would have to update my retail space, parking lot, etc., which would not be cost effective.
- City government could care less about my business (checked between yes and no).

**Q-29 If you plan to expand your business in the next five years, please indicate how you expect your business to grow. Site characteristics required:**

- Lots approved for building single-family houses.
- Some flexibility, commercial zoning.
- Light industrial.
- Will locate outside Eugene.
- High visibility commercial.

- Parking, access, drive through.
- Reasonable pricing and availability of smaller custom homes and small builders.
- Class A office.
- Accessible to other healthcare.
- Office space.
- Near current location, or same location.
- Sewer, electricity.
- Office.
- Commercial/industrial.
- Location, location, location.
- Storage.
- Healthcare/dental.
- High speed Internet access.
- Retail.
- Commercial space.
- Location.
- New office space.
- Downtown vacant lot.
- New sites.
- Commercial land, multi-family.
- Downtown, OC-3 Internet or better, computer room.
- Flat zoned industrial.
- Industrial.
- Downtown.
- Office.
- I need more parking – 18 spaces for 105 seats.
- Professional services, total accessibility.
- [Want to be located on a ] busy traffic road.
- Light industrial.
- Warehouse/storage, access improvement off of W 11th.
- Office on high-traffic area.
- High traffic area approved by the state board of health.
- Safe attractive environment.
- Outside city limits.

**Q-30 What areas of assistance are most needed to help your business grow and succeed? Other Comments:**

- Client base.
- We cannot afford to compete with local government for employees.
- Parking.
- Practical, affordable help getting government contracts.
- Change in state policy.
- Stop closing schools.
- Fair competition (Kid city).
- Education (better schools to attract families).
- People with jobs and disposable income.



### Q-31 Please share any other comments you have in the space below.

- Regarding Q-29: Mergers and acquisitions how they expect their business to grow.
- We have lived in the Eugene-Springfield area for the last 8 years. Each & every time growth might come about someone or some group protests (whatever it might be). This city like any other must have growth it must become business friendly—Growth is happening in Springfield—City commissioners in Springfield want & need their area to grow. Eugene has now lost their hospital due to Eugene letting a minority of the population dictate to them. Eugene needs growth. We don't need to be known as the hippie capital of the world.
- I only wish you could measure the level of frustration and cynicism towards the city staff by everyone I know in business and construction. The negativity isn't shared by businesses in Springfield or other cities. The negative attitudes and practices by city staff goes beyond the usual bureaucratic norms. Regarding Q17: City government does not care.
- I believe the best thing city government can do for business and economic growth is reduce bureaucratic red tape and let the capitalistic system work.
- It would be great if more minority businesses were formed in our city. Also it would be great if those which already exist here are informed of all the resources which the city, county, and state has to offer them in order to help insure their survival and development. Communication between responsible agencies & such businesses seems to be in need of attention. The downtown renewal is vital to the health of the city also. Diversity in businesses as well as population would be welcomed.
- The affordable housing and living wage proposals are a joke. They are socialization and will destroy the local economy. I was once poor and uneducated. I took it upon myself to get ahead! Others can do it too. The city should not develop policy that makes it and the taxpayers enablers to citizens. Just because someone has the opinion there is not enough affordable housing does not mean taxpayers should foot the bill for creating some. Also, a job pays what it creates. I fit pays low wages, it probably is not a job that creates or produces very much. That employee needs to get themselves trained or educated!
- Regarding: Q30. The best assistance government can provide is transportation infrastructure, land availability and a neutral or pro-business attitude. Also safe streets. As far a capital, employee issues, business networking, housing, Medicare, etc., stay out! That should be a function of government.
- 1) The length of this survey is excessive. I cannot afford the time to fill it out. 2) For the future, a strength (in my mind the greatest strength) of Eugene is the diversity of K-12 educational options which has created a competitive marketplace for education to the good of both public and private schools and especially to the parents of K-12 kids.
- I was recently told by a landscape architect that the city permit department would not allow a species of tree selected by the architect to be used on a project because the city employee involved in the decision "did not know about that species of tree." Due to time pressures the architect had to move ahead rather than try and educate the city employee about the tree he had selected which the architect felt would be very attractive. As a result, the architect selected some trees that will grow to be very large but were acceptable to the city. This seems to be a typical example of the permit department.
- We are struggling with a very negative business climate. Businesses are the beating post for increased revenue to support city and state needs. People believe we can continue to access businesses to resolve the shortfall. IT MUST STOP! Thanks.
- 1) The City should support local businesses ahead of newcomers. Huge tax breaks were given to Hyundai with little benefit when there are many local existing employers who are not getting those breaks. This does not appear fair. 2) Avoid sprawl – we do not need more big box stores. 3) Provide bike lanes. 4) Planners need to relax and not be so literal regarding the codes. There are codes and then there is reality – sometimes they do not meet. 5) Provide support when we come up against arduous state laws. 6) Get us some airlines!!!
- The city of Eugene should be ashamed of how the present council who is made up of Pseudo Elitist Liberal Snobs has degraded the city.
- It would be wonderful to support a Light Rail System that extends throughout Lane County to help reduce congestion – over crowding streets. City council needs to be more open/positive. A lot of

issues like “gender identity is being kept in the dark! More openness and more public forum to voice our opinion ... Will expand business if it is affordable and capital is available.

