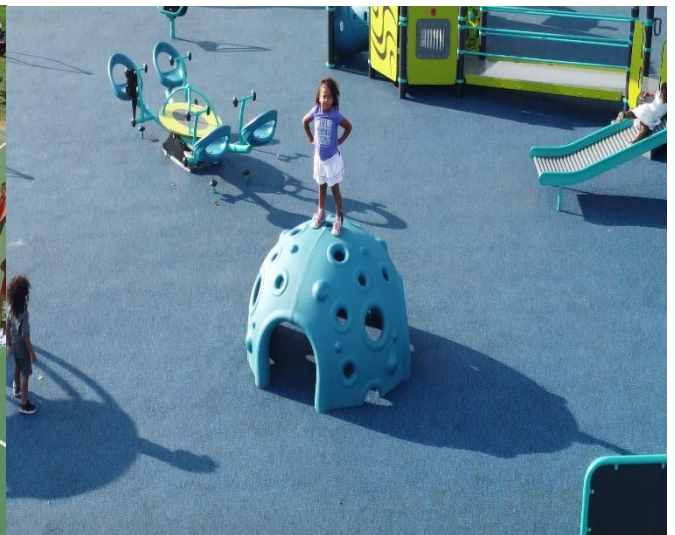




# Greater Fremont Community Profile 2022



Communities of Excellence 2026

**P Community Profile**

**P.1 Community Description: What are your community's key characteristics?**

**a. Community Environment**

**P.1a(1) Community Definition and identity**

We define our geographical location as Greater Fremont. This includes the city of Fremont, Ohio, as well as the two townships of Ballville and Sandusky (Figure P.1-1). Greater Fremont, formerly known as Lower Sandusky, is located along the banks of the Sandusky River. It sits on the former site of Junquindundeh, an historic Wyandot village. In 1803, the southeastern portion of the Northwest territory was admitted to the union as the state of Ohio. The city of Fremont is known for the Battle of Fort Stephenson, a historic battle of the War of 1812, being home to many Wyandot Indians and a refuge for African American Slaves who escaped slavery and the home of the 19th president of the United States, Rutherford B. Hayes. The Hayes family continues to have ties to the community and the home is available for tours as well as a museum and being home of the first Presidential Library. This historical place is open to the public and is used for Civil War Reenactments, Festivals and is a popular walking and biking destination for residents.

Greater Fremont is centrally located between two major cities, including Toledo and Cleveland. The city, including the townships, is home to 25,570 residents and 10,300 households, called the Greater Fremont Community. The community prides itself on being an inclusive, diverse community, rich in history and generations of family where People Come First.

An identifying, unique feature of Greater Fremont is the vast diversity in our population. According to the 2020 United States Census, Greater Fremont is approximately 34.6% non-white, at the city level, the non-white population is near 38%. Compared to other rural communities, this is highly unusual, even when compared to neighboring towns within the same county. For example, Norwalk, Ohio has a population of nearly 16,857 with a non-white population of approximately 13.2%. Defiance, Ohio, a town similar in size and industry, with a total population of 16,900 residents with approximately 26.5% of their residents being non-white. Diversity is one of our biggest strengths, allowing us to progress towards a more inclusive environment for our community members. Understanding that the things that make us different are what makes our community stand out as one that accepts, embraces, and supports all cultures, ethnicities, and races.



**P.1-1**

Fremont is also home to many famous names. 1997 Heisman Trophy winner and NFL football player, Charles Woodson, 19th President of the United States, Rutherford B. Hayes, Olympian and UFC fighter, Mark Coleman and Charles Stilwell, an inventor who manufactured the paper bag.

**(2) Community Offerings**

Greater Fremont has a lot to offer its citizens, as well as tourists. Fremont boasts a vibrant downtown with multiple options for dining, nightlife, and shopping. Fremont also has a community hospital with the backing of one of the largest Healthcare Systems in Ohio. Memorial Hospital is licensed for 43 beds, 22 of which are part of a universal bed model, meaning medical-surgical and intensive care patients can be cared for in one unit. This allows us to provide world-class healthcare in a smaller community, so patients do not have to drive to a larger hospital for more complex care. The hospital has 9 labor and delivery beds and the capacity to care for 12 newborns at any one time. The Emergency Department has 18 beds and sees around 20,000 patients annually. The hospital also has outpatient services, including rehabilitation services (physical, occupational and speech therapy), radiology, laboratory, outpatient mental health, occupational medicine, cardiac rehab, infectious disease, wound care, outpatient and inpatient surgical services, medical and radiation oncology and more.

