

Ashland Chamber of Commerce
Economic Development
2007-2008 City Report



Ashland Economic Development Program
2007-2008 Report
with
Current Update on 2008-2009

Purpose

The City of Ashland has established a system of shared responsibility with the Chamber to handle typical economic development types of needs. 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 and training for local business. 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

The C of C will develop and implement on-going strategies on retaining and expanding existing businesses which is research and relationship based.

Mission

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

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; assist in expansion of existing companies; assist new business compatible with the values and assets of Ashland; conduct economic development

Ashland Employment

The City of Ashland and the Chamber of Commerce encourage diversification of business activities and the markets they serve. Establishment and growth of light manufacturing firms with value-added components, sophisticated services catering to a geographically-dispersed clientele, and retailing targeted to local residents are especially encouraged. Critical to strengthening the economy is to understand the employment base.

Economic Characteristics of Ashland Residents

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 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. In a ten year period 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.

by several research works. The Oregon Economic and Community Development Department's Oregon Industry Clusters: A Statistical Analysis, (Cortright, 2003) spotlighted eleven cluster opportunities statewide including the high technology/software, food processing, recreation, and biomedical industries. Joining OECD's effort is the Oregon Business Plan, a private/public partnership of businesses, business associations, and public agencies. More recently Southern Oregon University's School of Business completed an analysis of regional clusters entitled Industrial Clusters in Jackson and Josephine Counties (Reid et al, 2007). The study found eleven potential clusters in the region, including food and beverage production manufacturing and sales; electronic shopping; elder/health care; creative industries; and tourism and recreation industries. ECONorthwest's City of Ashland: Economic Opportunities Analysis pointed out industrial clusters that may be successful or have potential growth in Ashland and include:

- **Headquarters.** This is a growing cluster in the Rogue Valley that includes Management of Companies. Firms may choose to locate in Ashland because of its comparative advantages.
- **Elder Care.** The report identified elder Community Care, which includes large retirement residences and senior foster homes, as cluster with potential for future growth in the Rogue Valley. Ashland's quality of life and access to health care make it an attractive place for elder care facilities.
- **Wood products.** The Rogue Valley has a growing amount of employment in manufacturing furniture, especially in Household and Institutional Furniture and Kitchen Cabinet Manufacturing. Firms involved in furniture manufacturing may be attracted to Ashland for its quality of life or retail opportunities.
- **Creative.** The report identifies Performing Arts Companies as a cluster with potential for future growth. Ashland's high-amenity tourism and existing performing arts businesses make it a natural place for other performing arts firms to locate. Other creative sectors that may be attracted to Ashland include Clay Production and Glass Products Manufacturing, which might be able to take advantage of existing retail outlets, such as art galleries.
- **Tourism and Recreation.** The report indicates that Ashland has a higher than average concentration of firms in the Accommodation and Food Services sector. While this cluster may continue to provide employment in Ashland, this cluster is additionally important for the services that it provides to other businesses in Ashland.
- **Food and Beverage Production.** This cluster includes wine production. Wineries may be attracted to Ashland because of the presence of other tourism, high-end retail, recreational activities, and other cultural amenities.





Business Retention & Expansion Surveys Industry Cluster Research

The Ashland Chamber of Commerce Economic and Sustainability Committee have taken the region's cluster development efforts to the next level. Through its Business Retention and Expansion (BR&E) program, local businesses in potential clusters were identified and then interviewed in order to learn more about their operations, their connections with other local businesses, and about the challenges they face. With information from these interviews, the BR&E committee assists local businesses to overcome obstacles that impede their growth, develop educational programs to enhance business knowledge, and create promotional plans to encourage business development.

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.

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.

In 2008, it was determined that the Tourism and Recreation Cluster, so important to Ashland's economic base needed extensive research and analysis to better understand the strengths and inherent challenges. In addition to planning for a Tourism BR&E survey, it was decided from conversations with the City Council and staff that a thorough analysis was required of the tourism sector. First, the analysis of the base of tourism would be conducted by independent research (included in this report as follows) and second, a BR&E study of owners and operators of those businesses would be implemented in the 2008-09 year. This study will be completed in this fiscal year (June 30, 2009).

BR&E Phase Three Analysis The Ashland Tourism Economy



A Study of Visitors to Ashland

Part I: The Role of Tourism in Ashland's Economy A Review and Analysis of Available Data

Prepared by Rebecca L. Reid
For the Ashland Chamber of Commerce

Runyan and Associates for the Oregon Tourism Commission. A simple model brings together the economic data from the study and the visitor profile data from the second, to estimate direct impacts of visitor spending on the Ashland economy.

The following report evaluates of the role visitor-related sectors play in the local economy and tracks how indicators of visitor spending change over time and across seasons of the year. Ashland's tourism sector is measured through proxies of employment in visitor-oriented sectors, tax revenues, and theater attendance. A closer look at lodging and food and beverage taxes highlights the importance of these visitor-oriented revenue sources.

Visitor-Oriented Economic Sectors

Since there are no exact measures of economic activity related to visitors, this study presents several proxy measures that together can help to clarify the role of tourism in the Ashland economy. Employment and payroll data for visitor-related industrial sectors comes from the Oregon Employment Department's Quarterly Census of Employment and Wages (QCEW). The data set reports jobs and payroll for establishments with employees who are covered under the federal unemployment insurance program. Counts and income of sole proprietors are not included, so that the economic activity is understated in visitor-related sectors with many small owner-operated businesses. To evaluate the importance of visitor-related sectors to Ashland, various measures of employment and payroll are compared to other Oregon cities and regions.

A second proxy for economic role of visitors comes from two key visitor-related sectors: accommodations and food services. Along with 102 other Oregon jurisdictions, Ashland levies a lodging room tax, called the Transient Occupancy Tax (TOT), or more generally, the Transient Lodging Tax (TLT). In Ashland, lodging tax revenues have been collected since 1976 and totaled nearly \$1.6 in FY2008. In addition to tracking TOT revenues over time and by quarter, the City's gathers data on room occupancy, thus offering a picture of the lodging supply and demand dynamics over time. Ashland also taps visitor spending through its Food and Beverage Tax, which yielded annual revenues of almost \$2 million, exceeding the TOT in FY2008. Since its inception in 1994, nearly \$23 million has been collected from dining and drinking purchases from within the city's boundaries. Various standardized measures of these tax revenues enable comparisons to be made across other taxing jurisdictions and provide more clues about the relative importance of these two visitor-related sectors to Ashland's economy.

1. Employment and Payroll Data

Economic activity related to visitors is estimated not by the good or service that an industry produces, but by the kind of customer who purchases the product. Economic data from standard industrial sectors, such as employment, payroll, receipts, can yield clues about visitor impacts, recognizing that a portion of, but not all specific industry measures reflect purchases by visitors. Tourists are typically defined as people traveling for vacation or pleasure more than 50 miles from their places of residence. Since a regional draw of visitors is important to Ashland, particularly in the off-season, for the purposes of this study, tourists will be considered non-residents visiting Ashland to enjoy its many attractions and events.

to the tastes and interests of its well-educated, higher-income visitors and residents alike. Ashland's 15% share of employment in the Retail Trade sector was slightly lower than the percentages of the comparator cities and areas. However, 15% employment may still be considered relatively high for the town's retail sector selling in the shadow of a large commercial center. Many of the Rogue Valley region's retail needs are served by Medford, where the sector accounts for over one fifth of that city's employment. Compared to other areas, it is likely that a higher share of Ashland's retail businesses serves visitors. The other comparator cities do not have similarly large and proximate retail centers, so they likely provide more retail options to local and regional residents, and thus have higher retail-related employment. Additionally, many of Ashland's retail firms are small, owner-operated businesses. Since this employment series does not include sole-proprietors, jobs in its retail sector are likely understated.

**Table 2. Payroll Indicators in Key Visitor-Related Sectors
Comparison of Oregon Cities and Areas, 2006**

<u>Average Pay</u>	Ashland	Grants Pass	Medford	Bend	Newport	Jackson	Oregon
All Industries	\$27,854	\$29,316	\$32,576	\$34,900	\$28,838	\$31,693	\$38,070
Retail Trade	\$24,217	\$25,104	\$26,474	\$27,354	\$23,598	\$25,474	\$25,188
Arts, Entertainment, and Recreation	\$27,561	\$13,432	\$15,187	\$19,025	\$22,393	\$19,689	\$20,804
Accommodation and Food Services	\$13,919	\$13,095	\$13,701	\$15,288	\$14,736	\$13,670	\$14,757
% of Oregon Average Pay							
All Industries	73%	77%	86%	92%	76%	83%	-
Retail Trade	96%	100%	105%	109%	94%	101%	-
Arts, Entertainment, and Recreation	132%	65%	73%	91%	108%	95%	-
Accommodation and Food Services	94%	89%	93%	104%	100%	93%	-
Payroll by Sector as % of Total	Ashland	Grants Pass	Medford	Bend	Newport	Jackson	Oregon
Retail Trade	13%	14%	17%	12%	14%	14%	8%
Arts, Entertainment, and Recreation	7%	0.5%	1%	2%	2%	1%	1%
Accommodation and Food Services	9%	4%	4%	4%	9%	4%	3%
AE&R + Accom. & Food Services	16%	5%	4%	6%	12%	12%	12%

Source: Oregon Employment Department, 2009.

In 2006 average pay was \$27,854 for all industries in Ashland, less than three-quarters of the overall state's average (Table 2). Comparator cities also reported lower annual pay averages relative to the state, ranging from 76% in Newport to 92% in Bend.

Average pay levels in visitor-related sectors in Ashland, however, were closer to industry averages statewide, paying 94% of the state's industry average in the Accommodations and Food Services sector, and 96% of the state's Retail Trade sector. Average wages of \$27,561 in the Arts, Entertainment and Recreation sector were 132% higher than the state average, and appreciably above the averages for the comparator cities and areas. Ashland's higher-paying jobs reflect its rich cultural, historical and recreational offerings. In fact, it is likely that worker pay is understated in Ashland's AE&R industry for several reasons. Similar to the Retail Trade sector, the AE&R sector likely has numerous small businesses whose owners and their pay are not reported here. Additionally, the average wage of Ashland's AE&R sector is further dampened by the volume part-time workers hired seasonally, such as those working from December to April at Mt. Ashland. While overall average pay in Ashland

Transient Occupancy Tax Revenues

Ashland first imposed its Transient Occupancy Tax in FY1975 and has collected a cumulative total of \$17.3 million, or \$20.4 million in inflation-adjusted dollars. Ashland TOT rates started at 5%, rose to 7% in FY1992, and then increased to 9% in October 2008. According to a recent study of the collection and uses of lodging taxes, more generally termed Transient Lodging Taxes (TLT), these levies on visitors and other travelers are in charged in 103 Oregon jurisdictions at rates ranging from 1.5% to 11.5%, with most falling between 7% and 9%. The majority jurisdictions use TLT revenues to pay for general services, tourism facilities, marketing and promotion. In Ashland, close to one-third of its TOT/TLT revenues of \$1.6 million in FY2007 paid for economic and cultural development grants (14% to tourism), and over two-thirds were dedicated to the City's general fund.

Analysis of TLT/TOT statistics, both from Ashland and from other jurisdictions, offers a rare opportunity to gauge an important component of visitor expenditures, their payment of taxes to the cities which host them. Tax revenue levels and changes mirror travelers' expenditures on lodging. Derived measures of TOT/TLT data, such as revenue per resident and total receipts to lodging places, permit Ashland to be compared to other taxing jurisdictions (Table 3). Lodging receipts per resident correct for variations city size and demonstrate the size and impact of Ashland's lodging sector. On a per resident basis, Ashland collected \$72 in TOT/TLT revenues. This rate is about three times the revenues-per-resident rate statewide, and several times the rate of comparator Oregon cities and regions, with the exception of the tourist-dependent Oregon coastal region.

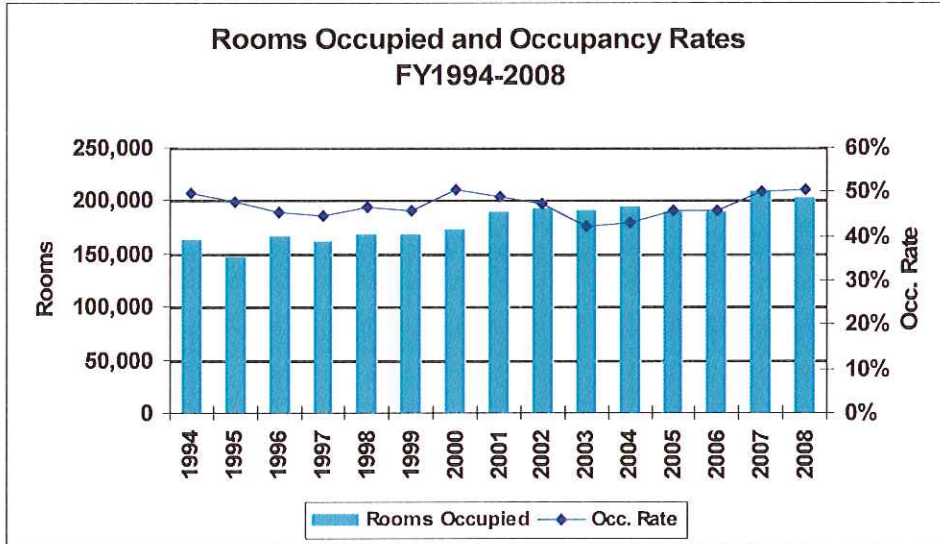
Total receipts paid to lodging places can be calculated by dividing each jurisdiction's tax revenues by its TLT rates. In FY2007, Ashland's lodging industry earned \$23.3 million, which is notably more than the comparator cities except for Medford, a regional commercial center with more than three times the population. The insights offered by these derived measures of lodging tax revenues confirm the economic importance of the lodging sector, and travelers, to Ashland's economy and to the City's tax coffers.