- Tax breaks for businesses means tax increase for individual homeowners.
- If the parking meters were removed and 8th were turned into z-way traffic our business would increase by 20-25% overnight. If angled parking could be incorporated, an additional 10% would be added to our business. How long will it take for the city to realize that accessibility is the key to many businesses downtown?
- I run a service business that installs, services, and/or maintains fireplaces and stoves. In the past few years my customers paying huge fees for installation permits resent the fact that there is no inspection. What are these fees for, if not to allay the cost of a city inspectors visit? If these fees are only for the cost of doing the paperwork then they should be reduced. The only thing the city is doing is prohibitively creating – by the high cost – an environment where permits may not be acquired by my customers. That opens the door for unscrupulous, incomplete, or potentially fatal work.
- We have been business owners in Eugene for ten year. We have always valued this community as an excellent place to live and work. We value other business owners and customers as pleasant, generous, and helpful people we love to work with. We have a competent, reliable and business-sensitive Mayor, who, with an exception of a few, is countered with some unreliable, radical, anti-business council members who independently and collectively have done serious damage to Eugene’s image to potential businesses as a place not to be. We hope that changes.
- Eugene is a beautiful, well-structured business community, sensitive to its environment and ability to manage growth. Yet, we restrict development to a fault, thereby restricting reasonable growth, new jobs, better quality of life. We correct past failures by opening Broadway and Willamette downtown, but do nothing about the intolerable pay for parking practice that discourages traffic. Travel to many, many other Oregon communities and view vibrant downtown cores with fee parking...its stunning.
- As Oregon’s second largest city, Eugene has incredible potential. But it is going to take a city government/council that puts politics and radical policies aside and encourages business growth with sensible concerns for our environment. It is their image as the “enemy” to business. Its going to take a concerted effort between the city, chamber of commerce, and business owners to create an environment and image to potential businesses as well as existing businesses, that we’re all in this together to create a business community that is progressive, and intelligent about just how we do that.
- Oh, I think it is covered inside. If I wanted to be in a town like Portland, I’d move my business there. We want Eugene to be Eugene – small, clean and without the police harassing Whitaker neighborhood and people of color.
- 1) The city ought to take advantage of the availability of highly educated personnel at ORI and U of O to be constantly working on these issues. They are tax-supported personnel with great expertise. If, with their help, the city can’t be a class act, well... then we’re getting in our own way with too much talk and not enough real action. City and counting meetings on television are a real “snore”.  
2) We should try 2-3 different, innovative school systems simultaneously, & other sorts of programs, to find ones that are truly sustainable & innovative.
- As stated earlier, local & state governments need to support qualified local vendors vs. operating on a low bid selection method for professional services such as engineering, surveying & mapping. A process that uses qualifications, cost and location (i.e. tax payer in Oregon) should be used.
- Thank you for your interest.
- Eugene Oregon is a beautiful city with many nationalities and cultures living here. Our city, county, state, and federal governments have taxed the people beyond what they can afford. Businesses are filing bankruptcy, homes are being foreclosed on and people are leaving our state/city. Budgets need to be made and stuck to, spending practices need to be streamlined and quit depending on overtaxing the small businesses and homeowners. Metro policing should be adapted and implemented. That in itself would be a huge money saver and giving the citizens proper police coverage and giving the safety back to the police officers by having the proper amount of officers out on the street to prevent crime before it happens. Bringing productive business back to the

downtown area – get rid of the parking meters or lower the parking price and extend the time allowed to park.