Aside from healthcare, the community has offerings from a variety of social service organizations (P.1-2), such as Great Lakes Community Action Partnership, Easter Seals, Sandusky County Health Department, Community Health Services, Sandusky County Jobs and Family Services, an outstanding public school system with all new state of the art buildings, as well as parochial education options, vocational career and technical center, a community college with residential living,

the United Way, a variety of churches for all members of our Faith Based community and others.

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Tourist attractions come to Fremont by way of The Hayes Presidential Center and Museum, the Fort Stephenson National Park, Historic Jail and Dungeon Tours, monthly Farmers Markets, world-class fishing in the Sandusky River, Sprint Car and dirt truck racing at Fremont Speedway, go-kart racing offering both dirt and asphalt courses at Fremont Raceway Park, bi-weekly flea markets, downtown events, a vibrant Community Theater, Rodger Young Kiwanis Inclusive

Play Park, Northcoast Inland Trail, The Haunted Hydro, Ghoul Runnings Kayaking Adventures, Journey's Family Fun Center, and much more. In addition, Fremont's proximity to other tourist attractions, such as Cedar Point, The Toledo Zoo, Put-In-Bay, and Lake Erie, make it a top choice for tourists to stay during their adventures to explore those areas.

Organization	Key Offerings	Community Sector
City of Fremont	Economic Development, Engineering & Zoning, Safety (Police & Fire), Recreation, Streets, Water, Parks, Bid Opportunities, Income Taxes, & Utilities	Government
Great Lakes Community Action Partnership	Child Care & Education, Financial Wellness & Workforce Development, Community & Rural Development, Home Repair Needs, Housing Assistance, International Programs, Senior Services, Transportation, & Utility Payment Assistance	Economy, Quality of Life, Education, Health
Sandusky County Health Department	Clinics, Health Education, Prevention, Environmental, & Nursing Programs, Health Assessment and Planning	Quality of Life, Education, Health
Community Health Services	Medical, Dental, Behavioral Health, Lab/Prescription, & Telehealth.	Quality of Life, Education, Health
Easter Seals Northern Ohio,	Adult Day Services, Home Care, Durable Medical Equipment Loans, Senior Friends, Child Passenger Safety, Make the First Five Count, Information and Referral, Community Education Programs, Vocational Program, & Summer Camp.	Quality of Life, Education
Downtown Fremont Association	Business Development, Merchant Opportunities, Farmer's Market, & Community Events ( <i>parades, parties, festivals</i> )	Economy, Quality of Life
Chamber of Commerce	Business Resources, Chamber Foundation, Ribbon Cuttings/Groundbreakings, Committees ( <i>The Ambassadors, Agriculture, Think Sandusky county Workforce Development, Legislative, &amp; Safety Council</i> )	Economy, Quality of Life
Sandusky County Convention & Visitors Bureau	Group Tours, Featured Attractions, Fishing, Group Travel, Restaurants, Lodging & Community Guides.	Economy, Quality of Life
Fremont City Schools	Preschool Education, K-12 Education, Afterschool Daycare, Post-Secondary Options, Fine Arts Program, Bilingual Support, Title 1 Program, Special Education Services, Gifted Services, Mentoring Program, & Nurses Speech & Language Services, OT/PT Services, School Counselors, Social Workers, Child Nutrition Program, Technology Recycling, Transportation, Clubs, and Sports	Education
Bishop Hoffman School	Preschool Education, K-12 Education, Summer Reading, Scrip Program, Tuition Assistance/Scholarship Opportunities	Education
Terra State Community College	Degree Programs, Certificate Programs, Adult /Transfer Programs, Online Programs, Veteran Program, Workforce Development, & Academic Services.	Education, Quality of Life
United Way of Sandusky County	First Call for Help, Education Programs, Safety & Basic Needs Programs, Cancer Care Programs, and Health Programs.	
Sandusky County Economic Development	Workforce Development Programs, such as Manufacturing Showcase, Teacher Bootcamp, High School Job Fair, School Personnel Bus Tours to Companies; YouScience; Sandusky County Business Advisory Council; Workforce Attraction	Economy

