

**A MARKET RESEARCH PROJECT
TO IDENTIFY NEW RETAIL OPPORTUNITIES
FOR DOWNTOWN NEWBERG**

Prepared for:

**Downtown Newberg Coalition
Mike Ragsdale, Director**

Prepared by:

**BUSN 450 Marketing Research Course
George Fox University**

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Professor**

Fall 2010

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PROJECT INTRODUCTION AND OVERVIEW

During the summer of 2010 Dr. Justine Haigh, Associate Professor of Marketing, contacted Mike Ragsdale, Executive Director of the Newberg Downtown Coalition, to explore opportunities for cooperation related to academic research and retail development in downtown Newberg. A meeting was held with members of the coalition, Dr. Haigh and Dr. Alan Kluge, Professor of Business, to develop a plan for students to conduct market research. It was agreed that the fall undergraduate marketing research class taught by Dr. Kluge would conduct survey research to help the Newberg Downtown Coalition identify and better understand unfilled needs for retail business in downtown Newberg.

The class was divided into four teams each assigned a different market segment to investigate. An executive sponsor was assigned to each team by the Downtown Newberg Coalition, a person to serve as a mentor and resource. The four market segments examined were: business owners, George Fox University students, shoppers in downtown Newberg, and visitors to the Newberg area. Each team conducted primary survey research of its assigned market segment. Included in this document are the reports completed by each of the four teams.

While each market segment exhibited slightly different needs, there were some common themes that emerged:

- Traffic and availability of parking were recurring themes. People found the volume of traffic through downtown to be a deterrent, as too was the lack of convenient parking.
- Students expressed a desire for businesses that remain open later at night, businesses that provide food and forms of entertainment.

- The greatest demand for dining was for family-style restaurants. While people did not appear to support bringing additional fast food restaurants to Newberg, students would like to see existing fast food restaurants now at the east end of Newberg located within walking distance of campus.
- Two specific recurring requests were for a Trader Joe's or similar specialty grocery store, and for a bakery.
- The existence of non-retail storefronts in the downtown core, specifically professional services offices, was discovered to detract from Newberg's appeal as a retail destination. A greater concentration of retail businesses would improve the likelihood of people shopping downtown.

During spring semester 2011 plans are for two different classes to continue this research making use of the findings generated this semester. The two classes, both taught by Dr. Haigh, are an undergraduate class in marketing communications and an MBA class in market research.

The School of Business at George Fox University is grateful to the Downtown Newberg Coalition for making this learning opportunity available to our students. We trust their work will be very useful in helping the Coalition to strengthen the downtown Newberg business community.

E. Alan Kluge, Ph.D.
Professor of Business
George Fox University
School of Business

**STUDY A
BUSINESS OWNERS:
A MARKET RESEARCH PROJECT
OF DOWNTOWN NEWBERG**

Prepared for

Downtown Newberg Coalition

Prepared by

Josh Enobakhare

Evan Clough

Danxi Li

December, 2010

**George Fox University
414 N. Meridian St.
George Fox University
Newberg, OR**

December 6, 2010

Mr. Mike Ragsdale
Newberg Downtown Coalition
518-A E 1st Street
Newberg, OR, USA, 97132

Dear Mr. Ragsdale,

As you requested in your presentation in our class in September, 2010, we have completed the marketing research analysis of local business owners for Downtown Newberg Coalition. The results are contained in the report entitled "The Business Owners: A Market Research Project of Downtown Newberg." The report is based on interviews with 11 local business owners in Newberg.

The complete methodology is described in the report. Standard marketing research practices were used throughout the research project. You will find that the results of the report provide the information necessary to achieve the research objectives we set out for this project. The results represent "the voice of present local business owners" and we trust you will be able to use these results to make the best decisions for the Downtown Newberg.

Should you need further assistance please do not hesitate to contact us through email. We enjoyed working with you on this project and we look forward to working with you again in the future.

Sincerely,

Josh Enobakhare

Danxi Li

Evan Clough

Executive Summary

Business Owners: An Opinion on Local Economy Activity represents the second annual report on the micro-economy of downtown Newberg. The study seeks to answer fundamental questions regarding the types of retailers and service providers that would be most successful in stimulating additional economic activity in the immediate area of downtown Newberg. Supported by the Newberg Downtown Coalition and based on the responses of several downtown businesses, the study addresses the following key questions:

What is the Ideal Tenant Mix for Downtown Newberg?

Background:

Downtown Newberg has experienced several categories of tenants over the course its 120-year history. As the years have gone by, the more high-profile tenants have left downtown in search for more favorable locations. The current tenant mix incorporates a collection of highly specialized businesses with short operating hours, high prices and with products that target middle-age+ adults. Is there a tenant mix in downtown Newberg, that can maintain satisfactory profitability, and that can successfully accommodate for the visitor, family, middle-age+ adult and university populations?

The Evidence:

Our research has deemed a successful downtown tenant mix as attainable. History gives light to a time in Newberg's history when downtown was a thriving economic center. During the 1950's and 60's downtown Newberg had several banks, popular eating establishments, JC Penny and Sears catalogue stores, and several booming hotels. This period consisted of businesses that successfully targeted every consumer category in Newberg. The attempt to replicate downtown's past economic success would require a similar approach while taking into account economic and social changes in the surrounding communities.

Why are businesses moving out of Downtown Newberg?

Background:

In recent years, downtown businesses have had trouble sustaining their profitability. Stores have been consistently either closing down or fleeing their current location. Is there a central cause that has spurred the gradual decline of the local economy?

The Evidence:

Our research has shown there to be multiple causes of downtown's retarded economic growth. The causes include the neglecting to change downtown business practices, the failure to reconstruct the downtown street grid, and the noninvolvement of civic authorities in formatting business type and placement.

What are the prospects for future economic growth?

Background:

The current economic state of the nation has stunted growth across nation. With the high probability of an eventual boom, and the involvement of the private and civic sectors in changing the downtown environment, is there a possibility of a significant economic expansion in downtown Newberg?

The Evidence:

Our research has suggested that economic recovery is possible. While there are a number of businesses that are struggling, there are several that stated they were satisfied with their annual financial performance. With the university population steadily increasing every year there results the opportunity of more potential downtown consumers. The key is a sustained adjustment in business culture. Our research has proven that businesses need to recognize their potential markets and develop a business plan that specifically targets them.

Introduction

Background

In the fall of 2010, George Fox University's BUSN450 (Market Research and Decision Making) class agreed to undertake a market research project on behalf of the Newberg Downtown Coalition. The Coalition expressed concern over the amount of vacant vendor space in downtown Newberg and a desire to know what types of tenants might best fill these spaces in order to stimulate additional retail activity in downtown Newberg. There is also concern regarding the number of tenants that have chosen to move out of downtown Newberg as well as the future of the business community.

In order to address these concerns the Coalition felt that a research survey would be in its best interest. As mentioned above, the BUSN450 class agreed to perform this survey. Contained herein are the results of the survey of Newberg business owners.

Research Objective

The business owner's group developed five research objectives around which to write research materials. These objectives, as originally written, were:

- 1.) Identify common traits of downtown businesses that are currently performing well or poorly.
- 2.) Estimate the efficacy of common methods used to promote downtown businesses, and recent changes in these methods.
- 3.) Determine any large changes in product or service offerings of downtown businesses that have occurred in the last six months.
- 4.) Determine the relative stability or instability of the customer bases of downtown businesses over the last six months.
- 5.) Identify potential opportunities that have been overlooked.

In the end, these research objectives were met with varying degrees of success. During the performance of research activities, the researchers (under the guidance of the sponsor) determined that research objectives 2) and 5) were beyond the scope of the work to be done by this group. As such, they were not answered sufficiently. Other factors limiting the group's ability to perform its work as effectively as possible included limited researcher experience.

Method

Population

The population for our research survey were owners (or if the owner is not available, managers) of businesses in downtown Newberg. Downtown Newberg is defined as the area bounded on the north side by East Sheridan St., the east side by River St., the south side by East 3rd St., and the west side by North Harrison St.

Sampling Plan

Units of the defined population were selected based on accessibility. More specifically, surveyors would manually walk through downtown Newberg, selecting businesses that seemed likely to be willing to respond to the survey. If an owner was available, they would be asked to fill out the survey immediately. If they were busy or not present, surveyors would return at a time arranged with the business. This would be repeated until a sufficient number of surveys were completed.

Sample Size

A total of 12 surveys were completed for this study.

Development of the Questionnaire

The questionnaire materials were developed with the questions of concern and research goals in mind. All questions were written in an effort to solicit honest, unbiased, helpful answers in a manner that was not perceived as overly intrusive.

Data Collection Method

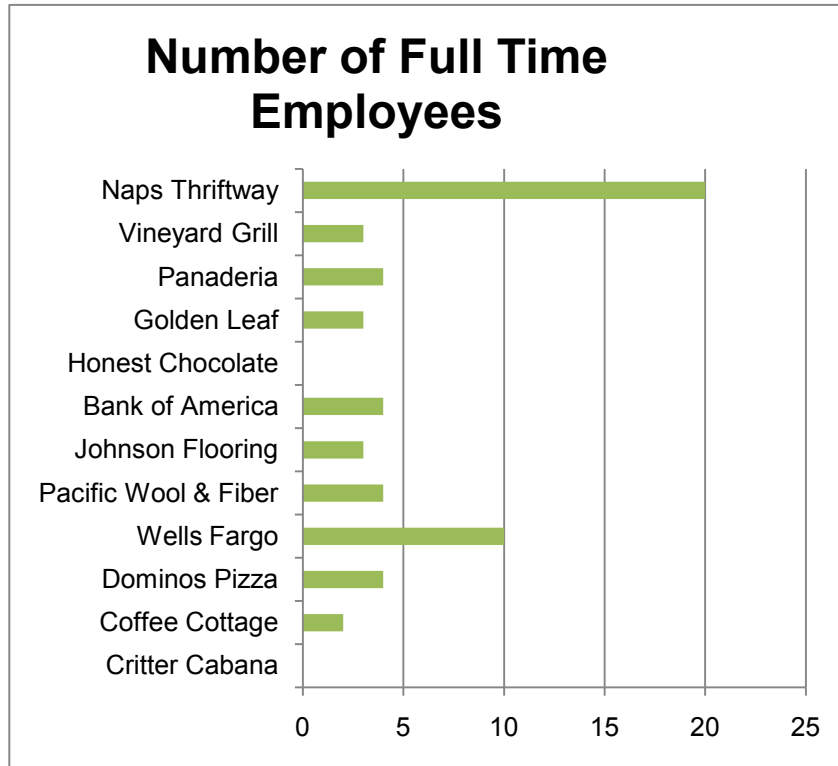
Surveyors interviewed in person the owners or managers, marking their responses on the questionnaire materials. The materials were not given to the owner or manager to fill out, in the hope that while the respondents were talking through their answers, they would feel comfortable divulging additional information that may not be gathered otherwise.

Results

Our results consist of the responses of 12 downtown business.

1. How many full-time (40+ hours per week) employees do you currently have?

n= 12



Most downtown businesses are small, independently owned and have 3 to 4 employees. Their small size results in more vulnerability to fluctuations in the market. Large business, such as Naps Thriftway, seem to fair better in difficult economic times.

2. How have the number of full-time employees changed from a 1 year ago?

n=12

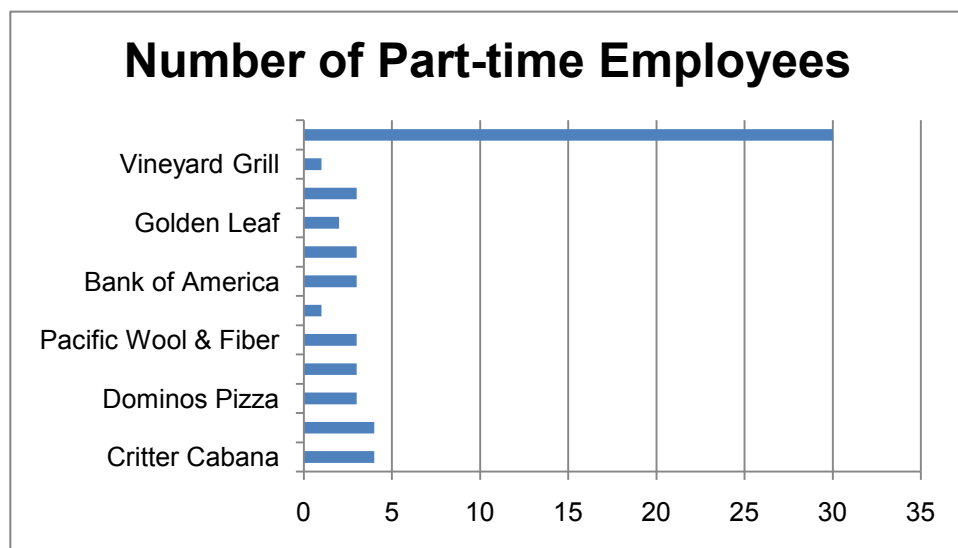
Change of full-time employees compared to a year ago?

Critter Cabana	0
Coffee Cottage	0
Dominos Pizza	0
Wells Fargo	0
Pacific Wool & Fiber	0
Johnson Flooring	0
Bank of America	0
Honest Chocolate	0
Golden Leaf	0
Panaderia	-3
Vineyard Grill	0
Naps Thriftway	0

Most businesses that we surveyed stated showed no change in employment levels from last year to this year. This statistic was promising, and placed a dent in the assumption that Newberg downtown business we're cutting employees due to inadequate profits.

3. How many part-time (less than 40 hours per week) employees o you currently have?

n=12



Our research directed our focus to the large number of part-time employees in downtown Newberg. Several businesses that we surveyed stated that they only hired part-time employees. The reason most businesses hired part-time was financial inability to support full-time employees.

4. How have the number of part-time employees changed from 1 year ago?

n=12

Change of part-time employees compared to a year ago?

Critter Cabana	0
Coffee Cottage	0
Dominos Pizza	0
Wells Fargo	0
Pacific Wool & Fiber	0
Johnson Flooring	0
Bank of America	0
Honest Chocolate	-1
Golden Leaf	0
Panaderia	2
Vineyard Grill	0
Naps Thriftway	0

The change in part-time employment was similar with the full-time employment in that it had few fluctuations. Whether or not the economy was fluctuating, businesses were generally able to retain their entire workforce.

5. What is your target annual gross profit?

In an attempt to gain company financial knowledge without diving too deep into personal financial records, we asked for target annual gross profit, as opposed to actual gross profit. Our goal was then to inquire if they had reached that target during the year. Unfortunately businesses were generally unwilling to disclose their target annual gross profit. The gross profit of those responding ranged from \$30,000 to \$2,500,000.

6. Have you been able to consistently achieve this target during the last year?

Despite our team's efforts to write and ask this question in a manner that was not intrusive (including offering confidentiality), we found that many business owners were still reluctant to disclose this information to us. One larger business

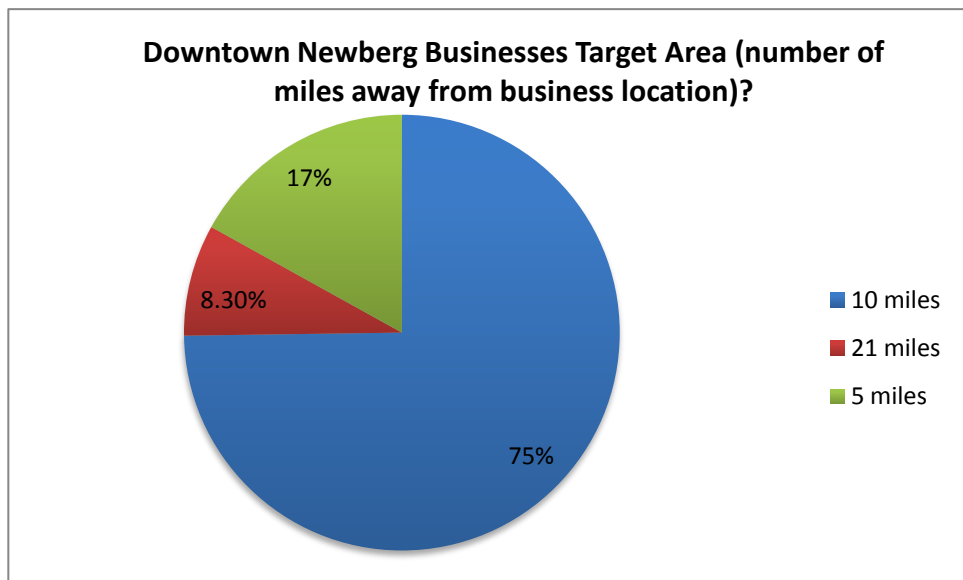
was a few percent over its year-to-date profit target, while a smaller business indicated that they were not achieving profit targets.