Table 3. Transient Lodging Tax Revenue Measures Comparison of Areas, FY2007

Area	TLT Revenue per Capita	TLT Revenue*	Lodging Receipts*	Lodging Receipts* per Capita
Cities				
Ashland	\$72	\$1,559,062	\$22,272,314	\$1,030
Medford	\$23	\$2,500,000	\$27,777,778	\$260
Grants Pass	\$29	\$914,311	\$10,159,011	\$320
Bend	\$32	\$1,767,464	\$19,638,489	\$357
Newport	\$164	\$1,711,220	\$18,012,842	\$1,723
Bandon	\$117	\$377,736	\$6,295,600	\$1,946
Regions				
Coast	\$122	15,330,773	N/A	N/A
Southern Oregon	\$31	7,812,584	N/A	N/A
Central Oregon	\$26	7,922,198	N/A	N/A
Portland Area	\$18	44,592,764	N/A	N/A
Oregon	\$24	90,910,265	N/A	N/A
* based on TOT/TLT rates and tax revenues				

Source: Derived from data reported in ECONorthwest, Local Transient Lodging Tax Survey, 2008.

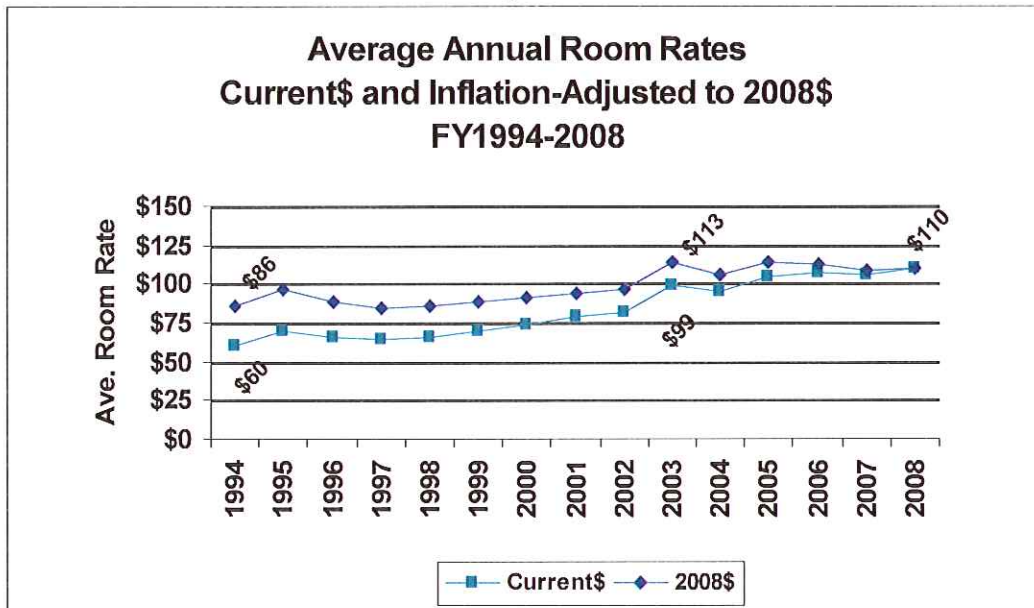
Graph 4.



Source: Administrative Services, City of Ashland, 2008.

Nightly room rates have increased over the past fourteen years, as well. Since FY1994, average annual nightly room rates rose from \$60 to \$110, or by 83% (Graph 5). Over the fourteen-year period inflation-adjusted room rates increased by nearly one-third, to a high of \$113 in FY2003, before declining to \$110 by FY2008. Rising room rates and the sustained increase in demand for rooms together account for in substantial growth in TOT revenues and receipts to the lodging industry.

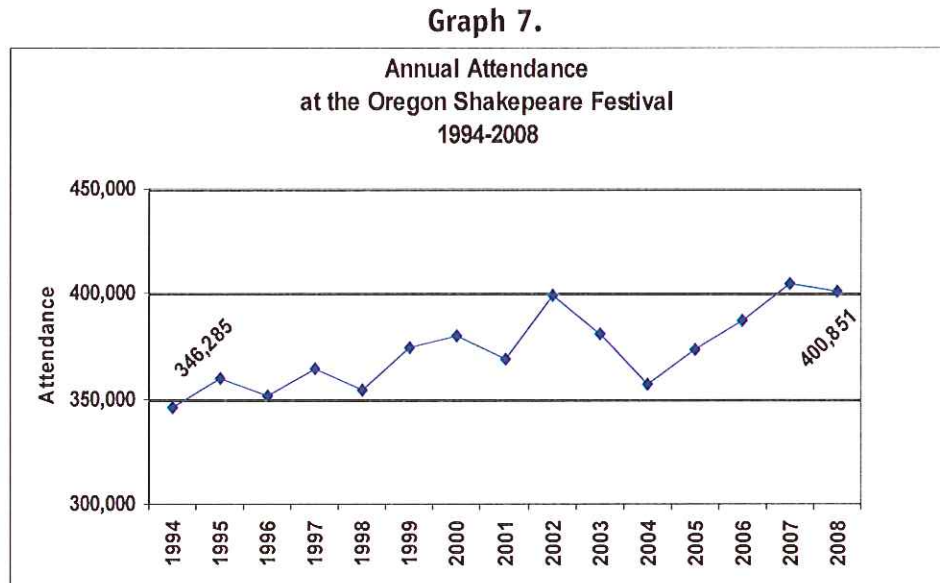
Graph 5.



Source: Based on data provided by Administrative Services, City of Ashland, 2008.

3. Oregon Shakespeare Festival Attendance

It is widely acknowledged that the crown jewel of Ashland's many attractions is the Oregon Shakespeare Festival (OSF). Founded in 1935 by Angus Bowmer in conjunction with the City's Fourth of July parade, the Festival's attendance has grown to over 400,000 in the 2008 season (Graph 7).



Source: Oregon Shakespeare Festival, 2008.

Over its eight-and-a-half-month season, OSF presents eleven plays in three theatres, a total of 780 performances annually. Between 1994 and 2008, theater attendance has increased by 16%, varying between 350,000 and 400,000 annually. During the same period expenditures by theater-goers have surged. According to findings of periodic OSF audience surveys conducted since 1991, median expenditures per person have doubled from \$92 a day in 1994 to \$185 a day in 2007, a 56% increase in inflation-adjusted terms. Coupled with the increase in the Festival's attendance and mirrored in rise of visitor-related taxes and lodging room demand, economic impacts by this dominant share of Ashland's visitors have likely increased substantially since 1994.

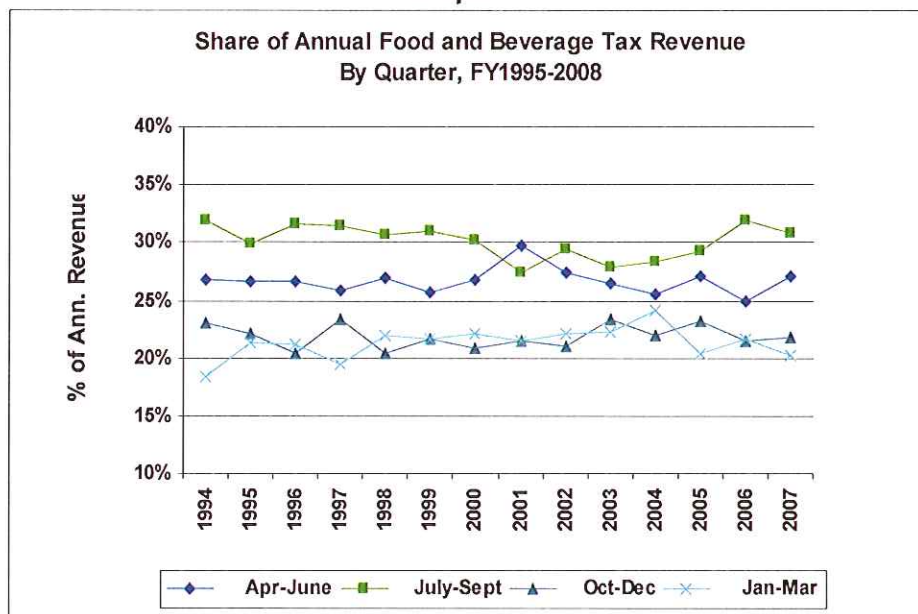
4. Seasonality of Visitor Indicators

One of the major concerns about a tourist-oriented economy, especially for a small town, is the variability in economic activity over the seasons it may bring. Swings in demand for local goods and services present major challenges to businesses which serve visitors in the high season, then try to survive the off-season. Local business and community organizations work to attract visitors through the fall and winter seasons through marketing campaigns, promotional packages, and events such as the Festival of Lights, the Ashland Food and Wine Classic, and the Ashland International Film Festival.

receipts from the sale of prepared food and beverages are less impacted by swings in seasonal prices. Since FY1994, quarterly F&B tax revenues have varied from an average high of 30% of total revenues during July-September, to an average low of 21% from January-March. As a share of annual revenues, 58% of FY2008 annual revenues were collected through the F&B tax between July and December, compared to a higher 75% of annual lodging tax revenues during the same period. During the off-visitor season months of January to June, 42% of F&B taxes were paid by food services and drinking places compared to 25% of annual taxes paid by lodging businesses.

Combining tourism proxies into one picture illustrates the extent of seasonal variation of visitor-related sectors. Graph 10 compares the quarterly shares of four visitor indicators for FY2008: revenues from lodging and food and beverage taxes, lodging rooms occupied, and attendance at performances of the Oregon Shakespeare Festival. All four indicators, driven largely by OSF attendance and warmer seasons, follow a similar quarterly path, with changes in the shares of revenues from food and beverages being the most moderate. While lodging tax revenues show the greatest seasonal variations, the swings in rooms occupied are less severe and suggest the fluctuations in visitor volume may not be as wide as is suggested by lodging revenues.

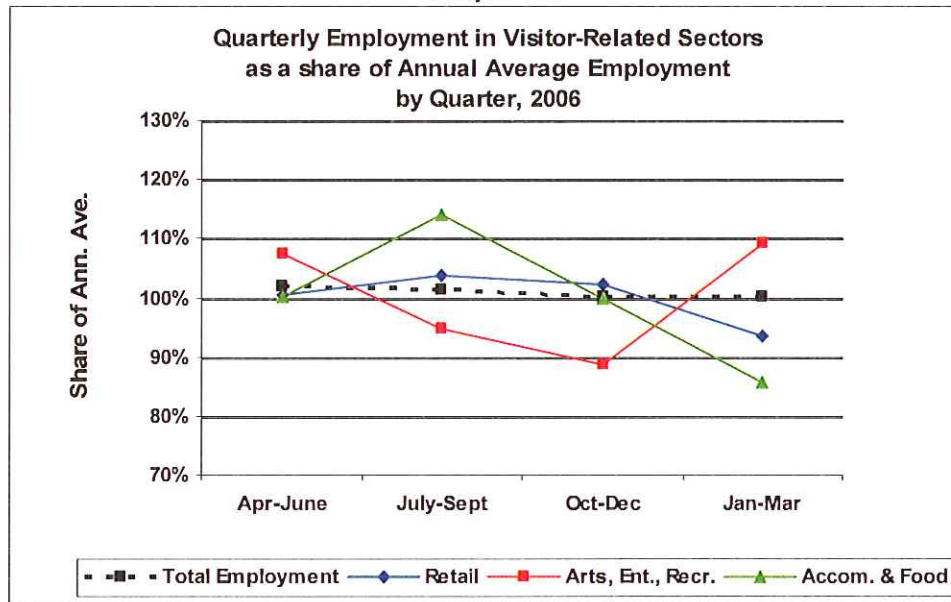
Graph 9.



Source: Administrative Services, City of Ashland, Food and Beverage Tax Revenues, 2008.

points from a low of 23% for the October to December quarter, to a high of 28% of annual payroll for the April to June period.

Graph 11.



Source: Oregon Employment Department, 2009.

The economic sector most closely tied to visitors and vulnerable to its annual and seasonal changes is Accommodations and Food Services. At its peak during the summer months of 2006, it employed 114% of its average annual workforce of 2,418. By the winter quarter, employment fell to 86% of its annual average, a 28% point decline. Like other sectors characterized by part-time employment, seasonal shifts in the share of payroll were far more modest, varying 10% points from a high of 30% of its annual payroll in summer to 20% in the winter. When the sector is evaluated against the seasonal changes of other comparator cities of Medford, Grants Pass, Bend and Newport, only the latter had a similar seasonal pattern of employment and payroll shifts, and matched Ashland's 9% share of jobs in the sector.

rates between FY1994 and FY2008. This evidence suggests that visitors have an important impact on Ashland's economy, and one that has been steady and strengthening over time.

To some extent the data presented in this study also justify critics' concerns about an economy dominated by visitor-oriented sectors. Annual pay per worker in the Accommodations and Food Services sector, which accounts for 17% of jobs in Ashland, is half of the city's overall average pay of \$27,854. However, this average is low, in part, because the industry typically employs a higher share of part-time workers. However, while overall average pay per worker in Ashland is 73% of the state average, pay for workers in the Accommodations and Food Service sector is a higher 94% of the state average. In the Arts, Entertainment and Recreation sector, average pay rises to 132% of the state's pay per worker.

Ashland's visitor indicators also show clear seasonal fluctuations. Receipts to lodging places show the widest seasonal variation, reaching a high of 40% of annual earnings from July to September, then falling to a low of 10% to 15% from January to March. Employment swings in the Accommodations and Food Services industry parallel the shifts in lodging receipts. From July to September, employment peaks at 114% of the annual average in the lodging sector, and then falls to 86% of that average in the winter months. Receipts from prepared food and beverage sales fluctuate to a lesser degree, reaching a high of 31% of sales during the summer months, and then falling to 20% during the winter. Employment in the Retail Trade sector vacillates ever less, from 104% of the sector's annual average in the summer to 94% in the winter months. In contrast to the seasonal variations in lodging, food services, and retail trade indicators, overall employment in the city does not appear to be impacted by seasonal fluctuations in Ashland's visitor-oriented sectors.

