

Ashland Chamber of Commerce

Economic Development

2006-2007 City Report

Photo by Fred Stockwell

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Executive Summary

The Chamber provides the resources and tools for businesses to tackle challenges and to be successful. This is the cornerstone of our programs and projects. It is what has made the Chamber a vital organization for over 100 years with thousands of Ashland residents and business people generously giving their time, resources and expertise collaboratively in order to strengthen and improve our community. For over twenty-five years, we have done this in partnership with the City of Ashland which has enabled us to jointly enhance our economic sector. We see this collaboration as not only an asset but critical to our future as a community which prides itself in maintaining our quality of life, natural environment and economic health.

No one knows what the future will bring, but one thing we all know is that it will include unforeseen challenges, the need to change, adapt, create and collaboratively work together with a belief that positive outcomes will occur. Those who are involved with the Chamber are dedicated, caring and creative individuals who work tirelessly year-round to create a vibrant community. These people are diverse politically, ethnically, economically and in many other ways, but they have a combined interest in the economic health of Ashland not only as business owners but for the success of their employees. They acknowledge their differences and respect each others' opinions so that progress is possible through intelligent discussion and creative problem solving.

To accomplish any task, one must have the necessary tools and knowledge to complete the job. Whether building a house or strengthening a community, this combination of skill and resources are critical. One cannot exist without the other. Certainly, we will need each other as we move forward. Our combined efforts are needed for this community.

New challenges are met each year with innovative solutions. A few challenges and solutions you will read about in this report include the following:

Challenge: Attitudes and perceptions that Ashland doesn't want business to expand or develop

Solution: Complete redesign of *Living & Doing Business Guide* – see page 9, the production and promotion of the DVD on doing business along with website features – see page 7, production, distribution and promotion of business niche brochures including **Rapid Response Team, City Planning Map, Permit Process** brochures – see page 15, and interviews with local, state and national media.

Challenge: Perception that Ashland is geographically remote – both for business expansion and relocation as well as accessing needed resources

To provide resources for businesses to expand their markets internationally, the Chamber created the first **Global Conference on Business and Culture** – see page 10; actively promoted AFN through the website and *Living & Doing Business Guide* along with media interviews – see page 15; showcased the US Fish & Wildlife Forensic Lab – see page 9;

Challenge: Perception that Ashland has no land for businesses to expand or develop

Solution: Coordinated meetings of property owners with business owners to help bring about need for a master planned location for business – see *page 16*.

Challenge: Businesses identified the priority need for computer training

Solution: Chamber created a spring 2007 workshop – see *page 13*.

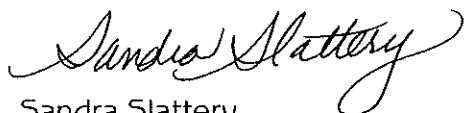
Challenge: Lack of racial diversity stumbling block for relocation and visitor stay

Solution: Showcase on website and DVD interviews of racially diverse individuals discussing living in Ashland; supporting the Ashland Cultural Diversity Alliance, encouraging diversity training through the state tourism hospitality training programs; worked with the Southern Oregon Cultural Association in celebrating Chinese New Year's as well as in creating the Global Conference on Business and Culture – see *page 10*.

Challenge: Increase off season tourism

Solution: Planned in 2006-07 and implemented fall 2007 the first **Food & Wine Festival** to support local chefs and locally grown food and wine – see *page 31*.

This report is respectfully submitted for your review. The depth, scope and interrelatedness of our programs and projects we hope convey to you not only success efforts but the creative dimension that makes our Chamber unique.



Sandra Slattery
Executive Director



AGREEMENT FOR SERVICES
BETWEEN
City of Ashland
and
Ashland Chamber of Commerce
2006-2007

This is based on the agreement between the City of Ashland (City) the Ashland Chamber of Commerce (COC) and the Ashland Visitor & Convention Bureau (VCB).

Purpose

The City of Ashland has established a system of shared responsibility with the Chamber to handle typical economic development types of needs. Currently, the Chamber provides the following kinds of services: coordinated marketing, rapid response team to inquiries, relocation services, point of contact management and information services, general inquiries, training for local business and coordination with the Small Business Administration.

The City relies on the VCB to promote Ashland to visitors traveling from more than 50 miles to Ashland and or visitors who stay overnight in Ashland. Promotion includes advertising, publicizing, distribution of printed materials, marketing special events and festivals, conducting strategic planning, visitor center management and research necessary to stimulate tourism development.

The City of Ashland's Comprehensive Plan is the guiding document for development within the community. The plan incorporates ten specific elements related to development. The economic development is identified in Chapter 7.

The Chamber will emphasize the importance of maintaining Ashland's small town feel and portraying Ashland as a family friendly community that supports its schools and places great value on the quality of education offered.

Overall Objectives

Retention and Expansion of Existing Business:

The C of C will develop and implement on-going strategies on retaining and expanding existing businesses, particularly those businesses that are non-tourism related, in Ashland with an emphasis on creating additional family wage jobs.

1. Methodology: *Adopt an aggressive and focused business retention plan, which is research and relationship based.*

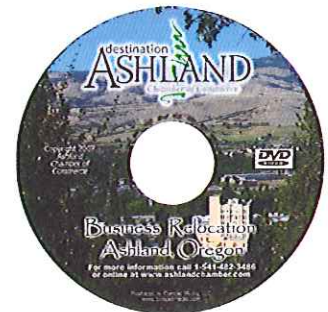
The Ashland Chamber of Commerce is organized to advance the welfare and prosperity of the City of Ashland and the region through:

Promotion of the community and its businesses, business resources and development, community partnerships that strengthen everyone, support of each other through networking, events that create community and enhance business, community issues forums and discussions that promote a balanced perspective, legislative advocacy to support small business, on-going and innovative programs that generate new business.

Promotion

HDTV / DVD:

The first phase of the DVD on business expansion and relocation was completed and includes a video, business features and movie chapters. It is streamed onto our website for more “compelling” reasons that a business would consider Ashland as the place for their business. Currently, we are producing shorter pieces from these interviews to broadcast on the web, the internet and through media outlets. Expressed throughout the video interviews are community values, livability, education, business resources and terrific scenic footage.



Ashland has been relatively unknown as a community interested in economic development as it relates to business expansion and relocation. Utilizing the same methods used to promote tourism, the Chamber applied those skills to marketing economic development. To appeal to clean industry, low footprint businesses that care about the amenities that a culturally-rich town can offer, we focused on Ashland values of quality education at all levels, outstanding culture and recreation. To highlight the perfect place to raise a family the theme “Raise your family, Grow your business, Really live your life” was created. We knew we wanted to raise the issue of diversity so we conducted interviews with people of color and had them discuss the issue and Ashland’s openness to diversity.

High-definition video was shot of scenic footage of Lithia Park, the downtown, Southern Oregon University, the airport, attractions such as the golf course, lakes, rivers, and mountains along with numerous business shots. We selected 20 community leaders and business owners representing various business clusters such as manufacturing, health care, secondary education, higher education, technology, tourism, organic farming, and wineries to name a few. We interviewed people who had created their business in Ashland, those who had moved their business to Ashland and individuals such as the Dean of the SOU School of Business and the administrators of the City, School and Hospital. It was a total collaborative community endeavor. The interviews were conducted in their places of business and they were asked to speak from their own personal experience. To lend a wider credibility to our message, we included not only the Mayor of the City but also our State Representative, Senator and the Governor of Oregon in the personal interviews about doing business in

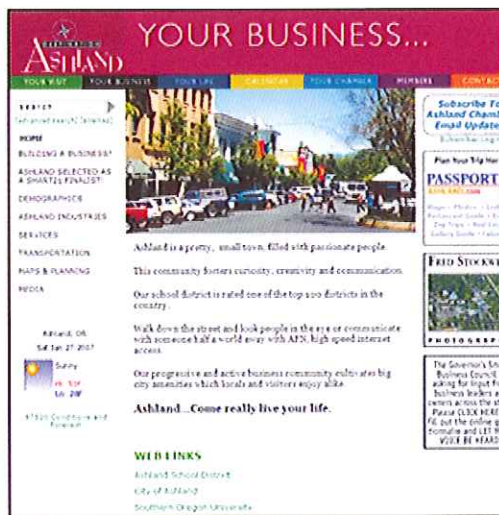
Ashland. All of these interviews were then edited with community, business and scenic footage into a full run DVD. Within the DVD are separate chapters on each of the clusters such as health care, technology, etc. In addition, each full length interview is also viewable within the DVD.

The uses of the DVD have been quite varied. While it was created as a stand alone means of communication, we additionally have taken video clips off the DVD and put it onto our website under the appropriate category of business. On the website, people can view the separate interviews along with the community footage. The DVDs are used at trade and travel shows as both a handout to those interested in relocation and as a show on a portable laptop computer. Currently, we are enhancing our on-line press room and are taking video clips on our website and sending them as streaming video press releases to media. This allows us to not only showcase our amenities for business relocation, but enables us to promote our businesses in a new way.

The results have been astonishing. Those viewing the website videos or the DVD have commented how it felt that the community was open, friendly and welcoming. People have contacted us for more information on business. Just the results we were hoping for.

Our plans for this year are to create smaller, niche market DVDs addressing separate industries. We have plans to create television shows on Ashland for view on cable TV as well as specific commercials on different topic areas. With this new tool, we are looking forward to continued exposure of the Ashland business community in technologically creative ways.

Website:



As more people continue to utilize the web for information and planning, the importance of this method of communication increases as stated above. The website is divided into three main portals: Your Visit, Your Business, and Your Life which allows for cross promotions and ease of use. For the purpose of this report, and in this section, we will focus on the business section. The main sectors identified are: Education, Healthcare, Tourism, Manufacturing, Agriculture, Real Estate/Housing, Technology, Recreation, Government, Retail, and Service. Each section contains a description, employment, vital statistics, future trends and testimonials. Streaming video with testimonials from community and business leaders describe why it is desirable to have your

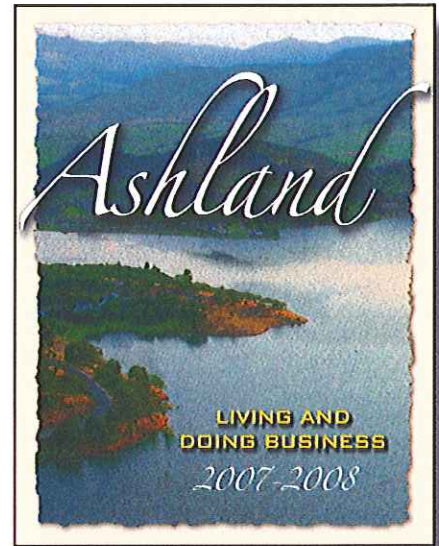
business, grow your business, your family and really live your life here in Ashland. In addition, special video clips are run on events such as Festival of Light and highlights from the newly created Food & Wine Classic. Each year the website grows in content and relevance to various markets. Visitation to our website has increased each year to the current 129,278 Visits, 965,198 Page Views, 8.19 Pages Viewed Per Visit, 4:56 Average time on site & 73.73% New Visitors (27.27% Returning Visitors).

All our marketing pieces, whether for visitors or businesses, include our website address to boost website visitation. We have found it instrumental in people's search for a visitor destination, residential relocation and business inquiries. It simply must be not only maintained but continually developed.

Living & Doing Business Guide:

A complete revision both editorially and graphically was made to the *Living & Doing Business Guide*. As it is the primary marketing piece for those interested in business development and relocation in Ashland, the Living & Doing Business Guide is annually critiqued by the ESC committee with staff to create the most dynamic and reflective publication of Ashland values and assets as possible.

This past year, significant additions were made to copy that included demographic information from the Oregon Employment Department, Oregon Economic & Community Development Department, the April 2007 ECONorthwest Economic Opportunities Analysis done for the City of Ashland, the US Census Bureau, Southern Oregon University's School of Business Industrial Clusters Analysis in Jackson & Josephine Counties (Reid, et al. 2007), the Chamber BR&E survey results, and data from the City of Ashland Community Development Department. To showcase Ashland as the home of the world's only US Fish and Wildlife Forensic Laboratory, the Chamber conducted interviews with key scientists and photographed lab specimens for a two page spread (LDBG pg 64-65) on the purpose and workings of the lab. Not only does this offer publicity for the lab (which they are not allowed to do on their own as a federal agency) but it showcases our community for prospective scientific related businesses who might want to be near such a rare laboratory. Reciprocity of intellectual knowledge is being discussed with the lab and the Chamber to create shared educational events.

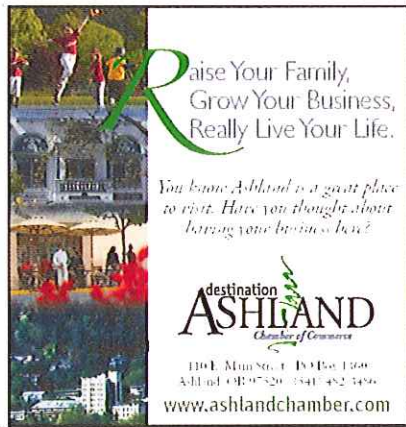


Beautiful new photography and narrative describe the importance of our local farms and wineries and the connection to our restaurant industry. This awareness and appreciation is noted from both visitors to Ashland as well as residents offering new opportunities for small business development. Through work with the Southern Oregon Historical Society, the history content was expanded to include additional information and photos on the Native American history. A new section was created on our Sister City relationship with Guanajuato, Mexico, complete with photos and description that was a collaborative writing project done with Guanajuato representatives and the Chamber. This information is also on the website. We have begun conversations on creating an economic partnership that will be discussed this year.

This locally produced publication is used not only as the marketing piece for business and family relocation, but it is distributed at trade shows by SOREDI, used in recruitment for Ashland Community Hospital, Providence Medford Medical Center, Asante, Southern Oregon University and the City of Ashland among others. Additionally, local businesses regularly use the data in this publication to assist in their planning. It takes staff many months of work

gathering all the research, developing the format, interviewing key community contributors and writing the copy. Half of the printing costs are paid out of the grant.

Regional Marketing:



We partner with other organizations and businesses (such as SOREDI and SOU) to promote economic development and also do general Ashland business advertising in publications such as Oregon Business Magazine which raises our economic development profile. We advertised in the 2007 issues of the magazine and again in the January Power Book edition 2007. Local and regional business image marketing & public relations is critical as word of mouth in the immediate area cannot be diminished. In addition, we advertise Ashland at the Rogue Valley International Airport.

Business Workshops:

Service Delivery

The Global Conference on Business and Culture - China was a collaborative project designed and implemented by the Ashland Chamber of Commerce and Chamber Economic Sustainability Committee in conjunction with Southern Oregon University School of Business and the Southern Oregon Chinese Cultural Association.