- Train your city employee's and council members to assist the public not antagonize and discourage. Streamline and cut costs on your permits process, be "business friendly" for businesses who are working from their homes and allow them to place a sign that can be seen. If you cannot enforce your sign laws – then change them where businesses can survive. But most of all, require your city council people to have or obtain proper education before they are allowed to have a position. Listening skills, tax laws, budget procedures and a working background so they can really understand what they are responsible for. Eugene is no longer a sleepy little backward town. We need to become business friendly and promote Eugene.
- I recently talked to the sign permit people. I received the most rigidly bureaucratic response imaginable. I asked if I could appeal and the person said he was it and the answer was no. Obviously, this did not leave a positive impression. We get permits through the city for our customers. The system to get the permits works quite well. Some inspectors are helpful. Some are terrible. Customers have the same impression. If you complain about an inspector, he will make your life miserable. This is a sad comment, especially since our competition discourages permits.
- Eugene can grow in a smart, controlled yet encouraged way. The best future for our quality of life and economy is the long-term investment and growth of our community. I've seen what happens when cheap short-term profit seekers develop land – I've seen it living on the East Coast. The city needs to cooperate with those developers who seek high quality, long-term investment. This is called smart growth... the best alternatives to the status-quo sprawl that threatens our quality of life.
- I am a native, Eugene born. You cannot regulate growth such as this city has done and continue to spend at a rate of 5%-10% increases every year for every program. There should be benefits to administrations that are able to cut costs of government waste, not make them spend the entire budget so they can have more the next year. Drive through Salem and look at the big government.
- The loss of Sacred Heart, Symantec and other business to the perimeter are an indication of a dysfunctional city planning and development department.
- Eugene is an awesome community to raise a family. Sometimes I feel there are too many favors for high paid bureaucrats. The fair trade environment is present but I feel that some businesses get extra consideration. Upper management positions are too numerous in 4J schools and perhaps in local government, accurate production with minimum waste is my motto.
- Our business relies on a strong business climate and economy. All of the above items impact our business as we do work with people that are affected by each of these areas.
- It's obvious that this questionnaire has been designed to validate the Mayor's pro-growth stand. For example, two questions related to the permitting process ask about "streamlining." Why don't they ask about "toughening?" The focus is obviously on more big business. Q-26 starts at \$500,000! This completely ignores the thousands of local businesses bringing millions of dollars into our economy.
- Several questions were left blank because we do not actually do business in Eugene, or in Oregon. Our customers and suppliers are in other states and countries. We don't have the experience in the Eugene business climate that would enable us to answer some of the questions.
- We need to balance government regulations and taxes which are needed to protect environment and provide services but at the same time be careful not to over-regulate and overtax. Neither the speculators nor no-growthers are helpful.
- The Eugene city council and government should remember: This country was founded on Government of the people, by the people, for the people. NOT Government of the people, by the people for the Government! You are helping kill every small business in the area with your rules, regulations, taxes, and practices.
- You are fifteen years late with this survey for me. I live in Eugene & work in Corvallis with the majority of my business. I didn't like the drive each day but I have lived in Eugene since 1937. Good luck. Hope this helps.
- I have seen 1st hand in the last city I lived in, Denver, Colorado, what happens when the police give business owners the "we're too busy doing something else to protect your business" attitude until its too late and vandalism, graffiti, & theft are out of hand. The only city I have seen benefit from a no smoking at all regulation is Longmont, Colorado, they are next to Boulder, (the roll model for our

city council, business be damned), Colorado, their restaurant, bar, and nightclub business is doing great as Boulder's dies. I hope Eugene wakes up soon.

- This space is not big enough! Just start with the city council getting on line to develop a business friendly attitude toward business. If they can't see that business profits are a good thing, then resign from the council. It is the big picture that seems to escape them. It's not a ward agenda that's needed but a strong city agenda that supports a business atmosphere of profit, growth, jobs, and taxes! It's not too difficult, but for some I guess it is.
- It appears the college (Oregon) has too much influence in local decisions and yet they do not want to discipline their students that attempt to destroy property or harass the public. This has a very negative affect on how outsiders view the Eugene environment.
- We are in the Design/Construction business. When our 45% of recorded time is spent in dealing with regulations, inspections, permits, planning and zoning issues...and 15% of recorded time is spent in dealing with personnel, wage and health care issues...The 45% of recorded time that remains to accomplish our primary purpose – to design an construct buildings – it becomes unprofitable and unpleasant. Since our business/practice extends to other cities and states, the negative local attitude and atmosphere is very apparent and acute. The recent experience with Sacred Heart, the newly revised City Planning Ordinances that dictate the very site of your building and the location of the front door (!) and the refusal to address the issue of AUTOMOBILE traffic and parking (as opposed to bus/bike) are three prime examples of local attitude. The City follows “fashions” not solid planning issues. Before WWII, Eugene was a traditional city with a downtown of department stores and small shops, traditional block-and-alley residential neighborhoods complete with markets and streets with trees. First the post-war expansion of the suburbs with winding cul-de-sacs and collector streets and beltways (inside which all development was to take place) was in “fashion” (and in the local law) but now subdivisions, cul-de-sacs and automobile travel are out. Next the City jumped into “Urban Renewal” and pedestrian malls (While the businesses jumped into shopping malls). Now we are paying for the mistake and pedestrian malls are out and downtown is barely alive. Now the City has embraced “Neo-Traditional” Planning precepts. Blocks, alleys, “nodes”, front porches, bikes and buses are in. Here we go again. Front porches (which were popular BEFORE TV) with neighbors strolling around the block greeting is not just silly romance, NOW IT HAS BECOME THE LAW. Recycling is also popular in Eugene, so recycle back to the top of this list and you will see why you cannot effectively legislate fashion or taste. The Public has repeatedly expressed its preference for the single-family residence over the urban apartment, the automobile over the bike, the Mall over the shop, the supermarket over Mom & Pop's and has voted with their feet and their money. Eugene is not getting the vote.
- This method of inquiry is part of the problem. Most of the categories you identified lack an operational definition. Your categorization reduces business to a set of categories that are relevant to academic policy makers, not to business people. There is no evidence that surveys have led to significant breakthroughs or leadership and we need both right now. This method has objectivity and statistical analysis at the heart of its purpose. We need a purpose of positive social change. The university has a terrible track record for not engaging in the community – the city runs a close second.
- Basically, Eugene is moving backwards – since the ROAR ?. They have let Springfield get rolling and become the “want to be place” The city of Eugene and its blind-closed eye way has chased business out and kept it away. Laws and policies are often taken too far for many street parking – hours set so that you “kneel to” city garages – you can't hold an airline in town why oh why you want smoking law – (I don't) way out there. Police – I needed them it was a waste of my time. But hey they didn't shoot me or use pepper spray. I do not need to go on they can step back & look – but they will do good legwork for Springfield. And no I'm not an old hippie nor a college student.
- This is a great town and a wonderful place to live. The people who work to run this city clearly give it their all, and their hearts are in the right place. Torrey is awesome. We must allow large business with \$\$ & benefits to enter the area. The balance between successful and impoverished is becoming too skewed in this area for anyone to thrive except the very wealthy.
- Rescind LTD tax. Take away \$40K Hybrid vehicles – LTD administrators must ride bus. Privatize government operations as much as possible. Ban multicultural/bilingual/sex orientation indoctrination in city government and Eugene schools. School 3 R's only. Support home schooling