This analysis of visitor indicators establishes the size, constancy, and growth of Ashland's tourism sector, but points to on-going challenges of the industry's low average pay and its seasonal variability. These issues are well-known to business and community leaders who, for years, have pursued strategies to extend Ashland's visitor season well into the fall, winter and spring months through events, promotional packages, and marketing. Renewed local political interest in strengthening Ashland's tourist economy, coupled with the changes in the current national economic conditions, may lead to new partnerships and strategies to promote Ashland throughout the year to regional and out-of-area visitors.



Website & Video Development



Website and video development has become a critical component of our integrated marketing efforts. As more people continue to utilize the web for information and planning, the importance of this method of communication increases.

Each year, the website grows in content and relevance to various markets. Visitation to our website has increased each year to the current 123,289 individual visits, 911,720 page views, 7.39 pages viewed per visit, 4:32 minutes average time on site and 73.70% new visitors with 27.39 returning visitors.

For the purpose of this report and in this section we will focus on the business elements. 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

Businesses drawn to Ashland for their expansion and relocation clearly recognize and value the amenities of our community in their decision making process. It is critically important that we showcase the beauty and amenities of Ashland to potential businesses. Therefore, high-definition video is shot of scenic footage such as Lithia Park, the downtown, community events, Southern Oregon University, the airport, attractions such as the golf course, lakes, rivers, and mountains along with numerous business shots. Community leaders and business owners representing various business clusters such as manufacturing, health care, secondary education, higher education, technology, tourism, organic farming, and wineries are broadcast on the site. These are people who have 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 who speak to our economic base. In addition, a DVD with separate chapters on each of the clusters such as health care, technology, etc. is produced for further distribution. The uses of the DVD have been quite varied. 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



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. 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 underscores a new economic partnership with Guanajuato that will be discussed later in this report under Global Conference.

In addition, new areas of emphasis for this past year included expansion of the section on SOU including their global outreach and sustainability measures, alternative medicine, green building techniques, City of Ashland Conservation initiatives and the importance of shopping and buying locally.

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 (Southern Oregon Regional Economic Development Inc.), and is 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.



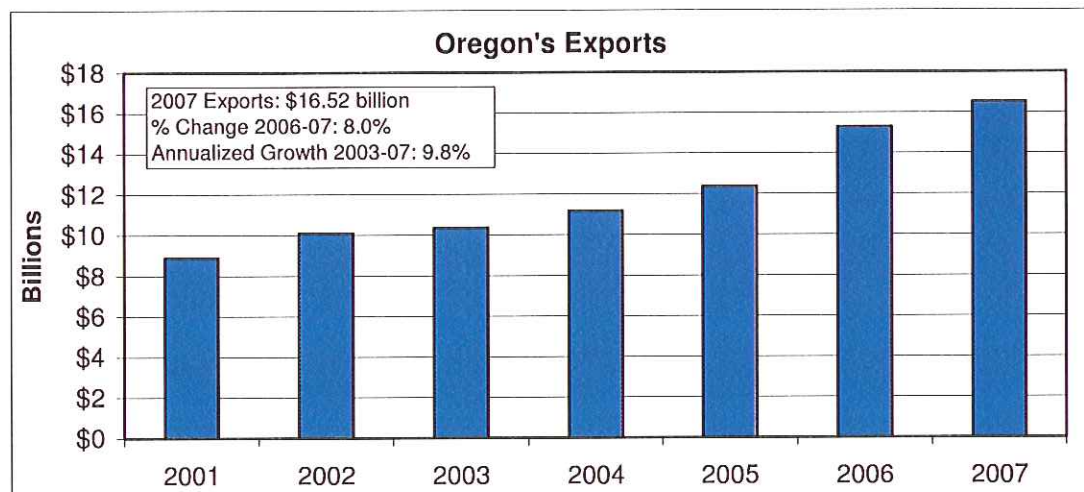
Global Conference & Business & Culture

The second annual Global Conference on Business and Culture – Japan 2008 was a collaborative project designed and implemented by the Ashland Chamber of Commerce in conjunction with Southern Oregon University.

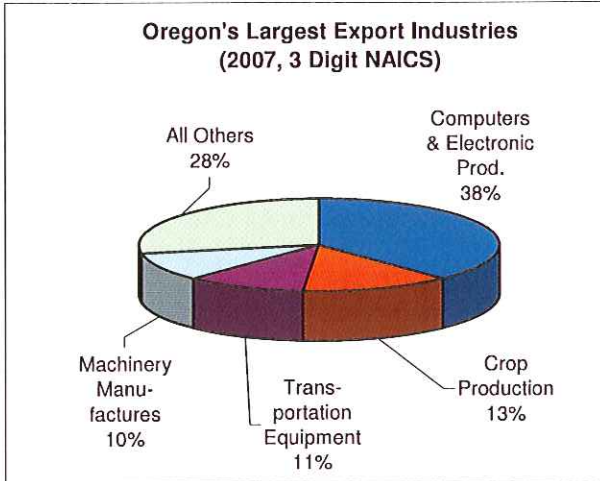
It became apparent to the Chamber through the BR&E survey in 2006 that there were a number of people doing business globally in the southern Oregon region and a number of businesses who could be doing business internationally but didn't know how to engage in global trade.

Growth in traded sector industries is important business for southern Oregon by bringing new dollars from outside our area into the economy. The incorporated cities of Ashland and Medford are combined into the Medford Standard Metropolitan Statistical Area (SMSA) for data collection and analysis. Export business for Oregon has grown over the last few years and, in particular, for the Ashland-Medford SMSA as you can see from the charts and data below:

OREGON'S FOREIGN EXPORTS



- Over the last five years, Oregon export growth to China has increased by 20% per year.
- Roughly 50% of Oregon's total exports go to countries in Asia.
- Crop Production's share of total exports surged three and one-half percentage points between 2006 (9.75%) and 2007 (13.33%).
- The dominant export industry in Oregon is Computer and Electronic Products and accounted for 38% of Oregon's exports in 2007.



- Export growth in Medford, Portland-Vancouver-Beaverton, and Salem exceeded Oregon's export growth rate over the 2005-2006 time period.
- The Portland-Vancouver-Beaverton Metropolitan Area accounted for the majority of Oregon's exports for 2006.

Exports from Oregon Metropolitan Areas, 2006*

	2005	2006	05-06 Growth
Portland-Vancouver-Beaverton, OR-WA**	\$11,202,081,090	\$14,580,633,540	30.2%
Eugene-Springfield, OR	\$774,070,649	\$828,203,939	7.0%
Corvallis, OR	\$602,153,734	\$341,549,370	-43.3%
Salem, OR	\$211,042,650	\$262,668,640	24.5%
Medford, OR	\$114,858,818	\$172,652,936	50.3%
Bend, OR	\$59,383,028	\$72,775,105	22.6%
Oregon	\$12,380,658,000	\$15,288,284,000	23.5%

*Data is currently available only through 2006.

**These figures include Oregon and Washington export values.

Source: International Trade Administration, U.S. Department of Commerce (www.trade.gov)
Prepared: 2.28.2008, OECD, Innovation and Economic Strategies Division

OREGON EXPORT RELATED EMPLOYMENT

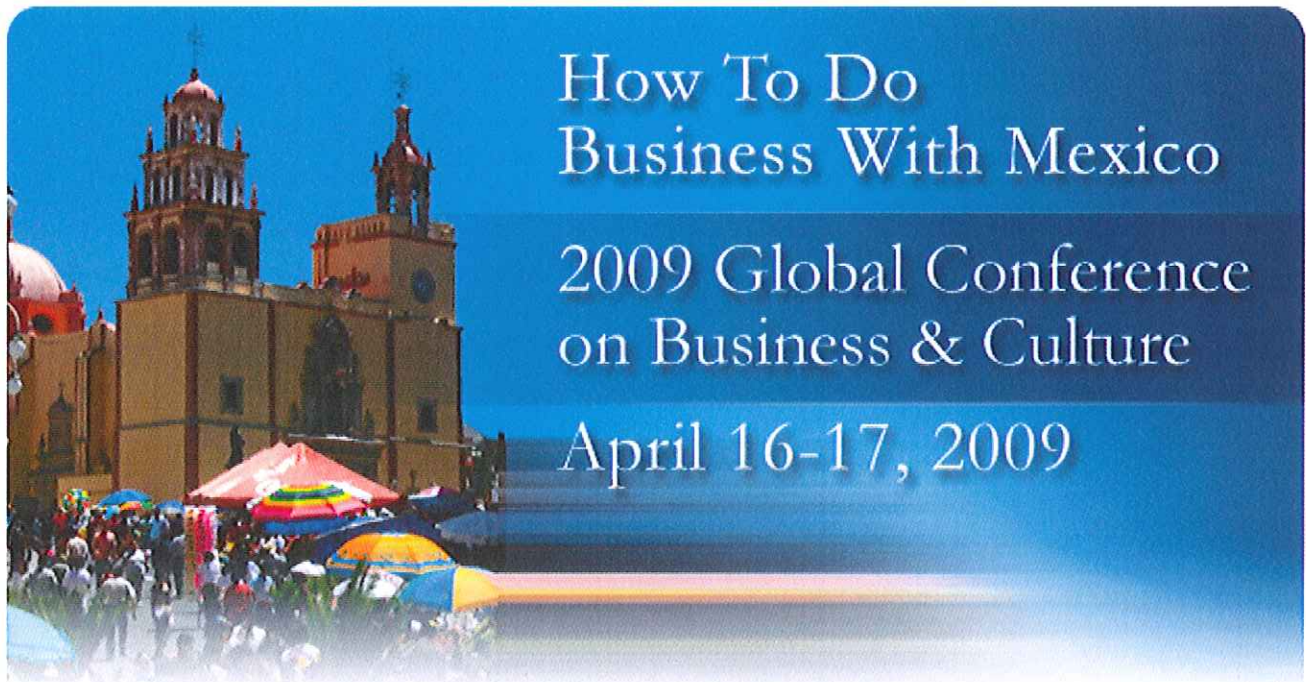
- Export-supported jobs linked to manufacturing account for an estimated 8.0% of Oregon's total private sector employment, the fourth highest percent of all states.
- In 2005, 21.4% of manufacturing employment in Oregon was linked to exports.

Private Sector Emp. Related to Manufactured Exports, 2005 (thousands of jobs)

State	Export Related Manufacturing Emp	Total Manufacturing Emp	Private Sector Emp	Pct Private Sector Emp	Pct Rank
California	661.7	1,498.5	12,842.9	5.2%	21
Idaho	25.6	63.0	533.5	4.8%	25
Oregon	114.3	203.2	1,436.7	8.0%	4
Washington	209.6	267.7	2,339.4	9.0%	1
United States	5,694.5	14,190.4	115,262.9	4.9%	N/A

- Small-to-medium (SME) size Oregon businesses made up 88.2% of the 4,047 companies that exported goods from Oregon locations in 2005. SMEs have fewer than 500 employees.
- SMEs generated almost one-third (29.2%) of Oregon's total export value in 2005.

Global Conference 2009



The Ashland Chamber of Commerce, working with the government and businesses of Ashland's official sister city Guanajuato, Mexico, has formed an economic exchange resulting in the sharing of ideas on areas of common interest regarding such topics as tourism promotion, marketing, education and local product manufacturing. Business exchanges have occurred and will be expanded as the 40th year celebration approaches (April 13 – 18, 2009) with the highlight being the third annual Global Conference on Business and Culture – How to do Business in Mexico for 2009 featuring Guanajuato, Mexico on April 16th and 17th 2009. Business and government leaders from both countries will address the strengthening of international partnerships in these current economic times through expanded trade and academic exchange.

The purpose of the event is to learn from the experts how to bridge cultural differences, build personal relationships and do business with Mexico that will help enhance Ashland's global competitiveness. Coordinated by the Ashland Chamber of Commerce and Southern Oregon University with sponsorship from the City of Ashland and Wells Fargo Bank, the event will expand to a two day function in 2009 on the campus of Southern Oregon University beginning with an afternoon of academic and cultural understanding leading into the Friday how-to-do business event.

The Governor for the state of Guanajuato, Jose Manuel Olivia along with Oregon Governor Ted Kulongoski (invited) will address the desire to strengthen economic trade between the two countries at the luncheon on Friday, April 17, 2009.

Jose Luis Romero Hicks, a private legal, economic and financial consultant who serves on the Mexican Council on Foreign Affairs and who provides regular national radio commentary in Mexico will speak

Environmental Council entitled:

“How Green Practices Increase Profits and Customer Satisfaction”

This Forum event showcased businesses that have successfully implemented “green” business practices and applied principles of sustainability in their companies while enhancing their business positions. Sustainability, a term that may be no more than a vague concept to many, is often perceived as potential cost or liability rather than a benefit that enhances a company’s competitive advantage and improves its bottom line. Business owners and managers had an opportunity to interact with leaders of peer companies across Oregon, spanning a variety of industries that are “seeing green for going green.” These businesses have found new ways to cut costs, reduce waste, and use less energy, thereby increasing profitability. They are also increasing customer satisfaction and attracting new customers.


They shared their experiences of:

- Making their business practices and operations greener
- What ‘greener’ really means;
- What financial incentives are available for making these changes;
- How these changes improve their bottom lines.

Speakers included: David Yudkin, Owner of Hot Lips Pizza, based in Portland, who utilizes local produce in his pizzas and specialty fruit sodas that he makes in house. Secondly, Barry Russell, CEO and Co-founder of Encore Ceramics of Grants Pass spoke on using solar energy and reusing and selling waste materials in his business practices. From the local market, Alex Amarotico, Co-owner of Standing Stone Brewing Company, which has been called a leader in restaurant energy conservation by the Oregon Department of Energy, spoke on Standing Stone’s successes and future plans for reduced energy in business practices.