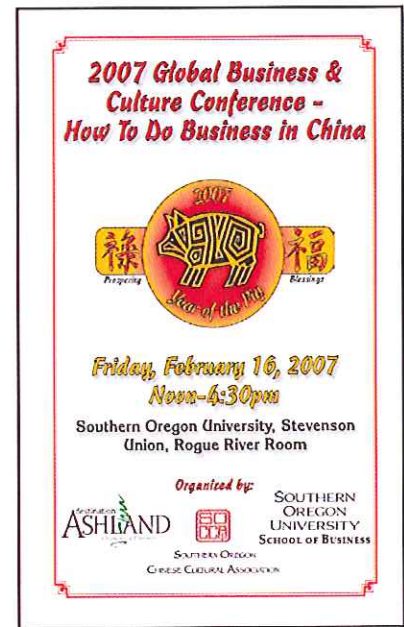
The purpose was to provide regional businesses (including local governments, university students and faculty) with the opportunity to learn from the experts how to navigate the cultural differences in Asia, build relationships and do business in China with special presentations, educational panels and networking roundtables.

It became apparent to the Chamber through the BR&E survey that there were a number of people doing business in Asia in the southern Oregon region and a number of businesses who could be doing business internationally but didn't know how to engage in global trade. After discussions with the Southern Oregon University School of Business and members of the Southern Oregon Chinese Cultural Association, we felt this was something we could facilitate by working together. In addition to bringing people together to learn the regulations and strategies involved in expanding their businesses internationally, we found by talking with these global businesses that cultural understanding was critical to achieving long-term success. In light of that, we engaged the involvement of the Southern Oregon Chinese Cultural Association so they could lend their expertise and contacts. It proved to be a natural partnership that opened up business contacts and cultural entertainment and décor which lent credibility and education to an otherwise typical business conference format. People learned and had fun.

The opening celebration began with lion and dragon dancers and drummers along with the SOU student musicians – “The People’s Quartet” performing and honoring Chinese New Year’s. We then held a Chinese buffet luncheon and provided each of the nearly 200 attendees gifts of a Chinese calendar, red envelopes celebrating Chinese New Year’s and green tea wrapped in brightly colored silk Chinese coats. Opening addresses from: SOU President Dr. Mary Cullinan (welcome), Sandra Slattery (Chamber welcome & overview of event), Tim McCabe – Economic Policy Advisor to Governor Ted Kulongoski, Jeresa Hren - President Southern Oregon Chinese Cultural Association (welcome & meaning of Chinese New Year’s), and visiting professor Dr. Franklin Ng on China’s Economic Ascendency.

Panel discussions on “Navigating the Cultural Differences in Asia” and “How to Do Business in China” with moderators Jim Teece – Project A Software and Peter Sage – Financial Consultant. Panelists included: Dr. Douglas Tseng-International Business & Marketing Professor Portland; Jeff DeBoer-CFO Lithia Motors; Irene Kai-Author, Ashland; Dallas Stahle-China operations Sabroso; Hank O’Dougherty-President ProTool Manufacturing, LLC Ashland, Oregon; Kenneth Lee-Owner President Lotus Foods, Inc. California; Spiro Papadimos-Global Trade Services US Bank; and Matthew Patten-Cutler Investment Group.

Networking Roundtables following the panel discussions included hosts: Jerry Nierengarten – US Bank Foreign Exchange; Dr. Steve Thorpe – SOU; Bruce Laird – Global Trade State of Oregon; Glen Edward Rountree-Asia Pacific Sales Manager-Belshaw Brothers; Craig Mesco – Adoption in China; Bill Patridge – 360 Interchange; Alan Fong – White Fir Trading Company; and Ken Wilson – International Business Consultant.



Topics included but were not limited to: cultural understanding, relationship building, conducting international business, marketing, product pricing and payment terms, importing and exporting, product manufacturing, quality control, financing and currency exchange, American image and cultural manners, language and customs, state programs and support.

The results were that business people and government representatives shared their personal and professional expertise, best practices, lessons learned and willingness to be engaged in future assistance for those interested in developing global business

Cultural understanding was gained and new relationships were formed through the creation of the event by the presenters and event planners that included business people of Chinese descent.

The success of the first year was evident not only by the attendance and comments of the nearly two hundred registrants, but by those asking to be included for the event next year set to occur on April 11, 2008 featuring the country of Japan. Additionally, through contacts made at the event, new business partnerships have emerged.

The event was recognized in fall 2007 by the State of Oregon Economic Development Association as one of the best Collaborative Partnership Programs in the state of Oregon for economic development. The event from the start was a collaborative effort. As the event grew, it included various areas throughout the University campus and generated government support from AFN (Ashland Fiber Network), and SOREDI (Southern Oregon Regional Economic Development Inc). The state of Oregon Governor's office was supportive and encouraging with attendance from both the Governor's office and from the Oregon Economic and Community Development Department.

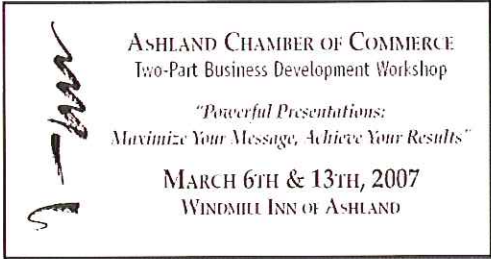
The Global Conference on Business & Culture – Japan is set for April 11, 2008 and will be co-sponsored again with the Ashland Chamber of Commerce and Southern Oregon University. Planning for the conference began soon after the 2007 conference with the formation of the committee and research into speakers proficient in doing business in Japan. Endorsement and sponsorship has been approved by the State of Oregon Economic & Community Development Department with obtaining speakers, publicity, and providing resources on import and export assistance. In addition, we have received support from the United States Department of Commerce who has invited the head of the Office of Japan, Washington, DC to speak at the event. Akio Egawa, Consul General of Japan (Portland) has confirmed his attendance and participation. Well-known global trade lawyer, Paul Taylor, an expert in conducting business in Japan and incoming President of JASO (Japanese American Society of Oregon) will be a featured panelist. Local businesses doing business with Japan will also be featured on the panel. In addition, Japanese culture and décor will be featured throughout the program.



The date for the 2009 Global Conference is currently being determined as the focus will be on Mexico and Latin America and, in particular, will feature our relationship with Guanajuato.

Workshops:

In March 2007, a two day seminar was held on **Powerful Presentations**. Through the BR&E survey, it was determined that presentation skills were needed by the business sector so we created this workshop with a local expert with national experience. This was a small hands-on group who attended this workshop teamed up in pairs for their training. They were extremely pleased with the level of knowledge they gained.



Internet Marketing Workshop

by Ed Taylor

May 15th, 2007

On Tuesday, May 15th, 2007 Ed Taylor conducted an Internet Marketing Workshop offered to members of the Ashland Chamber, at the Windmill Inn. It was a well-attended, full day seminar consisting of developing expertise on website design, content development and programming. With over 60 attendees, Ed used some of the attendees' websites to have the group evaluate the content and structure of each site. The presentation and discussion also included search engine optimization that covered rankings, preparedness and the use of keywords. Customer relation management was also discussed in relation to establishing a database of visitors to your site and how you keep them engaged over time. New contacts and business relationships were created out of this workshop that benefited a variety of the businesses that attended.



A sampling of comments follows:

"One of the most informative seminars I have ever attended! I learned so much that I'll be able to apply to the site."

Lisa Greene, Paddington Station

"I have been to a lot of seminars for my job, some of them up to 4 days in a row. Your seminar yesterday was, by far, the most informative seminar I have ever been to."

Jim Frings, Approved Home Lenders, LLC.

"All the information you provided was extremely well presented and kept very simple for all to understand. Being in this industry for 10 years, I must say you are truly an expert in Internet marketing."

Christian Young, Vortex

"Great fun, as well as very interesting. Ed made a potentially painful process (evaluating one's website) into a good informative presentation. I learned more in one day than I've learned in 5 years."

Margaret Shockley Gandy, East West Healing Arts Center

Ed Taylor's Internet Marketing Group is a local business that communicates and services websites throughout the world. He works with the Ashland Chamber to help promote www.ashlandchamber.com's rankings and programming. He also serves our members with weekly emails regarding the Greeter locations, as well as being one of the current Co-chairs of Greeters.

Rogue Valley Business Resource Fair - co-sponsor - 100 people

The Ashland Chamber has been present and a supporter for all of the five years the Business

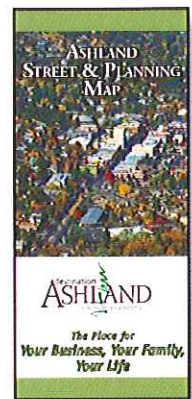
Fair has been in existence. We publish articles, attend the fair and support them in any way feasible with staff and volunteers to provide information to attendees on opening a business.

Photo file:

Outstanding photography of Ashland and the region is critical to effective marketing. New photography is constantly needed to keep our images fresh in the marketplace and to reflect changes and additions. Also, the quality of graphics and design utilizing our photography is critical to the final print or web product whether it is a brochure, magazine ad, poster or website. Travel writers also depend on our ability to work with them to secure necessary images. These costs reflect payment made to outsourced graphic designers, photographers and photo reprint firms.

Map:

The Planning map consists of not only a detailed City street map but includes zoning designations and other pertinent information for those looking to build their business in Ashland. Due to adequate supplies in inventory, printing was minimal in 2006-07 but will be increased in 2007-08.



Accounting:

All of the accounting for the Chamber is outsourced to an independent contractor who handles all payables, receivables and payroll.

Equipment Purchase/ Rental:

Postage machine rental, storage, copier, ink printer cartridges, drums and a new Okidata C8800 - The innovative wide-format color printer for business in a compact desktop design, was purchased in 2006-07. Affordable wide-format/tabloid color printer that allows us to in-house print flyers, brochures, promotional postcards and posters.

Postage:

Postage is paid for publications mailed to inquiries received by phone, mail and email. We mail first class which is critical due trend of immediate fulfillment of customer demands. Additionally, as our marketing increases and our website visitations increase, so does the demand for additional distribution of brochures.

Office Supplies:

Office supplies are the typical costs of paper, pens, envelopes, stationary, folders, files, etc.

Office Maintenance/Repair:

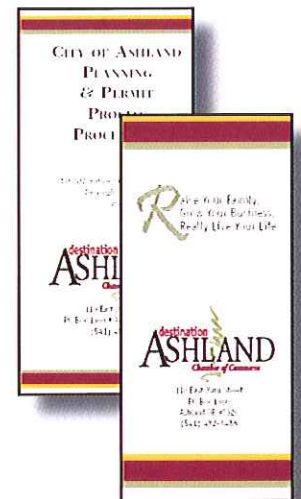
These grant costs relate to the cleaning of the office to make it presentable to the public including steam cleaning on the awning, regular steam cleaning of the pavement in front of the office, carpets, floors, etc.

Telephone:

The regular monthly charges for the phone system charged to the grant.

Printing:

This includes the printing of small run brochures on economic development such as the Rapid Response Team brochure, Permit Planning Process Brochure, BR&E reviews.



Volunteer Appreciation:

Certificates of appreciation and recognition of time contributed for volunteers serving business inquires.

Payroll:

The work the Chamber staff provides requires a great deal of staff dedication not only in the carrying out of programs and projects but through the on-going meeting with business people to discuss their issues and provide assistance. This budget is allocated towards part of the cost of two positions.

Advocacy:

Staff again assisted AFN with their application to be named one the Smart 21 Communities and created press releases for state release on AFN and the award.



Newsletter articles or announcements that have appeared in the Chamber Newsletter include topics such as; emergency preparedness, Car Free Day, water projects, Green Tags, Legislative Forums, and Defensible Space. In addition, we work in partnership with the City

of Ashland to provide water conservation information in our peak tourist season by providing table tent cards for restaurants and sheet and linen information for overnight guests.

Diversity Awareness:

The **Ashland Diversity Alliance** was created to deal with some perceived discrimination issues affecting actors and visitors coming to Ashland a few years ago. The Alliance consists of members from The Ashland Chamber, The Oregon Shakespeare Festival, Southern Oregon University, K-12 Schools, Ashland Community Hospital, ScienceWorks, as well as others that have an interest in making sure that Ashland remains friendly and welcoming to those who live and visit here. It is important for all people including prospective visitors, residents and businesses to feel welcome in Ashland so our efforts will continue.

Appreciative Inquiry:

In the 2006-07 year, the Chamber applied for a grant from the Ford Family Foundation to begin the "appreciative inquiry process". Designed to create positive dialogue in the community, achieve active listening skills and develop understanding and appreciation of others even when there is disagreement. The process was suggested to these community groups in response to a high level of divisiveness with Ashland as a way to dismantle some of the negativity and move together as a community on creating a common vision.

A subgroup (the Dialog Committee) was formed through the process and has continued to meet sponsoring forums on issues such as the closure of the libraries to public safety in Ashland. They have successfully encouraged the Ashland Coalition to move forward to apply for more grant funds to continue community leadership training.

Rapid Response Team and Staff Consultations:

The **Rapid Response Team** is a group of business leaders, staff, and at times City leaders, brought together to meet with a new or expanding business to help facilitate their progress, many times at a moment's notice. They provide information, guidance, referrals when appropriate and always support.

Staff Consultation: In addition to those instances where the team has met, staff is regularly called upon to assist with a potential new business, a business which has just started and some long time existing businesses for help with strategies for current issues.

Inquiring businesses sometimes only need one meeting with staff and/or the Rapid Response Team but more often than not, they require numerous contacts and on-going communication to provide needed data, contacts and follow-up. The following types of companies were assisted in the previous fiscal year:

The first, and by far the most involved Rapid Response Team meetings, have been with the assistance given to **Plexis** and the owners and representatives of the old Croman mill site.

Last year when we reported, we could not reveal the name of the company, as it was still confidential, however, now it is public information due to the progress that has been made to date. The Chamber, through the Rapid Response Team contacted Plexis after learning through the BR&E survey that they were considering moving out of Ashland due to lack of land available for expansion. The committee met many times with the owner and brought City representation to those meetings as they progressed. The owner was shown possible land throughout town. The Chamber then approached the owners of the old Croman mill site to determine if they might be interested in selling a portion for this development. As there had been many discussions and proposals in the past over those 65 acres of M-1 land, the Chamber determined that it was time to discuss a plan for the site. After meetings with city staff and state representation, it was decided that the site needed a master plan to find its best use and provide guidelines for future business development. The Chamber conducted meetings with the business owner and land owner to finalize their agreement and then worked with the city and state to encourage the application for state grant monies to conduct the planning. As of January 30, 2008, the planning will have begun. We feel this is the best example of collaboration between the Chamber, business, city and state and now residents that has happened in many years in Ashland. This land is needed for jobs and necessary for our businesses to be able to stay and grow in Ashland. This was recently verified by the April 2007 ECONorthwest Economic Opportunities Analysis Study by the City of Ashland.

For over two years, we have been meeting (and continue to meet) with two women business partners who are planning to move to Ashland to buy an existing business. These meetings are in person, while they are in town, by phone, and numerous emails throughout the year as they stay in touch with what is happening in Ashland and keep current on the latest data.

Staff and RRT has met numerous times with a local service business to provide support, assistance and guidance for expansion. Due to some economic concerns, the expansion plans have been delayed to 2009.

Staff assisted local restaurant with marketing and publicity.