(don't discriminate). Reduce government personnel in every department and use labor cost savings to fund police.

- I think this survey is a positive start. I sincerely hope that the information acquired from it is used and not shelved.
- I found this survey frustrating because the authors seem to assume all business people agree on certain presumptions. I believe a good business climate has more money coming into Eugene than leaving Eugene, and I believe a bad policy is one that encourages building. "Growth" means an increase in net worth and quality of life, not sprawl and pavement and roads and empty buildings! Eugene needs more business people and fewer developers/sand and gravel pits/factories. We need fewer un-employed and more self-employed. Not more jobs. More money, but not higher wages. This survey does not reach the important questions.
- Doing nothing would have a better long-term impact than everything the City has done.
- I appreciate Jim Torrey's effort – but this is just one more rock to be thrown in Eugene's "culture wars". The results will be ignored by the economic ignoramuses on the city council who believe we can decree prosperity by passing "living wage" laws. Why not just enact a Eugene minimum wage of \$50/hour and we'll all be rich? The only long-term solution is to bifurcate the city as suggested, with the more conservative north & west sections forming a new "normal" city or joining Springfield & the south & east "People's Republic of Eugene" continuing to tax and spend itself into political utopia. All city employees & council members should be required to have at least one year of college level economics a prerequisite for their jobs!
- The City needs to focus on other areas of Eugene, "besides downtown." You can only expand so much downtown, "and it does not" attract business, only small shops, café's and offices. Look to the west of downtown. It's growing fast, but still no interest from the City. Will you wait till all the businesses move to Springfield, or will you change the costs of building in Eugene. We built a 995 square foot home and with permits and water meters, etc., it cost us \$29,000 before we ever put up a wall! What's wrong with this picture? Eugene is becoming cost prohibitive to live in.
- It really doesn't matter what you do about the above because no one is focusing on the ultimate limits of "growth". It can't go on forever. If the federal government is going to continue to give tax incentives for people to have as many children as possible, other than disincentives there really is no point in "managing" growth.
- One example of a very questionable expenditure of resources (money & labor) is the wetlands development on Greenhill and Royal. I have watched the months & months of work there, installation of a concrete bridge over the Amazon waterway (100 feet from the road!), building of concrete beams, traffic slowdowns, dirt on the road, concrete curbs, roadways being paved and just shook my head. The whole wetland exchange program is such an incredible waste. Over thousands of years of human population growth, plants and animals, have moved to less threatened areas when this happened. Think of all the good these resources could have accomplished! Regulations may require this, but common sense does not.
- Other Oregon municipalities handle infrastructure maintenance much differently & more efficiently. The contracting community is able & eager to provide the maintenance & engineering services that the City currently provides at much less cost & at a much higher level of quality. Why must City staff repair roads, construct sidewalks, engineer and design "in-house", etc? Why is the PW department so arrogant to think that not letting contracts to bid could possibly be more efficient & economical? If the local contracting community operated as inefficiently as PW Maintenance and Engineering, they would go bankrupt. Maybe this explains in part the notion that PW never has enough \$?
- The last round of growth in Eugene has strengths and weaknesses. In some ways, we sold out our assets for pennies on the dollar, gave away resources at the taxpayers expense and encouraged unsustainable development. Alternatively, we have improved our downtown, enhanced the urban forest, improved the Amazon, grown our university and hospital. Many small businesses have grown and raised wages or started up. A mixed bag. The future should be about slow and steady growth. Eugene should be seen as special and different not just like every other midsize city. Be a leader in mass transportation, arts and entertainment. Many people think the city government is poor. But nothing is ever so simple. Thank you for working on this problem!