7. Is your gross profit margin target greater or less than the industry standard?

Due to poor response we were unable to report the response to this question.

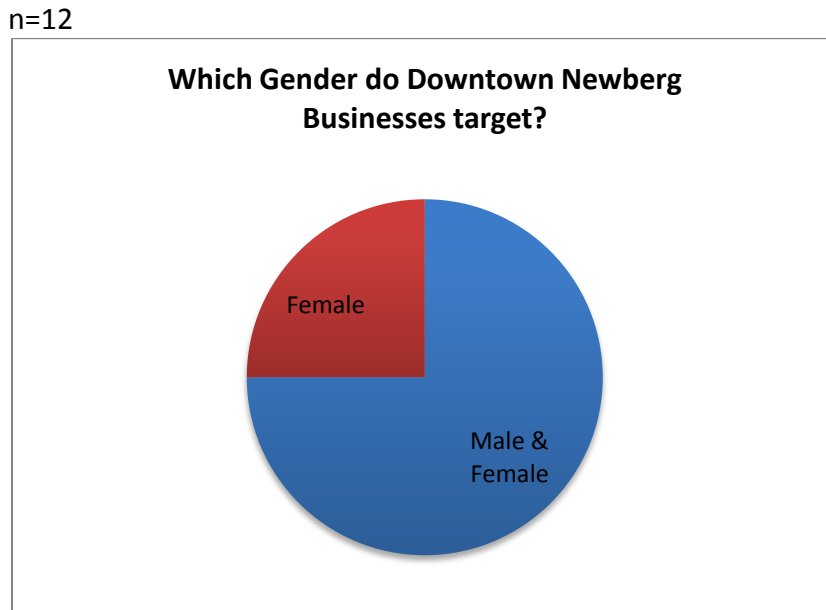
8. What area are you targeting (number of miles away from business location)? Mark all that apply.

n=12



Here, perhaps unsurprisingly, we found that most businesses interviewed were targeting consumers within 10 miles of downtown Newberg. However, 2 businesses targeted customers within 5 miles, and one responded with 21+ miles (Pacific Wool and Fiber). Pacific Wool and Fiber responding this way citing a significant online presence which allows them to sell across the country.

9. What gender do you target the majority of the time?



The majority of the businesses surveyed targeted both genders. Three responded that they target mostly females. These businesses were Pacific Wool and Fiber, Johnson Flooring, and Honest Chocolates.

10. What is the age of your target customer?

Most respondents said they targeted all ages. Three respondents gave specific ages. These were Pacific Wool and Fiber (46-55), Johnson Flooring (36-55), and Honest Chocolates (26-55).

11. Has your target market changed in the last year? If yes, how?

Has your target market changed in the last year? If yes, how?

Critter Cabana	Yes
Coffee Cottage	No
Dominos Pizza	No
Wells Fargo	Yes
Pacific Wool and Fiber	Yes
Johnson Flooring	Yes
Bank of America	No
Honest Chocolate	No
Golden Leaf	No
Panaderia Gonzalez	Yes
Vineyard Grill	Yes
Naps Thriftway	No

Half of the businesses that we survey stated no change in their target market. The other half however has changed their target market. Wells Fargo's usual customers are not lendable due to changes in the economy and the bank is now focusing on more financially established clients. Vineyard Grill is attempting to target the growing George Fox student population. Our research has shown that businesses are realizing the need for a target-market change too late.

12. Describes two aspects about your current business location that you would change.

This question resulted in several repeated responses among the survey businesses. The heavy traffic on Highway 99 was a top issue among business owners.

It is estimated that over 14,000 vehicles travel through downtown Newberg, on Highway 99, on an average day. Only a fraction of those commuters will stop to shop in downtown Newberg. Most vehicles simply passes on through creating an unpleasantly loud and busy environment. Newberg businesses stated that they wished their location had less vehicular traffic and more foot traffic.

Another issue was the limited parking options that downtown Newberg had to offer. Most business have street front set-ups, which allow for little to no parking. The business that own parking lots (Wells Fargo, Nap's Thrifway) would prefer that solely their patrons used their lots. Wells Fargo stated that their patrons regularly complaint about being crowded out by non-Wells Fargo customers using the parking lot.

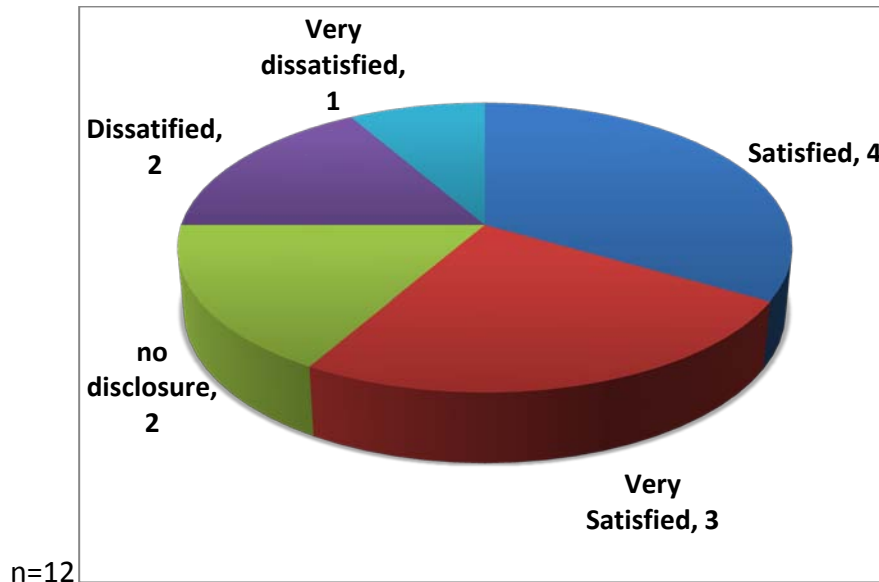
The last major complaint was existence of several regulations that the city government had in place regarding lighting and signage. Johnsons Flooring recalled an instance when he was forced to remove a pancake sign in front of his store due to a vague city regulation. The common from businesses was for the city to allow for better advertising opportunities by letting companies self-promote via signage and lighting.

Describes two aspects about your current business location that you would find advantageous.

This question provided a number of specific responses among surveyed businesses. Several businesses stated that they benefited from the adjacent businesses they were situated next to. Several businesses commented on the prestige of functioning out of a historical building. One business mentioned the

personal relationships with customers made through operating a small street front business.

13. What best describes your feeling about the financial performance of your business in the 3 months?



The results show that most business owners are satisfied with their business' performance over the past year. While this could reflect truth, there is a possibility that owners were overly optimistic in their responses, or embarrassed to disclose their actual financial situation. One retailer has come nowhere near its annual gross profit and stated plans to downsize within the next year. One restaurant, on the other hand, is on the verge of a dire financial situation. Bankruptcy is imminent unless they can establish a strong customer base.

14. Do you have plans for additions to your business within the next year?

Eight of twelve business owners said that they had plans for additions to their business within the next year. For example, Wells Fargo plans to paint their building, get a structural face-lift, and purchase new music equipment. Vineyard Grill plans to add an ice cream bar, and a ping-pong pool table. This reflects the existence of some entrepreneurial ambition within the downtown business community, and the resistance of several businesses to current economic conditions.

15. Do you have plans to downsize your business within the next year?

Only one of the 12 businesses surveyed indicated plans to downsize next year. This further reflects the confidence that business owners have in their businesses.

Summary of Findings

Our analysis of downtown Newberg businesses, has revealed an urban center with great economic opportunities but that needs to implement several changes to achieve lasting sustainability.

Downtown Newberg's years of economic growth occurred mostly in the 1950's and 60's when businesses recognized their potential target markets and made an effort to pursue them. The largest market that has been under-targeted has been the George Fox University student population. There are over 1,800 young adults within two blocks of downtown Newberg. These students are in a new environment, away from home, and are searching for new places to shop, eat, and to be entertained.

Our research indicates that the business that has made a sustained effort to target the university population has been the most successful. Examples include downtown Newberg's coffee shops, Nap's Thriftway, or Jem 100 Ice Cream. These businesses generally have later closing hours, offer affordable products, offer products that interest a college age bracket, and occasionally advertise on the George Fox campus.

A glance at the tenant mix of downtown Newberg reveals a combination of stores that would not be appealing to the average college student. There are several insurance agencies, antique stores, two pubs, several real estate firms, mortgage firms and a sewing store. An average George Fox student will likely never find a need to visit most of these stores during their 4-year college career. These businesses don't only affect their stability when they exclude large consumer bases, whether it be GFU or others, but also that of the surrounding businesses.

The presence of several antique stores and insurance agencies near the entrance of downtown creates a notion in the mind of the college student that most downtown businesses were similar. Several students that were interviewed were completely unaware of downtown's Golden Leaf Thai Restaurant. Many assumed that after one passed Coffee Cottage, Highway 99 had nothing but antique stores, and farm stores, until one got to Dundee. Golden Spoon has made an

effort to cater to college student's income and to implement late closing hours, yet the business continues to be affected by an undesirable tenant mix.

A couple of viable future downtown business categories have surfaced in our research. They include a small "self-bag" grocery store, a fast food establishment, a 7-11 convenience store, a frozen yogurt shop, a *Container Store*, a trendy clothing store, and a computer café. All these businesses would bring much needed college traffic to Newberg's downtown.

Lastly the city of Newberg needs to take the initiative in strengthening the sustainability of downtown businesses. The city government needs to encourage economic growth by offering property tax breaks to downtown business, lightening the burden of unnecessary civic rules and regulations; actively enticing high-profile businesses to establish themselves downtown, addressing Highway 99's traffic dilemma and creating additional parking options downtown.

Limitation of Study

Initially we planned to interview more local business owners, but ended up surveying only twelve local business owners due to lack of time.

One of the most significant limitations was the unwillingness of several businesses to disclose general financial information. Regardless of our promise of confidentiality, and the stated goodwill of our initiative, many businesses were not convinced that our study was worth sharing their financial information.

Another limitation was the lack of appointments that we were able to make with business owners before we approached them for an interview. It was learned that business owners were physically at their store location for only a small slice out of the day. Our first encounter at a store usually involved us just missing the owner, then needing to come back the next day. Our inability to previously inform many owners of our arrival made for several dismissals.

Our last observation proved that we had incorrectly concluded that our survey questions applied to all our objective questions. It was later decided that some of those survey questions did not match our objective questions. This meant that we had made some mistakes in our marketing research plan.

Recommendation of Future Studies

It would be beneficial to plan ahead and schedule formal interview appointments with local business owners at earlier dates. This would have prepared our respondents for our arrival, and would have allowed them time to process what they wanted to say. This would most likely give us more quality information, and be a positive act of courtesy on our part.

Gaining more reliable information from local business owners would have also resulted from explaining the goal of our project and focusing and how it would benefit their financial success in the long run.

Finally, when referencing our survey, we discovered a few questions that could have been worded a bit better to more accurately relate to the stated "Questions of Concern."

STUDY B
A MARKETING RESEARCH STUDY TO DETERMINE
GEORGE FOX UNIVERSITY STUDENTS' PERCEPTION
OF DOWNTOWN NEWBERG

Prepared for:
Mike Ragsdale
Downtown Newberg Coalition

Prepared by:
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Kate Shepherdson
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Marketing Research and Planning
BUSN 450

Fall 2010
George Fox University

LETTER OF TRANSMITTAL

George Fox University Student Research Group
414 N Meridian Street
Newberg, OR 97132

December 7, 2010

Mr. Mike Ragsdale
518-A E 1st Street
Newberg, OR 97132

Dear Mr. Ragsdale,

As you requested when you spoke with our class several months ago, we have completed the marketing research analysis of undergraduate and graduate students on the Newberg Campus of George Fox University. The results are contained within this report entitled, "A Marketing Research Study to Determine George Fox University Student's Perceptions of Downtown Newberg". This report is based on 134 surveys from students at George Fox University in Newberg, Oregon.

The complete analysis is described within this report and all standard marketing research practices were used throughout the process of creating the survey, gathering data and analyzing the results. The results represent the thoughts and feelings of student consumers on the Newberg campus of George Fox University. We trust you will be able to use these results to make the best decisions for the Newberg Downtown Coalition.

Should you need any further assistance, please do not hesitate to reach us at (503) 550-7747. We have greatly enjoyed working with you on this project and look forward to working with you again in the future.

Sincerely,

Jackie Hamlin

Kate Shepherdson

Kassie Wymore

Rita Yi

EXECUTIVE SUMMARY

The Downtown Newberg Coalition has presented us with a challenge to study potential changes and improvements to downtown Newberg, from where 99W splits (E Hancock St. & N River St.) to where it comes back together (E 1st St. & S Harrison St.). There are four teams concentrating on different populations in Newberg. Our team conducted research on ways to best develop this area to satisfy George Fox University students. This study consisted of a survey of undergraduate and graduate students administered online.

HOW DEPENDENT ARE GEORGE FOX STUDENTS ON DOWNTOWN NEWBERG?

Overall, students are not pleased with the selection of businesses downtown, it does not fulfill their needs.

- 45% of students agreed to some extent that it is necessary to travel outside of Newberg on a regular basis to meet their shopping needs.
- Stores in Newberg do not fulfill their shopping needs, according to 41% of students.

WHERE WOULD STUDENTS LIKE TO SEE IMPROVEMENTS?

Not only are we aiming to fill tenant gaps downtown, we are also striving to improve or replace businesses that are not filling shopper's needs. We proposed the statement, "I would spend more time and money downtown Newberg if it had better". Overall, there were more categories where improvements could increase shoppers and revenue.

- The two highest categories agreeing with this statement would be clothing/apparel (82%) and entertainment (73%).
- Several other categories had high ratings including deli and sandwich shops (67%), bakeries (66%), table service restaurants (55%), and gift and specialty stores (50%).
- There were a few categories in which improvements would not increase shoppers spending including coffee houses, jewelry stores, and hardware stores.

HOW SATISFIED ARE STUDENTS WITH THEIR EATING AND SHOPPING OPTIONS DOWNTOWN NEWBERG?

Eating and shopping are the two activities that students do most downtown Newberg. We set out to determine if they were indeed happy with the selection and quality, plus looked for ways to improve.

Eating: Overall, students would rather travel outside of Newberg to eat, and they favor (60%) family style/table service restaurants.

- Open response answers to their favorite restaurant in Newberg revealed Golden Leaf was the most popular answer with 19%, followed by Lil' Cooperstown and Ixtapa.
- When asked about their favorite restaurant not in Newberg, Red Robin (15%) and Olive Garden (13%) were very close, and any sushi restaurant followed not too far behind.
- Even though the majority (44%) eat out only occasionally, when they do they are willing to spend more money at a sit down restaurant, compared to eating fast food.