RRT met over the course of eight months with a retail business looking for local market conditions, demand for their planned product line, retail space availability and economic projections. They plan to open their new business in spring or summer 2008.

RRT assisted an information resource company with their site selection to move to Ashland which occurred in winter 2006-07.

Staff and RRT provided relocation assistance on business structure to a couple moving to Ashland from another state.

RRT assisted a couple with restaurant/liquor questions and financing who were relocating from another country.

RRT met with Richard Moeschl and provide time and expertise on the hospitality industry for potential arts center.

RRT met numerous times with an engineering firm looking to relocate to Oregon. Company has yet to determine site.

Staff met three times in person, phone calls and emails with a marketing/fundraising company looking to relocate from California. Plans are on hold until the California real estate market picks up.

Assisted video production company with future development plans.

RRT met with a possible floatation device company.

RRT met with home care business. Referred to SBDC for needed training.

RRT met with hair products entrepreneur. Suggested further study was needed.

Staff provided data for virtual office space company from California.

Staff met with housing and planning consultant. Still considering relocation to Ashland.

RRT met with Brammo to learn their plans for the future and to provide assistance.

RRT regularly communicates with owner of historic railway cars to locate them to Ashland.

RRT met with owners of old bowling alley for possible needs of business.

RRT met two years ago and continue to meet and assist a book publisher with their plans.

RRT had a number of meetings with local and regional bio scientists on the idea of a bio science and technology center. Provided contacts and offered support and assistance. The group has formed and is meeting to expand their reach.

RRT met, and is currently continuing to provide assistance to, a green sustainable manufacturing business looking to relocate to Ashland. They would employ six people to start with plans to grow to twenty-five within five years.

Economic Analysis Survey:

The mission of the **Economic Sustainability Committee** is to enhance the quality of life in the City of Ashland by coordinating and supporting City and Chamber economic development initiatives which will diversify the economy, increase the average wage and preserve the natural environment. The ESC works to attract and retain quality jobs; solicit new business compatible with the values and assets of Ashland; promote Ashland's business image; assist in expansion of existing companies; and enhance Ashland's overall quality of life.

The goals of this committee are: to define the values and assets of Ashland for the purpose

of our mission, to learn from the City how to be a conduit for success in the community development process with businesses looking to expand or relocate, and to learn from community partners existing locations, properties, conditions and availability and other factors required in assisting decision makers.

For planning purposes, the committee defined the following community values and assets. This list is not all-inclusive:

Values: Living wage jobs, family friendly, environmentally friendly, cultural diversity, quality education, clean industry, low traffic generating, community minded, local employers, sustainable businesses.

We defined our assets as being: Opportunities for community involvement, AFN, the proximity of I-5, railroad access, regional airport, local airport, Southern Oregon University, Ashland Community Hospital, air quality, Mt. Ashland, educated and stable qualified workforce, strong public schools, great weather and world class amenities to state the condensed version of Ashland assets.

The ESC committee then defined strengths, weaknesses and opportunities to guide the direction of future efforts. After research, review and consultation with others who have conducted similar programs, the ESC committee decided to conduct an extensive Business Expansion and Retention Visitation Survey for the City of Ashland (BR&E).

Methodology:

Ashland's Business Retention and Expansion Program

Report of the 2007 BR&E Survey Findings

**Prepared by Rebecca L. Reid
January 2008**

What is a Business Retention and Expansion Program?

The most common objectives of economic development policies are to increase employment and income levels of an area's residents. Examples of development strategies to reach these objectives include recruiting new businesses to the area, supporting entrepreneurial development of business start-ups, or increasing trade between area industries to reduce spending outside the community, often called "leakages." One of the most effective approaches to economic development encourages the survival and growth of businesses already located in an area. Existing businesses are more likely to have linkages with other area businesses and to be familiar with the area's labor force, regulations, and its institutions. Unlike newly-locating firms, existing firms are more likely to employ residents and to be invested in the broader business and social community. It is likely that if local businesses are successful, new businesses will be attracted to the area without higher risk economic development programs focusing directly on recruitment. Improving the efficiency of existing

businesses enhances the area's competitive advantage. Some consider existing businesses the engine of local economic growth.

A popular and widely-used approach for supporting existing businesses is the Business Retention and Expansion (BR&E) program. The central feature of the program is a survey of businesses to identify major business issues that can be addressed by the BR&E committee and other organizations and agencies. The program involves five major steps. First leaders in business, education, the community and public sectors convene a BR&E committee. The committee then develops a survey aimed at uncovering issues that may limit local business's success and determines which businesses to invite into the program. Next, teams of two volunteers, usually other local business owners and community leaders, visit the business and interview them on site. Analysis of the survey responses generates a detailed profile of characteristics of local businesses and reveals "red flag" issues that are major business obstacles to growth identifying and addressing. Based on the survey findings, the BR&E committee meets with businesses facing pressing issues, often involving other community and business leaders. With local and detailed information, the BR&E committee develops immediate and longer-term strategies to assist businesses. The visitation survey is repeated periodically, rotating to other businesses and industries on an annual or bi-annual basis.

Major objectives of the BR&E program are:

- To identify business issues and help existing businesses solve problems.
- To assess an area's business climate.
- To build community capacity in order to better address business issues through greater collaboration between development organizations, governments, educational institutions, and local businesses.
- To express appreciation for the contributions made by existing businesses and to demonstrate that the City and the Chamber of Commerce (and other businesses) are interested in the concerns of businesses community.

In early 2005, the Ashland Chamber of Commerce and its Economic Sustainability Committee, in partnership with the City of Ashland, embarked on a BR&E program. In the 2006, the BR&E Subcommittee developed a questionnaire and interviewed 33 local businesses that belong to an "industrial cluster" identified by a study of industrial clusters in Jackson and Josephine Counties (Reid et al, 2006). Businesses targeted for the interviews included those in the Manufacturing, Retail Trade, Professional Services, Information, and the Accommodations and Food Service industries. A description of the 2006 BR&E program and its survey results may be found in the Annual Report to the City of Ashland by the Ashland Chamber of Commerce, presented January 2007 to the Ashland City Council (brochure in packet).

In 2007 the BR&E Subcommittee decided to target two different groups: businesses in high-skill industries and businesses with an active on-line presence. Because of the widespread interest in increasing incomes of residents, the Subcommittee sought to learn more about high-skill companies doing business in Ashland and focused the 2007 survey on the Professional, Technical and Scientific Services industry. Such industries are a logical fit for the city given the high rates of educational attainment of its residents (Census 2000). A second group of businesses also intrigued the Subcommittee: companies using the

Internet to extend their market reach beyond the region's geographic limits. Most of the local companies determined to have an online presence were in the retail, wholesale or manufacturing industries.

This report describes Ashland's BR&E program in more detail and presents the findings of the 2007 BR&E survey. The discussion of the 2007 survey results is separated into two parts. The first section highlights key survey results (a summary is provided in the Appendix), and the second explores the survey data in more depth in four topic areas: market reach and business's use of the Internet; high-skill industries; business's connections to the region; and business's evaluation of living and doing business in Ashland. Where important differences occur, findings are compared between the 2006 and 2007 surveys.

Before describing the findings of 2007 BR&E survey, two sections from the 2006 BR&E report to the City Council are reviewed here in order to provide background on the economic characteristics of Ashland residents and of Ashland's own BR&E program.

The Setting: Economic Characteristics of Ashland Residents (Census 2000)

The most recent detailed demographic data for Ashland comes from the 2000 Census. The data describe a population that was particularly well-educated, actively engaged in the labor force (rather than retired), and working in high-skill occupations. More than half of residents ages 25 years and older held bachelor's, graduate, or professional degrees, more than twice the national percentage of 24%, or Jackson County's share of 22%. While many think of retirees dominating the local demographic, Ashland had only a slightly higher share of "senior" residents (ages 65 years or older) than the nation (15% vs. 12%), its labor force participation rate (the percentage of working-age people who are either employed or seeking employment) was analogous to rates national and state rates. Nearly two out of three residents 16 years or older participated in the labor force in 2000 (64%), which is comparable to the rates for United States and Oregon (64% and 65%, respectively). Most employed residents also worked in Ashland (63%), a percentage similar to the 65% of employed Medford residents working in that city.

According to the Census higher shares of Ashland residents worked in two major industry and occupational groupings. Given the presence of a university, a hospital and the city's cultural, artistic and visitor-oriented activities, it is not surprising that compared to the nation, higher percentages of workers were employed in educational, health and social services (34% vs. 19%) and the arts, entertainment, recreation, accommodation and food services industries (17% vs. 8%). Relative to the nation, a higher share of Ashland's workers were employed in higher-skill occupations: half of Ashland residents worked in management, professional and related occupations compared to one third of workers nationwide, while 20% versus the nation's 15% of workers were employed in service occupations, such as healthcare support, food preparation and serving-related occupations.

Ashland also distinguishes itself in terms of the share of its residents who earned income through self-employment activities. Nearly one-quarter of Ashland's households reported self-employment earnings (24%), a rate twice that of the nation, and notably higher than the 18% rate for Jackson County households. Between 1990 and 2000 the number of

households in Ashland increased by 24% but those reporting self-employment earnings increased by almost twice that rate (52%). The relative increase in the city's households with self-employment earnings during the 1990's significantly surpassed this change in household characteristics for Medford and the United States: between 1990 and 2000 the number of households in Medford and the nation increased by 35% and 15%, respectively, while households earning self-employment income increased only 4% in Medford, and fell by 2% nationally. Ashland's average self-employment earnings of \$27,920 were 15% higher than the nation's average, 8% above the state's average, and 63% greater than average self-employment earnings in Jackson County.

Aside from the finding that two out of three employed residents work in Ashland, the Census profiles economic and income characteristics of residents without consideration for their place of work. A more complete picture of the economic activity that occurs within the city limits, regardless of where workers live, is presented in a recent Economic Opportunities Analysis of the City of Ashland (ECONorthwest, 2007). The study draws from state employment records and personal interviews and offers an in-depth analysis of employment, industrial composition and economic activity in Ashland. The report, completed in April 2007, is available on the City of Ashland's website.

Ashland's BR&E Program

The ESC adapted a BR&E model developed through the University of Minnesota Extension Service (University of Minnesota, 2005). In early 2005 it formed a BR&E Subcommittee to assume responsibility for planning the BR&E program and executing the survey (members are listed in Appendix D). The Subcommittee consulted with other communities which had BR&E programs in place, such as City of Grants Pass. They worked with BR&E program manuals provided by the University of Minnesota Extension Service to plan their BR&E effort and to train volunteer business owners and community leaders to interview targeted businesses. Ashland's BR&E program was initiated prior to the release of the regional cluster industry report (Reid et al, 2007) and focused on surveying and assisting businesses in potential clusters in industries such as accommodations and restaurants; food and beverage manufacturing and sales; other manufacturing; health care; fitness, sports and recreation, retail trade; educational services; and professional, scientific and technical services. Some of these sectors were later identified by the regional cluster report as industrial clusters in the wider Rogue Valley region.

The BR&E subcommittee developed Ashland's survey instrument following a comprehensive review of other communities' questionnaires and recommendations of an economic consultant. Following a standard survey with the assurance of confidentiality, interviewers queried businesses along topic areas such as general business characteristics, employment characteristics and issues, workforce training, sales and materials markets, changes in business activities, and business's evaluation of public services and amenities in Ashland. The BR&E's use of volunteer business owners as interviewers yielded important benefits for uncovering local business issues. Not only did most respondents easily relate to the interviewers, but they spoke openly about their challenges of doing business in Ashland. A copy of the survey instrument is included in Appendix A.

In 2007, the BR&E Subcommittee invited over 30 companies to participate in the BR&E program based on company names and contact information extracted from a commercially-available database from InfoUSA. Eighteen businesses agreed to be interviewed and completed the confidential questionnaire. Teams of two volunteers met with business owners or managers for the 38-question, hour-long interview (list of interviewers is provided in Appendix E). One team member interviewed the survey participant while the other recorded the answers on the questionnaire. An economic consultant was hired to computerize and analyze the survey data.

It is important to keep in mind that Ashland's BR&E program seeks to interview and learn more about characteristics and issues of specific groups of local businesses. In 2006 the program focused on local companies in industries are part of a regional industrial cluster. In 2007, the BR&E program targeted businesses in high-skill, high-wage industries and business employing the Internet to extend their market reach. Because of the selection criteria, the sample of businesses surveyed through the BR&E program is not drawn from a random, representative sample of the city's businesses and should not be expected to reflect characteristics of Ashland businesses overall. Nonetheless, the information garnered from the BR&E provides a profile and exposes major issues of some of the city's most successful and dynamic companies.

2007 BR&E Survey Findings

General Business Characteristics

- Over half of the businesses were established in Ashland since 1990, and nearly three out of four began their businesses in Ashland.
- Over 80% of businesses sell their products or services at the retail level, and 50% sell through wholesale channels.
- Most companies have a website (94%) and over half reported that they transact sales on-line.
- Most companies are small businesses employing fewer than 30 workers, and nearly one half have fewer than 10 employees.

Employment

- Although the 2007 sample of business included mainly small businesses, the majority of them provide the following employee benefits: vacation leave: 83%; health insurance: 61%; sick leave: 61%; and retirement: 56%.
- Businesses are able to hire labor across most major occupations from the Rogue Valley region, including positions in management, sales, technical support and marketing. About a third of businesses reported that they need to hire outside the Valley for various production-related positions.

- Nearly three out of four businesses reported that a key skill needed by their employees is computer-related, and half said that their employees need more skills training in that area. Only 18% indicated that they have difficulty accessing computer skills training in the region.

Connections with the Region

- Most local companies contract for a wide variety services such as accounting, legal, marketing, training, manufacturing, packaging, and technology-related services. For most of these services, businesses hire contractors from Ashland or within the Rogue Valley. About one in five firms contract for services related to manufacturing, training and technology outside the Rogue Valley and abroad.
- Nearly nine out of ten businesses purchase materials and supplies within the region, and one third purchase over 70% regionally. On the other hand, 83% of businesses sell their products or services outside the Rogue Valley and one third sell to international markets.

Evaluation of Community

- Businesses expressed a number of advantages of doing business in Ashland. Nearly three of four specifically noted advantages related to "quality of life." Other firms mentioned the importance of family and friends, natural beauty, and the small-town feel of Ashland.
- Across the board, the 2007 group of businesses rated various aspects of Ashland higher than last year's group. All businesses interviewed (100%) rated "Good" (4) or "Excellent" (5) Ashland's parks, restaurants, social services, fire protection, law enforcement, and schools. All businesses also scored the community "Good" or "Excellent" as a place to live. Also highly rated were AFN (89% "Good"/"Excellent"), health care (94%), and the town as a place in which to do business (89%).
- This year's businesses were considerably more positive about several aspects of Ashland: average ratings for zoning and land use and for building codes jumped roughly a point from last year's average rating to 3.4 and 3.9, respectively.
- The city's availability of parking earned an average rating of 2.8 out of 5, comparable to last year's rating.

