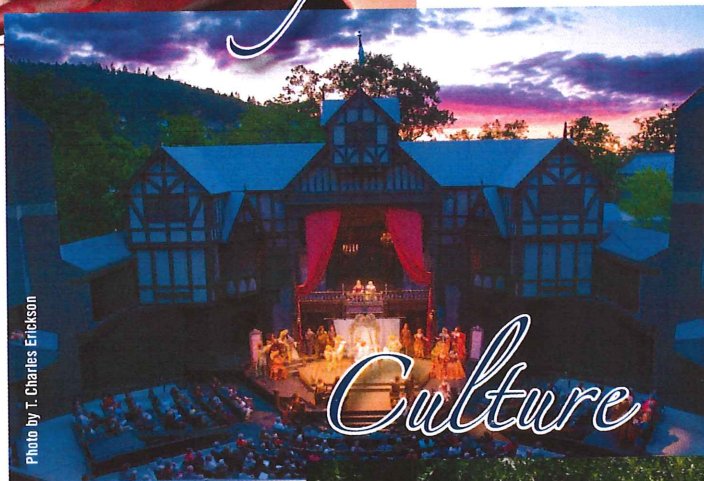


destination
ASHLAND
Chamber of Commerce

Visitor & Convention Bureau



**2010-11
Report**

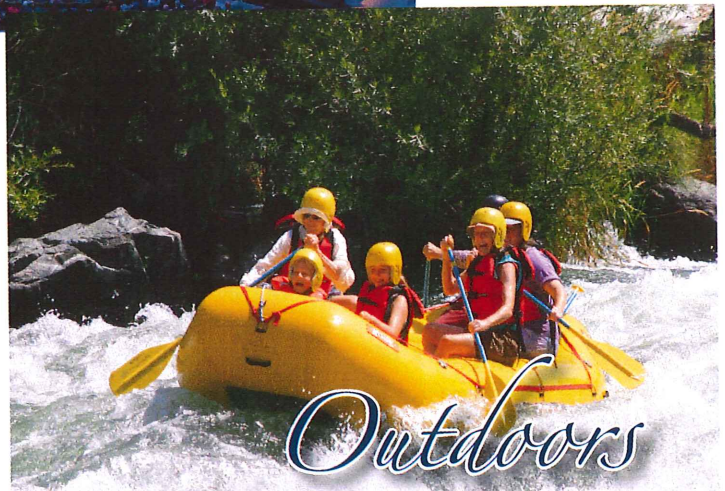


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Executive Summary

Ashland Chamber of Commerce
Visitor & Convention Bureau

City of Ashland Grant Report

Fiscal year: 2010-2011

Submitted: January 30, 2012

The grant report to follow represents the 2010-2011 Fiscal Year. The work completed in compliance with the grant guidelines is reflected in this report. These efforts are made, not only by the Ashland Chamber Visitor & Convention Bureau (Ashland VCB), but the Chamber staff, business owners and community members who contribute to the visitor experience, sustaining the front door of Ashland's economy, tourism.

The Ashland VCB effectively targets a variety of audiences and niches from all over the west coast and beyond. The goal is to increase tourism in the fall, winter and spring, while maintaining the strong levels of tourism in the summer months. The tools we use to reach these specified audiences include our newly re-launched website, www.ashlandchamber.com, internet marketing, annual publications, events, promotions, brochures, work with travel writers and advertising with a marketing mix that uses online, print, television, radio, e-newsletters, social media and more.

In addition to fulfilling the mission of the VCB as set by the City of Ashland, in fiscal year 2010-2011, we continue to expand our marketing promotion with three prominent areas of interest: **cultural, culinary and outdoor experiences**. Building on our cultural amenities, we continue to expand our market, inviting new visitors for new compelling reasons, while maintaining the invitation to Ashland's loyal, traditional visitor. By passionately promoting the quality of life & small town charm of Ashland combined with its world-class amenities, we continue to deliver that authentic experience our visitors seek.

Despite a challenging economy, Ashland's visitor base remains strong and shows potential growth. We continue to refine our approach and strengthen our marketing pillars (cultural, culinary and outdoor) by producing events, highlighting the local culture and providing access for our visitors to take part in. These pillars also provide avenues to broaden our marketing message and who it appeals to. For example, we look forward to hosting Cycle Oregon in September of 2012. Ashland was chosen as the "Layover Community" for Cycle Oregon's 25th anniversary. This is an opportunity to put Ashland on the map to those cyclists and outdoor enthusiasts who haven't been here before. Perhaps, once they experience Ashland through this event, they will want to return and enjoy the outdoor amenities we offer. This event adds a tangible element to the outdoor pillar and is an example of how we would like to grow. Ashland VCB's management of this event with the partnership of Southern Oregon University (2012 event location) has the potential to generate new visitors for new reasons. Strengthening our culinary pillar, the Food & Wine Classic, now in its 6th year showcases Ashland as a culinary destination and has developed its own following and attendees that return each year to enjoy the local flavor, talented chefs and food artisans. Again, we are inviting new markets for new reasons.

Our marketing approach is now finely tuned and we have a deeper understanding of who our visitor is. We have gained this insight through researching our markets. Most recently, we completed a Lodging analysis, as can be seen in Addendum A, page 23. One conclusion from this most recent study shows there is an inherent value in Ashland's downtown. Visitors value the downtown lodging and proximity to our amenities. This underscores the importance of the commitment and investment to keep our downtown's physical structure and ambiance vibrant, beautiful and welcoming.

The Ashland VCB believes in the product it promotes. The product is Ashland and the visitor experience. The website re-launch in February of 2011 was a milestone in our marketing efforts and continues to provide new opportunities in promoting Ashland. We increased online traffic to our site through our advertising. We increased our presence in social media, which is the current form of communication many visitors research and interact within. Our advertising is more measurable with online ad buys and reports that show us who it is reaching. Lastly, our strength lies within our partnerships that continue to thrive. Our partners include Travel Oregon, Southern Oregon Visitors Association, the Oregon Shakespeare Festival, Southern Oregon University, Ashland Gallery Association, Mt. Ashland, Ashland Independent Film Festival, Ashland Parks & Recreation and many more.

We look forward to growth in the year ahead and encourage increased investment in the tourism industry. If we were to receive an increase to our tourism grant, we would use that to expand our marketing in video and online. Video is one of the most commonly viewed advertising messages that reach visitors. We look forward to expanding our cultural, culinary and outdoor pillars through video with event and activity coverage, interviews of enthusiasts within each pillar and HD footage that highlights the quality of life and landscape both visitors and residents treasure.

In closing, the Ashland Chamber Visitor & Convention Bureau serves as the welcome center for the City of Ashland and is open to the public year-round providing friendly, informative services free of charge. We are fortunate to market such a beautiful destination and appreciate the opportunity to do so for years to come. We submit this report for your review and request your continued partnership.



Katharine Flanagan
Visitor & Convention Bureau Director



Sandra Slattery
Executive Director



Ashland Chamber of Commerce

***Visitor & Convention
Bureau***

2010-2011 City Report



Ashland Chamber of Commerce Visitor & Convention Bureau 2009-2010

VCB OVERVIEW

Purpose

For twenty-nine years, the City of Ashland and the community have relied on the Ashland Visitor & Convention Bureau (VCB) through an annual grant, to promote Ashland, year round, 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, developing and 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.

Overview of 2010 - 2011 Ashland VCB

In addition to fulfilling the mission of the VCB as set by the City of Ashland, in fiscal year 2010-2011, we continued to grow upon and expand our marketing promotion with three prominent areas of interest: Cultural, Culinary and Outdoor experiences. Building on our cultural amenities, we continue to expand our market, inviting new visitors for new reasons, while maintaining the invitation to Ashland's loyal, traditional visitor. By passionately promoting the quality of life & small town charm of Ashland combined with its world class amenities, we continue to deliver that authentic experience our visitors seek.

Cultural Pillar:

Big city arts in a small town package...

- Most widely known for the world renowned **Oregon Shakespeare Festival**, approximately a third to half of Ashland's visitors are attracted to Ashland to attend plays.
- **365 days of theatre** – Ashland offers Oregon Cabaret Theatre and Camelot.

- In addition to performing arts, the **Galleries and museums** attract art-lovers throughout the county.
- Ashland's heritage showcases the history not only of **theatre** and **education** but of **wellness** and **nature**. With the history of Lithia water attracting healers and those wanting to be healed, Ashland became a destination for wellness.
- Ashland's diverse **music** scene includes Rogue Valley Symphony, Chamber Orchestra, live music by the City Band, and a huge variety of performers that play at locals pubs and restaurants and nearby at the Britt Festival.

Culinary Pillar:

World -class cuisine with local talent and flavor...

- Honors Ashland's cuisine, wines, brews, spirits, food artisans, farms and land.
- With over 80 restaurants in Ashland, we have the assets to attract the culinary traveler who seeks out these food and wine experiences.
- As **agri-tourism** is growing, (defined as an interactive style of vacation that usually takes place at a farm or ranch). People are also seeking a travel experience that includes education and a sustainable approach.
- Promotes events & organizations such as the **Rogue Valley Grower's Market, THRIVE** and the **Farm to Table** concept and Culinary tours.
- **Food & Wine Classic** marks the center of this pillar, consisting of eight chefs competing for Top Chef honor using local produce. With educational workshops, participation from food artisans, farmers, wineries, breweries and a growing following, it is evident that Ashland offers an unmatched culinary destination that is becoming well known on the West coast and beyond.
- The culinary adventure also showcases our emerging wine industry described by **Sunset magazine (Jan. 2010)** as, "*The next big wine country: Southern Oregon.*"

Outdoor Pillar:

Every season brings a reason to make Ashland your next adventure destination...