- It costs more for 1 employee in Eugene than the entire company in Montana – in terms of add-on payroll taxes, etc. If I could relocate my Eugene employee, I would!
- This city is a joke. So much time is spent trying to be “sensitive” to everyone’s issues that there is not a clear sense of purpose. I have lived here my entire life. Downtown used to be active and healthy but because of government policy it is now a graveyard. People are allowed to break the law without fear of penalty and the silent majority pays the price.
- The perception of Eugene as I see it – Eugene as well as other cities/state, think that businesses have and should provide all the Taxes to cover their budgets. Businesses do not have all the money – they make money, to hire people, put people to work, more people working, more taxes from individuals, less unemployment. More tax money is available from employees than from businesses. Quantity, Quantity, Quantity. If businesses had more room to hire more people could contribute to our tax problems. Instead, we keep taxing businesses for more & more money, and we end up with more & more unemployment. Secondly – no more TAXES. LEARN TO MANAGE WHAT YOU HAVE!! Businesses have to do it to stay in business, individuals have to do it on their fixed incomes, Why can’t our Governments!??
- Increase land availability within existing city limits. We keep growing out, and move existing vacant land-especially in downtown & directly adjacent land remains unused. We need to encourage dense housing. I.e. single family houses that share land. More creative developers no more of this strip the land, cookie cutter developments. They do not reflect the character of Eugene or the site itself. These developers should be fined heavily, or credits available for those who consult & carryout creative, developments that incorporate passive & active green solar houses and storm water retention.
- Until the Eugene City Council decides to (1) Take care of city business – not items like “against the war in the Middle East” resolution letter. (a complete waste of time). (2) Stop with tolerance/transgendered in bathrooms “problem” (It’s only a “problem” to very, very few) (3) Use some “common sense” when deciding issues. (4) Stop classifying the “so called wet lands” west of Eugene we lands and realize its just pretty bad soil that won’t grow much but is good for building & expansion. (5) Quit wasting \$\$ on a “Rapid Transit Bus System” Can the idea now before another “money waster” gets going. It currently will be between downtown Eugene (where nobody is & go to downtown Springfield. (where nobody wants to go) \$8 million to decrease the ride by 5 minutes? (6) Welcome new business with open arms instead of making them jump through 2-5 years of regulations. (7) Resign, realizing that most are still living the 60’s & 70’s over & over again. Old hippies in a new Eugene do not work. They still seem to think all people can exist without businesses that provide jobs.
- Our main base of operations is in Seattle, Washington. We focus on urban development, and urban Seattle is really quite liberal. That unto itself can make for a great environment to live and work in. I work in downtown Seattle four days a week, but I continue to live in Eugene. Eugene’s City Council needs to understand that our business environment in the US is built on competition. Eugene competes with other communities as a place to live and do business. Eugene is a nice place to live and raise a family, but the City Council seems to believe that will cease if it promotes business and economic development. It doesn’t have to be that way we can promote good business and Eugene can be even better.
- (1) I tried to build a duplex in Eugene. Gave up after 1 year of planning control. (2) Have a friend that owns a commercial building in Eugene and has had it up for rent for over a year. Two different businesses tried to lease. Couldn’t get city permit and one of them was an accounting firm. (3) One large business I know says that the permit process for each stores run, \$250,000 before they even start. (4) The city has an agenda, 1st is downtown, 2nd is new federal building, 3rd seems to be the hospital, 4th is annex Santa Clara & river Road. Note: Santa Clara & River Road doesn’t need Eugene.
- In good conscience I could not recommend a business relocating in Eugene because of all the safety issues (U of O & anarchists) local government doesn’t support business & the airport is not adequate.
- The only employees we have that earn minimum wage are waitresses, who also earn tips, which makes them the highest paid employees we employ. If Oregon is not happy being the highest minimum wage in the country and want to keep increasing it, place stipulations on it for service employees that earn tips. Try looking at some of the permits & regulations fees and redetermine if

necessary. Some are ridiculous and discourage growth and expansion and even updating. Personal property taxes are very high and include very high penalties, 100%, if not paid on time, give us a break.