Themes from the 2007 BR&E Survey

Market Reach and Use of the Internet

Businesses and shoppers increasingly turn to the Internet to gather information about product and service choices and to make purchases. A study by Jupiter Research (JupiterResearch, 2007) reports that between 2003 and 2006, on-line retail sales have grown at a 25% annual

pace, and projects that over the next five years online retail sales will increase annually by 11%, and account for 10%-15% of the nation's total retail sales by 2011. The article argues that the value of retail websites comes not only from increased sales and reaching wider markets, but from sites' advertising and marketing driving offline sales. The study expects that by 2011 nearly half (40%) of all U.S. retail sales will be influenced by online research.

With these retail trends in mind, the BR&E Subcommittee chose businesses with an active online presence and included questions in the survey about business's use of the Internet. Comparable to the 2006 findings, the 2007 survey showed that many businesses were actively expanding their customer base either through increased online sales or by reaching new markets. With 83% of businesses selling their product or service nationally and one third selling abroad, these businesses take advantage of the commercial reach and power of the Internet. Nearly all companies have a website (94%) and half actively transact sales online. Two thirds of the businesses with online sales expect to increase their current levels of sales over the next three years. There is room for improvement in online sales by local firms: most businesses transact less than 10% of their sales online, and only 6% sell the majority of their products online.

High-Skill Industries

A common perception holds that the primary goal of economic development is to simply increase the quantity of jobs. However, if economic development means increasing the economic health of a region and that of its residents, then its main focus might better turn to improving the skills of regional workers and to attracting, retaining or growing higher-skill, higher-wage industries that use those skills. Focusing economic development efforts toward the needs of higher-skill industries makes sense as jobs in low-skill industries shift to lower-cost workers abroad. Ashland offers a good fit for some high-skill industries given its highly-educated population. Because of the BR&E Subcommittee's interest in learning more about the operations, needs and issues of the city's high-skill sector, businesses in the Professional, Technical and Scientific industries were one of the main targets of the 2007 BR&E interviews.

Half of all businesses interviewed hire employees in skilled production and management occupations and the majority listed computer and production-related skills as the main skills needed in their business. Business interviewed in 2007 also pay higher average hourly wages for all but one (sales) occupational categories compared to the 2006 rates: average hourly wages for unskilled production workers (\$10.38) were 31% higher, and 12% higher for skilled workers (\$14.29). Management positions are paid an average of \$23.88 hourly, 21% higher than rates paid by the 2006 group. Employers were particularly satisfied with their employees, rating them an average of 4.7 on a scale ranging from a low of 1 to a high of 5.

Most companies reported that they are able to hire most types of skilled employees from within the Rogue Valley in areas such as management, accounting, technical and marketing occupations. Nonetheless, half the businesses acknowledged that finding qualified workers or drawing from a small labor pool poses major challenges to hiring employees regionally. Additionally, most of these small businesses contract with regional companies for high-skill professional services such as accounting, legal, technology, marketing and training

services. Only manufacturing-related services are hired out of the region or abroad (28% of businesses).

To assess whether skills training adequately meets the needs of local businesses, interviewers asked in what areas companies encountered difficulty accessing training. One third said they have difficulty securing training for their employees within Ashland and the Rogue Valley, although the areas of training varied widely. Some firms noted that although training was available, their employees had no time to access it. This lack of opportunity to improve skills for both employees and business owners is a common issue for small businesses.

Business Connections to the Region

The more connected businesses are to the regional economy the more their growth and success is shared by other regional businesses and workers. The group of business interviewed in 2007 show strong economic linkages to regional labor, product and services markets. Across most occupational categories, such as management, sales, accounting, technical support and marketing, the majority of businesses hire from within the Rogue Valley. The majority of the companies interviewed (63%) estimate that more than half of their employees live in Ashland. In addition to hiring locally, 89% of the firms purchase supplies and raw materials from within the region, and 44% purchase the majority of their supplies and raw materials regionally.

Living and Doing Business in Ashland

One of the primary purposes of the Business Retention and Expansion Program is to determine major issues that may limit the success of local businesses. The questionnaire asks about business's challenges with hiring qualified workers, accessing employee training, employee turnover, and availability of supplies and raw materials within the region. Businesses are also asked to list the disadvantages they experience in doing business in Ashland and to rate various aspects of the local community. A pivotal question asks whether businesses are likely to move their business out of Ashland within the next three years. When specific issues are strongly expressed or widely experienced by local businesses the BR&E Subcommittee considers them "red flag" issues, which are then addressed by the BR&E Subcommittee, the Chamber's Rapid Response Team, and where appropriate, the City of Ashland.

Businesses in the 2007 survey noted many of the same challenges of doing business that were mentioned in 2006: difficulty hiring specialized labor from the region's small labor pool; high cost of living/lack of affordable housing; cost and availability of air travel; and political climate.

While challenges and issues faced by local business were similar, the businesses interviewed in 2007 expressed higher satisfaction with their employees, their community and with living and doing business in Ashland. In spite of the limitations of a small labor pool, most firms reported they hire most of their employees from the Rogue Valley. Fewer companies interviewed in 2007 face problems with employee turnover (24% versus 33% in 2006), and on a scale of 1 (low) to 5 (high) they rated employees' productivity a mean of 4.7 compared to 4.2 in 2006.

Business's opinions about the community in which they conduct business may affect choices they make about whether to remain in that community or relocate their company. Based on their ratings of many aspects of the local community, the businesses interviewed in 2007 were strongly positive about where they live and do business. On a scale from 1 (Poor) to 5 (Excellent), average ratings for restaurants, social services, parks and recreation, fire protection, schools, telecommunications and health care were 4.5 or higher. Average ratings of Ashland as a place in which to live increased from 4.5 to 4.8 in 2007, and as a place in which to do business the rating rose from 3.5 to 4.1. For most aspects of the Ashland community, business's 2007 ratings exceeded those in 2006.

One notable area more highly rated by businesses in 2007 related to Ashland's land use and planning activities. Average ratings for zoning and land use increased from 2.7 to 3.4, and for building codes the rating rose from 2.9 to 3.9. Those who had experiences with the City's Community Development Department reported an average rating of 4.3 for the City office in 2007, up from an average rating of 3.1 in 2006.

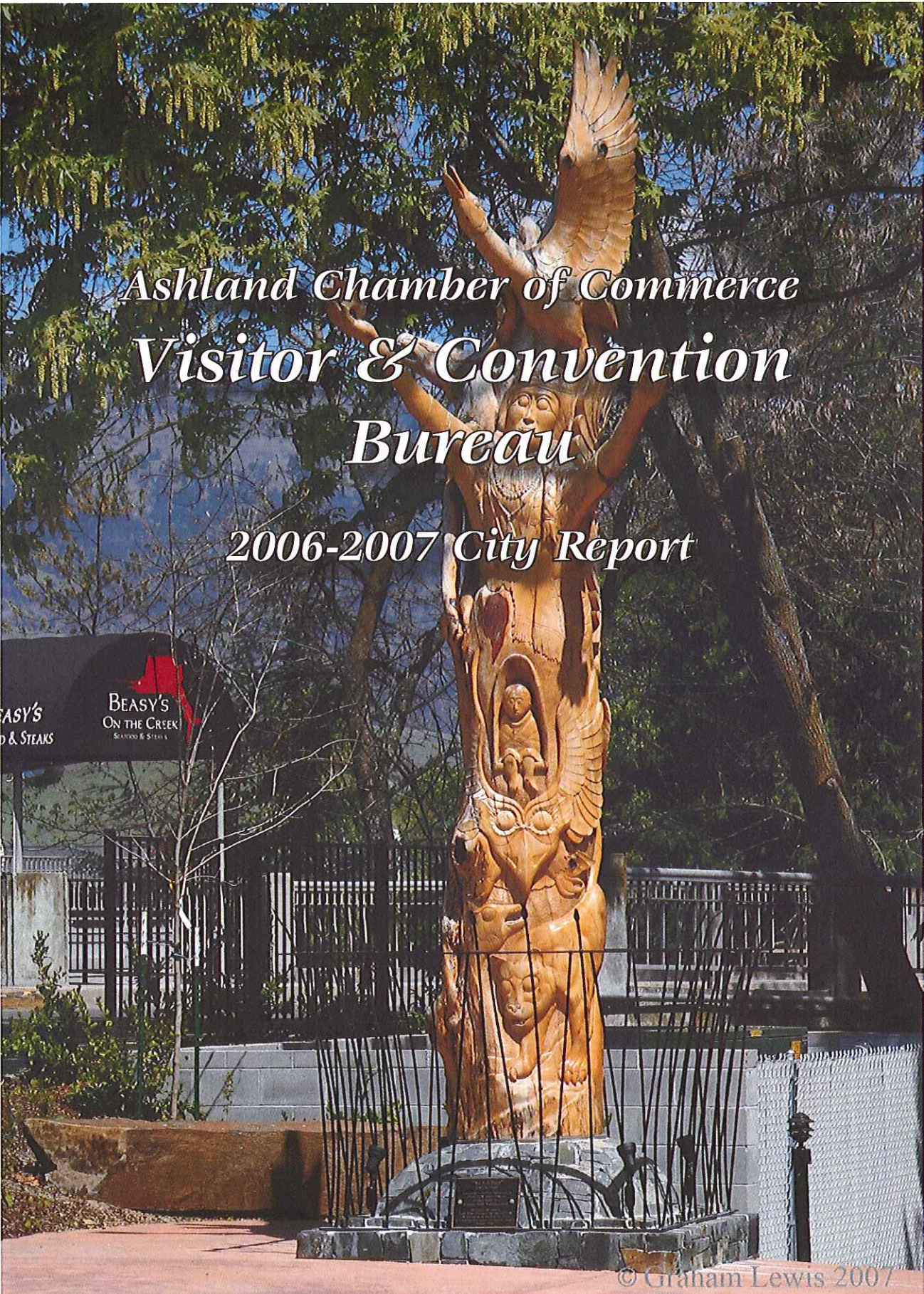
Like companies interviewed in 2006, the 2007 group agreed upon many of the advantages of living and doing business in Ashland. Nearly all businesses cited Ashland's "quality of life" or small town appeal as a major advantage, while most expressed advantages related to the city's beauty, environment, culture, safety, or educational system. Some notable comments about advantages of Ashland included: "Faster Internet makes the global economy local;" "Great retail environment;" "Recruitment is easier because the city is an easy sell;" and "Diversity of Ideas."

Next Steps for the 2007/08 BR&E Program

A major benefit of the BR&E program is that it connects with local businesses on an on-going basis through either survey interviews or by convening community resources to address "red flag" and long term issues. In 2007/08 the BR&E Subcommittee will continue to facilitate efforts to address and resolve business issues, and serve as an intermediary to increase communications and trust.

The BR&E program also will repeat the visitation survey process in 2007/08. For the third survey, in addition to the in-person interviews, web based surveys will be added to expand the reach. The committee is also interested in businesses resilient to economic shifts and will be adding questions to solicit those characteristics. In addition to soliciting knowledge from the manufacturing businesses, the committee is interested in the health and future growth potential of the retail and restaurant industry and will be targeting them as a group in 2007-08. After three years has passed since the original group was surveyed, the committee will revisit those companies (in 2009) to determine if their three year projections occurred and if so how and why did they achieve their expectations and if not, why not. This dynamic group will serve as a control group for the study.

(see Bibliography & appendixes at the end of this report)



*Ashland Chamber of Commerce
Visitor & Convention
Bureau*

2006-2007 City Report

© Graham Lewis 2007



The City relies on the VCB to promote Ashland to visitors traveling from more than 50 miles to Ashland and/or visitor who stay overnight in Ashland. Promotion includes advertising, publicizing, distribution of printed materials, special events and festivals, conducting strategic planning, visitor center management and research necessary to stimulate tourism development.

The mission of the **Visitor & Convention Bureau (VCB)** is “to promote visitor stays year round with a primary emphasis on the fall, winter and spring seasons.”

While we recognize the importance of year-round visitors to Ashland’s economy, our cooperative efforts through various programs focus on the fall, winter and spring to reduce the seasonal fluctuations in travel and tourism related businesses while maintaining our existing visitor base. The Chamber of Commerce/VCB in Ashland has taken a strong leadership position to market to our city’s strengths.

We have the world class Oregon Shakespeare Festival, we have a beautiful downtown core, and we have some of the most gorgeous mountains, waterways and open space in the world. We are a University town, have wonderful artists, a burgeoning wine industry, amazing local chefs, and a progressive populace.

We promote visitor stays to Ashland because we believe in the people in this community, their hard work, dedication and the chance to grow their families as well as their businesses in a wonderful city.

The VCB is comprised of twelve members from the lodging, restaurant, wine and attraction industries. Together we have formed subcommittees to respond and market to the ever-changing face of the consumer.

Our marketing efforts are sometimes committee driven, staff driven or research driven, based on seasonal need to reach specific target markets.

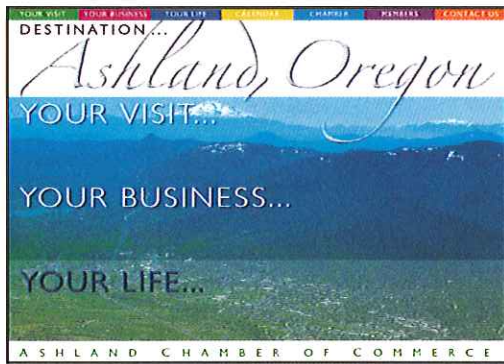
Marketing & Advertising/Website:

Promotion

Creating a brand and marketing it to consumers is a constant process of being true to your brand with repetition while creating variations on the theme, to attract new consumers and create reasons for them to return or to stay a day or two longer. The marketplace in the visitor industry is constantly changing, and reflects, to a certain extent, consumer confidence and the economy's ebbs and flows. What is true is that Americans love to travel and value their vacations, so it is always a matter of being aware of visitor trends and positioning ourselves correctly in the marketplace.



Our over-arching brand of "**Destination Ashland**" *the place for your visit, your business, your life...* has never been more true, but how we have taken advantage of current marketplace conditions is a combination of marketing, public relations and advertising.



We have continued to add more and more content to our website, which places us higher in search engine rankings, and we track where consumers are spending their time on the site.

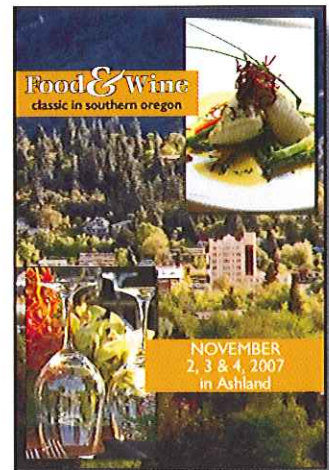
We have also begun to incorporate streaming video and commercials we have developed for viewer ship on the site.

As we continue to create footage, we will add to our DVD which can be edited to use in a variety of ways. They are used at trade shows, in response to travel writers, television and movie inquiries, and to pitch story ideas to different traditional media and the ever-growing interactive online media audience. Last year we created footage of our **Festival of Light** celebration which was added to our website.

According to the Travel Industry Association of America, current trends show that leisure travel continues to grow and accounted for 75% of all US domestic travel in 2005. This is a 7% increase from just ten years prior when it was 68%. Trips including cultural and heritage activities comprise one of the most popular and significant segments of the travel industry, accounting for 23.7% of all domestic trips. On average this group spends more, stays longer and is more likely to use hotels, motels and resorts.