- "**Top 10 places to Visit based on Geotourism**". Noted by **National Geographic Adventure** magazine (January 2009) Ashland attracts more outdoor enthusiasts each year which is a younger, more active individual.
- "**Best Places to Live**" **Outdoor Magazine** (June 2009) honored Ashland based on its community assets and natural beauty. Honored again in 2011 – Ashland was voted the 8th Top town to live in based on an online poll.
- **Top trail running towns** – **Trailrunner** magazine, 2008.
- **12 Mile Super D – Ashland Mountain Challenge**. Ashland is home to one of the longest downhill mountain bike races put on by Ashland Mountain Adventures. Also, home to the **Spring Thaw**, the **Mt. Ashland Hill Climb** and the **Siskiyou Challenge**, these events appeal to athletes and devoted followers.
- Ashland is the perfect "**jumping off point**" (**PDX Magazine** May 2008) for a visitor's next adventure.
- We invite not only the recreational enthusiast but those who enjoy nature.
- **Cycle Oregon 2012** – Ashland selected as the Layover Community for the 25th annual Cycle Oregon bike tour across Oregon. SOU to serve as venue.

VCB Committee

The VCB, which meets on the third Wednesday of every month, is comprised of members from the various tourism industries who offer their business expertise and knowledge. Industries represented on the VCB include lodging, restaurant, wine, retail, spa, museums, theatre and attractions. 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 the Oregon Tourism Commission dba, Travel Oregon, the entity that handles Oregon's statewide tourism promotion.

VCB Committee Members:

Committee Member:

Deb Cleland
Don Anway
Maddy DiRienzo (Co-Chair)
Kevin Bendaw
Denise Daehler
Drew Gibbs (Co-Chair)
Mary Gardiner
Rick Saul
Vicki Capp
Graham Sheldon
Dustin Way
Julie Gurwell
Lisa Beam
Katharine Flanagan

Business:

Waterstone Spa
Ashland Springs Hotel & Larks Restaurant
ScienceWorks / Mistletoe Self-Storage
Oregon Shakespeare Festival
Liquid Assets Wine Bar & Restaurant
Winchester Inn, Wine Bar & Restaurant
Southern Oregon University
Mt. Ashland Ski Area
Ashland B&B Network/ The Iris Inn
Ashland B&B Network/ Ashland Creek Inn
Rogue Valley Roasting Company
Oregon Cabaret Theatre
Board Liaison/President 2011-2012
VCB Director/Chamber Marketing & Sales

MARKETING & ADVERTISING

To support the mission of the VCB committee and growing upon our established marketing pillars of **CULINARY, OUTDOOR AND CULTURAL** adventures, the marketing and advertising focuses on creating awareness of Ashland's off season attractions, amenities and events. Through our newly re-launched **website**, www.ashlandchamber.com, **internet marketing, annual publications, events, promotions, brochures** and **advertising** the VCB effectively targets a variety of niches from Northern California and the Pacific Northwest 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

Re-launched February 2011 with a refreshed look and feel

See Addendum D, page 33 Goals & Success of 2011 Re-Launch

One of the most effective tools we have to market the Ashland brand is our website. Though visitors continue to request printed Guides, our website traffic continues to grow and so do the number of visitors and potential residents that seek out information using our site. Our website, www.ashlandchamber.com is the number one result when the terms "Ashland Oregon" are searched.

Re-launch Goals & Successes:

Local and Visitor web traffic: Our site remains a strong resource for visitor traffic with the lodging section of the site remaining one of the most visited sections. Upon the re-launch in February of 2011, we set out with three goals. The first goal was to increase local traffic and we accomplished that over the course of 2011, increasing by 53%. We believe increased local traffic sustains businesses in the off season.

Member Directory: By enhancing each Member page to house video, photos and multiple links, our Member Directory is one of the most visited sections of our site with 64,686 visits in that section alone.


Events: We have enabled our events to live throughout the year with photo galleries, videos and a more interactive presence to invite visitors back that next year.

Social Media: The second goal of the re-launch was to increase the connection with social media and our site. By investing time and content into Facebook, the Ashland Chamber now has over 500 fans all over the country and has increased traffic to our site from Facebook by 10%. It is also the #1 direct referring site to our site.

Tools: The third goal was to enhance the user experience and create useful tools for our members and site users.

- **NEWS tool:** Increased traffic by sharing current NEWS for members that posts on our site, links to subscribers and also posts on Ashland Chamber's Facebook page.
- **Calendar:** Open to members and annual community events, the Calendar is the 2nd most visited part of our site. Members can post their own events. The expanded calendar drives more local, community and visitor traffic. More interaction. Visitors rely on this calendar and check it before their visit to find out what is happening and either choose Ashland as their destination or extend their visit based on the calendar events.
- **Mobile Capacity:** Increased the capacity of our site to be viewed on a mobile device. This effort increased mobile visitors by 157%! 10% of all site visitors were using mobile devices. We look forward to increasing our site's mobility and application in 2012.

Video Production and Expansion: We are creating new footage of content related to our marketing pillars in the outdoor, culinary and cultural realms. We continue to produce video footage that is



aired on our site to showcase events, the community and promotions. We are also able to use our established library of HD video of scenic footage, such as Lithia Park, the downtown, Southern Oregon University, the airport, attractions such as the golf course, lakes, rivers, and mountains. Video is an effective tool to tell the story of Ashland to our targeted markets. On our website, you can find interviews with community leaders and business owners representing various business clusters such as manufacturing, health care, secondary education, higher education, technology, tourism, organic farming, and wineries. These are people who have created their business in Ashland, those who had moved their business to Ashland and community leaders who speak to our economic base and quality of life.

Visit Ashland DVD: This DVD is still used for travel writers and those interested in Ashland. It has separate chapters on each of the clusters such as health care and technology. On the website, people can view the separate interviews along with the community footage. The DVDs are used at trade and travel shows as both a handout to those interested in business relocation and as a show on a laptop. Expressed throughout the video interviews are community values, livability, education, business resources and terrific scenic footage. Utilizing the same methods used to promote tourism, the Chamber applied those skills to marketing economic development. To appeal to clean industry, low footprint businesses that care about the amenities that a culturally-rich town can offer, we focused on Ashland values of quality education at all levels, outstanding culture and recreation.

Internet Marketing – *social media, email blasts and online promotions*

The way in which we communicate our message to visitors and locals is constantly evolving. The internet is the main source used in travel planning, research and buying decisions. The Ashland VCB uses the **website, email correspondence and e-newsletters** to reach to our database of loyal visitors and new audiences. In-depth coordination and collection has been done to enable access to our database of visitors, event attendees, and leads from interested, potential visitors and businesses. We have grown our presence using **social media** by developing **Facebook pages** for our organization and each event to generate awareness, an active fan base and year round promotion of our events.

Redesigned Site Launch, February 2011: All our advertising drives traffic to our newly revised website. By increasing reciprocal links, showcasing community events and expanding our online correspondence, we are poised for utilizing our newly designed site to its fullest potential.

Internet Marketing Committee: Based on a collective need from our membership, we created an Internet Marketing committee that assists in planning a series of seminars related to online marketing, social media and trends that can help businesses within different industries learn how to market themselves with the newest tools available.

Spring 2011: Social Media Workshop: The Chamber hosted a two day workshop hosted by Jim Teece from Project A. Attendees learned the benefits of showcasing their business in social media, how to build a Facebook page and how to expand their brand and audience using the tools that are available.

Publications

In & About Visitors Guide

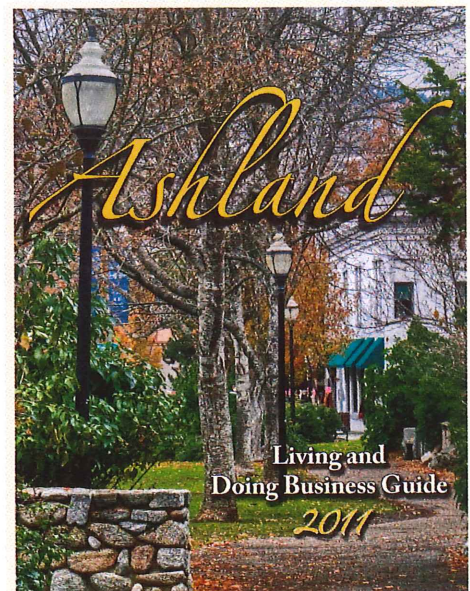
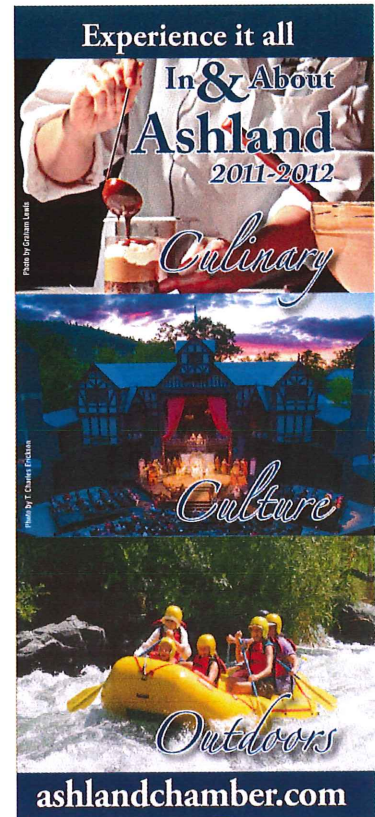
Our premier visitors guide, produced each spring is an effective tool for marketing tourism with a distribution of 50,000 that is designed in house. It is mailed as a response piece to all online and phone inquiries. It is annually distributed at Portland International Airport, Oregon State Welcome Centers and Chambers/Visitor Bureaus and many trade shows including Sportsmen's Show in Sacramento, Sunset, Portland Bike and Ski shows, POW-WOW an international trade show and many more. It is also distributed to all advertisers in addition to realtors and anyone locally that can use it to help showcase Ashland. The Plaza Booth which the Chamber oversees and Chamber offices reach a combined 135,000 visitors annually, many of which request the Guide. Showcasing the events, food, lodging, shopping, fine arts, museums, maps, entertainment and outdoor recreation that Ashland offers, it is a complete picture of what the Ashland experience can provide.