This event was videotaped and broadcast on RVTV as well as available on the Ashland Chamber website to encourage future edification of business owners.





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 began with a series of public meetings conducted by an independent consultant hired by the State of Oregon. As this land is needed for jobs and necessary for our businesses to be able to stay and grow in Ashland, we are continuing to monitor the progress of this plan.

For over three 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.

The reduction in the availability of credit is one of the most difficult problems expressed by businesses in this current economic climate. However, that said, we have been working with local businesses wishing to expand their operations.

The Rapid Response Team has met with a local manufacturing business who we are helping with relocation for expansion of their business which will include growing local jobs and income. This has included on-site touring of the business, assessing plans for growth, investigating potential sites for expansion, identification of financial opportunities to fund expansion and overall strategic consultation. This will continue through 2009 as plans are developed.

The Rapid Response Team consulted with a specialty retailer looking for downtown space and assessment of competition of product line. It was determined an on-line business would be developed first and possibly expanded into a retail store in the future if current economic conditions warranted it.

An entertainment company out of southern California is looking for an Oregon location in an area that has student population as well as visitor traffic and found our resources through our website. We have had a number of phone and email conversations regarding our demographics and have reviewed in detail information in our LDBG as well as other data bases. They have made a site visit but will wait for six months before any decision to expand their operation.

The Team assisted a local business with an expansion that will be opening in April 2009.

The Team met with a group of local individuals attempting to develop international peacebuilding through business.

The Team met with a local couple developing a collaborative marketing program with demographic assistance, history of similar programs successes and failures and provided guidance for development.

RRT met with owners of old bowling alley for possible needs of business. RRT and staff met with owners of Anytime Fitness to find location and assist with establishment of their business and eventual engagement in the Ashland business community.

Office Support & Expenses

Photo file: Outstanding photography of Ashland and the region is critical to effective marketing. New photography and graphic design are constantly needed to keep our images fresh in the marketplace and to reflect changes and additions. 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.

Accounting: All of the accounting for the Chamber is outsourced to an independent contractor who handles all payables, receivables and payroll and is shared by percentage of budget with the grant.

Equipment Purchase/ Rental: Postage machine rental, storage, copier, ink printer cartridges, computer backups, external hard drives, drums and a new printer was purchased in 2007-08.

Postage: Postage is paid for publications mailed to inquiries received by phone, mail and email. We mail first class which is critical due to the need for 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.

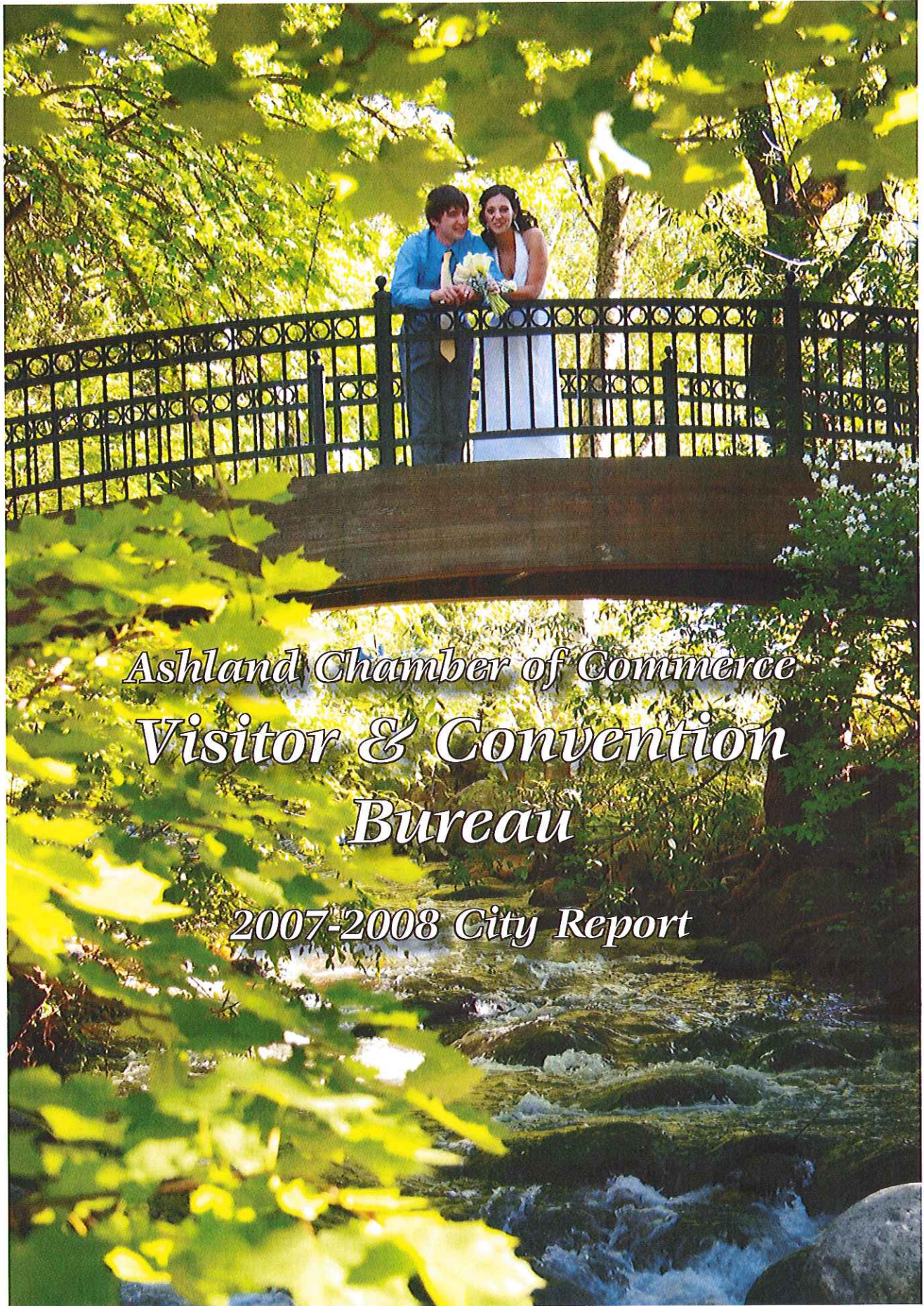
Office Maintenance/Repair: These costs relate to the cleaning of the office to make it presentable to the public including steam cleaning on the awning, regular steam cleaning of the pavement in front of the office, carpets, floors, etc.

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. In addition, staff organizes all workshops, conferences and events as well as all the research and writing of brochures, website content and press releases. This budget is allocated towards part of the cost of two positions.



*Ashland Chamber of Commerce
Visitor & Convention
Bureau*

2007-2008 City Report



*Ashland Chamber of Commerce
Visitor & Convention Bureau
2007 - 2008*

VCB OVERVIEW

Purpose

For twenty-seven years, the City of Ashland has relied on the Visitor & Convention Bureau, (VCB) to promote Ashland to visitors traveling from more than 50 miles to Ashland and to 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.

Mission

The mission of the VCB is to promote visitor stays year round with a primary focus on the fall, winter and spring seasons.



Valuable Assets



Ashland possesses a variety of assets that enable the VCB to market the “Ashland experience” to visitors. The historical asset attracts visitors who seek an authentic experience. Ashland’s long cultural history leads directly into the spirit of the town today — cultured yet down to earth, progressive yet traditional. That spirit is one of Ashland’s finest qualities.

The cultural asset of the theatre and arts is a cornerstone to attracting visitors. A third of the 300,000 annual visitors to Ashland each year partake in the rich, cultural opportunities that Ashland’s theatres offer. With an active and varied theatre community, it attracts travel writers from around the world. Though most widely know for the Oregon Shakespeare Festival, Ashland VCB helps to promote theatre groups, which perform a wide variety of productions, including musicals, comedies and experimental theatre, all year long: Camelot Theatre, Oregon Cabaret Theatre, Oregon Stage Works and the Southern Oregon University Theatre Arts Department. Not only does the theatre community offer entertainment to the both visitors and locals, it also has a wide spectrum of opportunities for both children and adults to train and pursue their interests as actors through the different theatre schools, camps and access to instruction.

The many museums and galleries showcase the vibrant artist community here in Ashland. Events that the Ashland VCB helps to promote include the Taste of Ashland and the First Friday Art Walk.

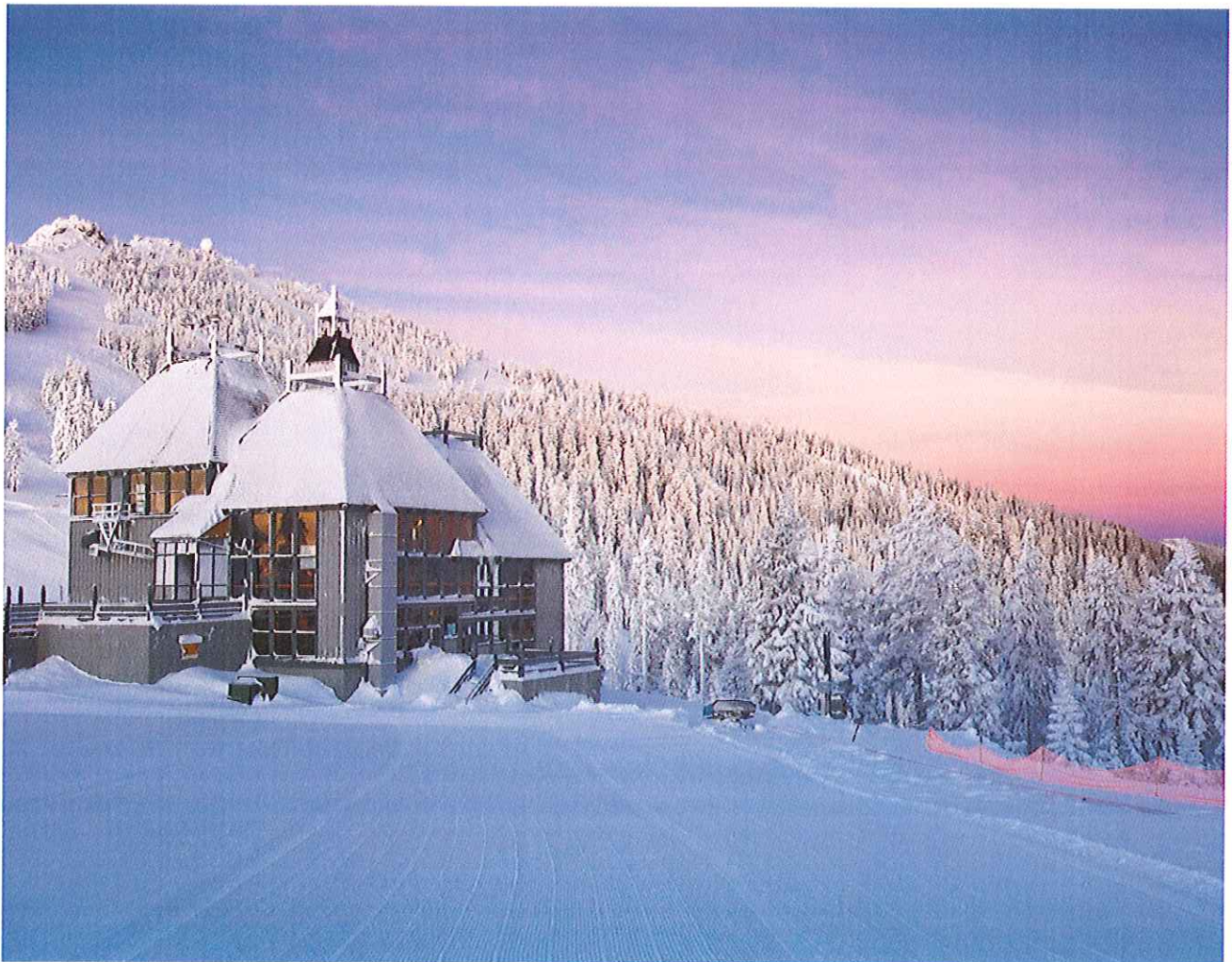
The educational asset provided by Southern Oregon University attracts students to attend based on the true sense of place Ashland provides.

The amenities of Ashland including the restaurants, spas, retail merchants and lodging properties enable the Ashland VCB to market with a unique appeal to Culinary travelers that seek out food, wine and activities year round. Combine these assets with the natural beauty, four mild, yet distinct seasons and access to world-class recreation and you have Ashland's quality of life that attracts a diversity of visitors.

VCB Committee

The VCB, which meets monthly, is comprised of members from the various tourism industries such as lodging, restaurant, wine, retail, recreation and attraction industries. These industries rely upon the VCB as the organization to gain the most effective market outreach and the furthest exposure for the Ashland experience by offering various, cooperative advertising opportunities for small grantees and non-profits.

The VCB serves as the local Destination Marketing Organization (DMO) of which there are twenty-two within Southern Oregon. The twenty-two DMO's work in coordination with the Regional Destination Marketing Organization (RDMO) which in this case is the Southern Oregon Visitor's Association (SOVA). SOVA is one of seven RDMO's within the state of Oregon that work in coordination with Travel Oregon, the entity that handles Oregon's statewide tourism promotion.