Ashland, like Oregon as a whole, has distinguished itself with a fine culinary reputation including wine, microbrews, artisan products and outstanding restaurants featuring local cuisines. We have begun in earnest to promote this "niche" in tourism which results in not only significant visitation and contributes to product development for our small manufacturers.

According to TIA (Travel Industry Association of America), 17%, or just over 27 million travelers, have engaged in some type of culinary or wine related activity while traveling within the past three years. 78% of American leisure travelers report they are interested in taking a culinary trip within the next year. The VCB has recognized this trend and last fall created **The 1st Ever Food & Wine Classic in Southern Oregon** with a chef showdown competition featuring all Ashland chefs preparing locally grown and produced product and a variety of workshops for attendees to choose from.



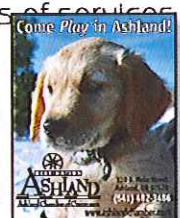
This is a prime example of how tourism relates to and can assist with economic development efforts in Ashland and the region. By promoting our small farms, manufacturers and products, we can enjoy a variety of food and wine while savoring our open spaces and creating product loyalty with those who attend these events.

Closer to home, research shows that travelers are more likely to travel within their own state (57%) and to destinations outside of the traveler's state yet within their region. Pacific-Oregon, Washington and California account for another 19% for a combined total of 76% of all trips. * Most of our visitors report that they have traveled from more than 50 miles away even if they originate from Oregon.

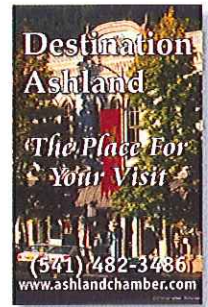
**Southern Oregon Visitors Association-Visitor Profile Study- 12 month analysis*

Advertising:

- **Oregon.com:** We pay a monthly fee to be linked to their website, due to the fact that they receive over two million visitors annually and they generate a lead fulfillment report to us each week with an average of 50 requests for information.
- **Northwest Travel/Oregon Coast Magazine:** With a circulation of 350,000 readers and a link to their website, we experimented with their readership for possible new audience.
- **Where to Stay In Oregon Guide:** Produced by the Oregon Lodging Association, it is the primary response piece for people looking for lodging in Oregon. Circulation is 100,000 and it is distributed throughout the state at Chambers, VCB's and state welcome centers.
- **Oregon Shakespeare Festival Playbill:** The Ashland Chamber and the Oregon Shakespeare Festival have a long and mutually beneficial partnership. We work together and separately to provide our visitors and residents with the best possible experience. We also work to insure return visits. Having information for theater attendees at the ready is a good tool for people seeking additional information or other types of services that are out of the Festival's purview.
- **Kids Guide to Oregon:** The Travel Oregon Kids Guide has a total distribution of 100,000 and is also promoted via the Travel Oregon e-newsletter, which has over 145,000 subscribers. We receive targeted leads of those people traveling with children to our area.



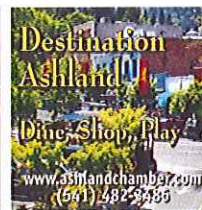
- **Portland Guide:** This is a co-op ad with three other Southern Oregon VCBs to reach visitors in Portland in an effort to have them visit the southern part of the state. The guide has a circulation of 100,000 at 250 locations.



- **Mt. Shasta Chamber Ad:** (Siskiyou Magazine) Most of our visitors come from the south traveling by automobile. They often stop in Mt. Shasta on the way to Ashland and many Mt. Shasta residents visit here.

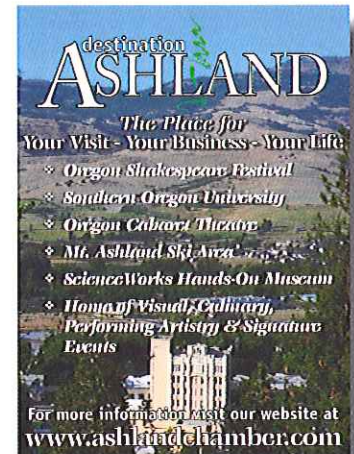
- **Brochures in State Welcome Centers:** We pay to have our Destination Ashland- In & About Guide brochures placed in nine official state welcome centers located in strategic entry points into Oregon.

- **Sunset Magazine:** A cornerstone of our winter marketing efforts, this publication reaches our target market comprised of affluent Western households, college households and households who take more than five or more trips per year. This year we did a cooperative ad with the Ashland Parks department in an effort to attract more attention to golf.



- **Oregon StageWorks Ad:** Another way to brand our efforts with theater patrons in a small community based theater.
- **Ashland Independent Film Festival:** We have a cooperative & supportive advertising program with the Film Festival.

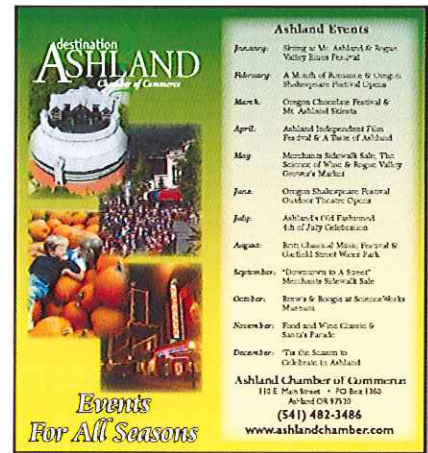
- **Medford Airport Sign:** We pay to have visitor information on a prominent sign at the baggage claim area and to have our brochures available at the visitor information desk.



- **Culinary Tourism:** We renewed our advertisement in the Oregon Culinary Tourism Association's Culinary Escapes Magazine for 2006-2007. It has a distribution of 100,000 throughout the state.

Winter Marketing

Local & Regional Marketing: The mission of this committee is to create awareness of Ashland's off season attractions, and special events in an area that we have defined as our regional market, an area that encompasses Klamath Falls to the coast, to the north Roseburg and to the south Redding. Working with representatives from our lodging, dining, arts and recreational entities in Ashland, we have designed and will continue to develop marketing strategies to bring visitors to Ashland or to have them stay an additional amount of time once they are here, to experience more of what Ashland has to offer.



Gift Certificate Program:

We have continued with this very successful program of offering Ashland Gift Certificates to participating Ashland businesses on a year round basis. This last year we printed and redeemed 538 gift certificates for a total of \$8100 used in local establishments throughout the year.



We promoted this in local newspapers, our holiday commercial that ran on four network television stations and cable and in Sunset Magazine. Our message is to shop, dine, play and stay in Ashland during the holiday season.

Other sub committees of the VCB include:

Group Travel:

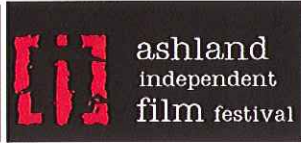
Staff assisted several group tour companies from the National Tour Association as repercussions began to be felt from the Windmill Inn's anticipated closure.

Through our membership and participation in **NTA** (the National Tour Association), professional relationships have been formed with group tour leaders. They rely on us to be the experts in our community when an issue arises with a lodging establishment or attraction and to resolve the issue in a positive manner. Each year group tour coaches bring significant revenue to Ashland in the form of student, leisure and senior travelers.

We are also members of the **Oregon Tour & Travel Task Force** and have a link to their website. This group sends representatives to other trade shows that we simply cannot afford to attend, such as the **American Bus Association** trade show, the **Go West Summit**, and **Pow Wow (International)** which sell the Oregon experience to potential group tour visitors.

Events:

We assist the **Ashland Independent Film Festival**, the **Chocolate Festival**, the **Rogue Valley Blues Festival**, and **A Taste of Ashland** and develop new events of our own (The **1st Ever Food & Wine Classic** and **The Winter of Romance** scheduled for launch February 1st, 2008) and expand existing events such as the **Festival of Light**. These events will be detailed later in the report.



Government Liaison:

Staff works with **Travel Oregon**, the **Oregon Restaurant Association**, the **Oregon Lodging Association** and others through participation in the **Oregon Association of Visitor & Convention Bureaus (OACVB)**. These relationships have resulted in favorable media coverage and have brought the importance of transportation issues in our area.

Mary Pat is serving on the **Governor's Tourism/Transportation Task Force** as President of OACVB. The Governor's Tourism Transportation Task Force was created by Governor Kulongoski in 2006. The top priority the group identified was the importance of re-opening a permanent Siskiyou Welcome Center in Ashland. Studies have shown that for every dollar spent operating a welcome center, \$41 is returned in visitor spending and state and local revenues. The Task Force is comprised of members from The Oregon Department of Transportation, Travel Oregon, The Oregon Travel Information Council, The Oregon Trucking Association, The Oregon Restaurant Association, The Oregon Lodging Association and the Oregon Association of Convention & Visitors Bureaus. Mary Pat has also had the opportunity to represent Southern Oregon to our federal legislators in Washington D.C. for the second year in a row. This trip did concern tourism, however the critical relationships that are built will also benefit our efforts with the United Front.

Other state agencies that staff actively works with are: **The Oregon Film Office** and the **Travel Information Council**.

Dues/ Subscriptions/Travel & Marketing/SOVA:

Regional Associations provide opportunities for additional exposure and advertising possibilities:

- **SOVA (Southern Oregon Visitors Association):**

The **Southern Oregon Visitors Association** is a seven county cooperative marketing organization created to better leverage marketing dollars to attract visitors to Southern Oregon.

Comprised of small businesses and small tourism entities, the members participate in a venue that they would not be able to afford by themselves. SOVA also holds a yearly educational symposium to bring their partners much needed information about marketing trends, niche marketing, Internet marketing, attractions and resort management. Opportunities include participating in print advertising and trade shows and, SOVA has been recognized as a lead organization to receive regional grant monies from Travel Oregon to further the brand message of the state while promoting our regions individually.



Trade Shows: Through a cooperative arrangement with SOVA, the Ashland VCB has been represented at the **AAA Travel Show** in Portland. Show attendance is 2000, all individual travel consumers. The **BRAVO Trade Show** - a once yearly trade show for meeting and events planners from all over the state of Oregon. By representing Ashland to these meeting planners, we work to insure that they bring their business meetings, retreats and conferences to Ashland. Attendance at the Bravo Trade Show is 2500 people. The upcoming **Bay Area Trade Show** is geared to travel agents and individual frequent travelers. Estimated attendance is 7,000. This year we attended the "**Bite of Oregon**" show, which was held in August. The show is designed to support Special Olympics. Show attendance was 65,000 people, many of whom were new to the state or from out of state and it was an incredible opportunity to get the word out. Our booth featured the many restaurants and cuisine, recreation, lifestyle and lodging options available in Ashland.



In addition to being able to participate in trade show venues that we wouldn't be able to afford otherwise, another avenue of promotion through this organization is the co-hosting of "**fam tours**". A "fam (familiarization) Tour" brings different groups to an area at one time to sell a destination. Last year we brought all staff of the statewide welcome centers to Southern Oregon for the yearly conference. The destination marketing organizations are working together to create the Southern Oregon Experience. The reason we are putting this trip together is because in many cases, the first place visitors go in the state is to a state welcome center and those employees are our best ambassadors.

- **OACVB (the Oregon Association of Convention & Visitors Bureaus)** is a professional development organization that is a statewide association made up of 32 destination marketing organizations that provide marketing, sales service or information dissemination. Each member shares a common interest in the vision and vitality of Oregon's tourism and hospitality industry. We are dedicated to providing the best Oregon visitors experience while providing valuable, local expertise and information back to the visitor industry.
- **Governor's Conference on Tourism:** For 23 years, Travel Oregon has organized the annual Tourism Conference that provides opportunities for Oregon Tourism professionals to learn about new travel trends, acquire new skills and to interact with colleagues from throughout the state.

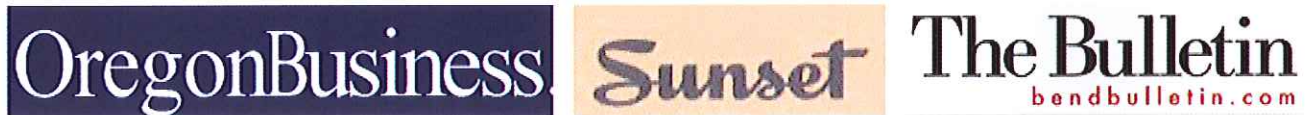
Service Delivery/Payroll:

Internally, staff handles all media requests from the state, independent travel writers, television requests and interfaces with movie productions. Most of these requests are handled on a very tight timeline.

Staff has interfaced with over a dozen travel and business writers resulting in favorable media coverage. Hosting a travel writer involves securing complimentary lodging, dining and attractions, frequently accompanying them to one or all venues, and follow-up with fact

checking and securing images for them to use in their stories. Some of the publications where staff worked with writers include; Oregon Business Magazine, San Francisco Books & Travel, book author Tom Snyder who wrote *The Two Lane Gourmet*, Sunset Magazine, Northwest Journeys, The Bend Bulletin, two international travel writers, the Seattle Post Intelligencer as well as our local reporters.

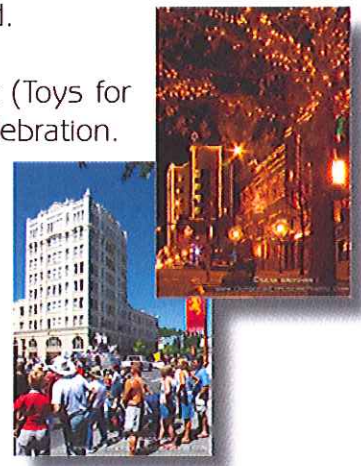
The value of this editorial space is invaluable; we could not afford this kind of presence in these regional, state and national publications.



Television & Film Coverage:

The Chamber staff serves as the liaison to the Oregon Film & Video Office to respond to the production of film and commercial work in Ashland. This last year staff worked with an independent film company on "Calvin Marshall" in preparation for their fall shoot schedule. These independent productions are a short-term boon to our economy, as they spend money on lodging, food, cast and crew labor, purchase of goods and services and on locations. Staff also assisted a national garden show that wanted to film in Ashland.

Promotes special events: Staff entirely handles the Festival of Light (Toys for Tots) and works with a sizable committee to put on the 4th of July celebration. These are two sizable events that the Chamber/VCB works to bring not only to our community but to visitors as well. Many cities and towns across America have forgone these types of events due to increased costs, liability issues and the magnitude of producing these kinds of celebrations. We look for ways to improve upon them each year and have spent significant resources to promote especially the Festival of Light to potential day and overnight guests.



Assists with businesses in marketing their events:

- **The Rogue Valley Blues Festival** - sold tickets through our office and the Chamber promoted them through our poster, calendar of events and website.
- **The Ashland Independent Film Festival** - they are promoted in our newsletter, calendar of events, on our website and are offered a free link the month of their event. Last year we allowed them use of the Plaza Information Booth for ticket sales to their event.
- **A Taste of Ashland** - we assist with volunteers and the use of the Plaza Information Booth on the days of their event. We promote them actively as we do the other events listed above.
- **The Chocolate Festival** - we promote this on our website, calendar of events and poster and continue to pitch this story idea to a number of publications.