- The airport administration has been no help in the area of cargo services.
- The U of O is a negative – it projects an ultra liberal image – it is anti growth, anti-industry & radically pro-environment! They influence the city more than they should. For example the issue with KUGN!
- Since we are no longer on the “gold standard” but on a standard of faith in our own abilities, I see that the faith of the population is paramount in financial matters. That faith is badly shaken now with nothing on the horizon as a remedy (except war). Our president is currently doing little in dealing with the nations money woes. There is a lack of leadership in this department; so I think its up to us. We need to deal, head on, with our lack of faith and share with the population just what is in fact working – folks want to see “turnaround” Lets show them and perhaps it will snowball into positive change. It couldn’t hurt.
- Something needs to be done for our south Willamette valley area. I’m glad the city is looking for outside perceptions, and this is a step in the right direction.
- Eugene is a great place. We just need to help small business stay in business.
- The City of Eugene is well known for: (1) the U of O (2) poor place to do business (3) Anarchists (4) Country Fair (5) High cost of living (6) Ultra-liberal leftist community (People’s Republic of Eugene). Except for U of O, all of these things are negative. I no longer tell people I liver here. It is embarrassing!
- Shrink government.
- (1) The city should look into extending Beltline on around to I-5 to the south. It would relieve a lot of downtown traffic. This would give the city a change to put in bus lanes or other transportation. (2) Stop wasting money on the downtown money pit.
- Most all business owners that I know agree – Eugene does not want growth and will not support it (i.e. Hospital, tax base and the ability of the city planers to change law at their discretion is offensive). The city is out of control. Springfield is growing & will overtake Eugene because they want growth and will provide land and incentives.
- Thanks for letting me comment.
- Eugene is a wonderful community with achingly awesome potential for life-affirming, co-supportive business matrix. We have a higher ratio of visionaries to drudges than just about anywhere in the U.S., except perhaps a few places in Vermont, NY (Ithaca), CA (Arcata). Let’s get with it!
- No more Hyundai type concessions.
- Eugene is becoming well known for the friendliness and good courtesy in traffic. Cuts in bus services will hurt as it’s a good system in comparison to the other cities of similar size. Need more police to keep city safety at maximum.
- I do not think it is right to give new businesses incentives when those of us [who] have been around for a longtime get nothing. We have supported the community with no incentives.
- I would surely like to see bikers pay for bike paths, etc. – instead of using gas tax and other auto-owner fees for it. The no smoking law [is] ridiculous!! I don’t smoke, but it hurt a lot of businesses.
- I have been running my own business in Eugene since 1984. I manufactured metal food smokers, and made fishing tackle. The unskilled employees in general were poor employees. The Hispanic help sued my business when the other employees decided to put me out of business. They called every possible government agency and made false claims. After one year of answering questions from every agency, I was found to have done nothing wrong. But dealing daily with – Dept. Water, EPA, OSHA, Workers Comp, Employment Dept, Dept Labor and many more convinced me to get into another business. False claims by disgruntled employees should not be used by government agencies to harass business.
- A strong economy starts at home. A strong and healthy community depends on strong locally owned businesses. The trend that I have seen in Eugene as a business owner is the exact opposite. Funds with focus seem to be pointed toward large corporations that take their profits and go. Infrastructure spending and tax breaks for these large may provide a handful of jobs – temporarily,

but they do nothing to enrich the community, and in many ways work towards impoverishing it. There is a balance that can be struck, but businesses have to show a willingness to be good community members and good neighbors.

- We own a small family owned and operated business that we are trying to grow. To do this we need to add more warehouse space. But, because our buildings are so old – some were built in 1936, the city would require us to update the existing buildings, pave the parking lot, etc... - just to expand a warehouse! As a small business it becomes to great a financial burden to expand at our existing location. No one at the city applies any common sense to a small business that applies for new space or changes.
- About 3 weeks ago a construction crew was cutting a ditch across W 11<sup>th</sup> Ave at Bertelson by my business. The city council required a police officer be present to keep traffic flowing which is great for the traffic, but apparently no one told the construction company to contact local businesses to consult with them as to the impact the construction would have on their business. The construction people put out traffic cones on W 11<sup>th</sup> and Bertelsen that blocked all possible traffic from entering my parking lot which wiped out half my business that day and more on the following day. There is the anti-business attitude of the Eugene City Council. Look out for the voters and to hell with the business community.
- We're concerned about the potential impact of changes in service by United Airlines – particularly cessation of the 6:30 AM flight to San Francisco. No WEP – Preserve original wetlands whole and intact. Eugene seems to be following the tried and true – and disastrous – path of ugly, unorganized, under-planned urban sprawl just like every other US city. Plan sustainably, creatively, and for the long-term future. The expense will pay off in the long run. As it is, Eugene is becoming a place I neither want to live or work. Kudos to the Oakway development that created an outdoor courtyard and retained the Oak trees. It's attractive, appealing and a place I am personally drawn to as a customer. I was appalled that the city cut down lower, mature trees to build that ugly apartment complex downtown adjacent to the (old) Symantec building. Since that time I have avoided downtown as much as possible.
- We need to balance government regulations and taxes which are needed to protect environment and provide services but at the same time be careful not to over regulate and over-tax. Neither the speculators nor no-growthers are helpful.
- Speaking as a consumer as well as an employer, my interest in patronizing local businesses (downtown especially) is directly influenced by quality of life, concrete issues. Example: the last time I took a client to Field's Brew Pub we ended up looking out the graffiti etched window at crowds of wandering anarchists. Though I'm comfortable with them (anarchists) at a public rally level, I cannot afford such an ill impression. What's more, voters wonder what are we discussing at city council meetings, when some how we can't achieve the straightforward (if difficult) goal of managing red-light runners, wayward parkers, and spray painters.
- The questions re: sustainable economy are interesting but it must be kept in mind that we need a working and viable economy. The first most important part of a sustainable economy is: "can it sustain the people in the community?". I worry that the attention to environmental concerns takes precedence over people's needs – I would like to hear more concern expressed for the people in the community and their needs, the tax paying people that is.
- Eugene has put too many restrictions and taxes on small business. The permit process is much too slow, costly and difficult. I can not express enough how displeased small business owners are here. It is almost a joke. Maybe we should sit in a tree.
- Eugene is an awesome community to raise a family. Sometimes I feel there are too many favors for high paid bureaucrats. The fair trade environment is present, but I feel that some businesses get extra consideration. Upper management positions are too numerous in 4J schools and perhaps in local government, "accurate production with minimum waste" is my motto.
- Our business relies on a strong business climate and economy. All of the above items impact our business as we do work with people that area affected by each of these areas.
- All my business needs is less government, less regulation. Government is too large at federal, state, county and city level by 50% - 60%. Government should not do for anyone things that people can do better for themselves, which is almost everything. Government takes \$0.74 for every dollar earned by people and their companies.