VCB Committee Members:

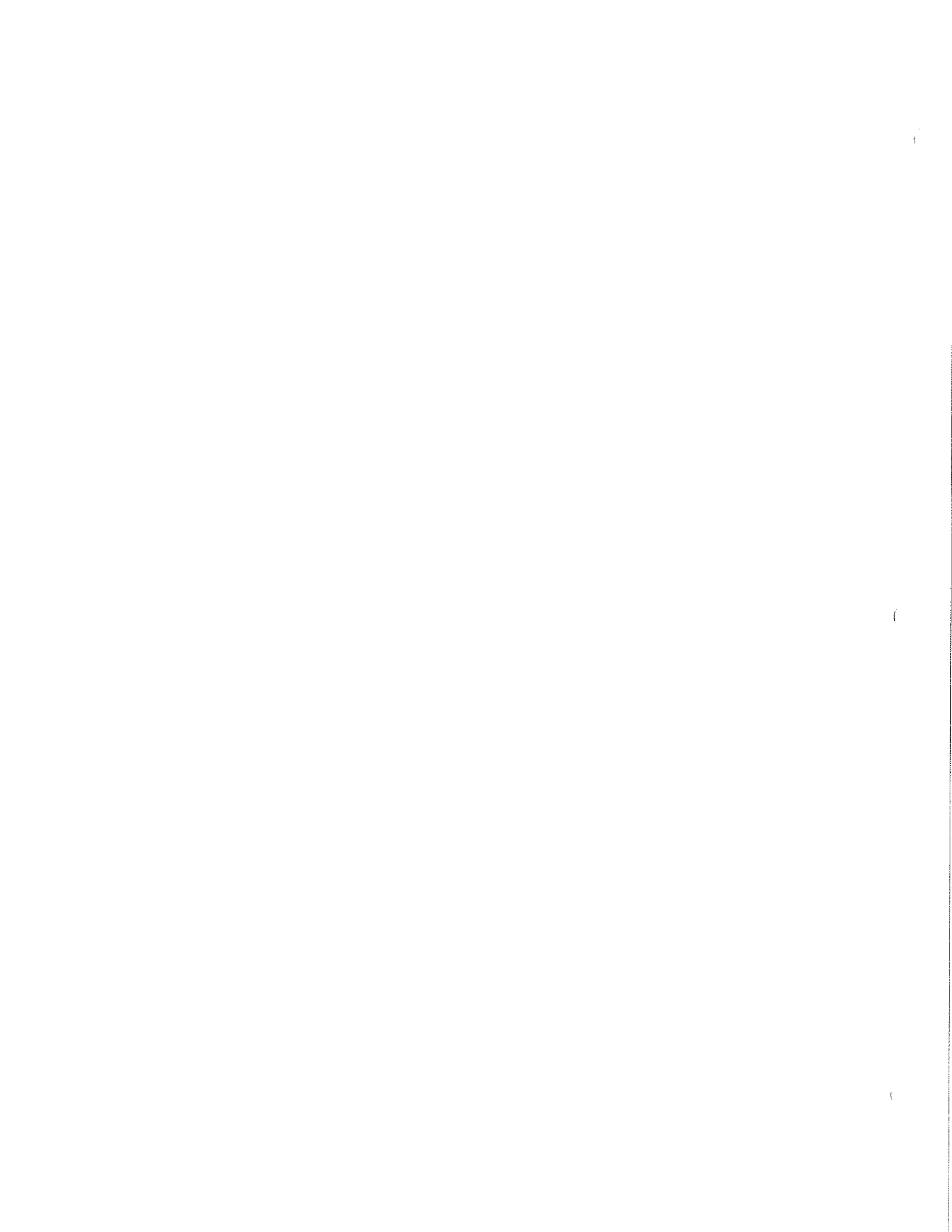
Committee Member:

Rowan Anderson & Deb Cleland
Don Anway & Karolina Wyszynska
Ginny Auer
Kevin Bendaw & Eddie Wallace
Denise Daehler
Leslie Dopp
Michael & Laurie Gibb
Mary Gardiner
Shannon Johnson & Linda Farland
Tom Olbrich
Rick Saul
Dale Verger
Vicki Capp
Graham Sheldon
Suzanne Heinrich & Jason Robison

Business:

Waterstone Spa
Ashland Springs Hotel & Larks Restaurant
Science Works Museum
Oregon Shakespeare Festival
Liquid Assets Wine Bar & Restaurant
Kokopelli River Guides
Winchester Inn, Wine Bar & Restaurant
Schneider Museum
Plaza Inn & Suites
Ashland Independent Film Festival
Mt. Ashland Ski Area
Windermere/ Former owner of Monet
Ashland B&B Network/ The Iris Inn
Ashland B&B Network/ Ashland Creek Inn
Ashland Galleries Association





MARKETING & ADVERTISING

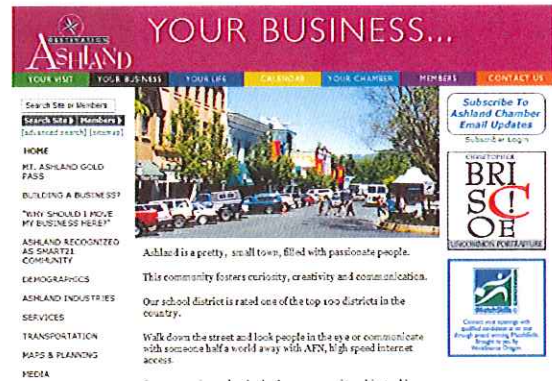
Tourism touches every part of what the Chamber staff & VCB do. Serving over 100,000 annually who visit our office in person, in addition to approximately 24,000 people that visit the Plaza Booth, the Chamber staff and volunteers service potential, new and returning visitors to Ashland. The consistent message of hospitality and friendliness is being delivered to the visitor every day through every phone call, email and correspondence that we have.

Marketing to niche markets is essential in attracting year round visitation to Ashland. Niches include families who are traveling more, planning getaways that are a little closer to home. Girlfriend getaways and groups are attracted to Ashland as a destination with numerous packages and the desired amenities. The "stay-cation" has attracted many folks that live within a two hour distance from Ashland from the coast to Klamath Falls and down into California. The Visitor and Convention Bureau has created a versatile campaign that applies to all season's; "OSF is our frontyard; Discover our backyard" known for the Shakespeare Festival, this campaign broadens the awareness of the many other things to do in Ashland and the area throughout the year. The European visitor's profile fits well into Ashland's demographics offering a jumping off point for adventure and exploration that the independent European traveler can achieve by flying in, renting a car and guiding themselves through Southern Oregon.

To support the mission of the VCB committee, the marketing and advertising focuses on creating awareness of Ashland's off season attractions, amenities and events. Through our website, www.ashlandchamber.com, e-marketing, annual publications, events, promotions, brochures and advertising the VCB effectively targets audiences of all ages, including families with young children, couples, girlfriend getaways from Northern California and around Oregon with the goal of increasing tourism in the fall, winter and spring, while maintaining the strong levels of tourism in the summer months.

Website

www.ashlandchamber.com is constantly growing and serves many purposes. It is the main resource for all current calendar information, events, promotions and programs. Serving our members of the Chamber & VCB, our website is a resource for business information and promoting each member with their own member webpage. For tourism promotion, our site is visited when folks are planning their vacations. Our site is used as a reference point to guide visitors to lodging, dining, attractions and events, but also to tell the story through words and images of the beauty of Ashland.



Implementing videos and commercials to our site, from the footage we have produced over the past year has proved to be helpful to create a more interactive experience for the user.

Our website supports the Ashland community in addition to the tourist related businesses and organizations. By housing events, web links and up to date information as a service to non-profits and small grantees, we help to promote their events and programs on our site.

Each year the website grows in content and relevance to various markets. Visitation to our website has increased each year to the current 123,289 visits, 911,720 page views, 7.39 pages viewed per visit, 4:32 minutes average time on site and 73.7% new visitors with 27.39 returning visitors. We have also observed spikes in visitation surrounding July 4th, mid-November (Food & Wine Classic), the day after Thanksgiving (Festival of Light) as well as in February possibly because of the opening of Shakespeare. We strive to drive more traffic to our site and find the measurability one of the most important aspects in knowing our market and our visitor's behaviors.



Preview to Fall 2008: Launch of the newly redesigned www.ashlandchamber.com

With four main icons on the homepage, we were able to create a more user friendly experience for guests and illustrate the top four promotions, events or programs going on within that month. Through advertising we create a strong call to action for our visitors to visit our site and be able to easily navigate while finding what information they want with minimal clicks. Representing tourism, economic development and the community the new look and feel of the website is very marketable in today's fast advancing world.

E-Marketing

The way in which Ashland is marketed is constantly evolving. To reach our visitors and promote tourism, it is necessary to use the most efficient tools that are available, such as through emails. During the 2007 - 2008 fiscal year, the building blocks were put in place to be able to communicate

special promotions, offers and events to our visitors through email blasts. Much coordination and collection has been done to enable access to our database of visitors, event attendees, leads from interested, potential visitors and our members.

Preview for 2008 – 2009:

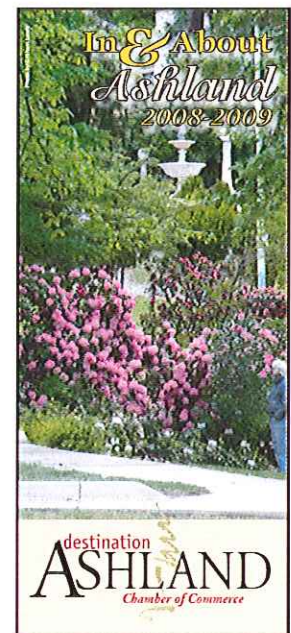
With the building blocks and preparation completed in 2007-2008, there has been an increase in e-marketing to our database of visitors. With a newly expanded and designed website in the Fall of 2008, this caused a greater ability to drive traffic to our website for visitors to find adequate information to make travel plans. Emails pertaining to upcoming events and promotions are occurring more frequently, therefore we are seeing an increase in traffic on our website.

Publications

In & About Visitors Guide

This is our premier visitors guide and an effective tool to marketing tourism with a distribution of 80,000 that is designed in house. It is mailed as a response piece to all online and phone inquiries. It is also available at all Oregon State Welcome Centers, trade shows, advertisers and the Plaza Booth and Chamber offices reaching a combined 135,000 annually. Showcasing the events, food, lodging, shopping, fine arts, museums, entertainment and outdoor recreation that Ashland offers, it is a complete picture of what the Ashland experience can provide.

May 2008: To create a stronger call to action, the In & About Guide published in May of 2008 included a few new features. Examples of itineraries were noted to provide ideas for families, couples and visitors also here during the Sunday through Tuesdays during the summer. An annual calendar of events was built into the Guide to enable visitors to make travel plans based on when events were occurring in Ashland. This calendar also further supports the non-profits and small grantees that rely on the VCB for the furthest market outreach. Here is the introduction and an excerpt from the publication surrounded by beautiful photography to bring the story to life:



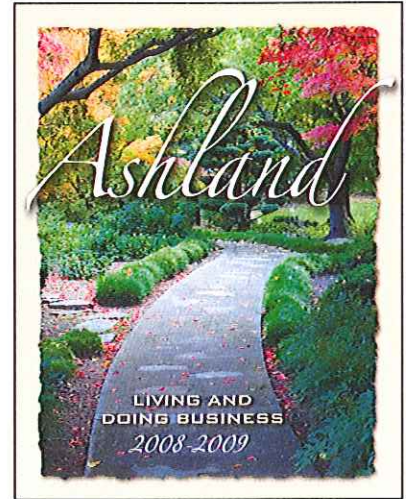
"Nestled at the convergence of the Cascade and Siskiyou Mountain ranges, Ashland sits against a beautiful backdrop of evergreen canopies, vineyards, rolling hills and pristine rivers that create a rich texture of this enchanting destination. Located 15 miles north of the California border, Ashland is half-way between Portland and San Francisco." Pg. 1

"Every traveler has a story. How do you write the pages of your own adventure? In Ashland, your story can be woven with natural beauty, decadence, indulgence and adventure. Each season brings its own magic and pleasure. With four distinct seasons, the climate is mild and the 300 days of sunshine are welcomed. Create your own escape to Ashland and you'll find yourself hydrated by the morning mist and kissed by the afternoon sun. The nights are cool and much like a Mediterranean climate; Ashland and Southern Oregon lend itself to one of the most diverse winegrowing regions in the world. Whether you take one of the

many wine tours or create your own itinerary, the selection of wineries will amaze you, not to mention the delicious blends that our vintners proudly offer. " Pg. 5

Living & Doing Business Guide

Showcasing the quality of life, livability, beauty and current demographics of Ashland, this comprehensive guide serves as the main response piece for business and family relocation. Locally is also serves as a membership directory. It is also is very effective tool for promoting tourism to Ashland through the stories, highlights, statistics and photography that is used. When working with travel writers, as the VCB director does, it is necessary to give a well rounded picture of Ashland that speaks to the depth of the cultural, social and intellectual communities that exist here. Because tourism and economic development are dependent and so closely related, this Guide captures the connection and tells the story of Ashland.



Fall, Winter & Spring Marketing

Events

1st Ever Food & Wine Classic

The Ashland Chamber of Commerce Visitor and Convention Bureau hosted the first ever Food & Wine Classic in Southern Oregon in November, 2007 to showcase the bountiful harvest of Southern Oregon, promote year round visitors to Ashland and take part in the statewide promotion of the Oregon Bounty created by Travel Oregon. With workshops, tours and a special showing of "How to Cook Your Life" presented by the Ashland Independent Film Festival, it was a weekend many are looking to return to. From pears to cheese, squash to bison, pinot noir to the many delicious wines of our region, the Food & Wine Classic brought these ingredients to life.



Welcoming over 300 visitors and locals through the doors of the Historic Ashland Armory, the main event of the weekend was the Chef Showdown which included eight local chefs that competed using local, key ingredients to create extraordinary dishes. These dishes were then judged by a panel consisting of Cory Schreiber, Portland's own restaurateur who began Wildwood Restaurant and renowned cookbook author; Russ Silbiger, former restaurant owner and City councilor; and Mark Bernetich, Corporate Chef for Sysco.

The final round with the top 2 chefs held on Sunday afternoon, came down to James Williams from Omar's and Neil Clooney from Dragonfly Café & Restaurant. Neil Clooney was then awarded the Top Chef honor and went on to participate in the Bite of Oregon in Portland in August of 2008. Neil took the Iron Chef Oregon title by winning that competition as well.