Research:

Methodology:

Since our last report we have completed a one-year Tourism Survey serving as a collection site for visitor profiles conducted by the Southern Oregon Visitor Association. (see Appendix F)

Based on a 2004 Longwood's International study of the size and structure of the Southern Oregon travel market, it is estimated that there were 19.1 million overnight trips to and in the state of Oregon. Of those, 2.5 million spent at least some time in the Southern Oregon region. The survey results compare those collected in Ashland at our visitor center to those of the rest of Southern Oregon.

The results of the study are that most visitors, 97%, are happy with our services and the experience they have had in Ashland. 86% would likely return, 92% live more than 50 miles away and we have a low percentage of international travelers.

Most of our visitors stay 3 to 6 days and spend on average \$177 per day. An overwhelming majority visit Ashland by automobile. 55% of our visitors earn over \$80,000 per year. The Internet is becoming more used as a trip-planning tool. The complete study is in the appendix.

Hospitality: Business Training Opportunities:

The VCB continues to support the customer service-training model begun by Travel Oregon with classes conducted on an as-needed basis. The state is converting the classes to an on line format with four modules and will launch that effort this spring. In addition we offered two important workshops, one on Internet Marketing and one on Powerful Presentations. We are also interested in ways we can partner and assist the lodging and the restaurant industry in Ashland to provide workforce related classes.

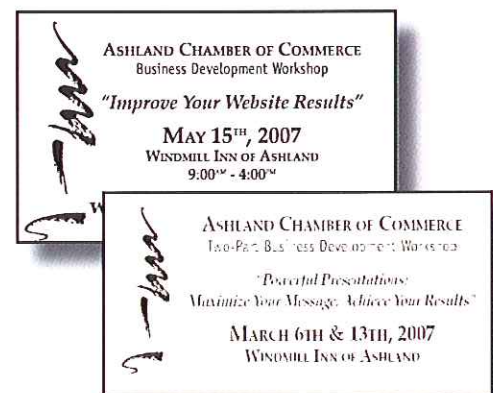


Photo file/Graphics:

New Images and new promotions are essential to our marketing efforts in print and web based outreach. Images must be current and ever evolving and speak to different target markets. They are essential tools in telling the story.



Printing:

The printing of materials is a significant part of our marketing and distribution of tourism information. It includes the monthly costs of calendar of event rack cards and posters, the promotional flyers for workshops, development of new rack cards to promote Ashland year round, printing of envelopes and the cost of printing 70,000 copies of the visitor guide - *In & About Ashland*.

Postage:

Due to the high demand our office experiences throughout the year for our publications our postage costs are always significant. We respond to inquiries received via telephone, mail, email and lead generation by first-class mail due to the immediacy of trip planning and to meet visitor expectations.

Accounting:

All the accounting is done on a subcontracted basis with an independent contractor, which includes all receivable, payables, wages and taxes.

Volunteer Appreciation:

Volunteer appreciation includes certificates of appreciation, food, flowers, cards and recognition for time contributed by the volunteers who serve our visitor, businesses and handle community inquiries.

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Appendicies

Appendix A	Brochure Summary of the 2007 BR&E Survey
Appendix B	2007 BR&E Survey Instrument
Appendix C	Economic Sustainability Committee (ESC) Members
Appendix D	Business Retention & Expansion Committee
Appendix E	BR&E Volunteer Survey Team
Appendix F	SOVA Visitor Profile Study, 3rd Quarter plus 12-Month Analysis
Appendix G	Ashland VCB Committee Members 2006/07
Appendix H	2006/2007 Ashland Chamber of Commerce Board of Directors

Appendix A

Brochure Summary of the 2007 BR&E Survey

For what services do firms use outside contractors?

Contract for services	Ashland % Firms	Rogue Valley % Firms	Outside Rogue Valley % Firms	Absent % Firms
Accounting	50%	28%	6%	0%
Legal	50%	28%	11%	6%
Technology	28%	28%	11%	11%
Marketing	22%	11%	6%	0%
Training	11%	17%	17%	6%
Consulting	11%	17%	6%	6%
Shipping/Distribution	11%	11%		
Manufacturing	6%	17%	22%	28%
Packaging	6%	6%	11%	6%
Other:				
Fuel, Aviation maintenance			6%	

The Importance of the Internet

- 94% of firms have a website
- 44% of firms transacted sales via the Internet
- Two out of three firms expected growth in Internet-based sales

How are you using technology to improve your company's performance?

Using Technology to Improve business	% Firms
Communications technology, incl. Internet	67%
Manufacturing technology	22%
Transportation/Distribution technology	17%

Changes in Ashland Businesses

Remodeling, Expanding and/or Relocating

Recent Capital Improvements	% Firms
Expanded or Remodeled	39%
Remodeled	17%
New building	11%
New equipment	6%

- Over one third of firms recently remodeled or expanded their business
- One third of firms plan to remodel or expand in the next three years
- 6% plan to relocate (out of Ashland) in the next three years

Evaluation of the Ashland Community

Advantages and Disadvantages of Doing Business in Ashland

Advantages	% of Firms
Quality of Life	89%
Small Town	89%
Family/Friends/People	83%
Environment/Outdoors	72%
Location/Beauty	67%
Culture	67%
Safety/Low Crime	67%
Educational System	61%
Little Traffic/Bicycling	44%
Business Climate	39%
Disadvantages	% of Firms
Living Costs/Affordability	39%
Small Labor Pool	39%
Air Travel	28%
Political/Government	28%
Higher Business Costs	17%
Land Use/Planning	17%
Transportation	11%
Seasonality/Tourism	0%

Ratings of Community

Scale: 5=Excellent, 1=Poor

Community Rating	Mean Rating	Rated Good/Excellent
Restaurants	4.9	100%
Social Services	4.8	100%
Parks & Recreation	4.8	100%
As a Place to Live	4.8	100%
Fire Protection	4.7	100%
Elementary Schools	4.7	100%
Secondary Schools	4.7	100%
Telecommunications	4.6	100%
Healthcare	4.5	94%
Law Enforcement	4.4	100%
ATN	4.3	81%
Childcare	4.2	80%
Roads	4.2	83%
As a Place to do Business	4.1	89%
Building Codes	3.9	67%
Zoning and Land Use	3.4	53%
Parking	2.8	35%



Business Retention & Expansion Survey Results

Survey Analysis:
Rebecca L. Reid, Consultant
January 2008

The mission of the Business Retention & Expansion Committee, a sub committee of the Ashland Chamber's Economic Sustainability Committee is to learn about the overall health of the Ashland business community and to find ways to improve the climate to enable our local businesses to thrive and prosper.

The first step in the process is to survey key businesses. In 2007 the team focused on high-skill industries, as well as businesses that had an Internet presence. The interview process identified potential obstacles businesses face in growing their businesses and highlighted benefits of doing business in Ashland. Armed with this information the BR&E program assists businesses in order to diversify and strengthen our local economy.

This project was organized by the Ashland Chamber of Commerce in partnership with the City of Ashland.

2007 Key Findings

General Business Characteristics

How long have targeted firms been in business?
Nearly half were established in Ashland over the past 16 years.

Year Established	% of Firms
Before 1970	11%
1970-1979	11%
1980-1989	33%
1990-1999	39%
Since 2000	6%

Industrial Sectors of Surveyed Firms

Major Industry Group	% Employment Surveyed Firms	% Employment Jackson County
Manufacturing	27%	8%
Wholesale	3%	3%
Retail	59%	20%
Transportation and Warehousing	4%	4%
Professional, Scientific, and Technical Services	11%	3%
Arts, Entertainment, and Recreation	5%	2%

Businesses: Home-Grown and Transplanted

- Nearly two out of three businesses began in Ashland
- Transplanted businesses moved their companies from:

Business Relocated from:	% of Firms who Relocated
Oregon	29%
California	22%
Other US	29%
Did not specify	14%

Environmentally-Friendly Measures

89% Recycle
Examples of Green Business activities: Use "green bags," recycled poly foam packing; no waste oil or fluids; high efficiency building

Employment Characteristics and Issues

- Do firms employ Ashland residents?
- Most firms' workers live in Ashland (Mean=62% employees live in Ashland)

Over half of firm's employees live in Ashland, % All Employees: 63%
Employees who live in Ashland, % All Employees: 45%

Levels of Employment

- 244 people were employed by the firms surveyed.
- Firms were predominantly small businesses.
- 53% had 10 employees or fewer
- 94% had fewer than 30 employees
- Average change in employment since 2003: -6%
- Expected average change in employment 2007-2010: 1%

What kinds of jobs do local firms have?

More firms employ higher skill occupations

Occupations	% Firms	Average Starting Hourly Wage
Production/Unskilled	22%	\$10.38
Production/Skilled	50%	\$14.29
Clerical/Office	50%	\$12.54
Sales/Marketing	44%	\$11.60
Management	50%	\$23.88

* As a point of reference, for the purpose of contracts with the City of Ashland, the City defines "living wage" as \$12.43 per hour in 2007.

The majority of firms offer employee benefits

- 83% offer benefits to full-time employees
- 17% offer benefits to part-time employees

- Types of Benefits:
 - ✓ Vacation Leave 83%
 - ✓ Health Insurance 61%
 - ✓ Retirement 56%
 - ✓ Sick Leave 61%
 - ✓ Other Benefits Mentioned: Profit-Sharing, Life Insurance, Stock discounts.

Employee Issues

- Firms rated employees favorably on scale 1-5 (1=Negative, 5=Positive)
 - ✓ Attitude 4.4
 - ✓ Productivity 4.7
- 12% test their employees for drugs (randomly, for cause, or in cases of accidents)
- 24% had problems with employee turnover

What kinds of positions did firms hire locally?

Occupations	% of Firms
Management	57%
Sales	55%
Accounting/Bookkeeping	67%
Clerical/Administration	72%
Technical Support/IT	78%
Marketing	50%
Mechanics/Production	67%
Other	28%

Hired from:	Ashland % Firms	Rogue Valley % Firms	Outside Rogue Valley % Firms
Management	42%	58%	0%
Sales	69%	30%	10%
Accounting/Bookkeeping	58%	42%	0%
Clerical/Administration	45%	54%	0%
Technical Support/IT	57%	36%	7%
Marketing	67%	33%	0%
Mechanics/Production	42%	67%	25%
Other	49%	80%	40%

Workforce Skills and Training

Employee Recruiting Issues

- All but a few firms were able to hire employees from Ashland and the Rogue Valley for most occupations
- Half of interviewed firms said they had trouble recruiting qualified employees regionally. Reasons:
 - ✓ Difficulty finding qualified workers
 - ✓ Pay not competitive
 - ✓ Labor pool is too small
 - ✓ Work ethic

Top skills needed by local firms

Skill Needed	% of Firms Responding
Computer	71%
Production	59%
Sales	47%
Technical	47%
Clerical	47%
Managerial	41%
Marketing	24%

Other:

- People skills/Customer service
- Graphic artist
- Engineering
- Attention to detail

Employee Training

Key Training Needs	% of Firms	Issues of Training Provided	% of Firms
Computer	71%	On the Job	71%
Production	12%	Classes and Seminars	39%
Sales	6%	Manuals	18%
Marketing	18%	Internet	25%

- 41% of firms' employees take continuing education courses

Geographic Distribution of Firm Sales

Sales to:	No. of Sales	Less than Half of Sales	Half or more of Sales
Rogue Valley	6%	39%	56%
Outside the Rogue Valley	17%	44%	39%
International Markets	67%	0%	33%

Geographic Distribution of Materials Purchases

Purchases from:	No. of Purchases	Less than Half of Purchases	Half or more of Purchases
Rogue Valley	11%	44%	44%
Outside the Rogue Valley	28%	17%	56%
International Markets	61%	22%	17%

Appendix B

2007 BR&E Survey Instrument

2007 Ashland BR&E Survey Ashland Chamber of Commerce and City of Ashland
--

Survey Date: _____

Interviewer: _____

Recorder: _____

Note: Throughout this survey "local" refers to Ashland and "regional" or "Rogue Valley" refer to Jackson and Josephine Counties.

1. In what year did you open your business in Ashland? _____

2. Tell me about the nature of your business:

A. What major product or service does your company sell?

B. Who is your target market? *(Open-ended, Check all mentioned)*

By Location

By Age

By Customer Type

Ashland

Youth

Visitors (*see below)

Rogue Valley

Middle Age

Natural Food/Product Consumers

U.S. market

Seniors

Internet

Foreign markets

Wholesalers

Retailers

Home Owners

Other Businesses

Other (specify):

* What percentage of your customer base do visitors make up? _____%

3. Did you move this business to Ashland? Yes No *If Yes...*

A. From where did you relocate?

B. Why did you relocate?

C. How many employees did you initially transfer to Ashland? _____

4. Where do you typically hire employees for the following positions — *from Ashland, the Rogue Valley, or outside the Rogue Valley: (Read List)*

<u>Positions:</u>	<u>Ashland</u>	<u>Rogue Valley</u>	<u>Outside Rogue Valley</u>
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting/Bookkeeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerical/Administrative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Support/IT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mechanics/Production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. What major challenges do you face when hiring employees from...

A. Ashland?

B. The Rogue Valley?

6. How many people does your business employ?

	<u>Currently</u>	<u>3 Years Ago</u>	<u>in 3 Years</u>
Total			
Full-time			
Part-time			

7. What number (or percentage) of your employees work in the following occupations and what is the starting wage for each? *(Read List)*

<u>Occupations</u>	<u>Current # or %</u> <i>(Circle one)</i>	<u>Starting Wage</u>
Production, Unskilled	_____ (# or %)	\$
Production, Skilled	_____ (# or %)	\$
Clerical/Office	_____ (# or %)	\$
Sales/Marketing	_____ (# or %)	\$
Management	_____ (# or %)	\$

8. What kinds of benefits does your company provide to full-time and part-time employees?
(Open-ended, Check all mentioned)

<u>Benefit Type</u>	<u>Full-time Employees</u>	<u>Part-time Employees</u> <i>(less than 32 hours/week)</i>
Sick Leave	<input type="checkbox"/>	<input type="checkbox"/>
Vacation Leave	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Retirement Benefits	<input type="checkbox"/>	<input type="checkbox"/>
Dental / Vision Benefits	<input type="checkbox"/>	<input type="checkbox"/>
Other Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Other Benefits (List)		
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

9. What percentage of your employees lives in Ashland? _____ %

10. On a scale from 1 to 5, with 5 the highest, how would you rate your employees' productivity and their attitude toward work? (Circle)

	High				Low
Productivity	5	4	3	2	1
	Positive			Negative	
Attitude	5	4	3	2	1

11. Is employee turnover a problem for your business?

Yes No *If Yes...*

A. To what do you attribute the problem?

B. How has your company addressed the problem?

12. Do you drug test your employees? Yes No

If Yes, how often?