- I would love our local government to concentrate on making Eugene a distinctly livable place to reside and do business. Do we care if we have plenty of jobs and lots of quick money if we become another place in the U.S.A. where pollution is a problem, safety a problem, spend 1-2 hours in a car commuting, etc.? I would like our local government to encourage business but in a responsible (look to the future) kind of way. If we are an unusually planned, well-managed community, we will attract business on that basis.
- I am unclear that if the City of Eugene passes their minimum wage proposal if we can afford to do business with [Eugene].
- My business is a small service business owned and operated by me. Some of these things [in the questionnaire] I truly have no opinion.
- Reduce your questionnaire into simple, direct questions and you [would] have a better response rate.
- Survey too long and somewhat redundant. Increase your response rate by asking fewer questions, saving your respondents' time and your costs. Thanks.
- Eugene should go with its strengths – which in my view include paying attention to the environment; our overall quality of life; a sustainable philosophy; the development of downtown; worker/employee training which focuses on communication and customer service; less big industry; more family businesses; more green practices; living wage jobs; employee retention; retail incentives and better parking for downtown – we can't expect people to come and shop if there's little business and little parking.
- My business is really based on everyone else's business because if people are not working I'm not providing their childcare. My rates are very affordable – but yet it is very expensive for the average working family. I do a good job of providing a safe place for children to be while their parents work but if they can not afford to keep a job and pay their bills the more I have to find another client or lay off a worker. If my taxes were lowered I could afford to pay my workers a higher wage. I've been very fortunate to have many dedicated loving people work for me for long periods of time (up to eight years) and [they] receive very little compensation. Overall, I'm [dis]satisfied – not even “pleased” with current city government with regards to business policies, and as with everything in life, there is always room for improvement.
- There is a general public perception that Eugene is very unfriendly to new businesses. It is difficult and costly to start a new business here. For the population base, Eugene is very undeveloped in the retail sector as compared to other cities. I believe that is due to lack of government support, high taxes and costs.
- As a small construction company I do many small jobs. It would be much better for everyone if there were over the counter permits available for licensed contractor to do this kind of work. (No plan check, just have the builder call for inspections. Put the burden on the contractor where it should be.) Everyone would want to obtain permits for their projects if the process was easier and less expensive.
- Where C=City Council, H=Hippies, E=Economy the formula for Eugene is : C-H=E(squared).
- The [sustainability resolution] seems to be a centerpiece of Eugene policymaking. While the bit of fluffy eco-speak makes non-private sector workers, staff and constituents feel productive, look at it another way. These things should be assumed to be realized as well as possible. The private has to be successful for poor people to better themselves financially, population has environmental impact locally and globally period. For all the people on the public dole (one way or another) there must be a vibrant private sector. To illustrate (generally) the point I make (page 30 about Eugene's “JOKE” metro and government reputation I refer to friends in Beaverton. The spouses work for a division of CH2H on the Intel expansion over the past two years. After 25 years of successful living in Eugene, they are thrilled to be re-located. They refer to their former home (Eugene) as “Hoochyville”. Go figure.
- Property taxes are exceedingly high. This drives our rent up and also reduces our customers' available spending monies. The Beltline/Delta Highway intersection is very busy and dangerous, we have many customers, or potential customers, who don't like to come to our area because it's too congested. We have been providing health and dental insurance for our employees. We have had cost increases every year of between 30 to 125%! And the quality of our insurance isn't all that great. We have to switch insurance carriers every year just to find the lowest possible option. Next

year, we will either have to drop the coverage all together or pass the costs on to our employees. Sorry for the messy writing. I'm traveling to California for Thanksgiving and this was the only time I had to fill this out.

- See comments inside.
- Questionnaire too long.
- Because Lane County, (with its scalping of businesses through the LTD tax), and the State or Oregon, (with its fiscal irresponsibility and onerous personal/corporate tax structure), are business unfriendly, we have moved our company to Washington State. Thank you.
- Eugene has too many taxes. Property taxes are way too high. There is too much waste in the School Districts. If the money was managed right you could reduce the property taxes for everyone and even build new schools. Take a look at how business cut back when needed and follow the example to make Eugene a better place to live and do business.
- The local economy has had a great impact on my business in the past two years. Our commercial work has virtually ceased. Our clients (commercial) typically sought design services for small projects in warehouses, offices, medical and tech. No one is doing anything not absolutely necessary- not even remodeling. Our residential work has picked up since September, but it two has suffered. I think from the stock market fall. And the low interest rates have not stimulated much new work.
- Dear Mr. Parker, I am not participating in your business climate survey because the organization I work for is not a business, it is a non-profit with a national base.