Shopping: Students seem to be pleased with the selection downtown Newberg, and actually do a lot of their shopping there, but there is still of room for improvement.

- 34% of students do 26-50% of their shopping in Newberg and in the past seven days the majority (54%) of students purchased something downtown.
- Overall, students spend the most money on groceries and coffee/beverages.

WHAT POTENTIAL BUSINESSES WOULD STUDENTS LIKE TO FILL TENANT GAPS?

When asked by the Downtown Newberg Coalition, our goal was to find businesses that would be successful downtown. Not only did we directly ask students their ideas and preferences, we also have made conclusive inferences by the data that we collected.

When asked what businesses they would like to see in Newberg there were many excellent ideas, including:

- Clothing stores
- Bakeries
- Organic Grocery Stores
- Electronic Stores
- Hang out places open past nine: bowling, laser tag, movie theater
- Ice Cream/Smoothie/ Bubble Tea shop
- Shopping less expensive than Fred Meyer: Target, Walmart, Costco, etc.
- Ethnic Restaurants

The following are businesses that would potentially be more beneficial located downtown Newberg.

- Fast Food Restaurant, including Sandwich Express
- The Sweetest Thing
- Grocery Store: Fred Meyer, Safeway, etc

METHOD

DEFINITION OF THE POPULATION

The population surveyed was all undergraduate and graduate students on the Newberg campus of George Fox University.

SAMPLE PLAN

Our sample plan used a convenience sample through the use of email and E-ouncements to send the survey link to all undergraduate and graduate students on the Newberg George Fox University Campus.

SAMPLE SIZE

We received 134 respondents. The sample could be biased by people who enjoy coffee, because an incentive from Chapters was included. The respondents in the sample size were fairly representative of the overall campus population. There were 101 females and 32 males; 30 freshman, 30 sophomores, 26 juniors, 43 seniors, 3 graduate students, and 2 others; 84 respondents lived on-campus, and 49 lived off; 91 students have a car they use while at school and 42 do not.

DEVELOPMENT OF QUESTIONNAIRE

We developed our survey with the following objectives to provide a basis for the types of questions to be asked:

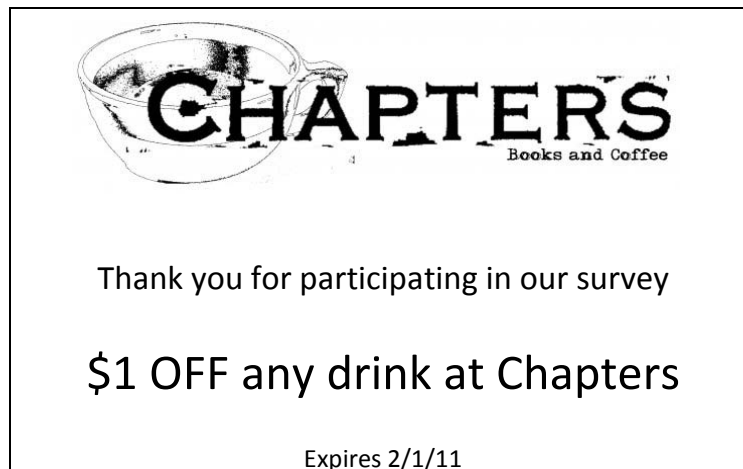
- How dependent are George Fox students on downtown Newberg?
- Where would students like to see improvements?
- How satisfied are students with their eating and shopping options in Downtown Newberg?
- What potential businesses would students like to fill tenant gaps?

We determined the best method to collect data from students was an online survey that was simple for students to respond to. In the initial survey development, we

used our objectives to provide a basis to design our questions around. Once we established the questions, other researchers looked over the survey for evaluation. With their input we went back to question development to redesign a few of our questions and then did further evaluation. This process happened several times before we submitted the final version for review and approval. Upon approval, we were ready to pretest our survey on members of the student population. After several responses and interaction with those students about changes needing to be made, final revisions we made before sending it out to our entire population. Over the week it was live, November 17, 2010 to November 24, 2010, we gathered data from 134 respondents before closing the survey and tabulating the results to create the final report.

DATA COLLECTION METHOD

To collect data from our population we used an online survey linked through email and E-nouncements to the student population of the Newberg campus of George Fox University. As we received responses they were automatically input into a spreadsheet for review and graphs were generated from the responses. After receiving the completed surveys, incentive coupons from Chapters were sent to all respondents in appreciation for participation in our survey. Below you will see a sample of the coupon sent out the respondents.



RESULTS

The purpose of the section of the survey was

After reviewing the results of the survey, we concluded most students enjoy the atmosphere of downtown Newberg but would be drawn to spend more time and money if it had more businesses that interested them. In general students aren't going downtown for the current selection of restaurants, and the results were split whether or not they preferred restaurants outside of Newberg to those locally. This means opening new and different restaurants could attract more students to spend time downtown. Students also indicated they prefer to shop locally when possible, but many say they have to go outside Newberg to meet their shopping needs on a regular basis. It can be concluded that another grocery store with organic options or super-store within walking distance would be beneficial in downtown Newberg to meet the shopping needs of students.

o determine the student market desires for downtown Newberg. The beginning section stated, "I would spend more time and money in downtown Newberg if there were better ...". The first question evaluated three different kinds of eating and dining facilities; fast food, family style and fine dining. The largest desire was for family style restaurants, with 55% in the agree or strongly agree option. Students show a desire for a casual dining experience, where they are waited on and can enjoy time with friends.

Please indicate how much you agree or disagree with this statement.

Downtown Newberg has an enjoyable atmosphere.

Strongly Agree	12%
Agree	68
Neither Agree nor Disagree	13
Disagree	5
Strongly Disagree	1

My primary reason for going downtown Newberg is to eat at restaurants.

Strongly Agree	4%
Agree	22
Neither Agree nor Disagree	25
Disagree	44
Strongly Disagree	4

I prefer restaurants outside of Newberg to restaurants in Newberg.

Strongly Agree	10%
Agree	39
Neither Agree nor Disagree	40
Disagree	11
Strongly Disagree	0

I prefer to buy locally when possible.

Strongly Agree	14%
Agree	51
Neither Agree nor Disagree	24
Disagree	9
Strongly Disagree	1

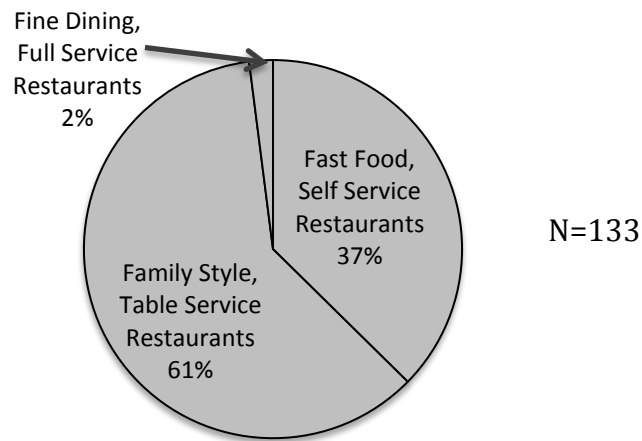
I find it necessary to go outside of Newberg on a regular basis to meet my shopping needs.

Strongly Agree	15%
Agree	30
Neither Agree nor Disagree	24
Disagree	28
Strongly Disagree	3

Stores in Newberg fulfill my shopping needs

Strongly Agree	15%
Agree	30
Neither Agree nor Disagree	24
Disagree	28
Strongly Disagree	3

On average, which styles of restaurant do visit most often?



Three other eating and dining categories mentioned were coffee houses, deli/sandwich shops and bakeries. Two-thirds of the students surveyed desire a bakery downtown within walking distance.

Special interest business such as art galleries, antique stores, fashion boutiques, gift & specialty stores, jewelry stores and entertainment facilities were the next section of businesses reviewed. The greatest desire by George Fox students was for better entertainment facilities. A total of 73% either agreed or strongly agreed they would spend more time and money in downtown Newberg at entertainment facilities if they were available. The second largest response was for gift and specialty shops, encompassing 50% of respondents. This could be a significant business market for college students who need to purchase gifts and who do not have a car.

GENERAL MERCHANDISE FACILITIES

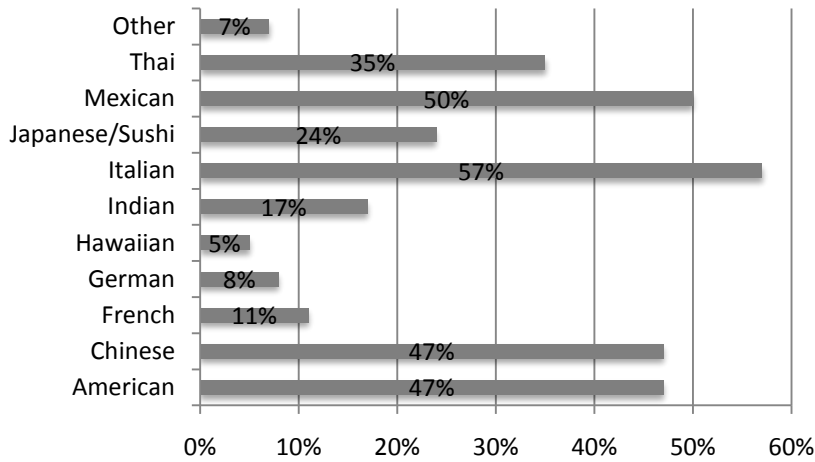
19. Grocery Stores	
Strongly Agree	16%
Agree	38
Neither Agree nor Disagree	33
Disagree	11
Strongly Disagree	1
20. Clothing Apparel	
Strongly Agree	35%
Agree	47
Neither Agree nor Disagree	13
Disagree	4
Strongly Disagree	1
21. Electronic	
Strongly Agree	12%
Agree	25
Neither Agree nor Disagree	39
Disagree	22
Strongly Disagree	2
22. Hardware	
Strongly Agree	4%
Agree	15
Neither Agree nor Disagree	34
Disagree	37
Strongly Disagree	8

N=134

The last four questions covered general merchandise facilities, which included grocery, clothing apparel, electronic, and hardware stores. 82% of students would spend more time and money at a clothing apparel store if offered downtown. There were 110 respondents that were in this percentile and are representative of the population. This could be a huge push for downtown to reach a new market that is not in place.

EATING HABITS

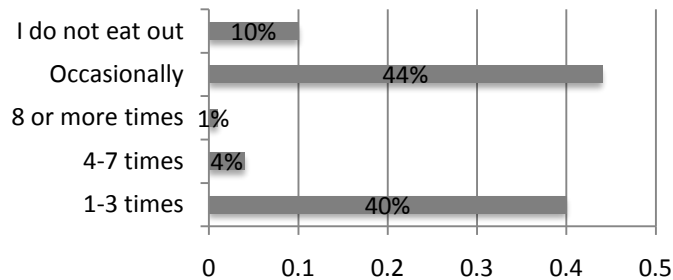
What is your favorite ethnicity of food? N=134



We polled students to determine what restaurants they enjoy in Newberg and what potential restaurants would bring more students downtown. From our research we determined that 60% of students prefer table service/family style restaurants. This could be due to the fact that 84% of students only go

out to eat 1-3 times a week or occasionally. When they do go out, they are willing to pay a little to enjoy the environment. Currently, the big hit restaurants in Newberg are Golden Leaf, Li' Cooperstown, and Ixtapa. If new restaurants were being considered, Red Robin, Olive Garden, and a sushi restaurant would have a strong student base. It would be easy to increase the variety of restaurants downtown, so students did not feel like they had to leave Newberg to enjoy a nice meal.

How often do you eat out in an average week?

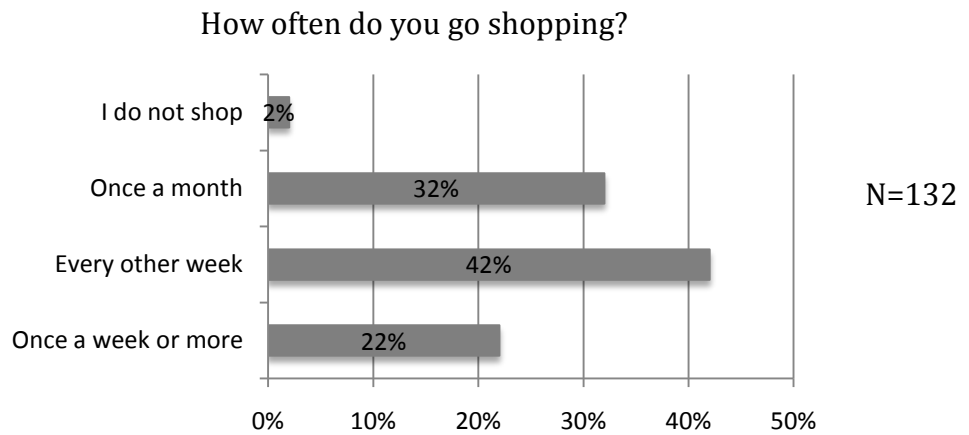


N=133

The data above correlates to favorite restaurants, Italian being first, which is the style at The Olive Garden. Mexican and Chinese are also very high, but there is a sufficient number of those restaurants in town. Red Robin, which focuses on American food, was chosen as much as Chinese food. There was a strong wish for a Japanese/sushi restaurant, but a small number of people state that it is their favorite. During our research, we found a strong desire for ethnic food. Students prefer a wide variety to choose from, or they will go somewhere else.

SHOPPING HABITS

Our research conclusions regarding the frequency of student shopping were as expected. 42% of respondents go shopping every other week, due to a lack of transportation, money, and time. On the other hand, there are very few, 2%, of students that do not shop. Most of the students responded that more than half of their shopping is done in Newberg. We would advise that downtown Newberg should be developed to meet the needs of student consumers. The most selected items students spend most of their money on are food, clothing, and personal goods. Many students showed that they would like more entertainment in downtown Newberg. They spend most of their money on beverages and groceries, meaning it would be profitable to add stores to meet these needs. Students feel there are already plenty of coffee/beverage shops downtown. When specifically asked what stores they would like to see added, the top choice was a Target type store but with less expensive products than Fred Meyer. Other top picks included clothing stores and entertainment venues open past nine o'clock.



CONCLUSION

SUMMARY OF FINDINGS

In our research, we determined that students' needs are not fulfilled by current options in downtown Newberg and 45% of students find it necessary to travel outside of Newberg on a regular basis to shop and eat. This number could drastically decrease by adding suggested businesses downtown, including a less expensive alternative to Fred Meyer, entertainment facilities open later than nine o'clock, and clothing shops. We also determined the most effective way to draw more students downtown would be to add a greater variety of table service restaurants, such as Red Robin, Olive Garden, or a sushi restaurant. Downtown could better accommodate students by staying open later, offering student discounts, adding a grocery store downtown, or increasing entertainment facilities.

LIMITATIONS OF STUDY

Through our research process, we came across several obstacles that prevented us from gaining the full knowledge we hoped for. Our first restraint limited the amount of time we were able to devote to this project. The first time our survey was distributed, it was not formatted the way we would have hoped and the hyperlink was disabled. That led to a decrease in the number of potential respondents. Given more time to collect data, the survey could have been distributed again correctly. Students were receiving other surveys from different projects which took attention away from ours. Even though we were faced with many challenges, we found ways to work through them to successfully complete our research.

RECOMMENDATIONS FOR FUTURE STUDIES

For future researchers polling George Fox University students, we would recommend allowing more time for data collection and analysis. If possible, a greater incentive could positively correlate to a higher number of respondents. For further studies, we recommend asking students directly why they don't utilize the businesses downtown that meet their needs, such as Thriftway and selected restaurants.