New Tools Implemented:

- Culinary, Cultural and Outdoor adventures – theme
- Sample itineraries for kids, day trips, Mondays in Ashland and our pillars
- Annual Calendar to assist in visitor planning and year round promotion
- Beyond Ashland; Jacksonville grouping created with partnering businesses who share the same clientele. This section will expand to include Crater Lake, Klamath Falls and the Coast to encourage visitors to extend their stay with day trip options and itineraries, keeping Ashland as the home base of their visit.
- Travel maps, transportation and locators added to assist in getting here.
- Driving traffic to our website – each page lists our website address encouraging visitors to pursue information online.

Living & Doing Business Guide

The **Living & Doing Business Guide** is the primary economic development marketing piece for Ashland. The purpose of this annual publication is to provide accurate and substantive information on the Ashland community to help guide decisions for local business development and relocation for prospective businesses and residents. Significant work is done annually by staff and committee to showcase the depth of our community including quality of life descriptions, community values, visitor amenities, demographic and economic data all done in a pleasing graphic format.





Awards:

National recognition: July 2009

Grand Award for Communications Excellence given by ACCE (American Chamber of Commerce Executives) – the premier national organization for Chamber Executives. This is the highest award that can be given in the nation for Chamber publications competing with some of the largest cities in the country.

Content:

Each year, this publication is revised to reflect the current membership, efforts and themes surrounding Ashland and its businesses. The *Guide* is annually critiqued by the ESC committee with staff to create the most dynamic and reflective publication of Ashland's values and assets. With the new Census data in 2010, we were able to update and expand the demographics and information. New photography and editorial showcase Ashland. Staff works with photographers and partners to ensure beautiful, current and correct information.

This past year, significant additions were made to copy that included extensive new demographic information from the Oregon Employment Department, Oregon Economic & Community Development Department, the April 2007 ECONorthwest Economic Opportunities Analysis done for the City of Ashland, Southern Oregon University's School of Business Industrial Clusters Analysis in Jackson & Josephine Counties (Reid, et al. 2007), the Chamber BR&E survey results, and data from the City of Ashland Community Development Department. This includes editorial and photographic representation of the US Fish and Wildlife Forensic Laboratory that that we created working closely with their staff.

Green Businesses; In 2009-2010, the publication highlighted some leading local green businesses utilizing sustainability measures of which we showcase on our website as well. In 2010-2011, the Green Business section expanded to highlight a different group of Green businesses. New in 2012, the Chamber will begin a Board approved, Green-Best Practices committee to establish some standards with Chamber event coordination and best practices that can be plotted on a one, five and ten year plan to be implemented.

Distribution: This locally produced publication serves as the main marketing piece for business and family relocation, local business growth and development and is distributed at trade shows by SOREDI (Southern Oregon Regional Economic Development Inc.) among others. It is used in recruitment for Ashland Community Hospital, Providence Medford Medical Center, Asante, Southern Oregon University and the City of Ashland. Local businesses regularly use the data in this publication to assist in their planning. Real estate offices hand them out frequently and depend upon this publication for potential buyers. It takes staff many months of work, gathering research, developing the format, selling the advertising to support the production, interviewing key community contributors and writing the copy.

Fall, Winter & Spring Marketing

Events

Food & Wine Classic, first weekend in November

Originated in November 2007, the Ashland VCB created this event, specifically in November to attract the culinary traveler, showcase the bountiful harvest of Southern Oregon both in food and drink, highlight the talented local chefs and restaurants and lastly, to take part in the statewide promotion of the Oregon Bounty created by Travel Oregon. With educational workshops, Chef Competition, Best Dessert judging and many weekend events, it is a weekend many look to return to. From pears to cheese, squash to bison, pinot noir to award-winning microbrews the Food & Wine Classic brings these ingredients to life in the spirit of competition and education.

Sales and Promotion: Attendance and online ticket sales have grown each year, totaling over 600 guests this past year in 2011. New image libraries, videos, Facebook page, ads and travel writer relations contributed to growing the event's exposure.

Top Chef 2011: David Georgeson, Executive Chef at Larks Restaurant

Best Dessert in Ashland 2011: Chad Smith from Chateaulin (2 time winner!)

Attendance: There is a strong draw for young locals that come to support their favorite chef or restaurant. This event is promoted as a destination event with lodging packages and a long weekend invite. This event welcomes visitors from Los Angeles, San Francisco and the Redding market. Now in its fifth year, there are folks who return each November to attend.

Networking: The event creates an opportunity for farms, food artisans, wineries, breweries and restaurants to network as many of their paths do not ordinarily cross.

NEW in 2011: Rogue Valley Farmer's Market held their Saturday Market on November 4th, extending their season and coinciding with the Food & Wine Classic. Oregon Shakespeare Festival's closing weekend also coincided and thus provided added exposure for the multiple event weekend.

Friday Night Kick Off: Meet the Chefs, food and wine samplings with culinary demos invited a new group of attendees and coincided well with First Friday Artwalk.

Vendors: The number of vendors has grown to total 26 at the Historic Ashland Armory.

Partners:

- **Ashland Springs Hotel** – catering, staff and volunteers
- **Cooks Kitchen** – kitchen units used for competition
- **Ashland Food Co-Op**
- **THRIVE**
- **Rogue Valley Growers Market and local farms**

- **Cory Schreiber** – *Chef, author and educator - Farm to School* program
- **Porter's Restaurant - Rolar Yondorf** was one of the judges in 2011
- **Past Top Chefs – Neil Clooney, Franco Console, Chandra Corwin**
- **Enchanted Florist**
- **Sysco**
- **SOU Hospitality Club**
- **Winchester Inn**
- **Travel Oregon's Oregon Bounty** Promotion and marketing

Culinary Marketing & Economic Development: With the growth of wine and culinary tourism, this event is a necessary tool to attract visitors and locals, families and couples alike to experience the fall and early winter. Highlighting the community of restaurants, artisans, 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. By showcasing the connection of tourism and economic development, this helps to secure a larger market share and awareness of the tourism oriented business community of Ashland. This event supports the growth of local businesses.

Festival of Light Celebration, Thanksgiving through New Year's
"Find your Holiday Spirit in Ashland"

Aligning with the mission of the VCB, 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. Welcoming over 15,000 people, the Ashland Chamber & VCB organize the festivities the day after Thanksgiving including entertainment on the Plaza, Santa's Parade, the Grand Illumination and Santa's workshop. It takes not only staff, but an energized committee and volunteers to facilitate.

Weekends in December: The *Festival of Light* celebration was extended through the month of December each weekend since 2008 with strolling carolers, roasting chestnuts and free photos with Santa which welcomed over **550** children and their families last year. The ambiance welcomed shoppers, families and locals to enjoy the quaint element of Ashland during the holidays.

Adopt-A-Wreath program 2009: The Chamber and VCB spearheaded this project to refresh the holiday wreath decorations and started going GREEN. After 17 years, the wreaths were looking past their prime. With the help of volunteers, local businesses and the City of Ashland, we stripped the wreaths down to the frame, refurbished the frame, eliminated the rust and wrapped them with new garland and LED lights. 56 wreaths were created, most of which were adopted for \$250 in 2009 and shall now live for another 20 years on East Main St.

December 2010: "Find Your Holiday Spirit in Ashland", new theme incorporated into the event promotion. This new theme creates the invitation to shop local, enjoy the holiday season instead of the stress and to seek out the amenities available in Ashland. We expanded this message in 2011 by providing itinerary ideas for enjoying the holidays focused on Ashland's amenities and the three pillars, culinary; cultural and outdoors.

New additions for 2011: Ashland VCB created a fun activity for kids as part of this event. The *Children's Holiday Scavenger Hunt* invited children, ages 11 and under to seek out a mystery photo and question/answer at 10 designated downtown businesses. There were 13 participants and the winner received an Ashland Chamber Gift Certificate. Adding to Santa's parade and his reindeer, *eight Rockettes and four elves* joined the parade with handmade costumes provided by the Ashland VCB to entertain to the crowd.

Adopt-A-Snowflake 2011: Operation snowflake took place the fall of 2011. All 33 snowflakes were stripped of the old garland, de-rusted and refurbished with new garland and LED lights with the help of Boy Scout Troop #112 and community volunteers, to continue the effort of greening the Festival of Light event. The snowflakes hung on Highway 66 in South Ashland in addition to North Main Street.

Preview of 2012:

Festival of Light will celebrate its 20th anniversary: ideas to promote include the 20 days of Christmas or 20 days for the Holidays....showcasing Ashland's shopping & dining.

Adopt-A-Lantern 2012: Again, with the help of the Boy Scouts and Eagle Scouts, the historic lanterns that used to hang on East Main in the 1950's began their refurbishment. They will be painted and rewired to be adopted and displayed for the 2012-2013 holiday season.

Fall, Winter & Springs Promotions

Gift Certificate Program

Promoting green gift giving and shopping local, we continue this very successful program of selling Ashland Chamber Gift Certificates that are good at participating Ashland businesses year round. 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. We are excited to see local entities such as the Ashland Community Hospital use this program for their volunteer appreciation. We see they make great gifts for youth athletic coaches, too. We created a button to purchase online and this has increased sales each year.