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	Taskforce; Building and Sites Database, Small Business Assistance, Business Attraction; Business Retention; County Enterprise Zone Tax Abatement; SizeUp Sandusky County	
Sandusky County Department of Job & Family Services	Public Assistance, Child Support, Children Services, & Workforce Development, Bid Opportunities	Government, Quality of Life, Economy
YMCA of Sandusky County	Youth Development, Healthy Living, and Social Responsibility	Quality of Life
National Association for the Advancement of Colored People (NAACP)	Membership, Voter Registration, Education and Mobilization, Race & Injustice, Inclusive Economy, Advocacy & Litigation, Education Innovation, & Health & Well-Being.	Civic Organization
Kiwanis	Volunteers helping kids around the world by taking on large-scale challenges such as poverty.	Civic Organization
Rotary	Peace Fellowships, Community Corps, Youth Leadership Awards, Youth Exchange, New Generations Service Exchange, & Grants/Scholarships	Civic Organization
Lions	Volunteer's working together to make a difference to fight diabetes, vision, hunger, environment, & childhood cancer.	Civic Organization
Justice for Migrant Women	Rural Civic Engagement Initiative, the Bandana Project, Farmworker Awareness, Healing Voices, & Covid 19	Civic Organization
Exchange Club	Service Organization centered around Americanism, Community Services, Youth Programs, National Project - the prevention of child abuse.	Civic Organization
SC Young Professionals	Organization committed to CONNECT with community leaders and young professionals, DISCOVER opportunities, and THRIVE individually and as a community.	Civic Organization
Soroptimist	Volunteers helping women and girls around the world achieve their goals through education for economic empowerment.	Civic Organization
ProMedica Memorial Hospital	Full range of outpatient, inpatient and emergency services, education, resources, social work, cancer care, behavioral health, occupational medicine, surgery, radiology, laboratory, maternal-child health, infectious disease, certified stroke care.	Health

**P.1-2**

**(3) Residents, Other Customers, and Stakeholders**

Greater Fremont has a median age of 39.5. The median household income is \$42,850, compared to Ohio's median of \$58,116. Fremont has an above average poverty rate of 17.6% compared to 13.6% for the state of Ohio. Fremont also has a below average amount of residents achieving a bachelor's degree at just 14% compared to the state average of 28.9%. As Fremont is primarily a manufacturing and agricultural town, many graduates choose to enter the workforce or enter a trade versus going on for higher education. Fremont's employment rate has been steady over the past six years, having a range of 55% in 2014 to 56.4% in 2020, with 79.9% of those workers being employed by private companies. The largest employer in Fremont is Crown Battery Manufacturing. Many residents

commute the 10 miles to neighboring Clyde, Ohio to the county's largest employer, Whirlpool.

The home ownership rate in Fremont is 54.4%. Marital status appears to have some correlation to home ownership with the rate of homeowners being married is 40.2%. Affordable housing is at a premium with occupancy rates of rental units being nearly 100%. This includes subsidized housing units and private renters.

Through the use of the Greater Fremont Community of Excellence Governance Team, the key requirements of Fremont were identified as; affordable housing, access to services and awareness of the available services, access to quality healthcare, improved quality of life, access to high quality education, social activities for families and job opportunities.

**P.1a(4) People Resources**

Greater Fremont has several volunteers, organizations, and groups (Figure P.1-2) that have come together to create the CEG. Shared values and similar missions afford these groups a tremendous opportunity to pool resources and accomplish much more than could be done in a silo.