APPENDIX A: DOWNTOWN NEWBERG - STUDENT SURVEY

Downtown Newberg is from where 99W splits (E. Hancock St. & N. River St.) to where it comes back together (E. 1st St. & S. Harrison St.). Please answer all questions to the best of your ability. Username is used for coupons. Your username will be recorded when you submit this form.

DOWNTOWN NEWBERG

Please indicate how much you agree or disagree with each statement.

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Downtown Newberg has an enjoyable atmosphere.					
My primary reason for going downtown Newberg is to eat at restaurants.					
I prefer restaurants outside of Newberg to restaurants in Newberg.					
I prefer to buy locally when possible.					
I find it necessary to go outside of Newberg on a regular basis to meet my shopping needs.					
Stores in Newberg fulfill my shopping needs.					

I WOULD SPEND MORE TIME AND MONEY IN DOWNTOWN NEWBERG IF IT HAD BETTER:

Eating and Dining Facilities

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Fast Food, Self Service Restaurants					
Family Style, Table Service Restaurants					
Fine Dining, Full Service Restaurants					
Coffee Houses					
Deli & Sandwich Shops					
Bakeries					

Business of Special Interest

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Art Galleries					
Antique Stores					
Fashion Boutiques					
Gift and Specialty Stores					
Jewelry Stores					
Entertainment Facilities					

General Merchandise Facilities

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Grocery Stores					
Clothing Apparel Stores					
Electronic Stores					
Hardware Stores					

EATING HABITS

What is your favorite restaurant outside of Newberg?

What is your favorite restaurant in Newberg?

What are your favorite ethnicities of food?

(Check up to 3)

- American
- Chinese
- French
- German
- Hawaiian
- Indian
- Italian
- Japanese/Sushi
- Mexican
- Thai
- Other

How often do you eat out in an average week?

- 1-3 times
- 4-7 times
- 8 or more times
- Occasionally
- I do not eat out

On average, which style of restaurant do you visit most often?

- Fast Food, Self Service Restaurants

- Family Style, Table Service Restaurants
- Fine Dining, Full Service Restaurants

SHOPPING HABITS

How often do you go shopping?

- Once a week or more
- Every other week
- Once a month
- I do not shop

In an average year, what do you spend the most money on?

- Clothing
- Electronics
- Entertainment
- Food
- Home Goods
- Personal Goods
- Other

On average, how much of your shopping is done in Newberg?

- None of my shopping is done in Newberg
- 0%-25%
- 26%-50%
- 51%-75%
- 76%-100%

In the past seven days, including today, have you purchased anything in downtown Newberg?

- Yes
- No

If you have made purchases in the past seven days, what items did they include?

- I made no purchases
- Art
- Clothing
- Coffee or other beverages
- Electronics
- Gasoline
- Gifts
- Groceries
- Jewelry
- Restaurant meals
- Other

What new businesses would you like to see in Newberg?

What existing businesses located in the Newberg area would more conveniently located downtown?

PERSONAL INFORMATION

Gender

- Male
- Female

What is your academic standing?

- Freshman
- Sophomore
- Junior
- Senior
- Graduate Student
- Other

Where is your hometown?

Do you live on or off campus?

- On-Campus
- Off-Campus

Do you have a car?

- Yes
- No

From Campus, starting from Stevens Center, how far are you willing to walk?

- 0.2 Miles (Coffee Cottage)
- 0.4 Miles (Crittter Cabana)
- 0.6 Miles (Jem 100)
- 0.8 Miles (Dairy Queen)

APPENDIX B: SURVEY RESULTS

N=134

DOWNTOWN NEWBERG

Please indicate how much you agree or disagree with this statement.

1. Downtown Newberg has an enjoyable atmosphere.

Strongly Agree	12%
Agree	68
Neither Agree nor Disagree	13
Disagree	5
Strongly Disagree	1

2. My primary reason for going downtown Newberg is to eat at restaurants.

Strongly Agree	4%
Agree	22
Neither Agree nor Disagree	25
Disagree	44
Strongly Disagree	4

3. I prefer restaurants outside of Newberg to restaurants in Newberg.

Strongly Agree	10%
Agree	39
Neither Agree nor Disagree	40
Disagree	11
Strongly Disagree	0

4. I prefer to buy locally when possible.

Strongly Agree	14%
Agree	51
Neither Agree nor Disagree	24
Disagree	9
Strongly Disagree	1

5. I find it necessary to go outside of Newberg on a regular basis to meet my shopping needs.

Strongly Agree	15%
Agree	30
Neither Agree nor Disagree	24
Disagree	28
Strongly Disagree	3

6. Stores in Newberg fulfill my shopping needs

Strongly Agree	15%
Agree	30
Neither Agree nor Disagree	24
Disagree	28
Strongly Disagree	3

I would spend more time and money in downtown Newberg if it had better:

EATING AND DINING FACILITIES

7. Fast Food

Strongly Agree	3%
Agree	21
Neither Agree nor Disagree	29
Disagree	35
Strongly Disagree	12

8. Family Style

Strongly Agree	8%
Agree	47
Neither Agree nor Disagree	29
Disagree	15
Strongly Disagree	0

9. Fine Dining

Strongly Agree	9%
Agree	28
Neither Agree nor Disagree	34
Disagree	27
Strongly Disagree	3

10. Coffee Houses

Strongly Agree	6%
Agree	15
Neither Agree nor Disagree	43
Disagree	30
Strongly Disagree	6

11. Deli and Sandwich

Strongly Agree	19%
Agree	48
Neither Agree nor Disagree	24
Disagree	9
Strongly Disagree	0

12. Bakeries

Strongly Agree	23%
Agree	43
Neither Agree nor Disagree	25
Disagree	8
Strongly Disagree	1

BUSINESSES OF SPECIAL INTEREST

13. Art Galleries

Strongly Agree	9%
Agree	21
Neither Agree nor Disagree	34
Disagree	31
Strongly Disagree	4

14. Antique Stores

Strongly Agree	8%
Agree	35

Neither Agree nor Disagree	24
Disagree	28
Strongly Disagree	5
15. Fashion Boutiques	
Strongly Agree	12%
Agree	35
Neither Agree nor Disagree	25
Disagree	22
Strongly Disagree	5
16. Gift And Specialty	
Strongly Agree	7%
Agree	43
Neither Agree nor Disagree	29
Disagree	18
Strongly Disagree	1
17. Jewelry Stores	
Strongly Agree	5%
Agree	18
Neither Agree nor Disagree	39
Disagree	32
Strongly Disagree	5
18. Entertainment	
Strongly Agree	31%
Agree	42
Neither Agree nor Disagree	20
Disagree	4
Strongly Disagree	2
GENERAL MERCHANDISE FACILITIES	
19. Grocery Stores	
Strongly Agree	16%
Agree	38
Neither Agree nor Disagree	33
Disagree	11
Strongly Disagree	1
20. Clothing Apparel	
Strongly Agree	35%
Agree	47
Neither Agree nor Disagree	13
Disagree	4
Strongly Disagree	1
21. Electronic	
Strongly Agree	12%
Agree	25
Neither Agree nor Disagree	39
Disagree	22
Strongly Disagree	2
22. Hardware	
Strongly Agree	4%
Agree	15
Neither Agree nor Disagree	34
Disagree	37
Strongly Disagree	8

EATING HABITS

23. What is your favorite restaurant outside of Newberg?

Top Three Answers:

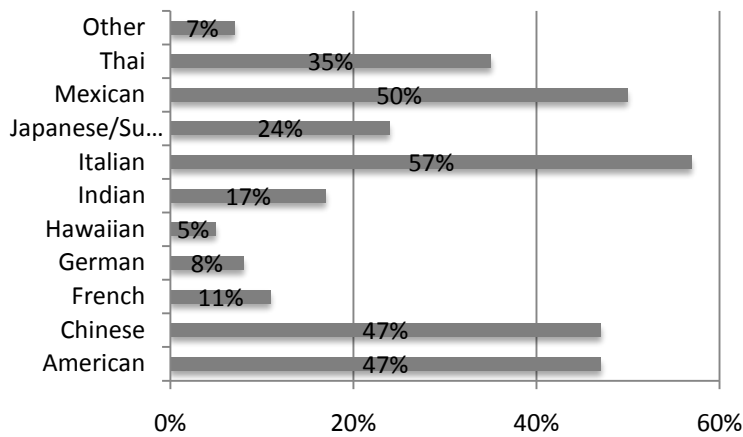
- Red Robin
- Olive Garden
- Sushi

24. What is your favorite restaurant in Newberg?

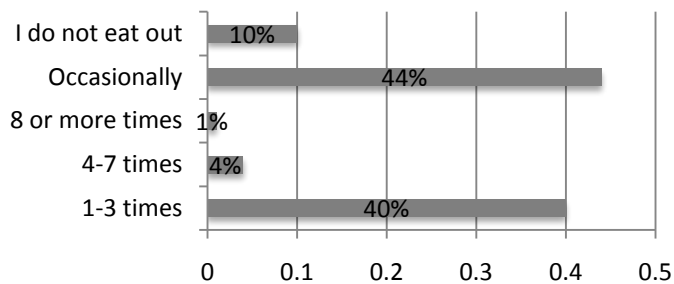
Top Three Answers

- Golden Leaf
- Lil' Cooperstown
- Ixtapa

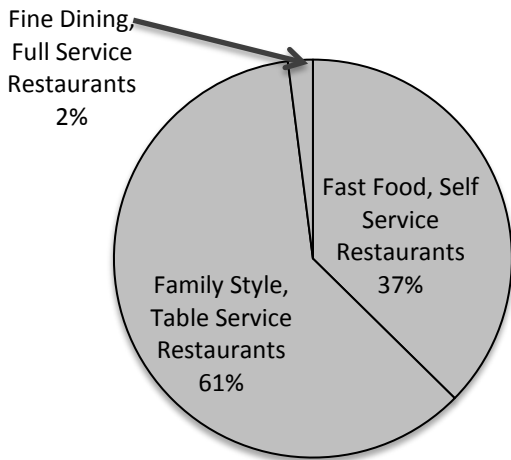
25. What is your favorite ethnicity of food?



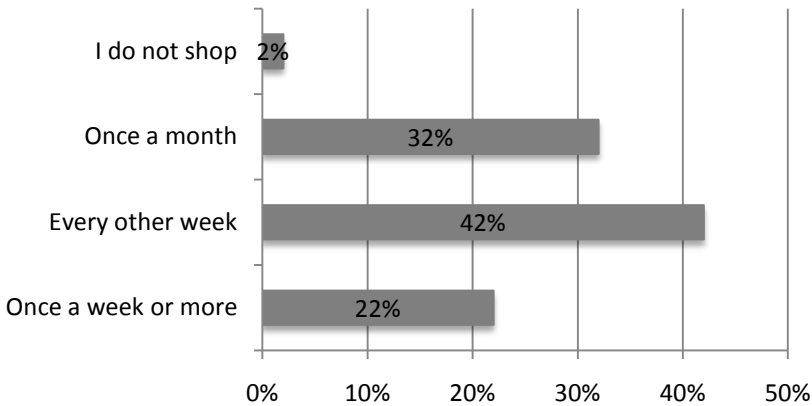
26. How often do you eat out in an average week?



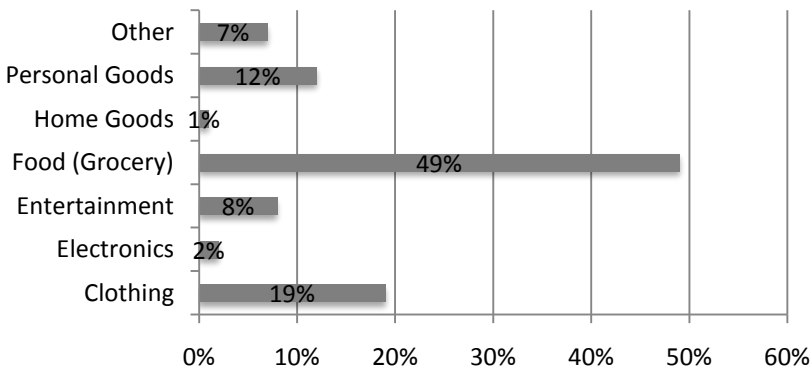
27. On average, which style of restaurant do visit most often?



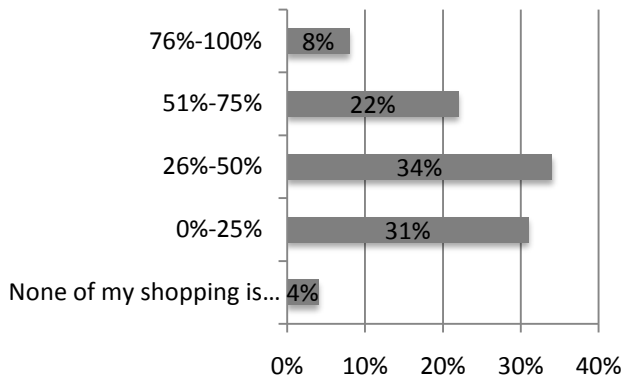
28. How often do you go shopping?



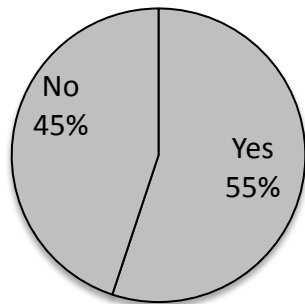
29. In an average year, what do you spend the most money on?



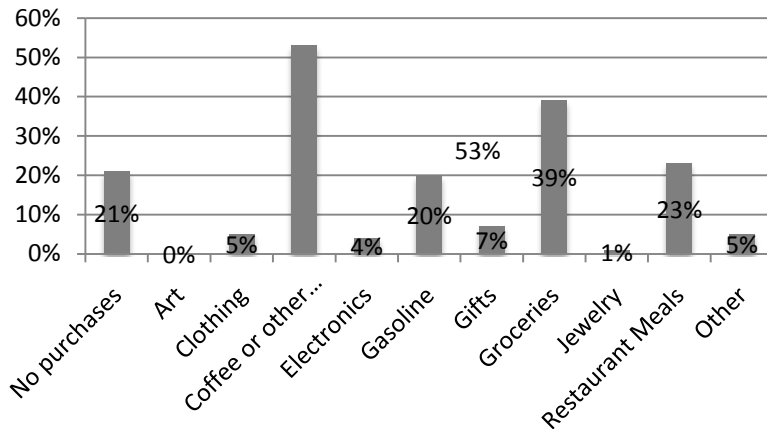
30. On average, how much of your shopping is done in Newberg?