13. What are the main skills needed for your business? *(Open-ended, Check all mentioned)*

<input type="checkbox"/> Managerial	<input type="checkbox"/> Sales	<input type="checkbox"/> Marketing	<input type="checkbox"/> Technology	<input type="checkbox"/> Clerical
<input type="checkbox"/> Computer	<input type="checkbox"/> Production	Other Skills _____		

14. In what areas do your employees need more training? *(Open-ended, check all mentioned)*

<input type="checkbox"/> Managerial	<input type="checkbox"/> Sales	<input type="checkbox"/> Marketing	<input type="checkbox"/> Technology	<input type="checkbox"/> Clerical
<input type="checkbox"/> Computer	<input type="checkbox"/> Production	Other Skills _____		

15. For which of these skill areas do you have difficulty accessing training in Ashland and in the Rogue Valley? *(Read List, Write in other skills mentioned)*

Difficulty Accessing Training				
<u>Managerial</u>	<u>Sales</u>	<u>Marketing</u>	<u>Technology</u>	<u>Clerical</u>
<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland
<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley
<u>Computer</u>	<u>Production</u>	<u>Other Skills:</u> _____		
<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland	<input type="checkbox"/> Ashland		
<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley	<input type="checkbox"/> Rogue Valley		

16. How do your employees obtain additional training? *(Open-ended, Check all mentioned)*

<input type="checkbox"/> On-the-job training
<input type="checkbox"/> Internet/online
<input type="checkbox"/> Manuals
<input type="checkbox"/> Classes & seminars <input type="checkbox"/> Within the Rogue Valley <input type="checkbox"/> Outside the Rogue Valley
<input type="checkbox"/> Conferences: <input type="checkbox"/> Within the Rogue Valley <input type="checkbox"/> Outside the Rogue Valley
<input type="checkbox"/> Other <i>(specify)</i> :

17. Do your employees take continuing education or recertification courses? Yes No

If Yes, where and what kind of courses? (Open-ended, Check all mentioned)

<u>School</u>	<u>Course Type</u>
<input type="checkbox"/> RCC	
<input type="checkbox"/> SOU	
<input type="checkbox"/> Private	
<input type="checkbox"/> Other <i>(specify)</i> :	

18. Does your business contract for any of the following services, and if so, where are your contractors from: *Ashland, the Rogue Valley, outside the Rogue Valley or abroad?*
(Read List)

<u>Services</u>	<u>Ashland*</u>	<u>Rogue Valley**</u>	<u>Outside RV</u>	<u>Abroad</u>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufacturing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Packaging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consulting	<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"/>

* If you don't contract for services with Ashland firms, why not?

** If you don't contract for services with Rogue Valley firms, why not?

19. In the past three years, has your company worked with any of the following organizations to improve its business operations? *(Read List)*

- Regional business organizations or networks: _____
- Other local or regional businesses
- Regional Colleges/Universities: SOU RCC OIT Other: _____
- Industry or Trade Associations: _____
- Economic Development Organizations: Chamber SBDC SOREDI
- State Jobs programs
- Other: _____

20. What kinds of *specialized* labor skills, services, or infrastructure does your company need to be successful in Ashland?

21. How are you using technology to improve your company's performance?

(Open-ended, Check all mentioned)

<input type="checkbox"/> Communications	
<input type="checkbox"/> Manufacturing	
<input type="checkbox"/> Transportation / Distribution	
<input type="checkbox"/> Other	

22. What percentage of your total purchases of supplies and raw materials come from:
(Read List)

Markets within the Rogue Valley	%	
Domestic markets outside the Rogue Valley	%	
International Markets	%	Compared to last year, is the % <input type="checkbox"/> Higher <input type="checkbox"/> Lower <input type="checkbox"/> Same

23. What percentage of your total sales goes to: *(Read List)*

Markets within the Rogue Valley	%	
Domestic markets outside the Rogue Valley	%	
International Markets	%	Compared to last year, is the % <input type="checkbox"/> Higher <input type="checkbox"/> Lower <input type="checkbox"/> Same

24. Are your sales significantly affected by seasonal fluctuations?

Yes No *If Yes.....*

A. What is your peak season? _____

B. What is your non-peak season? _____

C. What strategies does your business use to sustain itself during the non-peak season?

25. Through what means do you sell the *majority* of your products or services?

(Open-ended, Check all mentioned)

<input type="checkbox"/> Retail
<input type="checkbox"/> Internet
<input type="checkbox"/> Catalogue
<input type="checkbox"/> Trade show
<input type="checkbox"/> Wholesale distribution
<input type="checkbox"/> Other

26. Does your business have a website? Yes No *If Yes, does it provide:*

Information about your company and its products?

A means to purchase your products or services?

27. Approximately what percentage of your total sales was transacted online...

...in the past year	...Do you expect in the next 3 years
_____ %	_____ %

28. What measures does your business take to reduce solid waste?

29. In what kinds of green business activities does your company participate?

(Open-ended, Check all mentioned)

<input type="checkbox"/> Water conservation	<input type="checkbox"/> Recycle	<input type="checkbox"/> Energy saver lights	<input type="checkbox"/> Other _____
---	----------------------------------	--	--------------------------------------

30. Have you recently physically expanded or remodeled your business? Yes No
If Yes, how?

31. Do you plan to physically expand or remodel your business within the next three years?
 Yes No If Yes, how?

32. If you have used the Ashland Community Development Department, how would you rank the services you received on a scale from 1 to 5, with 5 the highest? *(Circle)*

	Excellent			Poor	
Planning and Building	5	4	3	2	1
Planning Commission	5	4	3	2	1

33. Are you planning to move your business out of Ashland within the next three years?

Yes No

A. If Yes, what are your major reasons for relocating?

B. What other locations are you considering?

34. In the past three years have you made any of the following changes, or do you plan to make any of these within the next three years? *(Read List)*

	Past 3 Years	Next 3 Years
Added products or services	<input type="checkbox"/>	<input type="checkbox"/>
Subtracted products or services	<input type="checkbox"/>	<input type="checkbox"/>
Entered new markets	<input type="checkbox"/>	<input type="checkbox"/>
Made production or market adjustments	<input type="checkbox"/>	<input type="checkbox"/>
Why?		
Updated telecommunication technology	<input type="checkbox"/>	<input type="checkbox"/>
Adopted labor saving technology	<input type="checkbox"/>	<input type="checkbox"/>
Adopted new or improved technology	<input type="checkbox"/>	<input type="checkbox"/>
Other _____		

35. How would you rate Ashland in terms of the following public services and amenities on a scale from 1 to 5, with 5 the highest? *(Read List and Circle Rating)*

	Excellent					Poor
	5	4	3	2	1	NA
Elementary schools	5	4	3	2	1	NA
Secondary schools	5	4	3	2	1	NA
Childcare	5	4	3	2	1	NA
Healthcare	5	4	3	2	1	NA
Social services	5	4	3	2	1	NA
Law enforcement	5	4	3	2	1	NA
Fire protection	5	4	3	2	1	NA
Parking availability	5	4	3	2	1	NA
Roads	5	4	3	2	1	NA
Telecommunications	5	4	3	2	1	NA
AFN	5	4	3	2	1	NA
Parks & Recreation	5	4	3	2	1	NA
Restaurants	5	4	3	2	1	NA
As a place in which to live	5	4	3	2	1	NA

	Excellent					Poor	
As a place in which to do business	5	4	3	2	1	NA	
Zoning and land use	5	4	3	2	1	NA	
Building codes & inspection	5	4	3	2	1	NA	
Other _____							

36. What are the main advantages of living and doing business (either or both) in Ashland?
(Open-ended, Check all mentioned)

- | | |
|--|--|
| <input type="checkbox"/> Quality of life/Livability | <input type="checkbox"/> Culture |
| <input type="checkbox"/> Location/Beauty | <input type="checkbox"/> Environment/Outdoors |
| <input type="checkbox"/> Community/Small town | <input type="checkbox"/> Safety/Low crime |
| <input type="checkbox"/> Business climate | <input type="checkbox"/> Little traffic/Bicycling |
| <input type="checkbox"/> Educational system | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Family/Friends/People | |

37. What are the main disadvantages of living and doing business (either or both) in Ashland?
(Open-ended, Check all mentioned)

- Living costs/Affordability**
- Higher costs of doing Business**
- Small labor pool/Skills**
- Seasonality/Tourism**
- Transportation**
- Air travel**
- Land use/Planning**
- Political/Government**
- Other:**

38. Are you a member of the Ashland Chamber of Commerce?

Yes No

If *No*, why not?

39. Would you like assistance with any of the issues discussed today?

Yes No

If *Yes*, which ones?

Additional Comments:

THANK YOU FOR YOUR TIME

Appendix C

Economic Sustainability Committee (ESC) Members 2006-07

Alan DeBoer	Kristen DeGroot
Colleen Padilla	Mark Marchetti
Dennis Slattery	Mary Pat Parker
Joe Franell	Mike Morris
Graham Lewis	Bill Molnar
Jac Nickels	Ron Fox
Jim Teece	Russ Silbiger
John Morrison	Sandra Slattery
Kate Jackson	

Appendix D

Business Retention & Expansion Committee

Graham Lewis

Mary Pat Parker

Jac Nickels

Sandra Slattery

Dennis Slattery

Molly Wheeler

Jim Teece

Appendix E

2006/07 BR&E Survey Volunteers

Graham Lewis	Pam Hammond
Jac Nickels	Annie Hoy
Dennis Slattery	Jim Kidd
Jim Teece	Bob Rasmussen
Mary Pat Parker	Jim Watson
Sandra Slattery	Dr. John Laughlin
Molly Wheeler	Bob Arago
Crissy Barnett	
Katy Bazylewicz	
Alan DeBoer	

Appendix F

SOVA Visitor Profile Study, 3rd Quarter
plus 12-Month Analysis



ASHLAND, OREGON

VISITOR PROFILE STUDY 3rd Quarter 2007 PLUS 12-MONTH ANALYSIS

SEPTEMBER, 2006 – SEPTEMBER 2007

Prepared by DCG Research
A service of the Dennett Consulting Group
1-800-554-0564

I. INTRODUCTION

BACKGROUND – In 1991 the Southern Oregon Visitors Association (SOVA) contracted Southern Oregon State College's Southern Oregon Regional Services Institute (SORSI) to conduct a regional tourism study. This research project, entitled "Economic Impact of Summer Visitors to Southwestern Oregon," covered Curry, Douglas, Jackson and Josephine counties and involved a series of intercept surveys at various locations throughout the region (visitor centers and attractions). This study provided SOVA the first ever data on the economic impact of tourism in the region, and defined the demographics of summer visitors.

In 1997 a smaller "Profile of Summer Visitors" study was conducted by SORSI in Jackson and Josephine counties to update and provide comparison data to the 1990 study, but only for two counties (vs. four for the original study).

While there has never been a comprehensive visitor profile study of the seven county SOVA region - Jackson, Josephine, Coos, Curry, Douglas, Klamath and Lake – in the last few years many convention and visitor bureaus (CVBs), cities, and some attractions have conducted some visitor research.

CURRENT PROJECT – With the financial support of RCMP (Regional Cooperative Marketing Program) funding from the State of Oregon, DCG Research was commissioned by SOVA to conduct an ongoing, year-round research effort that builds on the 1991/1997 data base.

The purpose of this research was to:

1. Develop a universal survey instrument that allows participating CVBs and attractions to collect similar data, which can be compared to each other and to the 1990 and 1997 studies, providing cities and counties current visitor profile data.
2. Create a research system that collects monthly data from participating sites and provides four reports (quarterly) to SOVA and data recaps to all participants.
3. Share visitor profile information with business in the region to help spotlight future trends and to use as a tool for evaluating regional marketing efforts and strategies.

SOVA's 2006-07 research goal was to have a total of 21 data collection points in all seven SOVA counties collecting a minimum of 5,000 surveys within a 2-month period

This survey, for the 3rd Quarter of 2007, was distributed at locations noted below in **BOLD** for three months (July-August-September). The margin of error for the overall study is +/-2.4%; however the margin of error of individual location reports will vary depending on sample size.

Klamath County

1. Crater Lake National Park**
2. Travel Klamath (353)

Jackson County

3. Medford Visitor Center (432)
4. Medford Hotels (151)
5. Ashland Visitor Center (94)
6. Eagle Point Visitor Center**
7. Jacksonville Visitor Center**

Douglas County

8. Wildlife Safari (11)
9. Roseburg Visitor Center (410)
10. Reedsport Visitor Center**
11. Colliding River Visitor Center**

Josephine County

12. Hellgate Jetboats* (98)
13. Grants Pass Visitor Center (65)
14. Oregon Caves (102)

Lake County

15. Lakeview Visitor Center (35)
16. Christmas Valley Chamber **
17. Bly Ranger District Visitor Center **

Curry County

18. Gold Beach Visitor Center (335)
19. Brookings Visitor Center (50)

Coos County

20. Bandon Visitor Center (487)
21. Coos Bay Visitor Center (75)
22. North Bend Visitor Center (18)

** Choose not to participate this quarter.

Research Team

Nicholas Lougee, M.S. - Director of Research - Nick is an academically trained social science researcher and directs DCG Research's main office in Eugene, Oregon. He has handled dozens of local and regional projects for DCG over the past ten years. When not on assignment, he is a Social Science Learning Specialist at the University of Oregon and a Ph.D. Candidate in the Department of Sociology.