Seasons of Romance - Weekends of Wonder Campaign

January through April

To support the non-profits and small grantees, the *Winter of Romance* began in 2008 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 individually.

The *Winter of Romance* has evolved into the *Seasons of Romance*. Extending the promotion from January through April and gearing it towards the events that occur during those months created a more interactive marketing campaign for 2010- 2011. The Oregon Shakespeare Festival offered a discounted "Romance" priced ticket and over 12 lodging partners also participated that included B&B's, Inns and hotels. The number of participating restaurants, spas, retail merchants and attractions

increased as the value was more widely understood of cooperatively marketing January through April during the lowest occupancy of the year. This promotion included the marketing of the following non- profits and small grantees:

- **Oregon Shakespeare Festival**
- **Oregon Chocolate Festival**
- **“Skiesta”** during the month of March on Mt. Ashland
- **Ashland Independent Film Festival**
- **Taste of Ashland** and the **Ashland Gallery Association**
- **ScienceWorks & the Schneider Museum**
- **Ashland Parks and Recreation Department**

Advertising for this program includes online, television, print and radio in Southern Oregon & Northern California, reaching our regional visitors plus email blasts to our growing database. The first phase of the program promotes Valentine’s Day. The second phase focuses on the events, the appeal of springtime weather and the cultural and outdoor amenities.

Preview of 2011-2012: The *Seasons of Romance* worked for those members who also promoted themselves, creating their own packages and co-ops to offer in January and February. The Ashland VCB chose to forego the campaign in 2012 as our members felt we had outgrown the promotion and it was time for something new. In 2012, we chose to promote the general branding and three pillars of Ashland while launching a new *Restaurant Preview Week*, February 5th – 11th, 2012 to draw attention to the restaurants and culinary scene for locals and regional visitors to enjoy before the busy season begins.

Advertising

**See Addendum C, page 32 for examples of advertisement*

In 2010 – 2011, we continued to expand the promotion of our culinary, outdoor and cultural adventures, shifted more dollars towards measureable, online advertising, while renewing successful print campaigns. We broadened our message of who invite to Ashland and why. 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.
- **1859 Magazine:** Statewide magazine promoting lifestyle, culinary and outdoors
- **Allegiant Air:** 2 page promotion reaches feeder markets LA, Vegas and Phoenix
- **Southern Oregon Magazine and online:** Year round exposure to local & regional markets
- **Central Oregon Magazine and online:** Attracting culinary & outdoor travelers
- **Golf Oregon and online:** Cross marketing to golfers who enjoy high-end travel
- **Record Searchlight and online:** Redding is one of the top three sources of traffic to our website.
- **North Coast Journal:** Entertainment guide with artistic, coastal audience

- **Your Guide to Adventure:** N. California edition with back cover presence
- **Travel Oregon**
 - **E-Newsletter and Interactive magazine:** promoting online traffic
 - **Trip Planner** is produced by Media America & Travel Oregon. Circulation is 250,000 annually and serves also as the official state resource guide, intended as a visitor's itinerary planning piece, complete source for statewide lodging accommodations and lead generation.
- **Portland Guide:** The guide has a circulation of 100,000 at 250 locations around the Pacific Northwest. Our presence consists of images, text, Chinese and events.
- **Northwest Meetings & Events:** online and print reaching group decision maker
- **Go-Oregon.com:** Monthly lead generation from our presence on site.
- **Ski Oregon, Winter Co-Op 2010-2011:** Mt. Ashland and five partners. Ashland VCB and Mt. Ashland coordinated to have a larger presence in the Ski Oregon Guide to promote the "Cultural Ski Vacation" marketing Ashland's amenities that make the ski experience in Ashland much more than just skiing.

Local

- **Oregon Shakespeare Festival:** The Ashland Chamber and Oregon Shakespeare Festival have a cooperative 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 the long-term partnership that has grown and strengthened each year.
- **Britt Festival:** Partnership solidified through advertising trade
- **Ashland Independent Film Festival:** Much like the Oregon Shakespeare Festival, yet in a smaller capacity, there is an agreement of advertising and in kind sponsorship between AIFF and the Ashland VCB. Reaching this unique market of independent film goes not only enables them to learn of all the amenities they may find by simply attending the festival, but it also helps to support AIFF.
- **Taste of Ashland and Ashland Gallery Association:** Agreement for in kind sponsorship and reciprocal ads placed in respective directories.
- **ValPak direct mail:** Promotion is an effective outreach to our choice of targeted zip codes and demographics within the Rogue Valley.
- **Southern Oregon University Parent Guide:** Resource and strong distribution
- **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.
- **Regional television and radio;** To ensure the regional market is reached in more than one way with our message of visiting Ashland, we purchase airtime for commercials with **KTVL Ch.10**, **KDRV Ch.12**, **KOBI Ch.5** and radio with **BiCoastal Media**. Prior to events, we visit the morning news segment to generate awareness and attendance to events such as **Food & Wine**, **Fourth of July** and **Festival of Light**. **JPR** provides access to the valuable audience of Ashland that may not watch television or be touched by mainstream media and extends our market regionally. **Ashland TV 20** supports the VCB by airing event videos.
- **KTVL.com** – One of the strongest media websites in the Valley, we promoted our events, the Food & Wine Classic and Festival of Light aggressively with multiple ads. This resulted in increased online ticket sales for the Food & Wine Classic.

- **Facebook-** By increasing our investment with ads, content, current information and more fans, we increased our traffic from Facebook to our website by 10% over the past year since our re-launch.

TRAVEL INDUSTRY

Regional Relationships and Memberships

Oregon Tourism Commission dba. Travel Oregon (Statewide tourism promotion)

SOVA - Southern Oregon Visitors Association

Current Board Member: Katharine Flanagan, Ashland VCB Director

ORLA - Oregon Restaurant & Lodging Association (now combined)

SOHO (formerly SKAL) - International Tourism Group

OACVB - Oregon Association of Convention & Visitor Bureau's

Oregon Film Office

OTIC - Tourism Information Council

NTA - National Tour Association

IFWTW – International Food & Wine Travel Writers

BATW – Bay Area Travel Writers

THRIVE – The Rogue Valley Initiative for a Vital Economy

SOFAT – Southern Oregon Film and Television

Trade Shows

The decision to participate in certain trade shows is driven by reaching our target audience. By building upon our cultural pillar we want to invite those interested in our culinary and outdoor experiences too. The Ashland VCB participates in many trade shows around the west coast by either attending, providing *In & About Visitor Guides* or providing information as part of an itinerary that is sold at the show. For instance with shows in Northern California such as the Sunset – Bay Area trade show, there is a suggested map with attractions and points of interest that drives tour operators to plan their trips and sell them to their groups. Through Ashland VCB's partnerships with SOVA (Southern Oregon Visitors Association), Mt. Ashland and Combined Communications, the Ashland VCB is able to have a presence at other trade shows by advertising or paying a separate fee to have our brochures and donated products showcased. The Ashland VCB has a consistent presence at the Sportsmen's Show in Sacramento, the Sunset trade show, the Portland Ski Show, Golf trade shows in Oregon, Nevada and California, POW-WOW (groups and international market) as well as NTA in 2011 partnering with OSF.

Travel Writers

The coverage from a travel writer is invaluable and offers an authentic perspective of the "experience" that Ashland VCB works to promote. Hosting a travel writer involves a high level of coordination and collaboration to provide hosted lodging, dining and access to attractions. All this 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


or approach of the feature must be checked prior to the work beginning. Below is a recap of travel writers that the Ashland VCB has worked with during the fiscal year and to date. The result of these visits comes in the form of articles published online, in magazines, newspapers, e-newsletters, blogs, websites, radio/tv promotion as well as guide books.

- **July 2010: Net Holland**, travel agency from Holland who markets US trips
- **August 2010: KimChi99**, Korean Power Bloggers
- **September 2010: Sandy Katz**, scenic beauty, culinary and wines.
- **October 2010: Travel Oregon PR trip** and meeting to generate 2 year plan and how Ashland is promoted on the statewide, national and international level.
- **April 2011: Sheila Sobell, San Francisco papers**. Ashland's history & culture including B&B's and coverage of the Ashland Independent Film Festival
- **May 2011: Dr. Margit Brinkle & Dr. Peter Kranzle, Dutch Tour Operators** writing for Quarter Horse Journal, American Journal and Iwanowski's Northwest and West Guidebooks.
- **May 2011: Hannes Klug**, American Journal
- **June 2011: Women's Media Bike Event** – 22 women athlete travel writers covering the mountain bike race and writing various articles on adventures, wellness, culinary and new places to discover.
- **June 2011: Roy Stevenson**, Winepress NW, NW Travel, American Track & Field, and travel websites including GoNomad.com.
- **July 2011: Eren Goknar**, Los Altos Town Crier/Mountain View communities
- **July 2011: Danny Milner- MBR magazine, United Kingdom** –
 - o This visit resulted in a full coverage story of Ashland's mountain biking scene and single track trails that Ashland offers. Published in the UK.
- **August 2011: George Thomas**, Van Nuys Newspress
- **September 2011: Dirk Zielinski**, American Unlimited Tour Operator

Group Business

Ashland welcomes many different groups, associations, youth groups and those from the travel industry such as Travel Oregon. A few of the most common groups that visit Ashland and return each year are specialty and spiritual groups, such as Conversations with God. Other groups that visited Ashland during the 2010 - 2011 Fiscal year include:

- Delegates from China for the **China Business & Tourism Conference**
- **Oregon Tourism Commission**, Annual meeting coordinated by Ashland VCB, Oregon Shakespeare Festival and Travel Oregon. February 2011
- **Ashland Mountain Adventures – Women's Media Bike Event** focused on the Super D – downhill mountain bike race in June 2011. 22 travel writers attended. Ashland VCB presented to them the outdoor and wellness adventures that can be written about in future articles. This race welcomes 450 racers each year.
- **Preview of 2012 – 2013:** With the improving economy, we are seeing an increase in **alumni associations and medical organizations** booking group trips in 2012. These groups have not been to Ashland since 2008. The Ashland VCB will also be supporting the **Elks Convention in April 2012** with welcome signage, information packets and publicity.
- Our membership with **SOVA** (Southern Oregon Visitors Association) provides exposure for Ashland at trade shows that market directly to tour operators and group coordinators.