**P.1a(5) Regulatory Environment**

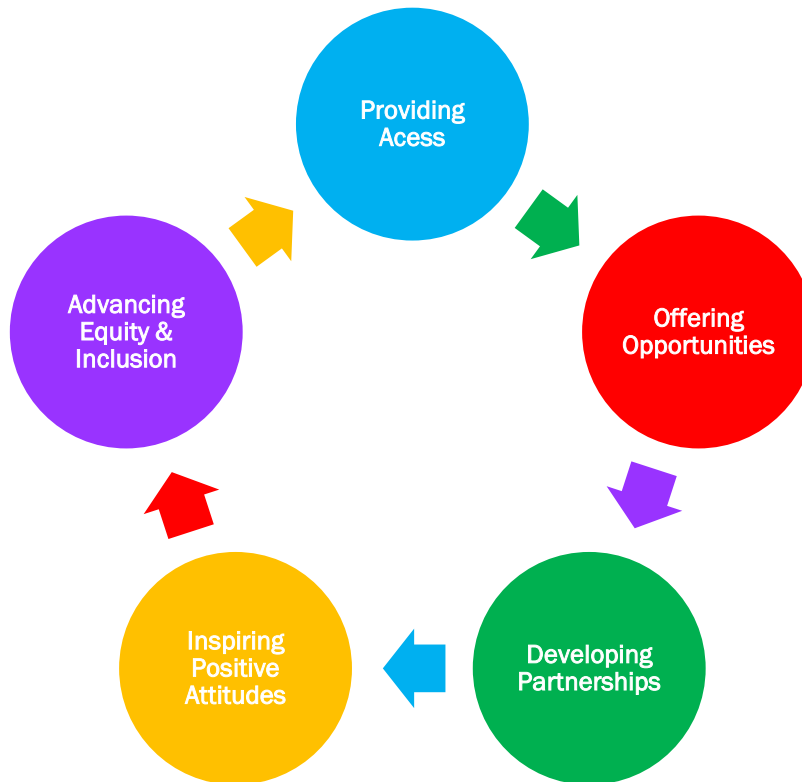
Fremont has a city government that is regulated by local ordinances legislated through our Mayor and city council by which are enacted by our state statutes. Other regulatory agencies such as the EPA oversee the environmental and natural resources (air and water quality and land). Improvements to Greater Fremont are primarily funded by residents through property taxes. The public-school system is funded primarily through state and local school tax. The local hospital is a non-profit organization and relies on

reimbursement from insurance and the Centers for Medicare and Medicaid (CMS) for healthcare offerings. Healthcare is a highly regulated environment with the main regulatory agencies being CMS, Joint Commission, Ohio Department of Health and OSHA.

**P.1b Community Excellence Group**

**P.1b(1) Mission, Vision and Values**

The Greater Fremont Community Excellence Group was formed in an effort to determine the needs of the people of our community, develop strategies to meet those needs and implement programs to enhance the quality of life of our citizens. Our mission is **“To create an engaged inclusive community where all people want to work, live, shop, and play”**. Our vision is **“Creating a quality of life where people come first”**. Our values include Providing Access, Offering Opportunities, Developing Partnerships, Creating Positive Attitudes, Equity, and Inclusion (P.1-3).



**P.1-3**

**P.1b(2) Composition**

Greater Fremont's Community Excellence Group (CEG) is comprised of both formal and informal leaders in our community. It consists of leaders of service organizations, city government, hospital administration, leaders in both public and higher education, community health and economic development. These are all paid by their respective employers, but activity based on the CEG alone is done voluntarily with support from board of directors, city council and others. Each