PURPOSE OF TRIP

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
Vacation/Pleasure	59% (69%)	60% (58%)	57% (61%)	60% (65%)
Visit Friends/Relatives	7% (10%)	16% (18%)	13% (15%)	11% (14%)
Business/Conference	6% (5%)	3% (5%)	3% (4%)	2% (3%)
Traveling Through	5% (5%)	2% (4%)	4% (4%)	3% (4%)
Business Relocation	2% (1%)	2% (1%)	3% (1%)	2% (1%)
Personal Relocation	12% (7%)	5% (5%)	7% (5%)	7% (3%)
Retirement Planning	2% (2%)	8% (3%)	4% (3%)	5% (2%)
Shopping	2% (1%)	- (3%)	- (2%)	- (2%)
Other	4% (3%)	5% (3%)	9% (4%)	10% (5%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T5.6.6, T6.6, T3.6, T1.6

PRIMARY DESTINATION

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
Data Collection Point	40% (24%)	52% (31%)	49% (29%)	58% (30%)
Southern Oregon	24% (23%)	20% (27%)	19% (20%)	10% (15%)
South Coast (Bkgs-Rdspt)	13% (13%)	10% (11%)	7% (11%)	5% (10%)
North Coast (Florence-N)	6% (9%)	4% (7%)	4% (8%)	4% (9%)
Portland Metro	5% (6%)	9% (6%)	6% (6%)	6% (6%)
Willamette Valley (Eugene)	1% (2%)	4% (2%)	3% (3%)	2% (4%)
Central Oregon (Bend)	5% (3%)	- (2%)	3% (3%)	3% (4%)
Eastern Oregon	- (2%)	- (1%)	1% (2%)	1% (2%)
Mt. Hood/Columbia	1% (3%)	- (1%)	2% (3%)	4% (3%)
Outside Oregon	5% (15%)	1% (12%)	6% (16%)	7% (17%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T5.6.8, T6.8, T3.8, T1.8

DIRECTION OF JOURNEY

	1 st Qt 07 Ashland	2 nd Qt 07 Ashland	3 rd Qt 07 Ashland
North	31% (47%)	34% (42%)	31% (43%)
South	62% (37%)	40% (35%)	48% (37%)
East	- (8%)	12% (12%)	11% (12%)
West	8% (8%)	14% (11%)	9% (9%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T6.5, T1.5

ACTIVITIES WHILE ON VACATION

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
Sightseeing	19% (20%)	16% (22%)	13% (17%)	16% (22%)
Shopping	14% (13%)	16% (13%)	12% (11%)	12% (12%)
Historical Sites	5% (10%)	9% (12%)	8% (9%)	9% (10%)
Hiking	7% (9%)	9% (8%)	13% (13%)	8% (9%)
Bird watching	1% (5%)	2% (5%)	8% (8%)	2% (4%)
Art Galleries/Crafts	7% (6%)	9% (5%)	5% (4%)	7% (4%)
Wineries	5% (6%)	5% (5%)	3% (4%)	6% (5%)
Real Estate (house hunting)	2% (3%)	4% (3%)	4% (5%)	2% (2%)
Crater Lake	5% (8%)	5% (8%)	3% (6%)	5% (9%)
Theatre/dance/symphony	19% (6%)	16% (3%)	8% (3%)	16% (3%)
Fishing	1% (2%)	1% (3%)	4% (3%)	- (3%)
Golf	2% (2%)	- (2%)	5% (3%)	2% (2%)
Attend an event	5% (3%)	2% (2%)	3% (2%)	4% (2%)
Jetboating	1% (2%)	- (4%)	2% (3%)	1% (3%)
Cycling	4% (2%)	2% (2%)	4% (3%)	1% (2%)
Visiting a spa	1% (1%)	2% (1%)	1% (1%)	1% (1%)
Whitewater Rafting	2% (1%)	2% (2%)	2% (1%)	3% (2%)
Other	- (1%)	- (1%)	2% (3%)	4% (5%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T5.6.12, T6.12, T3.12, T1.12

MODE OF TRANSPORTATION

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
Car (private or rental)	83% (81%)	89% (81%)	83% (80%)	81% (79%)
RV	8% (10%)	2% (11%)	5% (13%)	5% (13%)
Motorcoach (Group Tour)	3% (1%)	4% (1%)	2% (1%)	2% (1%)
Air (Commercial)	5% (6%)	5% (7%)	8% (1%)	10% (7%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T5.6.14, T6.14, T3.14, T1.14

TRAVEL PARTY COMPOSITION

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
1 Person	27% (13%)	18% (16%)	22% (14%)	16% (13%)
2 Person	55% (69%)	54% (57%)	59% (58%)	61% (56%)
3 Person	8% (7%)	16% (9%)	8% (10%)	8% (10%)
4 Person	8% (8%)	7% (3%)	6% (10%)	7% (12%)
More than 4	4% (2%)	5% (15%)	5% (8%)	8% (9%)

Figures in parentheses () are all Visitor Center comparisons for that period.

3rd Quarter 2007 Table Reference: T5.6.15, T6.15, T3.14, T1.14

DEMOGRAPHICS

	3 rd Qt 06 Ashland	2 nd Qt 07 Ashland	12 Months Ashland	3 rd Qt 07 Ashland
EDUCATION				
Post-graduate	39% (33%)	57% (31%)	42% (32%)	51% (33%)
College graduate	36% (38%)	31% (33%)	43% (33%)	34% (33%)
Some college	19% (21%)	9% (25%)	10% (24%)	10% (24%)
High School or less	6% (7%)	3% (11%)	4% (10%)	6% (10%)

3rd Quarter 2007 Table Reference: T5.6.20, T6.20, T3.20, T1.20

AGE				
18-34	8% (8%)	9% (11%)	6% (10%)	5% (10%)
35-49	16% (20%)	10% (22%)	18% (25%)	16% (25%)
50-64	43% (43%)	53% (40%)	47% (39%)	52% (39%)
65 or more	33% (29%)	26% (25%)	29% (24%)	26% (24%)

3rd Quarter 2007 Table Reference: T5.6.21, T6.21, T3.21, T1.21

GENDER				
Male	36% (46%)	36% (45%)	33% (46%)	38% (46%)
Female	64% (54%)	64% (55%)	67% (54%)	62% (54%)

3rd Quarter 2007 Table Reference: T5.6.22, T6.22, T3.22, T1.22

MARITAL STATUS				
Married	59% (73%)	54% (71%)	65% (75%)	64% (75%)
Divorced/widowed	30% (15%)	25% (16%)	15% (14%)	14% (13%)
Never married	11% (12%)	21% (13%)	21% (11%)	22% (12%)

3rd Quarter 2007 Table Reference: T5.6.23, T6.23, T3.23, T1.23

INCOME				
Under \$20,000	7% (5%)	8% (7%)	7% (7%)	6% (6%)
\$20 – 29,999	4% (4%)	4% (7%)	3% (5%)	5% (4%)
\$30 – 39,999	12% (9%)	8% (8%)	10% (8%)	11% (8%)
\$40 – 49,888	9% (13%)	10% (11%)	8% (9%)	8% (9%)
\$50 – 59,999	11% (14%)	14% (12%)	10% (12%)	8% (12%)
\$60 – 69,999	7% (10%)	6% (12%)	7% (10%)	6% (10%)
\$70 – 79,999	14% (13%)	4% (9%)	2% (11%)	3% (11%)
\$80 – 100,000	12% (14%)	16% (15%)	15% (14%)	20% (15%)
\$100,000 or more	25% (19%)	30% (20%)	38% (24%)	35% (25%)

3rd Quarter 2007 Table Reference: T5.6.24, T6.24, T3.24, T1.24

Figures in parentheses () are all Visitor Center comparisons for that period.

PRIMARY DESTINATION	2007			2007
	3 RD Qt	2 ND Qt	12 Mo	3 RD Qt
Data Collection Point	24%	31%	29%	30%
Southern Oregon	22%	27%	20%	15%
South Coast (Brookings-Reedsport)	10%	11%	11%	10%
North Coast (Florence-Astoria)	11%	7%	8%	9%
Portland Metro	8%	6%	6%	6%
Willamette Valley (Eugene)	2%	2%	3%	4%
Central Oregon (Bend)	3%	2%	3%	4%
Eastern Oregon	2%	1%	2%	2%
Mt. Hood/Columbia River Gorge	4%	1%	3%	3%
Outside of the state of Oregon	13%	12%	16%	17%

3rd Quarter 2007 Table Reference: T1.8, T3.8

RETURNING VISITORS	2007			2007
	3 RD Qt	2 ND Qt	12 Mo	3 RD Qt
Yes	46%	49%	50%	46%
No	54%	51%	50%	54%

3rd Quarter 2007 Table Reference: T1.9, T3.9

LENGTH OF STAY	2007			2007
	3 RD Qt	2 ND Qt	12 Mo	3 RD Qt
2 or fewer days	42%	38%	44%	43%
3-6 days	42%	38%	34%	34%
7 days or more	16%	24%	22%	23%

3rd Quarter 2007 Table Reference: T1.10, T3.10

TRAVEL PARTY COMPOSITION**ALL LOCATIONS**

	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
1 Person	12%	16%	14%	13%
2 Person	62%	57%	58%	56%
3 Person	9%	9%	10%	10%
4 Person	11%	9%	10%	12%
More than 4	7%	9%	8%	9%

3rd Quarter 2007 Table Reference: T1.15, T3.15

ACCOMMODATIONS USED**ALL LOCATIONS**

	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
Motel/Hotel	53%	47%	50%	48%
Bed & Breakfast	6%	4%	5%	5%
Friends/Family	8%	16%	12%	12%
RV	10%	11%	11%	11%
Camping	16%	11%	10%	12%
Time Share	2%	1%	2%	-
Condo	1%	1%	1%	1%
Resort	2%	2%	2%	3%
Other	2%	7%	7%	7%

3rd Quarter 2007 Table Reference: T1.16, T3.16

TRIP PLANNING TOOLS**ALL LOCATIONS**

	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
Internet	34%	34%	35%	35%
Travel Oregon Magazine	8%	7%	8%	8%
Southern Oregon Vacation Guide	5%	6%	6%	6%
Commercial Guidebooks	8%	6%	5%	5%
Local Brochures and maps	13%	13%	13%	12%
Past Experience with Oregon	14%	14%	15%	14%
Travel Agent	1%	1%	1%	1%
Friends/relatives	12%	13%	12%	12%
Other	4%	5%	6%	7%

3rd Quarter 2007 Table Reference: T1.18; T3.18

ALL VALLEY LOCATIONS – I-5

SOURCE OF BUSINESS	THE VALLEY			
	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
VISITORS I live more than 50 miles away.	93%	75%	84%	85%
LOCALS I live within 50 miles.	7%	22%	11%	9%
INTERNATIONAL	-	4%	5%	6%

3rd Quarter 2007 Table Reference: T2.3, T4.3

POINT OF ORIGIN	THE VALLEY			
	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
Oregon	16%	32%	25%	22%
California	47%	31%	35%	36%
Washington	10%	7%	8%	8%
Others	27%	31%	33%	34%

3rd Quarter 2007 Table Reference: T2.4, T4.4

PURPOSE OF TRIP	THE VALLEY			
	2006 3 RD Qt	2007 2 nd Qt	2007 12 Mo	2007 3 rd Qt
Vacation/Pleasure	61%	50%	53%	57%
Visit Friends/Relatives	11%	23%	19%	18%
Business/Conference	5%	5%	6%	5%
Traveling Through	5%	2%	3%	3%
Business Relocation	1%	2%	2%	1%
Personal Relocation	9%	6%	6%	5%
Retirement Planning	3%	3%	3%	3%
Shopping	2%	4%	3%	2%
Other	5%	4%	5%	6%

3rd Quarter 2007 Table Reference: T2.6, T4.6

DIRECTION OF JOURNEY	THE VALLEY		
	2006 3 RD Qt	2007 2 nd Qt	2007 3 rd Qt
North	47%	35%	39%
South	37%	38%	35%
East	8%	15%	15%
West	8%	13%	11%

3rd Quarter 2007 Table Reference: T2.5

ACTIVITIES WHILE ON VACATION**THE VALLEY**

	2006 3 RD Qt	2007 2 ND Qt	2007 12 Mo	2007 3 RD Qt
Sightseeing	18%	20%	16%	20%
Shopping	14%	13%	11%	12%
Historical Sites	7%	11%	8%	10%
Hiking	8%	7%	11%	8%
Bird watching	2%	3%	6%	3%
Art Galleries/Crafts	5%	4%	4%	3%
Wineries	6%	5%	5%	6%
Real Estate (house hunting)	2%	3%	4%	2%
Crater Lake	6%	8%	7%	10%
Theatre/dance/symphony	10%	5%	4%	5%
Fishing	2%	3%	3%	3%
Golf	2%	2%	3%	2%
Attend an event	4%	2%	2%	3%
Jetboating	4%	6%	4%	4%
Cycling	2%	2%	2%	2%
Visiting a spa	1%	1%	1%	1%
Whitewater Rafting	2%	3%	2%	2%
Other	2%	1%	4%	6%

3rd Quarter 2007 Table Reference: T2.12, T4.12

MODE OF TRANSPORTATION**THE VALLEY**

	2006 3 RD Qt	2007 2 ND Qt	2007 12 Mo	2007 3 RD Qt
Car (private or rental)	81%	84%	83%	81%
RV	10%	7%	8%	9%
Motorcoach (Group Tour)	1%	1%	-	1%
Air (Commercial)	7%	8%	8%	9%

3rd Quarter 2007 Table Reference: T2.14, T4.14

TRAVEL PARTY COMPOSITION**THE VALLEY**

	2006 3 RD Qt	2007 2 ND Qt	2007 12 Mo	2007 3 RD Qt
1 Person	19%	18%	18%	16%
2 Person	63%	52%	53%	53%
3 Person	5%	10%	10%	10%
4 Person	9%	10%	10%	12%
More than 4	6%	10%	9%	9%

3rd Quarter 2007 Table Reference: T2.15, T4.15

DEMOGRAPHICS**THE VALLEY**

	2006 3 RD Qt	2007 2 ND Qt	2007 12 Mo	2007 3 RD Qt
EDUCATION				
Post-graduate	38%	32%	33%	36%
College graduate	34%	34%	34%	33%
Some college	22%	23%	24%	23%
High School or less	6%	11%	9%	9%

3rd Quarter 2007 Table Reference: T2.20, T4.20

AGE				
18-34	11%	2%	19%	10%
35-49	12%	13%	24%	24%
50-64	47%	40%	40%	41%
65 or more	30%	24%	24%	23%

3rd Quarter 2007 Table Reference: T2.21, T4.21

GENDER				
Male	43%	45%	47%	49%
Female	57%	55%	53%	51%

3rd Quarter 2007 Table Reference: T2.22, T4.22

MARITAL STATUS				
Married	67%	68%	73%	74%
Divorced/widowed	21%	17%	15%	14%
Never married	12%	15%	13%	12%

3rd Quarter 2007 Table Reference: T2.23, T4.23

INCOME				
Under \$20,000	5%	8%	8%	7%
\$20 – 29,999	4%	7%	4%	4%
\$30 – 39,999	9%	7%	8%	7%
\$40 – 49,888	14%	11%	8%	8%
\$50 – 59,999	13%	13%	12%	11%
\$60 – 69,999	7%	11%	10%	11%
\$70 – 79,999	12%	8%	10%	10%
\$80 – 100,000	13%	14%	15%	15%
\$100,000 or more	22%	21%	24%	26%

3rd Quarter 2007 Table Reference: T2.24, T4.24

TABLE REFERENCES: Raw data tables are available for review and analysis. Individual location data (collection points) may also be available for review, pending approval from the location.

Please e-mail your research request to DCG Research. E-Mail: Mark@sova.org

Appendix G

Ashland VCB Committee Members 2006/07

Deanne Anderson	Mary Pat Parker
Don Anway	Chris Hostetler
Ginny Auer	Sylvia Medeiros
Kevin Bendaw	Shannon Johnson
Cheryl Breeden	Tom Olbrich
Leslie Dopp	Rick Saul
Laurie Gibbs	Joe Spagnuolo
Michael Gibbs	Dale Verger
Mary Gardiner	Eddie Wallace
Karolina Wyszynska	

Appendix H

2006/2007 Ashland Chamber of Commerce Board of Directors

Crissy Barnett	Peerless Hotel & Restaurant
Katy Bazylewicz	Providence Medical Center ~ Vice President
Tim Bond	Oregon Shakespeare Festival
Laurie Gibbs	Winchester Inn-Restaurant-Wine Bar ~ Past President
Arnie Green	Community Works
Pam Hammond	Paddington Station ~ Secretary/Treasurer
Annie Hoy	Ashland Food Cooperative
Jim Kidd	Edward Jones
John Laughlin	SOU School of Business
Graham Lewis	First United Methodist Church ~ President
Mike Morris	Morris Construction
Gordon Roda	Direct Effect Promotional Products