Examples are the Go West Summit and POW WOW International. Many times this results in creating itineraries and welcoming them to Ashland to experience the town while researching the amenities for their group.

- Cooperatively, Oregon Shakespeare Festival, SOVA and the Ashland VCB are working together to sell Ashland's brand as a consistent message to new groups interested in visiting.

OPERATIONS

Research-

**See Addendum A, page 23: Lodging Industry in Ashland by Rebecca Reid.*


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 and second, a study of the visitor profile would be conducted. These studies continued through 2009 – 2010 and findings were included in the 2009 – 2010 City Report issued January 2010. In the 2010-2011 Fiscal Year, there was an additional lodging survey and analysis conducted by Rebecca Reid, Independent Research consultant and presented to the Visitor & Convention Bureau in May of 2011. One conclusion from this most recent study shows there is an inherent value in Ashland's downtown. Visitors value the downtown lodging and proximity to our amenities. This underscores the importance of the commitment and investment to keep our downtown's physical structure and ambiance vibrant, beautiful and welcoming. The findings of this study are included as Addendum A.

Brochure distribution

In coordination with our website, the *In & About Visitors Guide* is an effective publication to promote tourism. The VCB distributes this *Guide* through a variety of methods at various locations, both locally, regionally and nationally. Methods include all Oregon State Welcome Centers including the new PDX Welcome Center at the Portland International Airport, which enables visitors entering the state to be acquainted with Ashland. Locations also include Chambers and Visitors Centers throughout Northern California and Oregon. Through the VCB's membership and participation with SOVA, our *Guides* are distributed in the Bay Area Travel Show, Sunset, Sportsmen's Show in Sacramento, Portland Ski Show and Golf trade shows in Oregon, Nevada and California. It is also distributed and restocked with each advertiser in the *Guide*. By supporting Ashland's community events, this *Guide* is included in welcome packets for events & conventions by request. For example, it is included in the Juror packets at the Ashland Independent Film Festival, member packets for the Elks Convention (2012) and will be included in the Cycle Oregon athlete packets at their event in Ashland, September 2012.

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, each year. In addition, there is a steady stream of requests from travel writers, local non-profits and small grantees that need high quality photos to include in their articles and coverage 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. We are constantly expanding the image library to support the promotion of our culinary, cultural and outdoor pillars.

Updated imagery can be seen through each publication as well as our website. With in house graphic design by Dana Welsh, Chamber staff saves money and time. We are able to maintain that innovative, 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, 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

With consistent interest and thus, leads or names of folks interested in Ashland, postage supports the response to all inquiries received in the Chamber & VCB office that originate from emails, walk-ins, phone calls and referrals. We maintain a high level of professionalism and customer service by corresponding via first-class mail to each inquiry and mailing them either a *Living & Doing Business Guide* or an *In & About Guide*. This personal touch of a hand addressed envelope and **timely** receipt of information introduces a potential visitor to the experience Ashland provides and begins a relationship that can last for years. Postage supports communication to our members, the mailing of the monthly newsletter, invitations to events and daily operations of member and visitor correspondence. 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 rely on our volunteer base to serve as the front line to visitors and locals. The Plaza Booth is staffed by over 85 community volunteers and operates May through October, serving over 24,000 visitors annually. Each day the Chamber & VCB office is open, there are one to two volunteers who answer phones, walk-ins with questions and handle a variety of information to support the staff and mission. Ongoing training and appreciation is necessary for the volunteers, which we conduct through a training each May to kick off the summer season by providing them updates of information relevant to visitors. We also provide a volunteer appreciation tea at the conclusion of each summer season that enables volunteers to socialize and build the camaraderie that enables them to put forth the positive and welcoming energy they do.



Addendums

Addendum A	The Lodging Industry in Ashland, Analysis of TOT Data 2007-2010
Addendum B	2009/2010 Budget
Addendum C	Advertising Samples
Addendum D	New Website

Addendum A:

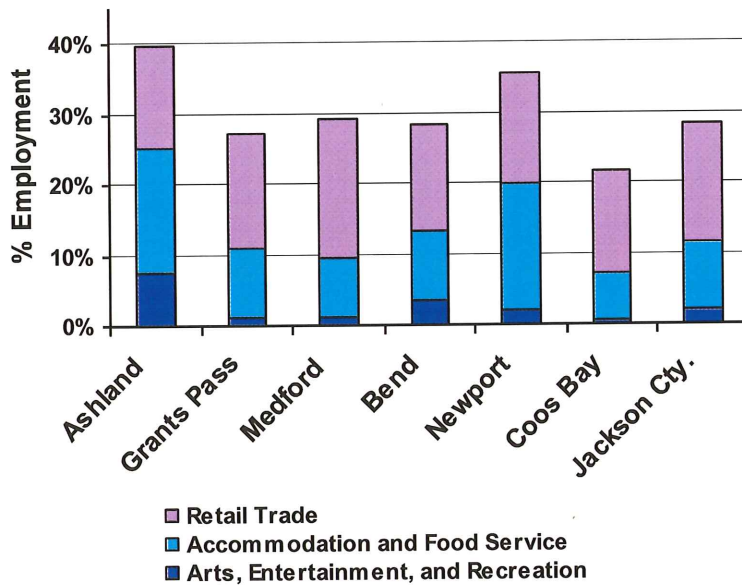


The Lodging Industry in Ashland
Analysis of TOT Data, 2007-2010

*Prepared by Rebecca Reid
For the City of Ashland and
The Ashland Chamber of Commerce*

April 2011

**Employment in Visitor-Related Sectors
Comparison of Cities, 2009**



Source: Oregon Employment Department, QCEW, 2011.

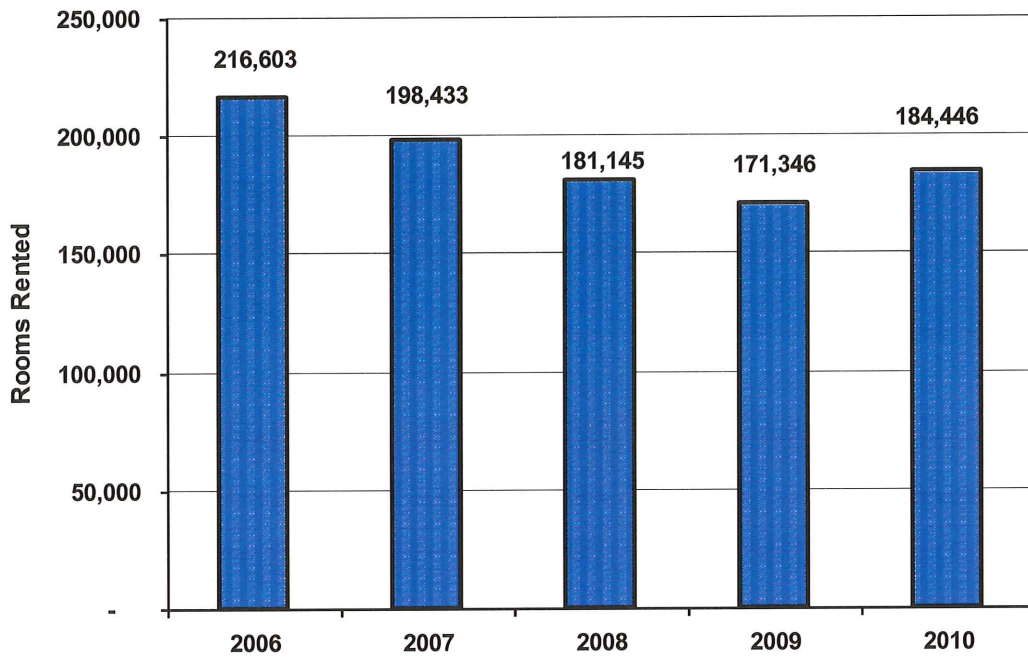
Lodging Sector Indicators

- Rooms Rented
- Rooms Available
- Occupancy
- Tax Payments/Revenues
- Rooms Rates
- Occupancy