31. In the past seven days, including today, have you purchased anything in downtown Newberg?



32. If you have made purchases in the past seven days, what items did they include?



33. What new businesses would you like to see in Newberg? (i.e. stores and restaurants)

Top Three Answers:

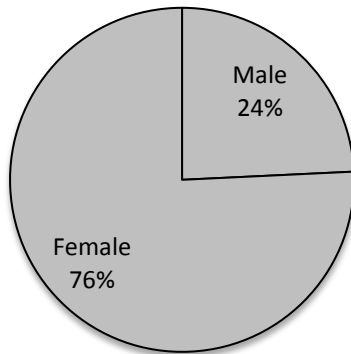
- Clothing
- Cheaper alternative to Fred Meyer
- Ice Cream/Smoothie Shop

34. What existing businesses located in the Newberg area would more conveniently located downtown?

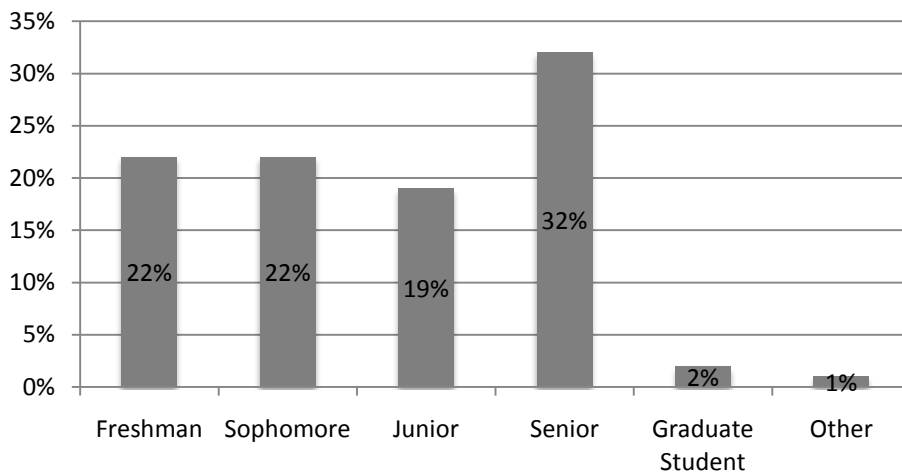
Top Three Answers:

- Fred Meyer
- Sweetest Thing
- Fast Food Restaurant

35. Gender

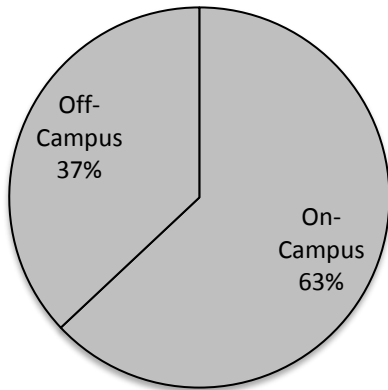


36. Academic Standing

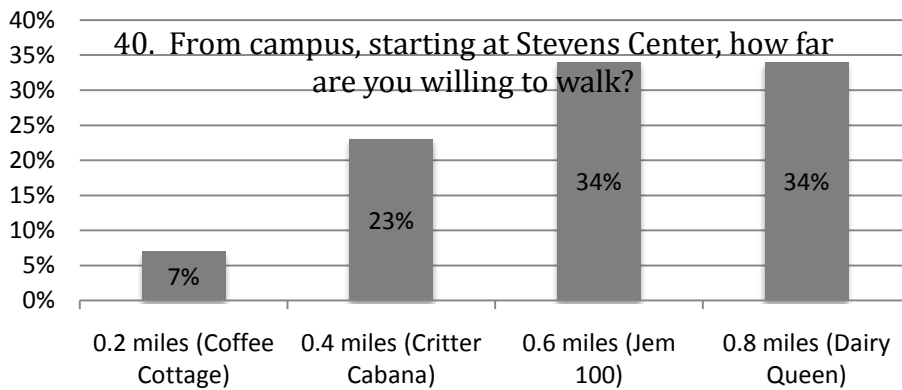
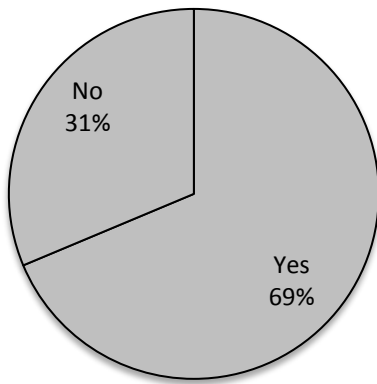


37. What is your hometown?
Great Variation

38. Do you live on or off campus?



39. Do you have a car?



STUDY C
DOWNTOWN NEWBERG SHOPPER SURVEY:
A MARKET RESEARCH ANALYSIS

Research Conducted by

Kevin Brown
Rebecca Koskoff
Rita Palmquist
Xu Zhang

George Fox University

December 7, 2010

George Fox University
414 N. Meridian Street
Newberg, Oregon 97132

December 7, 2010

Nicole McIntyre
Vice President and Manager
Newberg West Coast Bank
3500 Portland Road
Newberg, OR 97132

Dear Ms. McIntyre,

Attached is our report "Downtown Newberg Shopper Survey: A Marketing Research Analysis" conducted by George Fox University for the Downtown Newberg Coalition. Surveys were distributed for the purpose of gathering information related to the objectives agreed upon on October 7, 2010 with the goal to determine what businesses can help bring Newberg added retail sales.

We appreciate all of the assistance you have provided us in contacting survey locations. If any assistance is needed in the interpretation of results, clarification, or further research is needed, please feel free to contact us.

Sincerely,

Rebecca Koskoff
714-904-1630
Rkoskoff06@georgefox.edu

Rita Palmquist
253-224-3527
rpalmquist07@georgefox.edu

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503-708-6257
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Xu Zhang
971-998-2336
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EXECUTIVE SUMMARY

This research was conducted for the Downtown Newberg Coalition in order to gather qualitative and quantitative information and provide recommendations regarding opportunities for improvements to the Downtown community that will fill empty store fronts and bring increased retail activity to Newberg.

The population surveyed consisted was shoppers with frequent access to Downtown Newberg, purchasing power, and regular purchasing activity. The sample contained 68 completed surveys, drawn from 10 stores and locations in Downtown Newberg. Surveys were drop-off at each location and self-administered to shoppers during a two week period, November 9 to November 24, 2010.

Questions included on all surveys were created to respond to the following questions: What do shoppers frequently purchase? What stores do shoppers frequently visit and make purchases in? What do shoppers leave Newberg to purchase?

Survey results showed that coffee and other beverages, groceries, gasoline, and restaurant meals are purchased most often by shoppers. Businesses selling these services and products are frequented most often by shoppers. Shoppers indicated that needs for retail, entertainment, grocery and restaurants regularly require them to go away from Newberg.

Other findings of our report indicated shoppers desire improvements in parking and traffic regulations, on the ability to buy local, and improvement in the aesthetics of Downtown Newberg.

INTRODUCTION

BACKGROUND

The city of Newberg is experiencing a number of empty stores in its Downtown area.

The Newberg Downtown Coalition, whose main purpose is to help revitalize that area, has asked the students of George Fox University's marketing research class to help them investigate types of business that would be suitable to fill those empty spaces and attract more retail sales to the area.

With the help of Nicole McIntyre, Vice President and Manager of West Coast Bank, and the research sponsor, a survey was conducted to gain information on Downtown Newberg Shoppers. Shoppers were defined as individuals actively making purchases in the Downtown Newberg area.

RESEARCH OBJECTIVES

Three questions were identified to be answered related to shoppers in Newberg.

- 1) What do shoppers frequently purchase?
- 2) What stores do shoppers frequently visit and make purchases in?
- 3) What do shoppers leave Newberg to purchase?

The research worked to identify shoppers' purchasing practices and preferences.

METHOD

DEFINITION OF POPULATION

The targeted population of downtown Newberg Shoppers consisted of consumers who have access to Downtown Newberg on at least a weekly basis. Residents of Yamhill County with buying ability between the ages of 18 and 80, with access to Downtown Newberg were included in our target population.

SAMPLE PLAN AND SAMPLE SIZE

The original plan for gathering our data was to conduct person-administered surveys to local shoppers while in the act of shopping. This plan was later revised due to the lack of sufficient traffic flow in local businesses. Business owners did not want us standing around when there was no one to survey. The decision was made to drop off surveys at the participating stores. The completed surveys were picked up periodically. Sixty eight surveys were completed by Shoppers.

DEVELOPMENT OF THE QUESTIONNAIRE

In the process of creating our survey, we sought to develop questions that would provide both qualitative and quantitative information. The surveys were prepared in print form to be handed out to and or administered to shoppers. It was important to have some open ended questions to gain more specific feedback from the shoppers. Both Likert scale and multiple-choice questions add variety to the survey and keep the reader interested. The survey included a sufficient number of questions to provide adequate

data that could support sound conclusions. The survey needed to appear appealing to the shoppers and not too long. Team design and feedback from peers and advisors helped to narrow down the survey to the appropriate questions. For additional credibility with shoppers we added the George Fox University logo. A small paragraph at the beginning of the survey informed the shoppers who will be using this information.

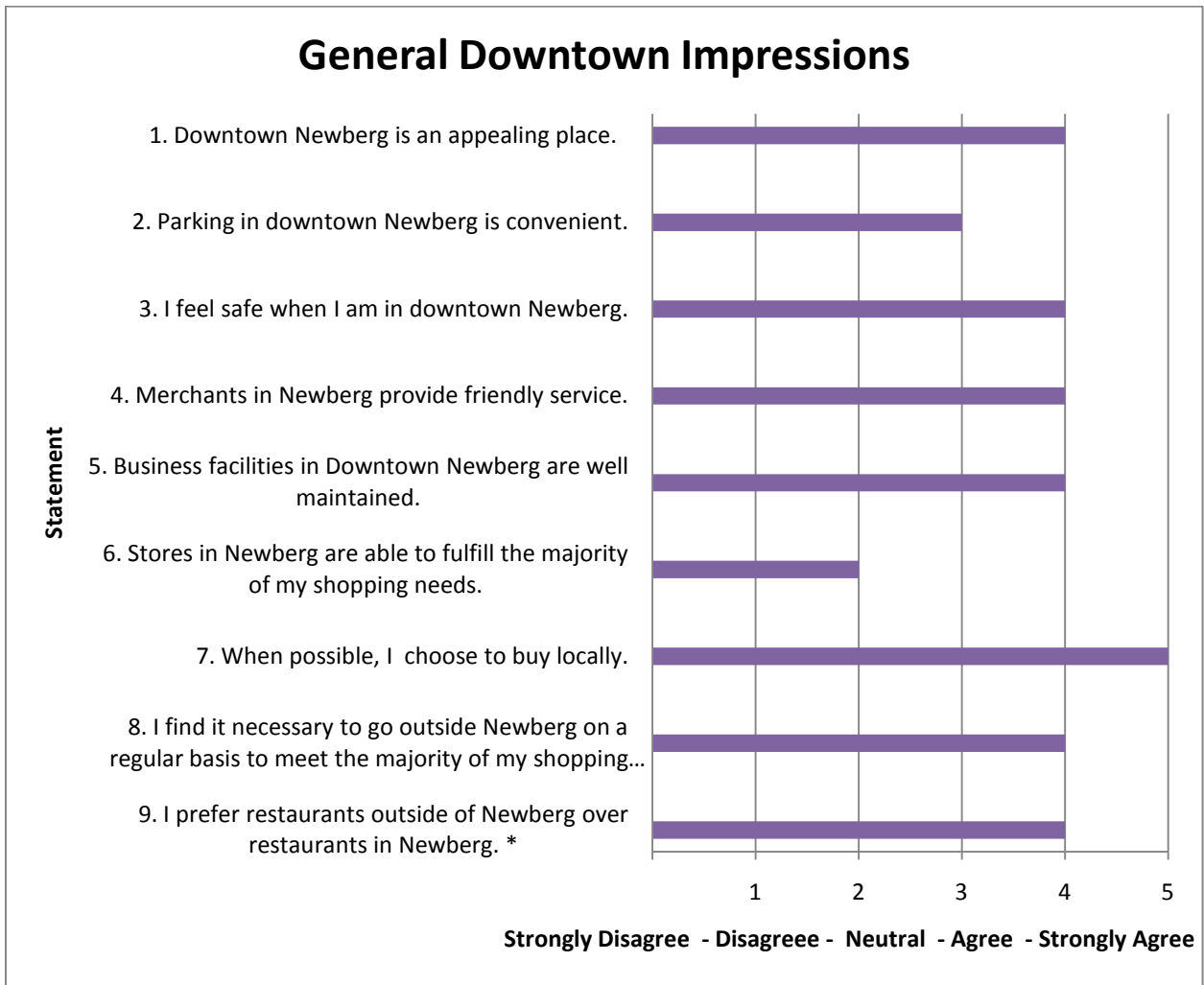
DATA COLLECTION METHOD

After meetings with the project sponsor and receiving feedback from storeowners, it was decided to drop off surveys to shoppers in stores. Going to some of the most popular stores would get the largest number of completed surveys and a wide variety of responses. Surveys at different types of stores help to avoid biases and provided an even greater array of responses. The sponsor Nicole McIntyre provided a list of interested stores willing to host surveys. These stores were contacted and informed when the surveys would be dropped off. Surveys were dropped off at the following locations: Soapy Bear, Janis Jewelry and Gifts, Hopps Insurance, Critter Cabana, Down 2 Details, Wells Fargo, Chapters, and Farmers Insurance. Completed surveys were retrieved on Wednesdays, Fridays, and Mondays along with additional blank surveys being distributed in their place. On different days of the week researchers went to Nap's Thriftway and the Public Library and to conducted self-administered surveys to shoppers that came by the locations. All data was obtained between November 24th and November 9, 2010.

RESULTS

RESPONSES TO INDIVIDUAL QUESTIONS

The first page of the survey asked shoppers to evaluate nine statements on a Likert scale ranging from strongly agree to strongly disagree. The following chart presents the modal and most common responses for each question.



N=68 (questions 1-7)

N=67 (questions 8&9)

* Agreement means they prefer establishments away from Newberg.

- Question 1 “Appealing place”: In response to the question respondents most frequently answered 4, agreed showing a general positive reaction to Downtown Newberg as a whole.
- Question 2 “Parking” In response to Parking in Downtown Newberg is convenient, most respondents answered 3, neither agree or disagree. This answer indicated that parking in Downtown Newberg is neither ideal or a hindrance to shoppers, contrasting many suggestions for improved parking This indicates that the average shopper while not feeling an impact on their shopping experience overall, desire parking improvements.
- Question 3 “feel safe”: In response to this question most respondents answered 4, agree. There were no responses below a 4, agree, along with no comments regarding safety, indicating shopper feelings of security while downtown focused on the need for sidewalk improvement.
- Question 4 “friendly service”: In response to this question most respondents answered 4, agree. There were no negative remarks in regards to service with all answers ranging from neither agree or disagree to strongly agree with no comments on overall shopping experience indicating a positive shopper view of merchants and in store service.
- Question 5 “well maintained”: In response to this question most recipients answered 4, agree.
- Question 6 “majority of shopping needs”: In response to this the most respondents answered 2, disagree. This response is in line with the majority of

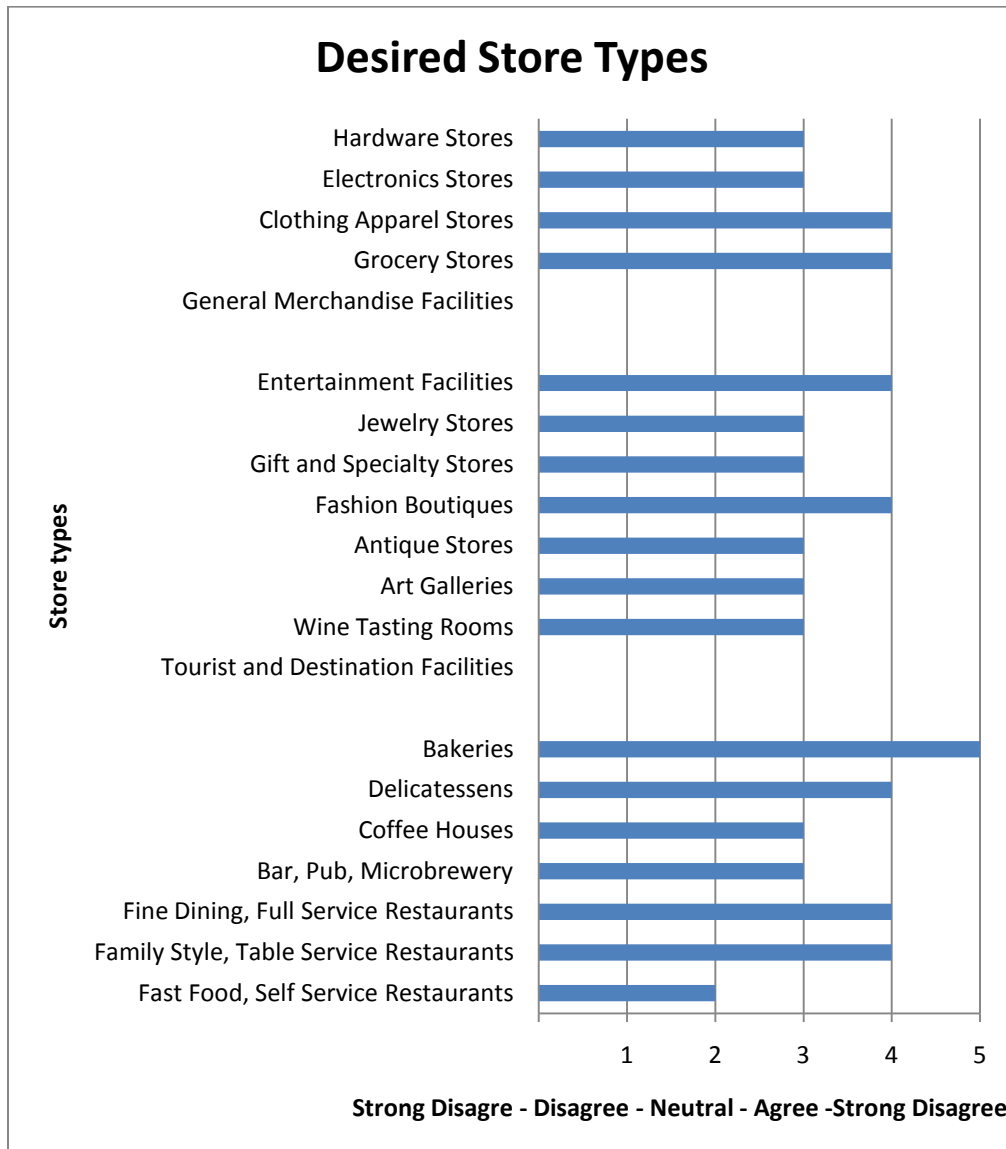
shopper comments that the availability and variety of the stores available are failing to meet the needs of shoppers.