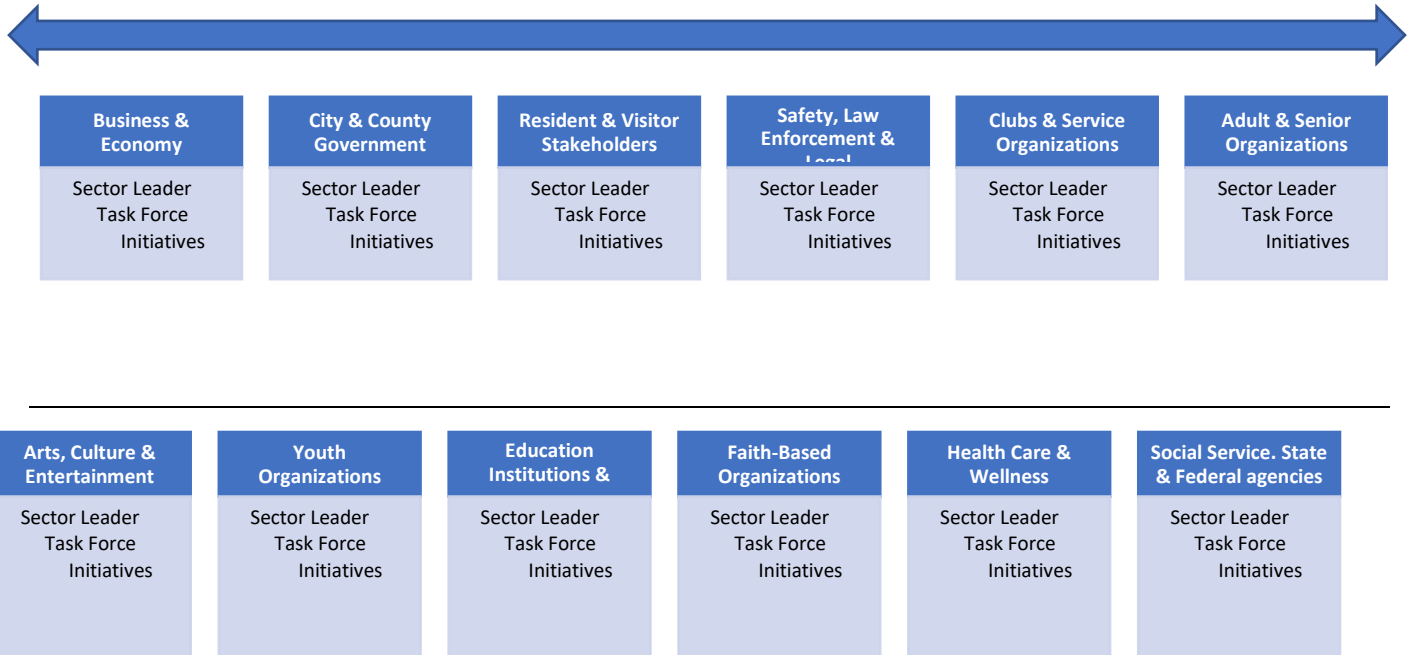
individual on the CEG is committed to improving the quality of life and the shared M, V, V of our group. Developing programs and services, educating about access to existing services and creating a community that supports one another are the key drivers to our CEG members' commitment. The backbone organization for our CEG is ProMedica Memorial Hospital, a Partnership for Excellence Governor's Award winner and

applicant for the Malcolm Baldrige Award. **P.1b(3) Leadership System**

Currently, our CEG consists of a Governance Team , co-led by the Diversity & Inclusion Director for the City of Fremont and the Director for Quality, Risk Management and Accreditation for the backbone organization, and multiple professionals from the areas of health, education, social service, city government and economic development. The next phase in the

development is to add task forces who will work with the Governance Team under the direction of a Sector Leader to carry out the initiatives developed by the CEG (Fig. P-1.4). The sector leaders will in turn report back to the CEG on progress and the CEG will assist in the resources needed to fulfill the goals set forth.

Governance Council Members



\*\* Leader(s) for each area, add task force members to carry out initiatives \*\*

**P.1-4**

**P.1b(4) Programs and Services**

As our CEG is still in its development stage, there are no programs or services specifically being offered related to the program. In the Fall of 2022, the development of the task forces will begin, and initiatives created that will support the M, V, V of the Greater Fremont Community Excellence Group.

**P.1b(5) Suppliers, Partners and Collaborators**

The suppliers for the CEG include the City Government with its partnership with ProMedica Memorial Hospital. The City has provided funding, a strong leader with strong ties to the community and administrative support. The backbone organization has provided a leader with extensive experience with Baldrige both at the regional and national level to assist with consulting and carrying out the work of the CEG. The

partners for the CEG are the City Council, city and county law enforcement and other community organizations, such as our faith-based community, county government, civic organizations, and many others. Collaborators of our CEG include elected officials, civic organizations, community members, healthcare organizations, non-profits, economic development, education, and law enforcement.

**P.2 Community Situation: What is your community’s strategic situation?**

**P.2a. Competitive Environment**

The competitive position of Greater Fremont can be measured against nearby cities of like-size and Sandusky County as a whole (figure P.2-1).

Metric	Greater Fremont	Norwalk	Defiance	Sandusky County
Percentage of owner-occupied homes	55.2%	60.8%	62.2%	72.7%
Median property value	\$85,900	\$126,300	\$112,900	\$115,400
Graduation rate	96.5%	91.2%	95.2%	94%
Employed population	7,026	7,992	8,019	28,340
Median household income	\$41,305	\$45,752	\$49,628	\$54,089
Poverty rate	17.9%	16.9%	15%	11.6%

**P.2-1**

Greater Fremont has seen slower growth than some of our competitors, however, there are advantages to a slower, but steady rate of growth. In order for growth to be intentional and balanced, Greater Fremont takes pride in comprehensive research and planning for economic development and the industries brought to our community. Independent businesses in our downtown have been thriving and new additions are consistently being added. For example, what was once a street of abandoned, empty buildings, is now home to multiple retailers, restaurants and the newest edition, a nightclub opening soon. The opening of a DORA district (designated outdoor refreshment area) has been instrumental in bringing people to downtown businesses.