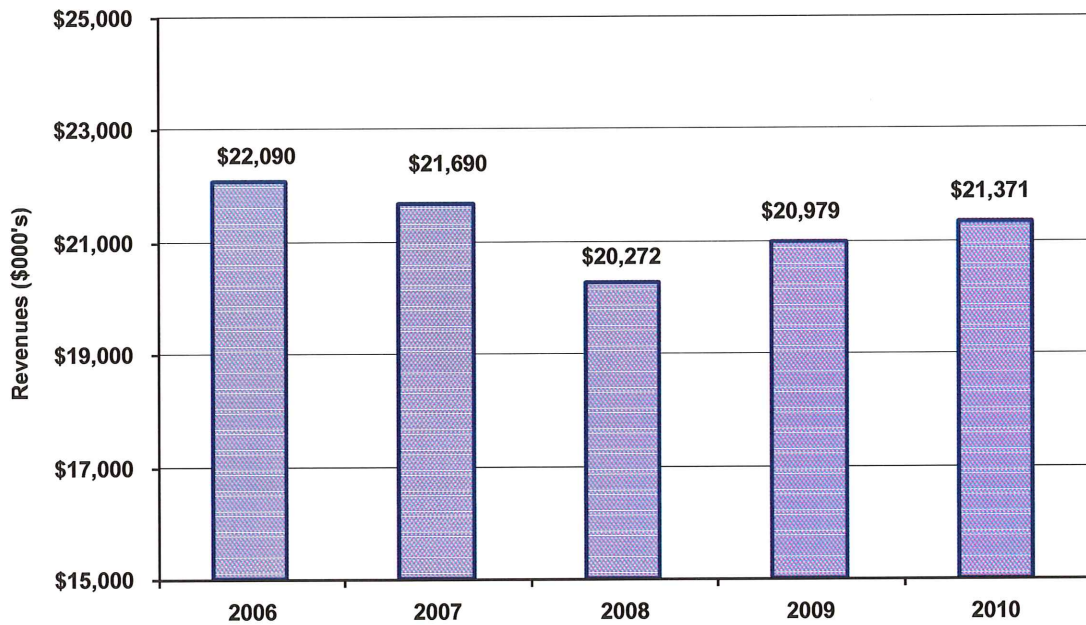
Quick Look

- Quarterly TOT data 2006-2010
- 83 Lodging businesses in city limits
- \$21 million in revenues in 2010 (half in summer quarter)
- 184,000 room nights in 2010
- Average room rate of \$129 (summer)