With the growth of wine and culinary tourism, this event is a necessary tool to attract families and couples alike to experience the fall and early winter. Highlighting the community of restaurants, lodging, spas and wineries, this event supports and promotes other non-profits and small grantees by marketing this event in Northern California and in all of Oregon. The vendors present at this event include Rising Sun Farms, Lillie Belle Chocolates, Weisinger's winery and more.

(See Food & Wine Classic 2007 video in Appendix)

Festival of Light

Promoted as *"Your Home for the Holidays"*

Aligning with the mission of the VCB as well as the purpose of funding, the **Festival of Light** invites families and folks to Ashland during the months of November through January. With lodging packages, events and celebrations, Ashland attracts visitors not only from Southern Oregon, but from Northern California as well as Central Oregon.



"The **Festival of Light**, a community event put on by the Chamber & VCB, begins each year the day after Thanksgiving to kick off the holiday season. There is entertainment on the Plaza, followed by Santa's parade at 5:00 pm and a Grand Illumination with a countdown led by Santa who officially turns on over one million lights all over downtown. Childlike wonder at the magic of the town takes over as you view the lights, the decorations and the beautiful storefront windows. Feast on delightful cuisine at one of Ashland's amazing restaurants, catch a festive music or theater performance, or ski down the runs at nearby Mt. Ashland. With getaway packages, including the Winter of Romance promotion by the Visitor and Convention Bureau, the year round amenities are yours to be enjoyed with maybe a spa treatment, dinner, music and more. The season is full of fun things to do and the town is lit until just after New Year's." *Living & Doing Business Guide*



December 2007: The **Festival of Light** celebration was extended through the month of December each weekend with strolling carolers, free photos with Santa which welcomed over 500 children and their families, and activities for kids including Children's Crafts from Around the World, hosted by the former Inner Child Café. Mrs. Claus also had storytelling on Sundays through December at the Ashland Springs Hotel. The ambiance welcomed shoppers, families and locals to enjoy the quaint element of Ashland during the holidays.

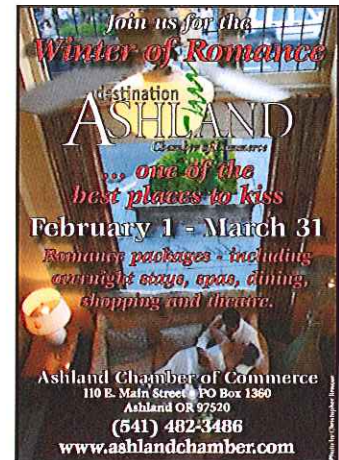
Fall, Winter & Spring Promotions

Gift Certificate Program

We have continued this very successful program of offering Ashland Gift Certificates to participating Ashland businesses on a year round basis. Promoted most aggressively during the holiday months, folks who use the program feel it does a great job of keeping the money in Ashland during the holidays to support our local merchants. We promote this program within our Festival of Light marketing, in local newspapers, regional television commercials as well as online. The message is "Shop, Dine, Play and Stay in Ashland during the holiday season".

Winter of Romance Promotion January & February 2008

To support the non-profits and small grantees, the Winter of Romance was created as a package promotion including a night's stay and three \$25 vouchers to be spent at participating restaurants, merchants, spas and attractions during the months of January and February. The response was successful with over 200 packages sold. Marketing for this promotion included the B&B's, hotels, events and restaurants that don't have as much funding to advertise on their own. Hence the cooperative promotion that packages the Ashland experience as a "getaway" during the winter months.



New promotion PREVIEW JANUARY – APRIL 2009 Seasons of Romance



The Seasons of Romance is a result of the growth and expansion of the Winter of Romance. Extending the promotion from January through April and gearing it more towards the events that occur during those months created a more interactive marketing campaign. Oregon Shakespeare Festival participated by offering a discounted "Romance" priced ticket, the number of lodging partners were extended to include three B&B's and seven hotels.

The number participating restaurants, spas, retail merchants and attractions increased as all participants saw and felt the need to work together, cooperatively to market Ashland January through April.

- This promotion included the marketing of the following non- profits and small grantees: 9th Annual Blues Festival and St. Claire Productions
- Oregon Shakespeare Festival
- Oregon Chocolate Festival
- Sikiesta during the month of March on Mt. Ashland

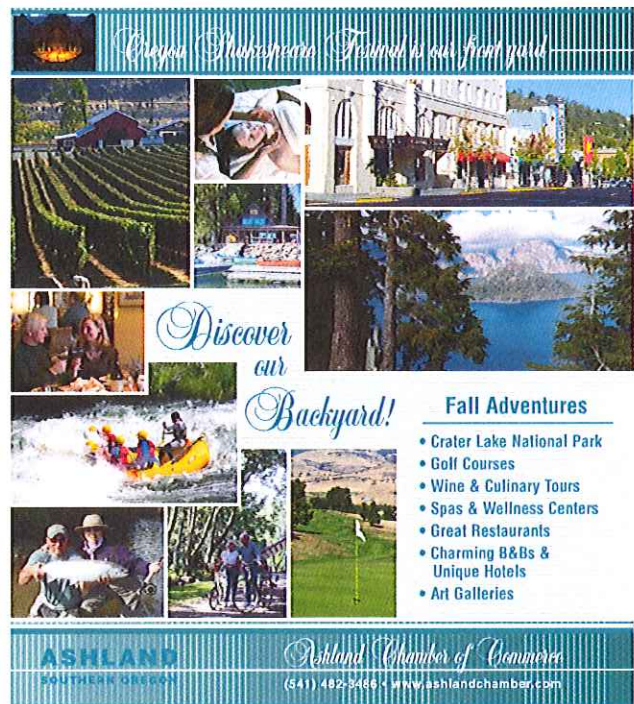
- Ashland Independent Film Festival
- Taste of Ashland and the Ashland Galleries Association
- Ashland B&B Network
- Scienceworks & the Schneider Museum and more.

Marketing for this promotion included working with many travel writers to gain feature articles in the Bend, Redding and Portland markets. Advertising included television, print and radio in Southern Oregon & Northern California plus email blasts to our database.

New promotion PREVIEW Fall 2008: **OSF is our Frontyard, Discover our Backyard**

This promotion, started in fall of 2008, as a prelude to the next fiscal year and the increased funding to promote tourism, is a cooperative effort to showcase the different amenities and reasons why Ashland continues to be a destination each season, primarily marketing Spring, Fall and when Shakespeare is "dark" on Mondays during the summer. The promotion targets FAMILIES and groups by sharing the additional amenities Ashland has while promoting OSF as the anchor that Ashland is well known for.

Considering the adjustment in travel to stay closer to home, Ashland has an advantage of being halfway between Portland and San Francisco. Ashland is primarily a "drive destination" meaning most arrive by car. There is an independent spirit to our visitors. This promotion provides activities and ideas for them to plan their trips and share their experiences with the entire family. For example taking a trip during a school vacation, might lead a family to visit Scienceworks, hike Grizzly Peak, dine at one of the kid friendly restaurants and stay at a lodging establishment that has a pool. To reiterate, packaging is key when promoting Ashland, to ease travelers "hassle".

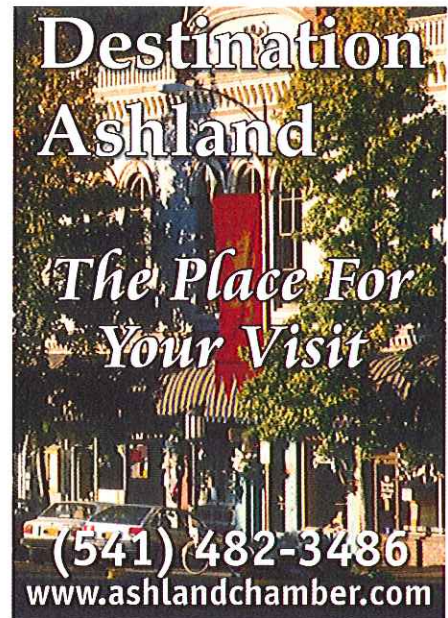


Advertising

The Ashland VCB participates in local, regional and cooperative advertising in addition to providing cooperative opportunities for members of the VCB.

Regional

- **www.oregon.com:** Generating an average of 50 leads per week, there is a live link to their website which receives over 2 million visitors annually.
- **Northwest Travel/Oregon Coast Magazine:** With a circulation of 350,000 readers and a link to their website, we experimented with their readership for a new audience.
- **Kids Guide to Oregon;** The Travel Oregon Kid's 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.
- **Travel Oregon Destination Guide** (formerly known as the *Where to Stay in Oregon Guide*) is produced by Travel Oregon in conjunction with Travel Oregon and Media America. Circulation is 250,000 annually and serves also as the official state resource guide, intended as a visitor's itinerary planning piece and a complete source for statewide lodging accommodations.
- **Portland Guide:** This is a co-op ad with three other Southern Oregon VCB's 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 around the Pacific Northwest.
- **Sunset Magazine:** Through the fall and winter of 2007, advertising in Sunset continued. Yet, the advertising in Sunset subsided in the Spring of 2008 as we strived to reach a different audience and the investment spent with Sunset could go further in a combination of different media outlets, i.e. online ads, local ads and more affordable regional publications. Sunset's value is that it reaches affluent household and households of folks that take more than five trips per year. There is still value for Ashland to promote in Sunset, but on a much less frequent basis, so to be able to spread our advertising dollar further.
- **NEW: PDX Magazine;** As noted in the travel writer section of this report, by working with travel writers from this Portland based magazine, resulted in great coverage for Ashland. To compliment the feature (see appendix for article) we placed an ad in the May 2008 issue and were able to track the traffic on our website by placing code for the landing page of www.ashlandchamber.com/PDXMay.



Local

- **Oregon Shakespeare Festival:** The Ashland Chamber and Oregon Shakespeare Festival have a trade agreement that enables both parties valuable exposure in a variety of products. The Ashland Chamber & VCB values its exposure on their website www.osfashland.org , within their Playbill and brochure. As one of the cornerstone's to the amenities of Ashland, we value to the long-term partnership that has grown and strengthened each year.
- **Ashland Independent Film Festival:** Much like the Oregon Shakespeare Festival, yet in a smaller capacity, there is a mutual agreement of advertising between AIFF and the Ashland VCB. Reaching this unique market of independent film goers not only enables them to learn of all the amenities they may find by simply attending the festival, but it also helps to support the AIFF.
- **Local print publications;** Based on events and promotions, ads are placed in the Daily Tidings, Mail Tribune and Sneak Preview that speak to the local community which is essential in marketing the off season in Ashland.
- **Local television and radio;** To ensure the local market is reached in more then one way with our message of visiting Ashland, we purchase airtime for commercials on Charter and Channel 12. JPR provides access to the valuable audience of Ashland that may not watch television or be touched by mainstream media.

PREVIEW TO 2008-2009

With the state of the economy and the increased funding in the next fiscal year, the new marketing plan will incorporate new publications and different audiences to constantly invite new visitors and niche markets to Ashland, such as the Redding Searchlight in Redding, CA, and Gusto Magazine.

Travel Industry

Regional Relationships and Memberships

- Travel Oregon-** Statewide tourism promotion
- SOVA-** Southern Oregon Visitors Association
- ORA-** Oregon Restaurant Association
- OLA-** Oregon Lodging Association
- SKAL-** International Tourism Group
- OACVB-** Oregon Association of Convention & Visitor Bureau's
- Oregon Film Office**
- TIC-** Tourism Information Council
- NTA-** National Tour Association

Trade Shows

Far West Ski Club Council Trade Show, Bellevue, Washington, June 2008;

For the first time in recent years, the Ashland VCB teamed up with Mt. Ashland, as a cooperative promotion to attend the Far West Ski Club Council Conference in Bellevue, Washington. The target audience was the ski clubs whose members are mostly 50+ with expendable income who seek high end amenities with skiing being the anchor reason of why they choose a destination. Because of Ashland's year round amenities and the combination of a great, local ski area, many ski clubs were interested to know more about booking with Mt. Ashland. Capturing names to enter to win Ashland weekend getaways was successful as we build the database for those interested in festivals, outdoor recreation and the arts. Ski Clubs in attendance were from all over the West Coast. Following the show, there has been multiple inquiries and potential bookings for the 2009/2010 winter season.

Bite of Oregon, Portland August 2007

Proving again that Oregon's food, wine and beer are major attractions, The Bite of Oregon, the state's largest culinary festival, draws over 55,000 people through its gates for the three day festival on Portland's waterfront. With over 23 restaurants, 25 wineries, exhibits and vendors representing every part of the state, live music and an Iron Chef cooking competition, which our own Neil Clooney went on to win in 2008, the Bite of Oregon provides the perfect venue and target audience of the Culinary traveler, to promote Ashland and its year round amenities. The purpose of the Bite of Oregon is to raise money for Special Olympics and has done so for the past 24 years.



The Ashland VCB put together a cooperative booth, offsetting half the cost of the booth with contributing organizations who helped to man the booth and share their marketing materials. The cooperative booth included: Ashland VCB; Medford VCB, Grants Pass VCB, Ashland Gallery Association, Ashland Independent Film Festival,

Ashland B&B Network, Noah's Whitewater Adventures, Dragonfly Restaurant, Main Street Tours, Waterstone Spa, Ashland Springs Hotel and Southern Oregon Wine Tours.

To create an interactive booth, we offered four different packages folks could enter to win by submitting their name, email and noted interests. The Food & Wine weekend package included lodging and tickets to the event and a Wine & Cheese Pairing provided by Liquid Assets Wine Bar. The Ashland Independent Film Festival included lodging, breakfast and tickets the festival. The Oregon Chocolate Festival package included lodging and tickets the festival. The Winter of Romance package included lodging, couples spa treatment, two day passes to Mt. Ashland and dinner.