- Question 7 “choose to buy locally”: In response to this question most shoppers responded 5, strongly agree. Considering this ranking and the support of comments by respondents indicating the importance of local shopping, buying locally is determined to be highly valued by shopper surveyed. A disconnect is seen though between the desire for buying locally and comments that listed large chain stores as desired, possibly due to respondents seeing these brands as the best way of expressing their shopping desires.

- Question 8 “necessary to go outside” & Question 9 “prefer restaurants outside”: In response to questions 8 and 9, most respondents answered 4, agree. This response to both question, in correlation with customer responses, indicates that the majority of shoppers prefer leaving Newberg for their shopping and dining needs due to a lack of desired shopping and eating needs in Newberg.

Types of Businesses to Draw More Customers

Survey questions listed on page two used a Likert Scale ranging from strongly agree to strongly disagree. This set of questions strives to identify businesses desired by shoppers and those businesses with which shoppers feel satisfied.



N=68

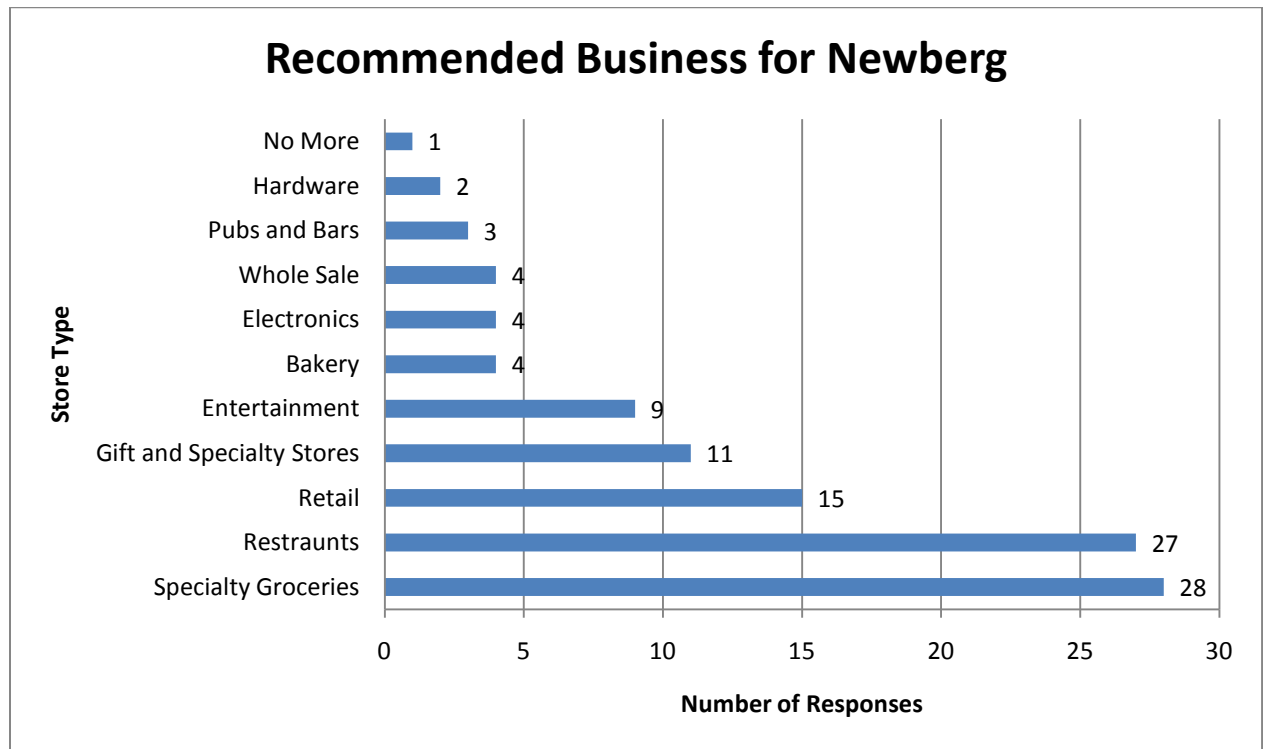
According to the data collected through the survey, it was found that most shoppers desire an increase in the availability of bakeries indicated by a mode of 5, strongly agree.

Family style, table service restaurants, fine dining, full service restaurants, delicatessens, fashion boutiques, entertainment facilities, grocery stores, and clothing apparel stores showed a mode of 4, agree. This response indicates a general agreement that bringing in such businesses or improving those currently available is desired by shoppers. Consistency is seen between this mode and suggestions listed by customers

Bar, pub, microbrewery, coffee houses, wine tasting rooms, art galleries, antique stores, gift and specialty stores, jewelry stores, electronics and hardware stores were found to have a mode of 3, neither agree or disagree. The results indicated a general indifference to the increase or improvement of these business types.

Fast food, self service restaurants generated a mode of 2, disagree, indicating shoppers feel the addition or improvement of these business types would not affect their shopping desires.

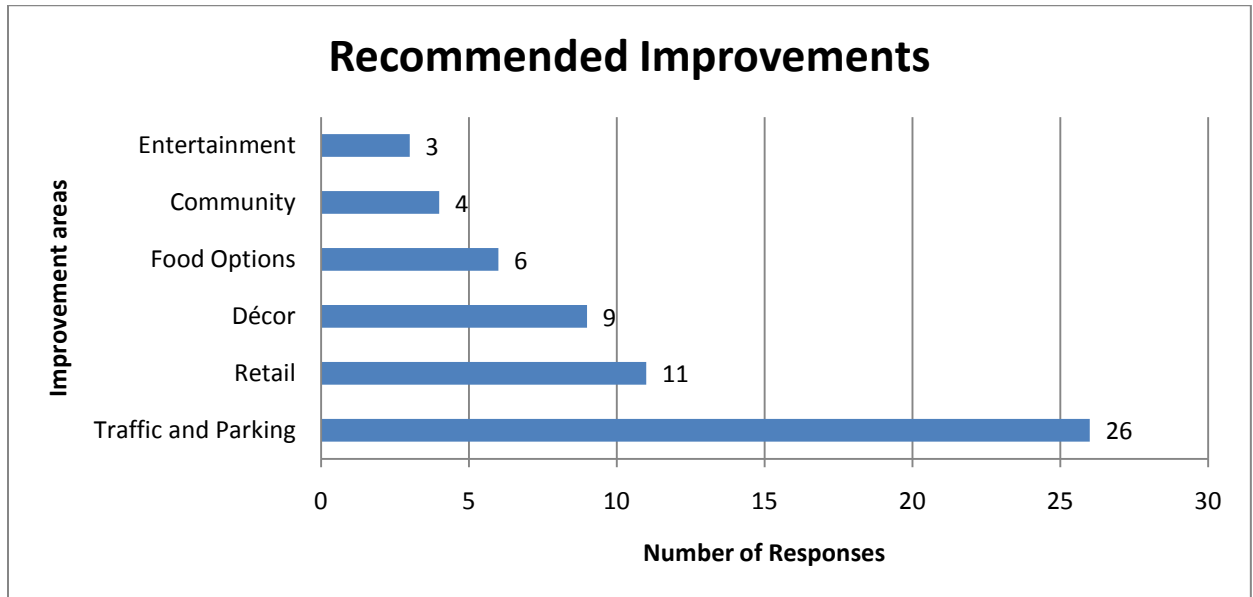
RESPONSES TO INDIVIDUAL QUESTIONS



N= 68

The most requested type of establishment recommended by shoppers was the addition of specialty groceries, followed by restaurants. Specifically, the most frequent specialty grocer mentioned was Trader Joes (mentioned 15 individual times) followed by Whole Foods. Shoppers suggested a variety of “mid range” and full service restaurants. Entertainment facilities, gift and specialty stores, and retail were seen as a popular addition to Downtown Newberg as well, with a Bowling Alley specifically mentioned the most, mentioned by six separate shoppers. The addition of pubs and microbrewers were recommended. Through responses, there is a noticeable emphasis on businesses that

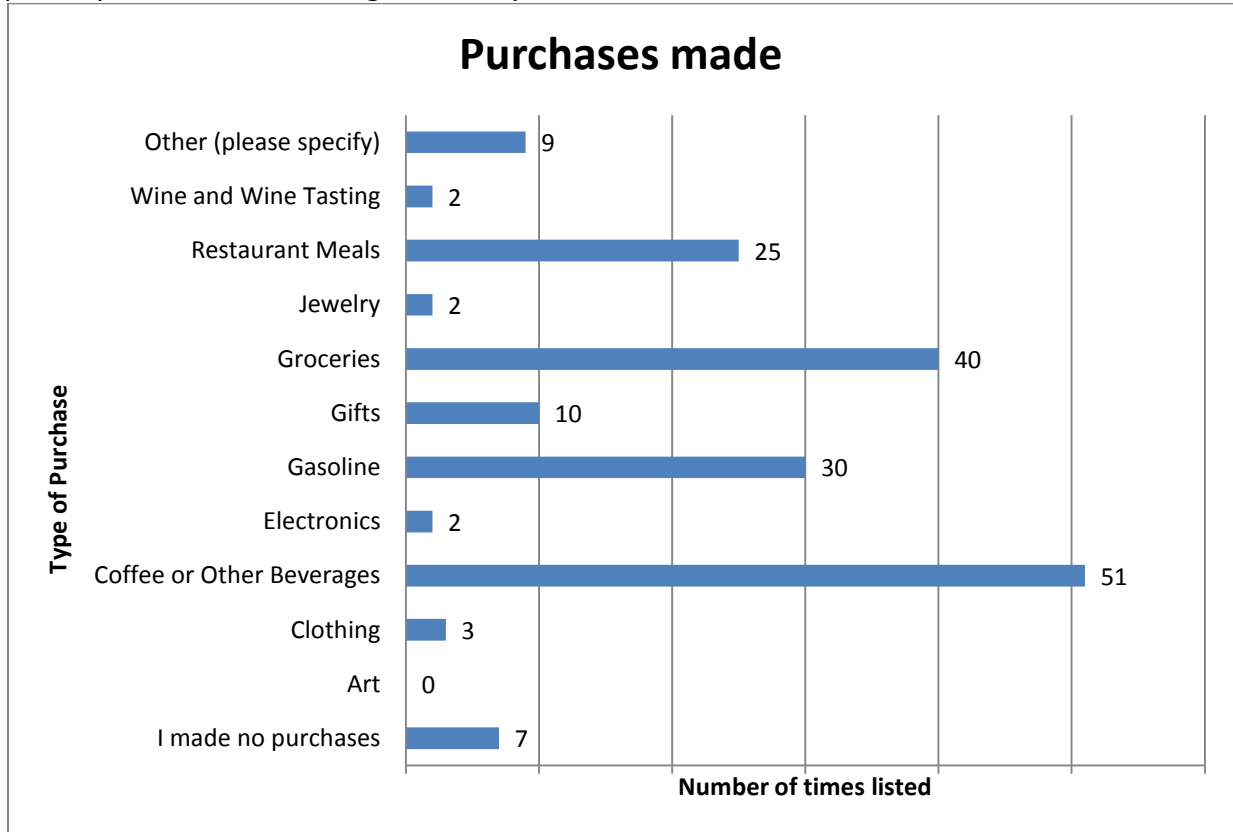
provide entertainment, local products, mainstream stores, and improved “gathering” places and nightlife.



The recommendation for Downtown Newberg that was the most frequent was comments on traffic/road improvements and parking. The finishing of the bypass was a common recommendation to improve Newberg. Many shoppers mentioned redecorating the streets and buildings would help give Newberg a “face-lift”. Adding more community events that promoted Newberg as a “Family Friendly” place were recommended. Several shoppers mentioned a need for a nightlife atmosphere and businesses in Downtown Newberg.

Shopper Purchases Made

Survey questions listed on page three indicating purchases in the seven day period prior to administering the survey.

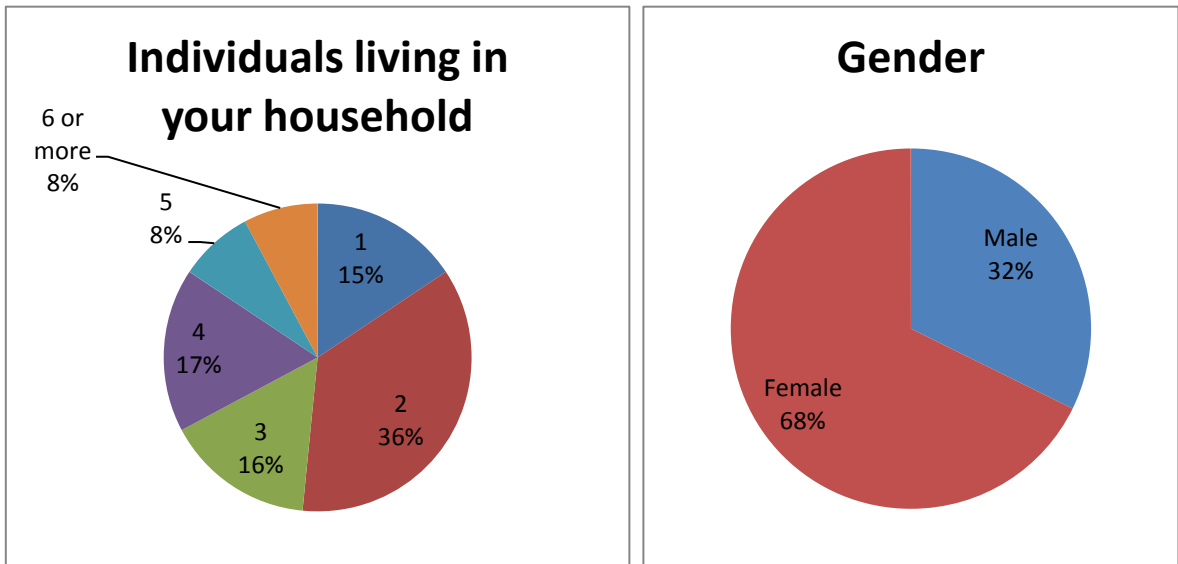


- Coffee was seen to have the highest number of purchases, with 51 responses indicated out of 65 shoppers participating in this question.
- Groceries, gasoline, and restaurant meals showed a significant number of purchases indicating high frequency ranging between 40-25 purchases.
- Gifts, other, clothing, wine and wine tasting, jewelry, and electronics showed a significantly lower amount of purchases by shoppers during the designated period. Art was found to be the lowest, with no purchases indicated by shoppers.