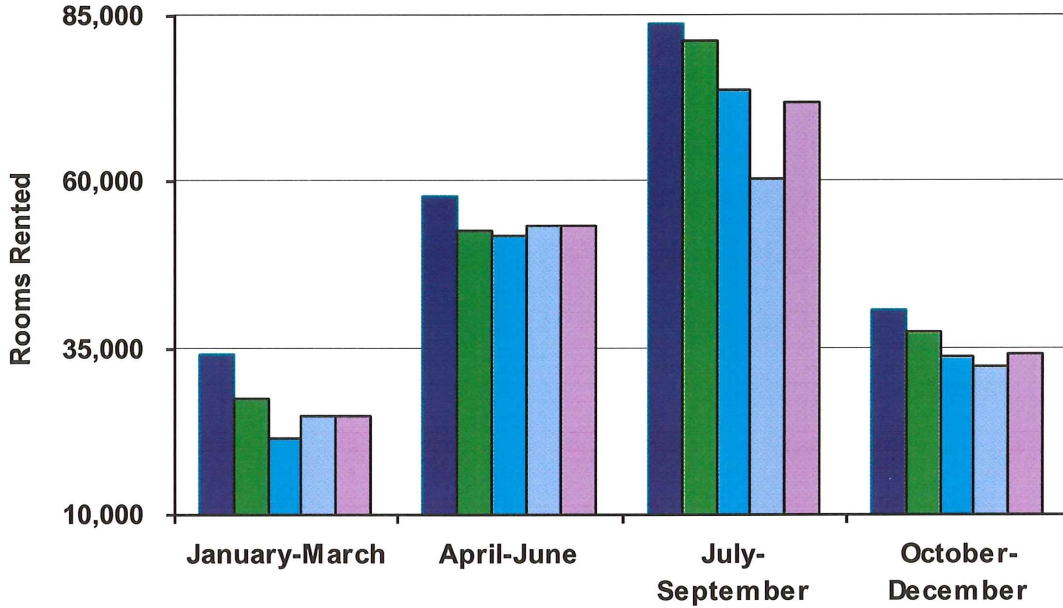
**Annual Rooms Rented
2006-2010**



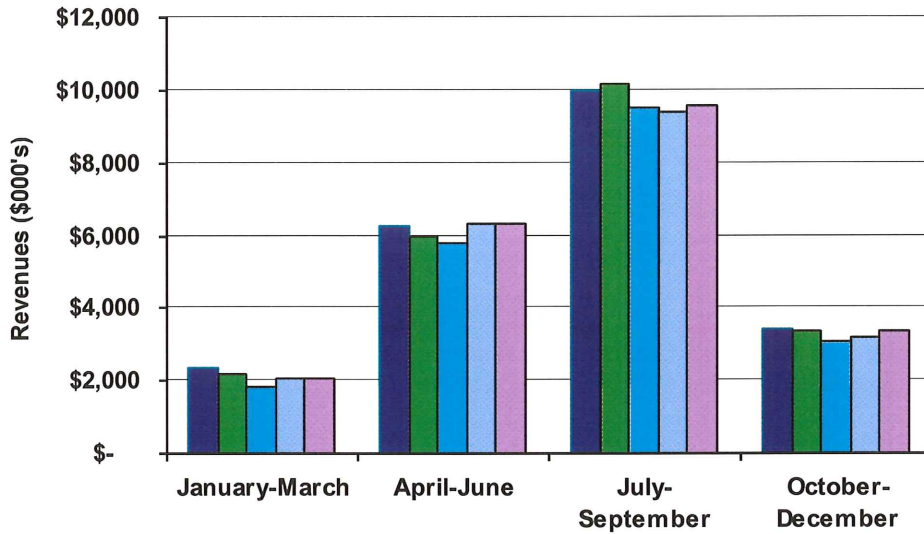
**Annual Lodging Revenues
2006-2010**



Rooms Rented by Quarter 2006-2010

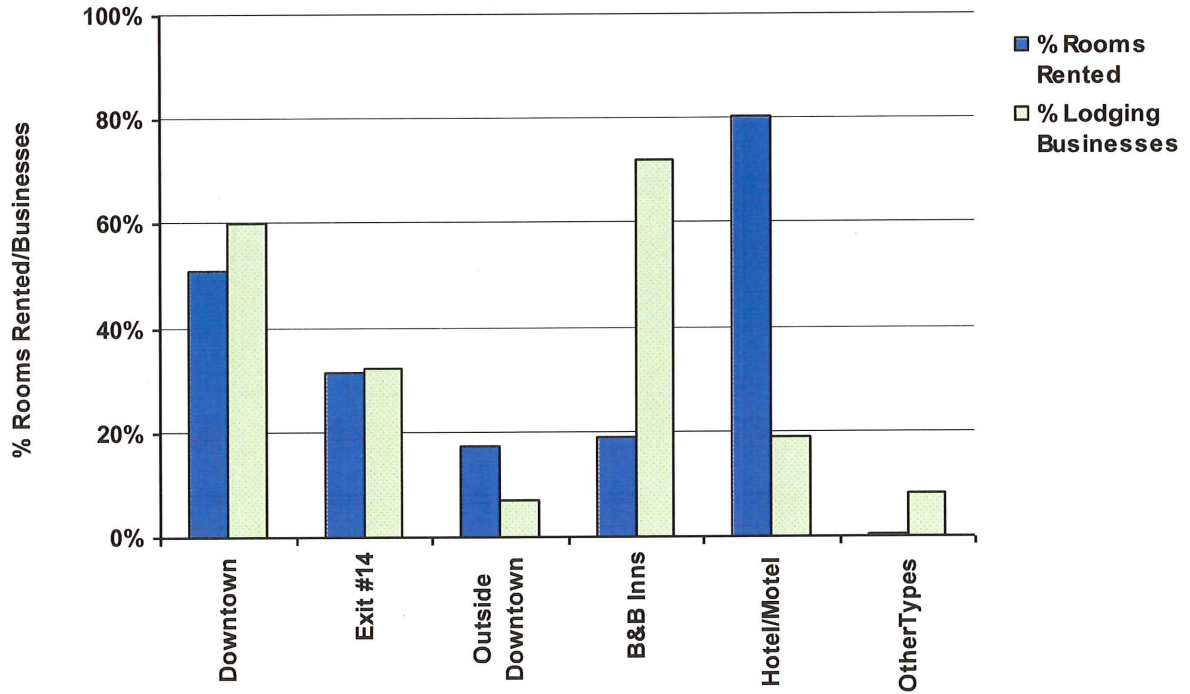


Lodging Revenues by Quarter 2006-2010

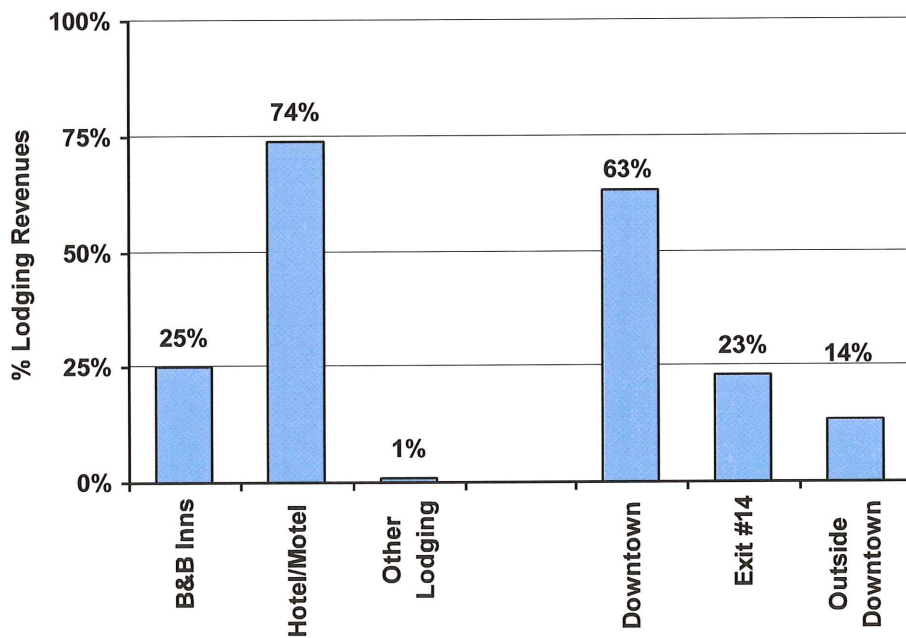


■ 2006
 ■ 2007
 ■ 2008
 ■ 2009
 ■ 2010

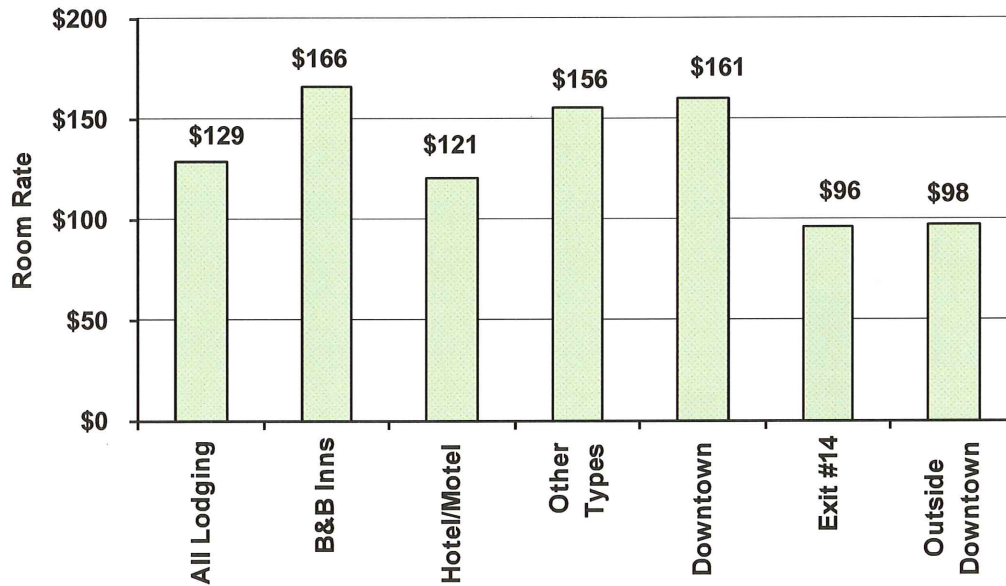
Categories of Lodging Businesses
% of Businesses and % of Rented Rooms
July-September 2010



Share of Total Revenue by Lodging Type and Location
July-September 2010

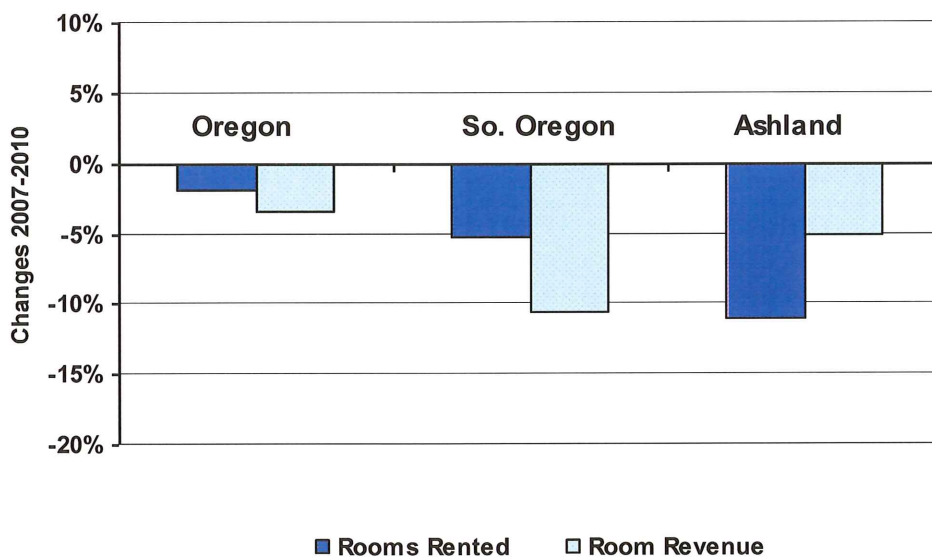


Comparison of Room Rates July-September 2010



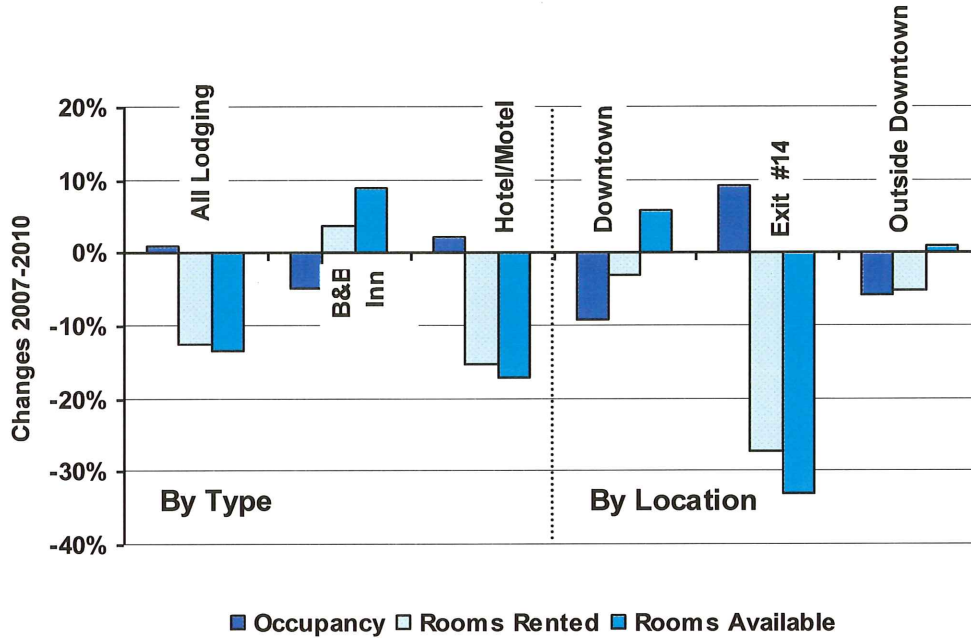
Room Rates are calculated by dividing total revenues by total rooms rented only for businesses who reported rooms.

Change in Room Demand and Revenue Oregon and Southern Oregon July-September 2007-2010



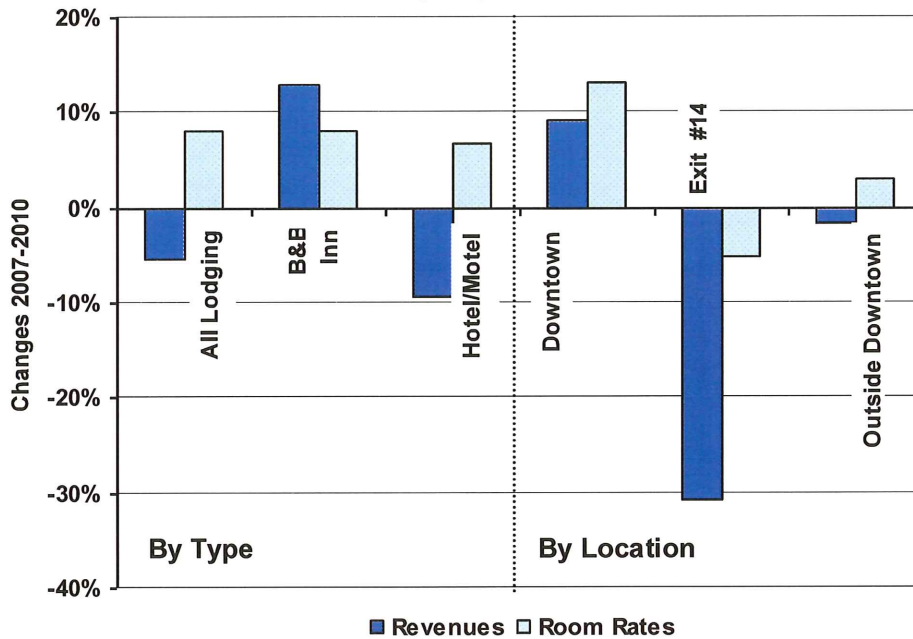
Source: Smith Travel Research, 2011, Ashland TOT Data.

**Comparison of Lodging Groups
Changes in Occupancy Rates, Room Rented and Rooms Available*
July-September 2007-2010**



* Changes are based on data from businesses who provided rooms rented in both 2007 and 2010.

**Comparison of Lodging Groups
Changes in Revenues and Room Rates*
July-September 2007-2010**



* Changes are based on data from businesses who provided rooms rented in both 2007 and 2010.

Key Findings 1

- Most lodging businesses are B&B's but H/M rent most rooms.
- H/M businesses earned nearly three quarters of lodging revenues.
- The downtown area and the I-5 Exit #14 interchange account for 82% of rooms rented.
- Compared to other lodging groups:
 - Average room rates were higher for B&B's and for lodging in the downtown area.
 - Room occupancy rates were higher for the downtown and Hotel/Motel businesses.

Key Findings 2

- Annual room rentals fell 12% between 2007 and 2009 in Ashland (11% July-September).
- Room rentals declined for all lodging groups except B&B's.
- Room rates increased overall and across all subgroups except lodging businesses at the I-5 interchange.
- Revenues dropped by less than rooms rented (2007-2009). The reverse was true for lodging businesses in southern Oregon and statewide.
- Across all lodging groups revenues fell -5% but downtown and B&B businesses enjoyed a surge in revenues, 9% and 13%, respectively.