By capturing these names, we have grown our database significantly and can communicate upcoming events & promotions to them via e-marketing. We also discovered many folks simply had never been to Ashland or Southern Oregon, which is why our presence there was so essential.

Travel Writers

Staff responds to inquiries from all media, travel and business writers. The coverage from a travel writer is invaluable, as the cost to advertise for as much exposure as a feature article provides, far exceeds our budget in many cases. Hosting a travel writer involves a high level of coordination to provide hosted lodging, dining and access to attractions all of which has to be done in a timely manner and typically on a short time frame from when the initial communication is made. Welcoming each travel writer with hospitality and an open, cohesive presentation is necessary to create favorable results and favorable reviews. References, past articles written and the purpose of the feature must be established prior to the work beginning.



In April of 2008, staff worked with Jeremy Lloyd and Jamie Trullinger. Ashland and Southern Oregon were featured as the Adventure Getaway in the May issue of PDX Magazine. (SEE APPENDIX for article). This five page article showcased Ashland as the "jumping-off-point for the area's many outdoor activities and attractions..."

The most significant work with travel writers was preparing for the **International Food & Wine Travel Writers Association** that included 21 travel writers whose focus was on cuisine, wine and attractions. Their visit to Ashland occurred in October of 2008. The work started with planning and coordination during the 07-08 fiscal year. The center point of this FAM (familiarization tour) was their conference which they held in Ashland during the trip. Although their visit encompassed all of Southern Oregon from the coast to Klamath Falls and beyond, Ashland resonated with these writers the strongest. Providing a reception for the travel writers, two hosted dinners provided by Peerless, Dragonfly and Weisingers Vineyards, the work has begun to pay off with both online and printed articles publishing throughout the next year. An added benefit to hosting these writers was to gain coverage on our off season events, such as the Food & Wine Classic, as well as creating lasting relationships for future stories and coverage.

Additional work with travel writers has resulted in coverage in the Trail Runner magazine, being voted one of the Top 10 Trail Running Towns in America, May, 2008.

Coverage from travel writers also included features in the Bend Bulletin, the Seattle Post, Sunset Magazine and many online sites and publications.



Group Business

Ashland welcomes many groups with a variety of different reasons that bring them to Ashland. With the closure of the Windmill Inn in November of 2007, that had a large impact on the capacity of groups we could accommodate here in Ashland. Despite that closure, Ashland has adapted to incorporate the Historic Ashland Armory into conferences and events. With off premise catering available, groups return each year. A few of the most common groups that visit Ashland originate from college alumni associations, such as Yale. Specialty groups and religious groups, such as Conversations with God are attracted to Ashland for its spirituality and amenities. In addition many associations hosts conferences in Ashland such as the Oregon Board of Pharmacies, Lawyers and Pathology. In addition to the Ashland VCB being a member of NTA (National Tour Association), many lodging partners in Ashland are members which enable them to receive referrals from tour companies throughout the nation.

Ashland VCB is also a member of the Oregon Tour & Travel Task Force which enables us access to associations such as the American Bus Association. This membership also provides exposure for Ashland at shows we are unable to afford to attend, such as the Go West Summit and the POW WOW International which sell the Oregon experience to potential group tour visitors.



Operations

Research

To make the best decisions in marketing, budgeting and advertising, we must first know our market and our visitors. This is ever-changing and therefore ongoing research and updated resources are necessary. Using resources such as TIA (Travel Industry Association) we find that according to the 2008 survey conducted, 73% of the US Adult Population defines themselves as a Leisure Traveler, having taken a trip over 50+ miles away from their home and stayed at least one night in the past year. This translates to 223 million people in the US. Of that 73% of Leisure travelers, 17% of them consider themselves Culinary Travelers, which are people that travel to learn about or enjoy unique and memorable eating and drinking experiences. This translates to 27.3 million people. The anticipated growth of this market will further support the events and promotions that Ashland and Southern Oregon provides focused on wine, food and culinary experiences.

To update our Living & Doing Business Guide, each year we must revisit all demographics and statistics to ensure their accuracy and account for any changes. In the Living & Doing Business Guide included in the front inside cover of this binder, you will find the following data: Ashland's 7% lodging tax (TOT) resulted in 1.5 million dollars collected in 2007. Gross Revenue generated by the lodging industry in 2007 was approximately \$20 million. Food & Beverage tax generated \$2 million in 2007. As of October the Lodging tax (TOT) will increase to 9%. This is a testament to the importance of tourism to our community for the local tax base but more importantly to the number of jobs supported by tourism.

Summer 2008:


To further define the profile of the Ashland visitors, the Chamber & VCB created its own survey to reach the visitors in Ashland beginning in May of 2008. The survey was distributed to lodging partners, the Plaza Booth and the Chamber office. From this survey we were able to derive a clearer picture of what brings folks to Ashland and what they do when they are here. Results to be shown in Phase Two of the Visitor Analysis in 08-09 fiscal year report.

New Research Preview to 08-09 FY

January 1, 2009; Ashland is voted one of the Top 10 places to visit in the world based on Geotourism by Jonathan Truillot of National Geographic. Geotourism is defined as "tourism that sustains or enhances the geographical character of a place. It's a destination where you can have an authentic travel experience without harming the place." Jonathan Tourtellot, director of the society's Center for Sustainable Destinations, shares his list of favorites with Tim Smight for USA TODAY. Going forward, the promotion and marketing angle of geotourism will be key and with the emergence of wine and culinary tourism, Ashland can consider itself a geotourist destination.

Brochure distribution

Using the In & About Visitors Guide as the most effective, printed tool to promote tourism, the VCB distributes this Guide through a variety of methods at various locations, both locally and regionally. Methods include the State Welcome Center program, which enables visitors entering the state to be acquainted with Ashland.



Locations include Chamber and visitors centers throughout Northern California and Oregon, Portland Airport as well as the Rogue Valley International Airport. Through the VCB's membership with SOVA, we are able to distribute our brochures in the Bay Area Travel Show and the LA Adventure Travel Show as well as other trade shows that members and advertisers attend. The Bite of Oregon in Portland is a valuable distribution point reaching the culinary traveler interested in food and wine.

Hospitality Education

Planning is underway to educate the Front Line staff of tourism related businesses in Ashland. By incorporating trainings and tours during Tourism Week which occurs each year in May, front line staff will gain a greater awareness for the partnering businesses that accommodate our visitors. For example, having a front line staff from the hotels visit the various restaurants and spas gives them a better point of reference to describe, refer and recommend establishments based on the visitor's needs. In the same light, a tour of the B&B's would bring a great understanding to the front line staff of restaurants. Exposing front line staff to the recreational amenities continues to strengthen the connection among the industries that serve visitors. The end result is providing the "Ashland experience" which is seamless and memorable.

Image Library & Graphics


To market Ashland as a high quality destination, in every season, new images and new perspectives must be incorporated. The Ashland VCB works with both new and established photographers and graphic artists to send the consistent message of the authentic experience Ashland provides. Fresh images and graphics are needed for the publications, brochures and website we produce and maintain. In addition, there is a steady stream of requests from travel writers and local non-profits and small grantees that need high quality photos to include in their representations of Ashland. The Ashland VCB serves as a clearinghouse and a connector to those skilled photographers who capture the essence of the beauty of Ashland.

With the redesign and production of the Living & Doing Business Guide in Fall of 2007, Dave Brefka Design was hired to do the graphic design and layout of the publication. Dave Brefka in conjunction with the Chamber & VCB, created a new color palette that represented the colors of Ashland, encompassing sage green, a warm ivory and a wine colored burgundy. Bringing to life the colors of the orchards, vineyards, meadows and streams, this new color palette has become the theme that we have carried out in our business cards, stationery, publications and presentations.

In house graphic design by Dana Welsh, Chamber staff saves money and time. Dana's skills far exceed expectations each and every time a brochure, program, webpage and flyer is built. We are able to maintain that authentic look and feel while being able to fine tune our products to match the visitors needs.

Printing

In house printing also saves money and time for the Ashland VCB & Chamber. It is a significant part of promoting tourism. For every event and promotion the Ashland VCB produces, there is a repertoire of printed materials that must happen to support each. Monthly calendars, newsletter inserts, advertising and rack cards support the ongoing promotion of community events. For example for the Food & Wine Classic there are posters



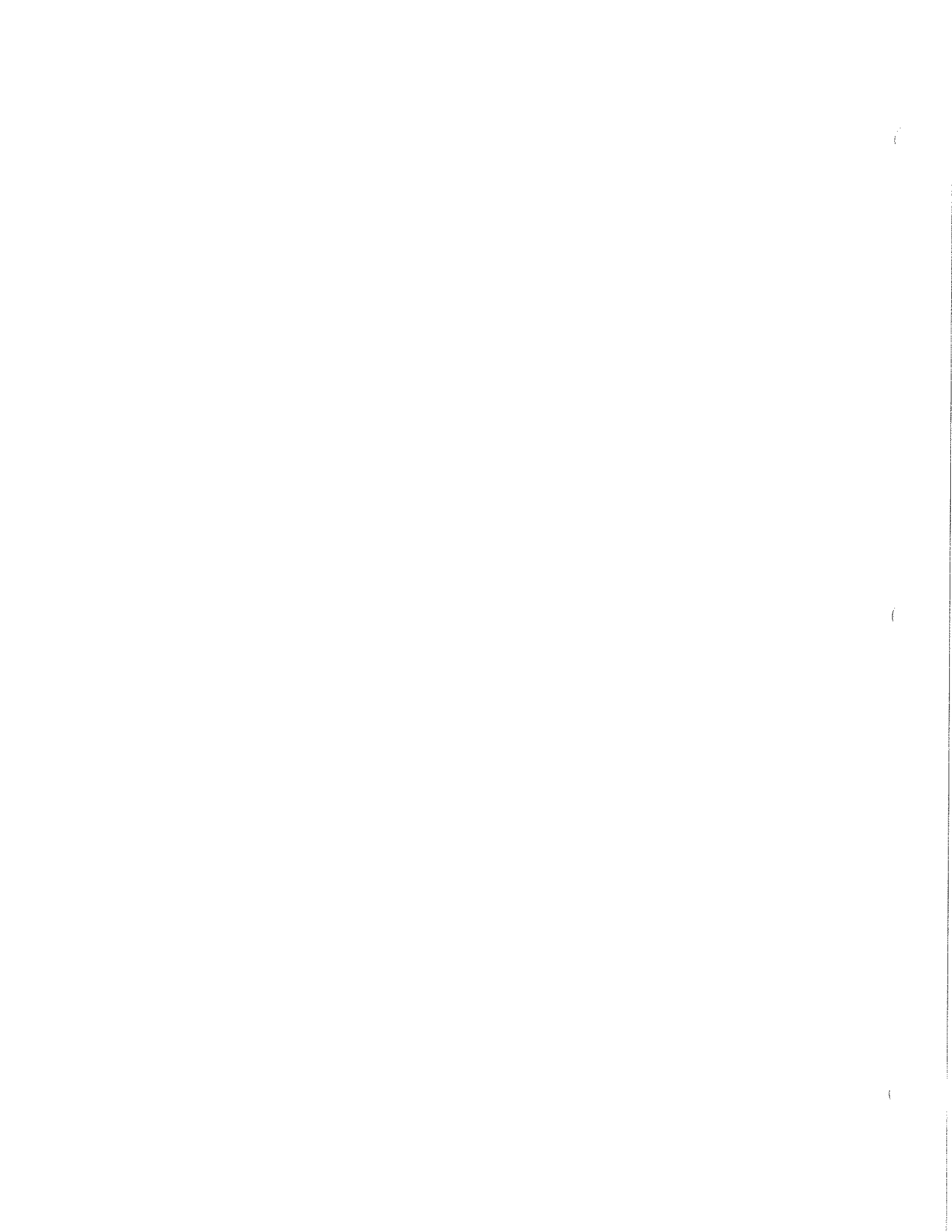
and signage, registration forms, brochures, rack cards, programs, name tags and more that need to be produced to create the finished product and the high quality experience for the attendee of the event.