- Of 65 surveyed 7 reported making no purchases downtown in the prior seven days.

Demographic Questions

The data we collected showed that 86% of those responding, out of a sample size of 68, are residents of Yamhill County. 85% of those surveyed made a purchase in the past seven days, indicating that those surveyed were within our desired market segment. 68% of those surveyed were female showing a higher ratio of female to male shoppers. The highest percentage of individuals surveyed, 36%, were part of a two person households. The highest percentage of individuals surveyed, 36%, were part of a two person households. A split in our market segment was seen in percent of income spent in Newberg, with 38% spending 25 percent or less and 34% spending 51-75 percent.



CONCLUSIONS, LIMITATIONS AND RESOMMENDATIONS

SUMMARY OF FINDINGS

Findings indicate an overall desire for improved shopping in Downtown Newberg, that shopper needs are not being met over all. Shoppers indicated a desire for improved aesthetics of Newberg shops, improved parking, and an emphasis on buying local.

LIMITATIONS OF STUDY

In conducting our study, we found several limitations. 30 out of 65 of those surveyed indicated age 19-25 years old which may include a large student population rather than the average Newberg Shopper. Several respondents also indicated not living in Yamhill County, which may encompass part of the visitor segment. Due to this, results may not be a true representation of the population. Time was also a limitation in collecting data resulting in only 68 total respondents. While it was our attempt to gain data from a variety of store types, 49% of our surveys were received from one location creating a possible bias of those questioned.

RECOMMENDATIONS FOR FUTURE STUDIES

For future studies conducted to gather similar data there are several recommendations we would make. If the survey was to be done again, or a survey of a similar manner, a greater amount of time would be necessary in order to gain a more representative sample of the population. It would also be our recommendation that an even number of surveys be given to each business, or that surveys be filled out by shoppers at a neutral location. Relying more heavily on self-administered surveys might

yield more in-depth responses. Possibly providing a map at time of survey administration might lead to more realistic suggestions by customers. A definition of local or inclusion of what type of local purchasing shoppers might desire would also assist in furthering deeper results.

APPENDIX C. Downtown Newberg Shopper Survey

Date: _____ Time: _____
 Store: _____ Code #: _____



Downtown Newberg Coalition
 Downtown Newberg Shopper Survey

George Fox University, in association with the Downtown Newberg Coalition, is surveying local shoppers of downtown Newberg to gather input on their reaction to its current shopping atmosphere and availability. We appreciate your time and honest answers in helping gather this data. The survey will take about 5 minutes of your time. Please complete each question and circle one number for each statement unless otherwise stated.

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Downtown Newberg is an appealing place.	5	4	3	2	1
Parking in downtown Newberg is convenient.	5	4	3	2	1
I feel safe when I am in downtown Newberg.	5	4	3	2	1
Merchants in Newberg provide friendly service.	5	4	3	2	1
Business facilities in Downtown Newberg are well maintained.	5	4	3	2	1
Stores in Newberg are able to fulfill the majority of my shopping needs.	5	4	3	2	1
When possible, I choose to buy locally.	5	4	3	2	1

I find it necessary to go outside Newberg on a regular basis to meet the majority of my shopping needs.

5	4	3	2	1
---	---	---	---	---

I prefer restaurants outside of Newberg over restaurants in Newberg.

5	4	3	2	1
---	---	---	---	---

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
--	----------------	-------	---------------------------	----------	-------------------

I would spend more time and money in downtown Newberg if it had better:

Eating and Dining Facilities

Fast Food, Self Service Restaurants	5	4	3	2	1
Family Style, Table Service Restaurants	5	4	3	2	1
Fine Dining, Full Service Restaurants	5	4	3	2	1
Bar, Pub, Microbrewery	5	4	3	2	1
Coffee Houses	5	4	3	2	1
Delicatessens	5	4	3	2	1
Bakeries	5	4	3	2	1

Tourist and Destination Facilities

Wine Tasting Rooms	5	4	3	2	1
Art Galleries	5	4	3	2	1
Antique Stores	5	4	3	2	1
Fashion Boutiques	5	4	3	2	1
Gift and Specialty Stores	5	4	3	2	1
Jewelry Stores	5	4	3	2	1
Entertainment Facilities	5	4	3	2	1

General Merchandise Facilities

Grocery Stores	5	4	3	2	1
Clothing Apparel Stores	5	4	3	2	1
Electronics Stores	5	4	3	2	1
Hardware Stores	5	4	3	2	1

What stores or businesses would you like to see come to Newberg?

What one recommendation would you have to improve downtown Newberg?

Are you a resident of Yamhill County?

- Yes
- No

In the past seven days, including today, have you purchased anything in downtown Newberg?

- Yes
- No

If you made purchases in the past seven days, what items did they include?(mark all that apply)

- I made no purchases
- Art
- Clothing
- Coffee or Other Beverages
- Electronics
- Gasoline
- Gifts
- Groceries
- Jewelry
- Restaurant Meals
- Wine and Wine Tasting
- Other (please specify)

Approximately what percentage of your family's shopping dollars are spent in Newberg?

- 76 - 100 percent
- 51 - 75 percent
- 26 - 50 percent
- 25 percent or less

What is your age?

- Under 18
- 19 - 25 years
- 26 - 35 years
- 36 - 50 years
- 51 - 65 years
- 66 years or older

Are you:

- Male
- Female

How many individuals live in your household?

- 1
- 2
- 3
- 4
- 5
- 6 or more

APPENDIX D. Answers to Open-ended Questions**What stores or businesses would you like to see come to Newberg?**

1. N/A
2. Jamba Juice
3. Clothes
4. maybe something like a bowling alley, a nice hang out w/ stuff to do. A bakery would be nice.
5. Trader Joes, Bowling Alley
6. New Seasons, Whole Foods
7. European, Good Quality, Bakery
8. N/A
9. A Trader Joe's would be Awesome
10. Entertainment Facility, Bowling, or roller rink
11. N/A
12. A nice bakery, specialty pizza shop, bowling alley
13. N/A
14. Chipotle
15. Trader Joes, whole foods, Hot lips pizza
16. Winco, red robin, more bars, h&m
17. Trader Joes
18. Trader Joes, winco, frye's elect., high end motorsport shops/car tuners
19. N/A
20. Trader Joes, whole foods, mcmenamins, a sweet brewpub! A music (CD) shop...more bookstores...pizza by the slice downtown
21. Clothing
22. williams sonomas, an old fashion drugstore with a soda fountain
23. Better mid-range restaurants
24. Winco, costco, home depot
25. skippers fish & chips, krispy crème
26. Trader Joes/ new seasons/ natures deli-good
27. I love the handmade things-more of those. Possibly a larger bookstore as well
28. quilting, mcmin
29. N/A
30. Trader Joes
31. A circuit City kind of place (office store)
32. Trader Joes
33. Trader Joes, Jamba Juice
34. Organic, local Grocery
35. Smoothie shop, bowling alley, craft store bakery
36. Drive thru starbucks, decorette shop, bowling alley, ice skating rink
37. Drive thru starbucks, decorette shop, trader joes, coldwater creek spa

38. N/A
39. trader joes! Areally good micro brewery- not like 1st st. pub
40. A grocery co-op would make my life complete. A local bakery would be awesome too. Pandoria is great for my sweet bread desires, but I'd love local fresh bread
41. Trader Joes type store (natural or specialty groceries) Bakery!! Better café style restaurants
42. clothing stores w/ natural fiber clothing fabric stores
43. Trader Joes
44. More retail
45. Organic food store (full service)
46. Clothing
47. panda, sonic, gamestop, bestbuy, old navy, jamba juice, olive garden
48. more clothing stores
49. more of a dept store- with clothing-beddy-furniture
50. clothing, antiques, gifts nice clean grocery store
51. lower class restaurants for students
52. lower class restaurants
53. bowling alley, a bbq restaurant
54. lowe's, trader Joe's, high end grocery like whole foods
55. McMinnemen's, costco, gustav's, forever 21, target
56. better restaurants
57. N/A
58. more service restaurants offering local fare produce
59. shoes stores, cloth
60. Trader Joe's
61. nice clothing store, another restaurant choice, goodwill, grocery outlet
62. N/A
63. organic, local food store, real food café/restaurant
64. Shoe Store
65. N/A
66. AppleBees!
67. N/A
68. No More. Maintain What.

What one recommendation would you have to improve downtown Newberg?

1. More community events
2. Stuff to do besides shopping
3. Newberg is too boring. It needs a night life. Water feature @ a park
4. N/A
5. quaint antique street lights
6. N/A
7. More Gluten free options for patrons
8. Parking

9. N/A
10. Flowers!!
11. N/A
12. N/A
13. Better places to eat!
14. Better Shops
15. More parking, finish bypass
16. get the dang bypass then change to single lane traffic downtown w/more parking
17. move 99 or make it more pedestrian friendly
18. See above (Trader Joes, whole foods, mcmenamins, a sweet brewpub! A music (CD) shop...more bookstores...pizza by the slice downtown)
19. N/A
20. Parking
21. N/A
22. Get rid of one way streets
23. likes, handy cap parking for older, afraid of traffic/parking angled parking
24. Repair downtown parking lot and landscape
25. have more events to draw people in such as 1st Fridays(sort of like mac's 3rd st)
26. N/A
27. no highway
28. Bike Lanes
29. Divert 99
30. Add a reasonable clothing shop
31. More development, borders books
32. Bike Lanes!!!!
33. A new and used bookstore
34. more family friendly places
35. better parking, more variety of shops and nicer bistro type places
36. N/A
37. Too much traffic
38. become more cohesive with nature
39. less offices, more unique attractions
40. give it a face lift- I am inspired by 3rd st in mcminnville. Newberg has a lot of potential but badly needs to be developed
41. See above (trader Joes)
42. more parking- less police (motorcycle officers)
43. improved curb appeal- color feel ownings, clean windows, flowers, new stores
44. parking
45. more parking
46. more options
47. N/A
48. Fix side walks. Have more parking
49. N/A
50. Cross walks

51. N/A
52. more quaint atmosphere, put in bypass to reduce traffic
53. better public transportation
54. have all store fronts occupied
55. N/A
56. more thrift shops, wholesale, microbreweres, pubs
57. N/A
58. Pub-similar to mcmenamines
59. better parking facilities
60. turn the dollar store into something
61. less traffic
62. more north bound traffic to 2nd st
63. N/A
64. dress it up, it looks lame
65. N/A
66. N/A

**STUDY D
A MARKET ANALYSIS OF
NEWBERG VISITORS**

Prepared for:

Downtown Newberg Coalition

Prepared by:

**Jenny Barram
Aaron Burkhart
Mateo Chavez
Jacob Cuniff
Jaime Wiebelhaus**

**George Fox University
Marketing Research BUSN 450**

December 8, 2010

**George Fox University
414 N. Meridian St.
Newberg, OR 97132**

December 8, 2010

Dan Danicic
City Manager
414 E. First Street
Newberg, OR 97132

Dear Mr. Danicic:

As mutually agreed in the proposal dated October 19, 2010, we have completed the market research analysis for the Downtown Newberg Coalition. The results are contained in the report entitled "A Market Analysis of Newberg Visitors." The report is based off of 53 drop-off surveys and 6 mall-intercept surveys distributed to determine how frequently people visit, purpose for their stay, and what they do while in Newberg.

The complete methodology is described in the report. Standard marketing research practices were used throughout the research project. You will find that the results of the report provide quantitative and qualitative data for use by the Downtown Newberg Coalition. We hope you will be able to use these results to make more informed decisions for the improvement of the downtown area.

If you have any questions or concerns please feel free to contact any of us via e-mail or phone.

Sincerely,

Jacob Cuniff 503-349-2128 jcuniff08@georgefox.edu	Jennifer Barram 503-869-3084 jbarram06@georgefox.edu	Mateo Chavez 503-951-3690 mchavez09@georgefox.edu
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Aaron Burkhart 503-440-0947 aburkhart07@georgefox.edu	Jaime Wiebelhaus 503-476-7704 jwiebelhaus07@georgefox.edu
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Executive Summary

The Downtown Newberg Coalition is working with George Fox University's student marketing teams to conduct research on visitors to the Newberg area. A drop-off survey was distributed to collect information to answer the following question: What products and services, were they available locally, would be purchased by visitors to Newberg instead of elsewhere?

Background

There are a number of empty storefronts in downtown Newberg that need tenants. Our survey was distributed to visitors to determine what brings them to the Newberg area. Our goal was to find out what kind of businesses will be successful in downtown Newberg.

Findings

The team found that typical visitors from the survey are individuals between the ages of 51-65, highly interested in wine and dining, which have higher income levels (\$76,000 and up). This market segment is important to understand suggestions for changes to the downtown Newberg area, as visitor preferences are important to bringing in business. The age range of the typical visitor from this survey implies a certain demographic for vendor preferences. Further validating this finding would be valuable research to conduct. With average income levels high, this could lead to the development of a revised vendor mix in the downtown area. With wine listed as a high preference on the surveys, further development of the wine community in Newberg is important to cultivating the Yamhill Valley wine industry. This continues to be a major draw to the area. 74% of the visitors surveyed only visited Newberg once within the last three months. Being able to find a way to capitalize on visitors who visit frequently would be important to success. More restaurants, wine tasting rooms, art galleries, and bowling were most frequently requested on the open-ended questions in the survey.

Future Recommendations for Research

Moving forward in continued research, the visitor team would recommend focusing on three main objectives. With such a high rate of returning visitors, at 65%, learning more about what brings them back to Newberg would be helpful. We believe this to be an important direction to go in research because this is a market that should be considered when developing an effective tenant mix for downtown. Second, we would suggest using more qualitative research for the purpose of further determining visitor preferences. Third, comparing downtown Newberg to other downtowns of similar size would be an activity of value for the purpose of learning how other towns have effectively incorporated their visitor population into their business offerings.

Introduction

Background

The Newberg Downtown Coalition is an association of Newberg business owners, government officials, and interested citizens who want to promote the vitality of the downtown trade area in the city of Newberg. There are currently a number of vacant storefronts and commercial lots in downtown Newberg. The Coalition is interested in helping to attract businesses to occupy these spaces, businesses that have the potential of substantially increasing retail sales in the community and also providing services to make the community's economy more vibrant. This study was conducted with visitors to the Newberg area as our primary focus.

A survey distributed to visitors to Newberg answered the following question:

What products and services, were they available locally, would be purchased by visitors to Newberg?

Research Objectives

We have researched the buying behaviors and preferences of visitors to Newberg. Our primary goal was to ascertain information on visitor demographics, purchasing behavior, and preferences in downtown Newberg. Also, we wanted to find out how often and why people visit Newberg, and what activities they were involved in during their stay. Both these goals were for the purpose of supplying the Downtown Newberg Coalition with information useful for determining who should fill the empty storefronts.

Method

Introduction

The primary method of research in this study was a drop-off survey to visitors to the downtown Newberg area. The survey asked questions about their purchasing habits, perception of downtown Newberg, and what brought them here.