Addendum B:
2010/2011 Budget

Ashland Chamber of Commerce									
Revenue and Expenses - Combined Activities									
For the Year Ending June 30, 2011									
CITY GRANT									
Visitor & Convention Bureau									
Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Revenue									
City of Ashland Grant	280,000	277,811						280,000	277,811
Membership Dues			118,000		111,329			118,000	111,329
Advertising Revenue			229,000		187,049			229,000	187,049
Sponsorships		7,500			90,112			71,000	97,612
Use of Contributed Facilities					18,000			18,000	18,000
Other Revenue			4,000		2,535			4,000	1,945
Total Revenue	280,000	285,311	440,000		409,025			720,000	694,336
Expenses									
Website Design/Main	11,000	13,544	5,000		3,417			16,000	16,961
Living & Doing Business Guide			16,000		15,988			16,000	15,988
Regional Marketing/Events	25,000	19,847	19,000		22,957			44,000	42,804
Business Conferences & Workshops			25,000		10,970			25,000	10,970
Photofile / Graphics / Map	6,500	4,250	9,000					15,500	4,250
Economic Analysis / Survey Dev		1,600							1,600
Travel & Marketing Shows	9,000	9,592						9,000	9,592
Winter marketing - F&W, FOL	43,000	49,760	21,000		20,534			64,000	70,294
Dues / Insurance	2,000	4,245	4,000		5,021			6,000	9,266
Printing	21,000	21,511	10,000		2,696			31,000	24,207
Hospitality/Annual Dinner	6,000	4,572	10,000		9,646			16,000	14,218
Payroll Costs	115,000	115,000	255,000		255,179			370,000	370,179
Accounting	7,000	8,747	17,000		17,344			24,000	26,091
Equip, Rent, Purch, Storage	8,000	7,570	3,000		3,102			11,000	10,672
Postage	8,000	9,196	2,500		773			10,500	9,969
Office Supplies	7,000	8,680	2,500		2,563			9,500	11,243
Office Maintenance	3,000	2,386	2,500		3,585			5,500	5,971
Telephone	3,500	3,674	3,000		3,683			6,500	7,357
Volunteer Appreciation	4,000	918	2,400		1,567			6,400	2,485
Use of Contributed Facilities			18,000		18,000			18,000	18,000
Other Expenses	1,000		15,100		9,933			16,100	9,933
Total Expenses	275,000	285,091	440,000		406,958			720,000	692,049
Net Surplus (Deficit)	0	220	0		2,067			0	2,287

Addendum C:
Advertising Samples

*Find Your
Holiday
Spirit
in Ashland*

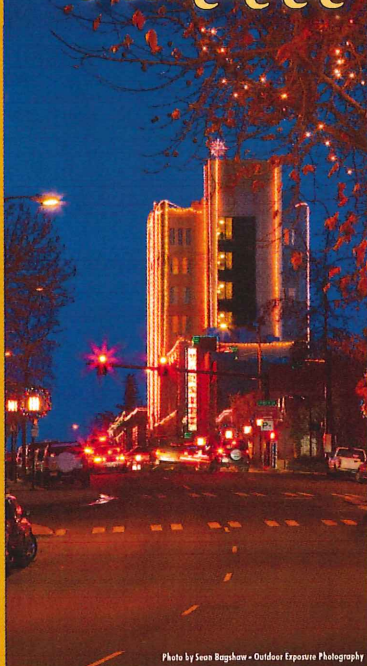


Photo by Sean Bagshaw • Outdoor Exposure Photography

**80 Restaurants
2 Microbreweries
Boutique Shopping
First Class Lodging
Festival of Light
Begins Nov. 25th**

*Join us
for the Holidays!*

AshlandChamber.com

**Start Your Own Tradition . . .
taste our flavors and explore the fun**


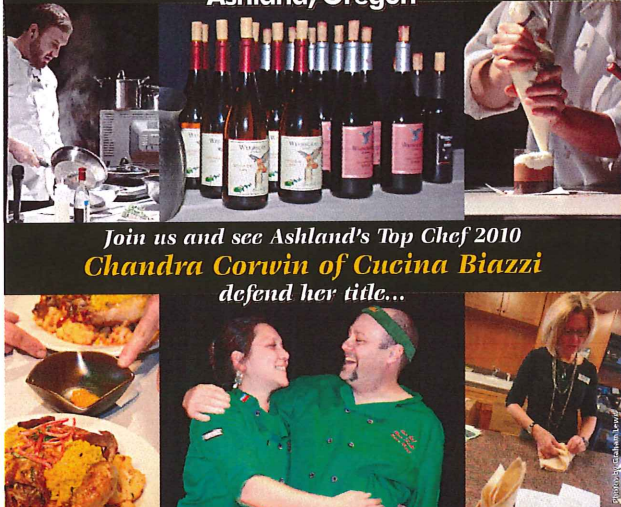


Photo: Cultural Events

Enter to Win an Ashland Getaway
ashlandchamber.com/getaway11

**5th Annual
Food & Wine**
classic in southern oregon
November 4-6, 2011
Ashland, Oregon



**Join us and see Ashland's Top Chef 2010
Chandra Corwin of Cucina Biazzi
defend her title...**

**8 Chefs compete • 30 Vendors to Sample • Wine, Farm & Food Workshops
Local food artisans • Award-winning wines • Microbreweries and Spirits**

For tickets & Event Info: ashlandchamber.com

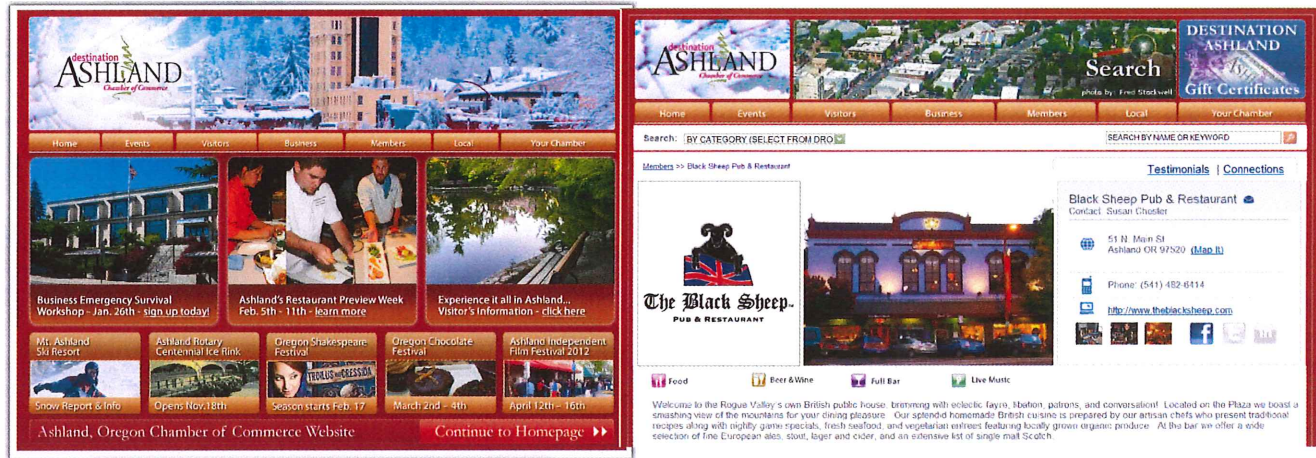
Come experience the
Weekends of Wonder
in Ashland, Oregon

Getaway packages - Overnight Stay & \$75 in Vouchers
good at these events, Restaurants, Spas, Shops & more!

Oregon Shakespeare's 75th Anniversary Season Begins	6th Annual Oregon Chocolate Festival March 5-7	Mt. Ashland Skiesta Season Begins	9th Annual Independent Film Festival April 8-12	A Taste of Ashland April 23-25
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www.ashlandchamber.com

Addendum D: Website



www.ashlandchamber.com

2011 Goals and Success...

- **Goal #1: Increase local traffic and diversify visitor traffic**
 - **SUCCESS:** Increased local traffic by 53% and diversified visitor traffic from Canada, Pacific Northwest, Southeast and within the state of Oregon

- **Goal #2: Increase Social media presence and connection to site**
 - **SUCCESS:** Facebook is now the #1 direct referrer to our site increasing 10% over last year by implementing NEWS tool, event marketing campaigns and the development of Ashland Chamber's Facebook page.

- **Goal #3: Create tools – NEWS tool, Expanded Calendar and Mobile capacity**
 - **SUCCESS:**
 - **NEWS tool:** Increased traffic by sharing current NEWS for members that posts on our site, links to subscribers and also posts on Ashland Chamber's Facebook page.
 - **Calendar:** Open to members and annual community events, the Calendar is 2nd most visited part of our site. Members can post their own events. The expanded calendar drives more local, community and visitor traffic. More interaction.
 - **Mobile Capacity:** Increased the capacity of our site to be viewed on a mobile device. This effort increased mobile visitors by 157%! 10% of all site visitors were using mobile devices.

- **2011 Statistics UPDATE - the power of ashlandchamber.com :**
 - 130,182 visitors on the site up from 2010
 - Average time on site: 3:16 minutes up from 2010
 - Average pages per view: 4.2
 - 547,000 total page views
 - 72% of traffic is from search engines
 - Ashland Oregon is the number one search term
 - Direct traffic is up 5%
 - Facebook Fan Count: 609 as of 12/12/11
 - The new Member Directory was accessed 64,686 times
 - The Lodging section was the number one section with over 12,000 visits



Appendices

Appendix A

2010/2011 Ashland Chamber of Commerce Board of Directors



Appendix A

Chamber of Commerce Board of Directors 2010-2011

Alex Amarotico	Standing Stone Brewing Company
Don Anway	Ashland Springs Hotel
Lisa Beam	Pasta Piatti / Sesame Asian Kitchen
Cindy Bernard	Rogue Valley Roasting Co.
Marie Donovan	Ashland Homes Real Estate
Mary Gardiner	Southern Oregon University
Pam Hammond	Paddington Station - <i>President</i>
Mark Marchetti	Ashland Community Hospital
Nancy Morgan	Yala
Meiwen Richards	People's Bank
Jim Teece	Project A