Postage

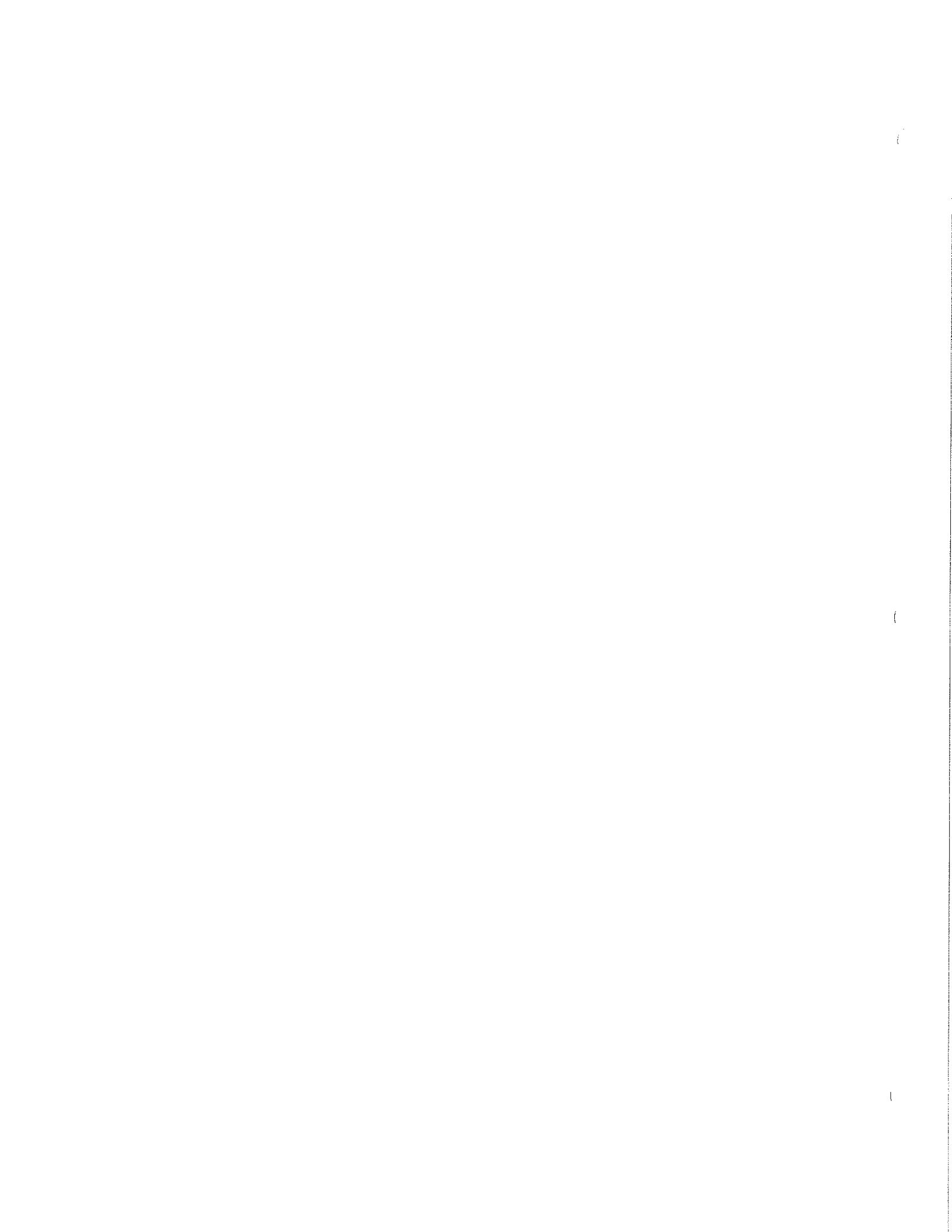
As a result of the leads or names of folks interested in Ashland, postage supports the response to all inquiries received in the Chamber & VCB office that originates from emails, walk ins, phone calls, as well as referrals. We maintain a high level of professionalism and customer service by corresponding via first-class mail to each inquiry upon receiving it and mailing them either a Living & Doing Business Guide or an In & About Guide, etc. This personal touch of a hand addressed envelope and timely receipt of information introduces a potential visitor to the experience Ashland provides. Postage supports all communication to our members, the mailing of the monthly newsletter, invitations to events and daily operations of communication. Media kits and correspondence to travel writers and brochure distribution points are also supported through postage.

Volunteers- Plaza Booth & Office

As a non-profit, the Chamber & VCB relies on our volunteer base to serve as the front line to visitors and locals. The Plaza Booth is staffed by volunteers and operates from May through October, serving over 24,000 visitors annually. In addition each day the Chamber & VCB office is open, there are one to two volunteers who answer phones, walk in questions and handle a great variety of information to support the staff and mission. Appreciation is necessary for the volunteers, which we conduct through a training, kick off to the summer season by providing them updates in Ashland and information relevant to visitors. We also provide a volunteer appreciation tea that enables volunteers to socialize and build the camaraderie that enables them to put forth the positive and welcoming energy they do



Ashland Chamber of Commerce Revenue and Expenses - Combined Activities For the Year Ended June 30, 2008	CITY GRANT	Visitor & Convention Bureau	Business & Economic Dev		CHAMBER		COMBINED TOTAL	
			Budget	Actual	Budget	Actual	Budget	Actual
Revenue								
City of Ashland Grant	90,000	90,000	165,000	165,000			255,000	255,000
Membership Dues					140,000	139,369	140,000	139,369
Advertising Revenue					226,000	188,141	226,000	188,141
Sponsorships		5,714			102,000	107,359	102,000	113,073
Workshops					8,000	5,070	8,000	5,070
Use of Contributed Facilities					18,000	18,000	18,000	18,000
Other Revenue					10,000	6,557	10,000	6,557
Total Revenue	90,000	95,714	165,000	165,000	504,000	464,496	759,000	725,210
Expenses								
HDTV			12,000	12,588			12,000	12,588
Website Design	2,000	640	8,000	8,333		275	10,000	9,248
Living & Doing Business Guide			20,000	18,739	15,000	15,000	35,000	33,739
Regional Marketing/Events			6,000	8,330	35,000	29,402	41,000	37,732
Business Conferences & Workshops			8,000	15,026	30,000	33,852	38,000	48,878
Photofile / Graphics	4,700	1,101	3,000	2,425			7,700	3,526
Economic Analysis / Survey Dev			7,000	7,325			7,000	7,325
Street Map - Economic Information			7,000	0			7,000	0
Travel & Marketing Shows	6,000	6,714					6,000	6,714
Winter marketing - F&W, FOL	23,500	28,145			35,000	33,507	58,500	61,652
Marketing & Advertising	8,000	11,107					8,000	11,107
Dues & Subscriptions	1,500	1,245			6,000	4,471	7,500	5,716
Printing	12,000	15,076			17,000	9,470	29,000	24,546
Hospitality/Annual Dinner	1,500	1,108			22,000	10,572	23,500	11,680
Payroll Costs	18,000	18,000	62,000	62,000	270,000	245,793	350,000	325,793
Accounting	3,000	3,946	5,500	7,266	15,000	19,143	23,500	30,355
Equip. Rent, Purch., Storage	0		5,000	11,352	5,000	3,492	10,000	14,844
Postage	7,500	6,325	9,000	(2,374)	5,000	1,600	21,500	5,551
Office Supplies			5,000	6,044	6,000	2,696	11,000	8,740
Office Maintenance			2,500	2,565	6,000	958	8,500	3,523
Telephone			3,000	3,089	4,500	4,082	7,500	7,171
Volunteer Appreciation	1,300	1,572	1,000	1,141	3,500	2,073	5,800	4,786
Use of Contributed Facilities			1,000		18,000	18,000	18,000	18,000
Other Expenses	1,000	189	1,000	1,016	11,000	29,443	13,000	30,648
Total Expenses	90,000	95,168	165,000	164,865	504,000	463,829	759,000	723,862
Net Surplus (Deficit)	0	546	0	135	0	667	0	1,348





Appendicies

Appendix A	2007/2008 Ashland Chamber of Commerce Board of Directors
Appendix B	Economic Sustainability Committee (ESC) Members 2007/08
Appendix C	Endnotes and Sources



Appendix A

Chamber of Commerce
Board of Directors
2007-2008

Crissy Barnett	The Peerless Hotel & Restaurant
Katy Bazylewicz	Providence Medical Center
Lisa Beam	Pasta Piatti
Tim Bond	Oregon Shakespeare Festival
Marie Donovan	Ashland Homes Real Estate
Pam Hammond	Paddington Station
Annie Hoy	Ashland Food Cooperative
Jim Kidd	Edward Jones
Dr. John Laughlin	SOU- School of Business
Graham Lewis	First United Methodist Church
Mike Morris	Morris Construction
Meiwen Richards	People's Bank

Appendix B

Ashland Chamber of Commerce ECONOMIC SUSTAINABILITY COMMITTEE 2007-2008

Katy Bazylewicz
Martha Bennett
Alan DeBoer
Ron Fox
Joe Franell
Kate Jackson
Graham Lewis
Mark Marchetti
Bill Molnar
Mike Morris
John Morrison
Jac Nickels
Colleen Padilla
Dennis Slattery
Sandra Slattery
Jim Teece
Jack Vitacco

Providence Medical Center
City Administrator
Town & Country Chevrolet
SOREDI
City of Ashland
Ashland City Council
First United Methodist Church
Ashland Community Hospital
City of Ashland
Morris Construction
Mayor, City of Ashland
Architectural Designworks
SOREDI
SOU School of Business
Ashland Chamber of Commerce
Project A
Small Business Development Center

Appendix C

Endnotes from BR&E Phase Three Analysis

Endnotes

- ⁱ Dean Runyan and Associates, *Travel Impacts in Oregon, 1991-2007p*, prepared for the Oregon Tourism Commission, March 2008.
- ⁱⁱ Guy Tauer, Regional Economist, Oregon Employment Department. Custom, non-confidential employment and payroll data for 2006, January 2009.
- ⁱⁱⁱ Administrative Services, City of Ashland, Transient Occupancy Tax and Food and Beverage Tax data, December 2008.
- ^{iv} Comparisons of TOT/TLT revenues and uses of 107 Oregon taxing jurisdictions are presented in ECONorthwest, *Local Transient Lodging Tax Survey*, prepared for the Oregon Tourism Commission, May 2008.
- ^v Runyan, 2008.
- ^{vi} Accommodations and Food Services employment data is combined in order to preserve confidentiality of establishments.
- ^{vii} Average pay, or average wage, is calculated by dividing total annual payroll by annual average employment.
- ^{viii} Constant-dollar values were calculated using the consumer price indexes for major expenditure classes (1960–2007) from, *The Economic Report of the President*, Table B-60, 2008.
- ^{ix} ECONorthwest, *Local Transient Lodging Tax Survey*, prepared for the Oregon Tourism Commission, May 2008.
- ^x Transient Lodging Taxes are reported by fiscal year. Ashland's fiscal year runs from June 1 to July 30.
- ^{xi} "Rooms available" is the number of lodging rooms x the number of nights they are available in a given year, sometimes referred to as "room nights."
- ^{xii} From Administrative Services, City of Ashland, webpage at: <http://www.ashland.or.us/Page.asp?NavID=9180>.
- ^{xiii} Portland State University, Population Research Center, *Oregon Population Reports*, years vary, at: <http://www.pdx.edu/prc/annualorpopulation.html>.
- ^{xiv} Oregon Shakespeare Festival website at: <http://www.osfashland.org/about/>.
- ^{xv} Oregon Shakespeare Festival, *OSF Audience Survey*, years vary. Internal document.
- ^{xvi} In general, Ashland's Food and Beverage and Transient Occupancy Tax revenues reported for a given quarter reflect business revenues earned in the prior quarter. However, some businesses pay earlier or later. For the purposes of this analysis, it is assumed that, on average, quarterly revenues reflect prior quarter earnings. Quarterly data presented here have been adjusted to the period in which revenues were earned.
- ^{xvii} July-October OSF attendance data comes from the 2007 performance season, and February through June reflects the 2008 season.

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EMPLOYMENT - ASHLAND

Covered employment in Ashland, 2004

Sector/Industry	Est.	Emp.	Payroll	Average Pay/Emp.
Agriculture, Forestry, Fishing and Hunting	5	37	\$943,149	\$25,491
Construction	67	320	\$11,031,765	\$34,474
Construction of Buildings	40	198	\$7,078,478	\$35,750
Heavy and Civil Engineering Construction	4	4	\$112,444	\$28,111
Specialty Trade Contractors	23	118	\$3,840,843	\$32,550
Manufacturing	61	593	\$17,186,143	\$28,982
Food Manufacturing	12	127	\$2,526,332	\$19,892
Printing and Related Support Activities	5	47	\$1,376,393	\$29,285
Fabricated Metal Product Manufacturing	5	47	\$1,807,298	\$38,453
Textile Product Mills	4	24	\$519,720	\$21,655
Apparel Manufacturing	3	15	\$432,328	\$28,822
Other Manufacturing	32	333	\$10,524,072	\$31,604
Wholesale Trade	37	117	\$4,931,781	\$42,152
Merchant Wholesalers, Durable Goods	8	54	\$2,497,880	\$46,257
Merchant Wholesalers, Nondurable Goods	11	39	\$1,070,006	\$27,436
Wholesale Electronic Markets and Agents and Brokers	18	24	\$1,363,895	\$56,829
Retail Trade	138	1,284	\$30,058,270	\$23,410
Food and Beverage Stores	11	387	\$8,058,877	\$20,824
Motor Vehicle and Parts Dealers	8	197	\$8,164,424	\$41,444
Clothing and Clothing Accessories Stores	22	136	\$2,148,242	\$15,796
Sporting Goods, Hobby, Book, and Music Stores	21	114	\$1,539,456	\$13,504
General Merchandise Stores	4	75	\$1,996,228	\$26,616
Gasoline Stations	10	67	\$882,128	\$13,166
Building Material, Garden Equipment, Supplies Dealers	10	62	\$1,843,621	\$29,736
Furniture and Home Furnishings Stores	9	38	\$767,147	\$20,188
Health and Personal Care Stores	6	35	\$825,806	\$23,594
Electronics and Appliance Stores	6	12	\$163,959	\$13,663
Miscellaneous Store Retailers	21	80	\$1,158,674	\$14,483
Nonstore Retailers	10	81	\$2,509,708	\$30,984
Transportation and Warehousing	6	27	\$800,540	\$29,650
Information	31	172	\$5,570,020	\$32,384
Finance and Insurance	43	192	\$6,416,767	\$33,421
Real Estate and Rental and Leasing	46	146	\$3,081,216	\$21,104
Professional, Scientific, and Technical Services	96	239	\$11,960,491	\$50,044
Management of Companies and Enterprises	3	29	\$1,579,322	\$54,459
Administrative & Support and Waste Mgt	27	104	\$2,999,212	\$28,839
Educational Services	21	100	\$2,127,757	\$21,278
Health Care and Social Assistance	146	1,466	\$42,680,207	\$29,113
Health Care	125	1,318	\$40,527,763	\$30,749
Social Assistance	21	148	\$2,152,444	\$14,544
Arts, Entertainment, and Recreation	21	556	\$20,661,461	\$37,000
Food Services and Drinking Places	89	1,191	\$14,824,130	\$12,447
Accommodation	42	390	\$5,837,331	\$14,968
Other Services (except Public Administration)	106	453	\$6,920,302	\$15,277
Public Administration	25	1,642	\$57,580,411	\$35,067
Federal and State Government	14	908	\$31,768,884	\$34,988
Local Government	11	734	\$25,811,527	\$35,166
Total	1,010	9,058	\$242,125,361	\$26,731

Source: Oregon Employment Department