# Appendix C

## Business Climate and Location Choice

CPW's review of literature regarding a city's ability to attract and retain businesses revealed the importance of business climate perceptions. CPW focused on literature and online resources that addressed attributes businesses look for when choosing a location and the impact of business climate on locational decisions. Two online resources that pertain entirely to site selection are: Site Selection Online ([www.siteselection.com](http://www.siteselection.com)) and Area Development ([www.areadevelopment.com](http://www.areadevelopment.com)). The International Economic Development Council also had a wide range of information that was quite informative ([www.iedconline.org](http://www.iedconline.org)). Finally, one of the most comprehensive articles regarding community preparedness for industry recruitment was authored by Gunkemeyer, Moss, and Thomas, and titled, "Community Preparedness for Site Development."

The literature suggests communities should address a number of issues when formulating a strategy to attract new industries. Competition for new and expanding businesses is fierce. Each year, over 15,000 U.S. communities compete for approximately 100 to 200 new major business construction projects.<sup>3</sup> Most businesses locate in the same region and approximately 60% are due to expansion.<sup>4</sup> Site selection criteria is driven primarily by site location, utilities, amenities, labor force, local taxes, and transportation factors.

The International Economic Development Council identified the following trends in site selection.<sup>5</sup>

- Cities and regional organizations are marketing via the Internet to encourage firms to locate in their area. Web sites offer extensive information about the community 24 hours a day, seven days a week and can be downloaded at any time from anywhere in the world.
- Each site location firm requires data be reported differently. Communities with quick, flexible data presentation capabilities have an advantage in the site selection process.
- One-stop permitting centers streamline the permitting process by issuing the necessary permits and licenses that a business needs to begin or expand operations.

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<sup>3</sup> International Economic Development Council. "Economic Development Reference Guide," <http://www.iedconline.org/hotlinks/SiteSel.html>. 10/25/02.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

- Performance-based incentives are used to attract businesses and assure taxpayers that they will recoup public investments like tax abatements, land write-downs, etc.
- States and cities are mapping their technology infrastructure, such as fiber optic networks, to help firms identify specific locations with access to needed technology resources.
- The availability of skilled workers is a high priority, sometimes more so than financial incentives. High-tech firms are seeking to be near universities and community colleges with solid technology programs.
- Buildings are being retrofitted with fiber optic cable to attract tenant firms, especially small technology firms that need fast, high-bandwidth connections to the Internet.
- Utilities work closely with local and state governments to help companies choose new sites, with the added advantage of being privately held.
- Attracting and retaining skilled workers requires that firms seek out places offering a high quality of life that is vibrant and exciting for a wide range of people and lifestyles.
- Remediated brownfields can offer large tracts of open land in or near to center cities. Remediation usually occurs with the use of redevelopment incentives for manufacturing and some retail end uses.
- Geographical information systems (GIS) provide dynamic site selection information including available properties, demographics, and business analysis.
- Site location professionals conduct 30% to 55% of all site selection searches, creating demand for new U.S. and international site location consulting firms.
- Back office locations are increasingly moving from urban areas into suburban and even rural areas, taking advantage of lower wage and office costs.

Site-seeking employers are interested in reducing their risks, which Gunkemeyer et. al. separate into four categories; profit, workforce, infrastructure, and timing. Firms are looking for a reasonable rate of return. A general rule of thumb is for a company to show a return on their investment within 6 to 10 years. Communities can make their sites more competitive by providing incentives such as tax inducements related to job creation or low- or no-interest loans that help to reduce the company's profit risk and decrease the time before they see a return on their investment.

Firms are also looking at reducing their workforce risk, that is, employers want to be assured of an adequate labor pool with the skills and qualities most attractive to that industry. Communities can address this concern with adequate education and training of its populace.

Infrastructure risk is another factor that firms look into for current and future needs. They may not risk a location if utilities, such as water or electricity, are not deemed reliable or excess capacity is unavailable for possible expansion. Additionally, fire, police, and waste management services must meet minimum requirements for many firms. Communities that invest in these services show prospective employers a track record that should project into the future.

Timing is everything. Especially in today's fast-paced environment, where firms are looking to break ground within 90 to 120 days of making a location decision. It is beneficial for the firm to begin revenue-producing activities as soon as possible, to counterbalance start-up and construction costs. Firms are looking to take advantage of market opportunities and fulfill promises to clients.

In a recent survey, 127 firms ranked the top factors in order of importance for choosing a site and a community:<sup>6</sup>

- Availability and skill level of labor force
- Pro-business government
- Corporate income tax rates
- Good roads and transportation
- Real estate prices and property taxes
- Educational system
- Proximity to customers
- Personal income tax
- Colleges and universities
- Proximity to suppliers
- Healthy "downtown"
- Proximity to competition

Investments in education and infrastructure are two incentives that a community can offer a firm looking to relocate or expand, that have long lasting benefits for the community. The local high school or college can offer classes that are specific to skills needed for the local business, or offer facilities. Infrastructure improvements such as roads, sewer, and water may be more beneficial to potential firms.

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<sup>6</sup> Gunkemeyer, Moss and Thomas. <http://www.rri.wvu.edu/WebBook/Thomas/development1.html#introduction>.