**P.2a(1) Competitive Position**

Greater Fremont has many opportunities to support career growth with its manufacturing, healthcare, retail, agricultural and other offerings. The community is 30% manufacturing the city is home to some of the largest employers in the county including Heinz, ProMedica Memorial Hospital, Crown Battery, Stylecrest, ABC Inoac and others.

Greater Fremont is also home to many historical sites for tourism and recreational activities such as the Hayes Presidential Center, multiple city parks, recreation center, the Haunted Hydro, kayaking, the Northcoast Inland Bike Trail, walleye fishing and canoeing. The downtown also boasts farmer’s markets, car shows and annual holiday parades.

Community resources are also abundant. These include a chapter of the NAACP, migrant education, a Diversity, Equity and Inclusion Director, Ohio Justice for Migrant Women, Minority Business Assistance Center and others.

**P.2a(2) Competitiveness Changes**

Greater Fremont has seen some exciting changes over the past few years, increasing the appeal of the community. An inclusive playground was constructed for special needs children. Other examples include, a new Community Health Services building, housing on Terra State Community College

campus, 4 brand new elementary school buildings and a state-of-the-art new middle and high school. There is also in the works an expansion of the bike trail.

Greater Fremont also has a state-of-the-art Sewage Plant, Water Reclamation Center, and has completed housing study by DiSalva Development Advisors and includes a transportation improvement district. Fremont is also the only community in the county to offer both radiation and infusion therapy for cancer treatment. The local hospital is also the only Certified Primary Stroke Center in the county, allowing residents to get expert care for both acute and chronic illness closer to home. This is truly a unique feature for a rural community.

**P.2a(3) Comparative Data**

Comparative data is considered from public government sites for census information, housing, resident data, tourist information and local resources. Much of the data will be segmented by competitor cities and the county in which Greater Fremont resides.

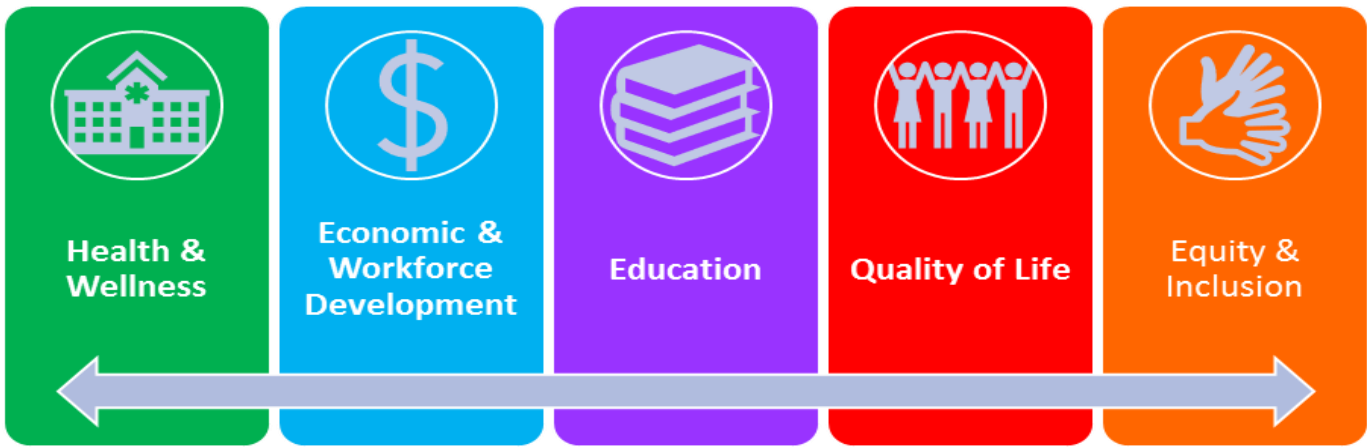
**P.2b Strategic Context**

**P.2b(1) Core Competencies**

Greater Fremont CEG’s core competencies are:

- Health & Wellness
- Economic & Workforce Development
- Education
- Quality of Life

These core competencies (Fig. P.2-2) tie into the mission seamlessly narrowing our focus on how we can achieve the mission. It provides us with a framework for determining how to coordinate with others to reduce duplication of efforts and allow us to look at the big picture of the overall well-being of our community.



**P.2-2**

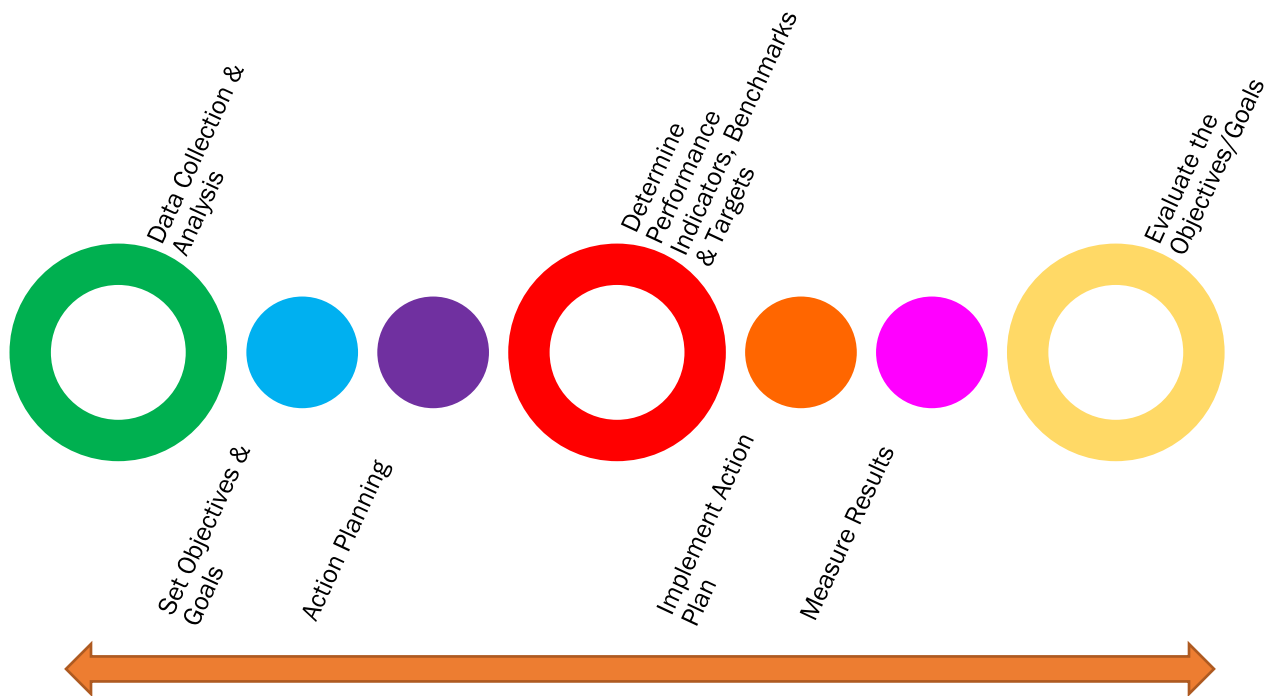
**P.2b(2) Challenges and Advantages**

Greater Fremont faces many of the challenges of other rural communities. We have identified a declining population, affordable housing options and labor shortages that attract the younger generation of the workforce.

While Greater Fremont struggles with some significant areas, we also have strength, resilience and a dedicated city government and partners to assist in the revitalization of many areas to improve our position and make this a community where people want to be.

The CEG Governance Team oversees the performance improvement system (Figure P.2-3) overall. Task forces are being developed who will be appointed the boots on the groundwork towards the improvement of the goals created to meet our Mission while ensuring alignment with the Vision, Values and Core Competencies of the CEG. The task force members will be chosen according to their expertise and unique perspectives. The task forces and their leader will work in partnership with the CEG Governance Team to collect data, analyze that data, set goals and objectives, develop action plans, identify performance indicators, implement the action plans, measure results and evaluate the objectives and goals for progress or revision. Developing a systematic approach towards performance improvement will allow Greater Fremont to meet its Mission **“To create an engaged inclusive community where all people want to work, live, shop, and play”**.

**P.1c Performance Improvement System**



**P.2-3**