Definition of the Population

The population of concern consisted of visitors to downtown Newberg wineries and other attractions. A visitor was considered anyone who lived more than 25-miles outside of the city of Newberg. Because our surveys were distributed in and around downtown Newberg, responses were included from both visitors and local Newberg residents. However, only data from those who fell into the visitor classification was analyzed in this report.

Sample Plan

The plan was to distribute the survey in businesses that have a high volume of visitors. The surveys were distributed to tasting rooms, hotels, and other Newberg attractions. These places were chosen because of the convenience of their location as well as their

high number of visitors. The locations used were: Springbrook Hazelnut Farms, Travel Lodge, Art Element, Newberg Trolley, Chehalem Glenn Golf Course, Fox Farms Tasting Room, Winderlea Winery, and the Chehalem Tasting Room.

Sample Size

Because of the inability to be present at the locations the surveys were distributed, the response rate relied on the cooperation of the businesses owners to encourage customers to take the survey. The total number of completed surveys was 59. Visitors completed 31 of these surveys.

Development of the Survey

It was the responsibility of the visitors research team to answer the following question: What types of businesses would be successful to bring visitors to the Newberg area? Some of the questions asked were: how often visitors came to Newberg, if they were aware of the location of downtown Newberg, and what visitors would like to see more of in downtown Newberg. The first draft of the survey was completed and distributed to a trial set of respondents. The survey was then revised to better accommodate visitors with questions that were clear and easy to understand. Thanks to the input from trial respondents, the final revisions were made and the survey was ready to be distributed to all locations.

Data Collection Method

The initial plan was to distribute the survey through a mall intercept interview; where the respondent would be asked the questions face to face. Unfortunately the businesses were not willing to have the team be at their location asking their customers questions. The efforts were then shifted to a drop-off survey where responses to the survey relied on the participation of the business owner to encourage customers to participate in the survey. The team dropped off surveys on Thursday or Friday afternoons, and picked up the completed surveys on the following Monday. This was done between Friday, November 5, 2010 and Monday, November 22, 2010. Because of the low response rates the team was receiving, they changed their tactic to adapt to the environment. They decided to conduct in-person surveys outside near Fox Farm Tasting Room in order to hopefully increase the number of responses. 6 surveys were collected from this change and of that 6, 4 were visitors.

Responses to Individual Questions

Q1: Do you live within a 25-mile radius of Newberg?

	Percentage	Number
Yes	47.5%	28
No	52.5%	31
Total	100.0%	59

Of the 59 surveys that were completed and returned, 28 lived within a 25-mile radius of Newberg, 31 lived outside that radius. As this study was concerned primarily with visitors to the area, only the 31 respondents from outside the area were included in the remainder of findings.

Q2: Is this your first visit to Newberg?

	Percentage	Number
Yes	35.5%	11
No	64.5%	20
Total	100%	31

Of the 31 visitors to Newberg that completed the survey, 11 were visiting for the first time. There were 20 returning visitors that took the survey.

Q3: How long are you visiting Newberg on this trip?

	Percentage	Number
Local Resident	0%	0
Just for the day	51.6%	16
More than a day, hotel	16.13%	5
More than a day, staying with friends/family	16.13%	5
More than one day, other accommodations	16.13%	5
Total	100%	31

Of the 31 visitors that completed the survey, 16 were only visiting for the day, 5 visitors were staying longer than one day and in a hotel, 5 were staying more than one day

and staying with family/friends, and 5 respondents were staying longer than one day and had other accommodations.

Q4: How many times have you visited Newberg in the past 3 months?

	Percentage	Number
Local Resident	0%	0
Just once, this visit	74.2%	23
2-3 times	25.8%	8
4+ times	0%	0
Total	100%	31

Of the 31 visitors who responded to this question, 23 had visited Newberg only once in the past 3 months. There were 8 visitors who had visited 2-3 times in the past 3 months.

Q5: Are you aware of the location of downtown Newberg? (River St. to Main St.)

	Percentage	Number
Yes	62.1%	18
No	37.9%	11
Total	100%	29

Of the 29 visitors who responded to this question, 18 said that they were aware of the downtown Newberg location. There were 11 visitors who said that they were not aware of the downtown Newberg location.

Q6: Do you make purchases in downtown Newberg?

	Percentage	Number
Yes	54.8%	17
No	45.2%	14
Total	100%	31

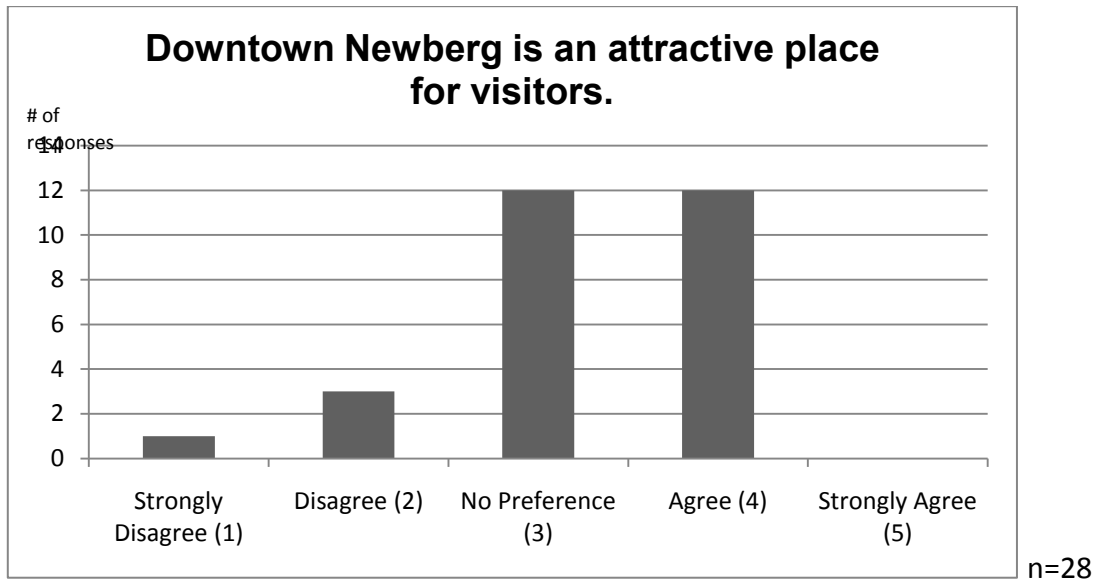
Of the 31 visitors who responded to this question, 17 make purchases in downtown Newberg. There were 14 visitors who said they do not make purchases in downtown Newberg.

Q7: If so, what types? (Respondents could check more than one answer)

	Percentage	Number
Restaurants	20%	7
Café's	2.9%	1
Groceries	0%	0
Electronics	0%	0
Hardware	0%	0
Clothing	0%	0
Gifts	2.9%	1
Art	2.9%	1
Wine	40%	14
Coffee Products	14.3%	5
Other	2.9%	1
None	14.3%	5
Total	100%	35

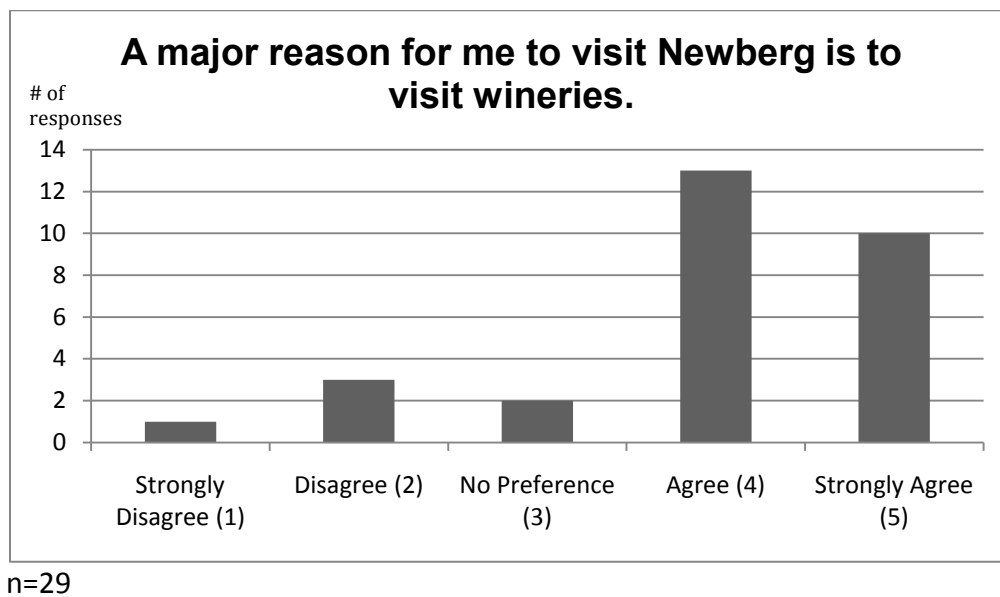
When asked what type of purchases they made in downtown Newberg 14 visitors purchased wine. There were 7 visitors who said that they made purchases at restaurants. These were the most common purchases made by visitors in downtown Newberg.

Q8: Downtown Newberg is an attractive place for visitors. (On a scale of 1-5, 1 being strongly disagree and 5 being strongly agree)



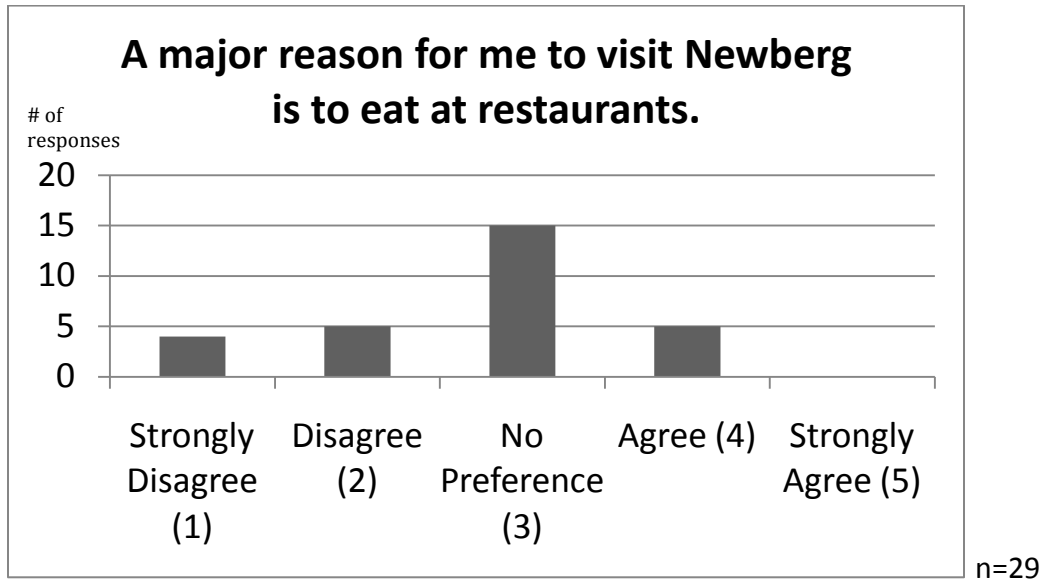
This likert scale shows visitors’ perception of downtown Newberg and if it is an attractive place for visitors. There was an overall positive response with 12 of the 28 visitors who agree. However, another 12 respondents have no preference; this may correlate with whether they are aware of downtown Newberg or not.

Q9: A major reason for me to visit Newberg is to visit wineries. (On a scale of 1-5, 1 being strongly disagree and 5 being strongly agree)



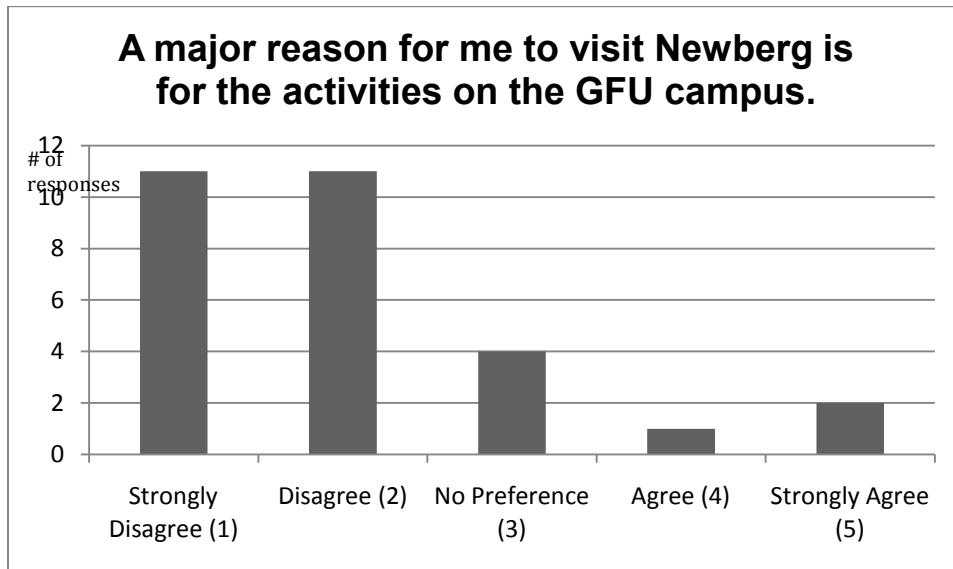
23 of the 29 respondents agreed or strongly agreed that they come to Newberg to visit wineries. Only 2 had no preference and 4 of the respondents disagreed with this statement. It’s important to note that of the 8 locations surveyed, three of them were wineries. There is a high volume of wineries in the Newberg area and are good attractions for visitors.

Q10: A major reason for me to visit Newberg is to eat at restaurants. (On a scale of 1-5, 1 being strongly disagree and 5 being strongly agree)



Of the visitors responding, 15 of the 29 respondents had no preference is restaurants was a major reason to come to Newberg. This may be because they are unaware of the restaurants or that it just isn’t their primary reason to visit. However, restaurants are the second most purchased good in Newberg according to our survey results. 9 indicated that they do not come to Newberg for restaurants and 5 indicated that they do.

Q11: A major reason for me to visit Newberg is for activities on the George Fox campus. (On a scale of 1-5, 1 being strongly disagree and 5 being strongly agree)



n=29

These results show that George Fox University is not a reason for visitors to come to Newberg. 22 of the 29 respondents disagree that the GFU campus is a major reason for coming to Newberg. There are only 4 respondents who agree with this statement and 4 who have no preference.

Q12: What type of business would you like to see more of in downtown Newberg?
(Please list 2 examples)

Entertainment:

Bowling (4)
Art Galleries (3)
Golf (3)
Comedy Clubs (1)
Arcade (1)
Golf Galaxy (1)

Food and Drink:

Good Moderate Restaurants (6)
More Wine Shops (4)
Fine Dining (1)
Ethnic Restaurants (1)
Mexican Food (1)
Brew Pub (1)

Clothing stores:

More Clothing Store Options (3)
Boutiques (1)

Department Stores:

Home Depot (2)
Costco (1)
Walmart (1)

Other:

Local gift/ art shops (1)
Gift/ home stores (1)
Spa (1)
Hobby Store (1)

Q13: Which restaurants do you frequently dine at? (Not specifically Newberg, please list 2 examples)

Places visitors dine at:

Lil Cooperstown (6)	Stanfords (1)
Ixtapa (2)	Newport Bay (1)
Pisqualies (2)	Red Robin (1)
Nara (2)	Izzys (1)
J's (1)	Allison (1)
Allison (1)	Arby's (1)
Starbucks (1)	Red Hills Provincial (1)
Casa Ramos (1)	Chateaulin (1)
Dragonfly (1)	Chris Ruth Steak House (1)
Benihana (1)	Olive Garden (1)
Jakes (1)	American Grill (1)
Steakhouses (1)	Subway (1)
Coffee Cottage (1)	

Gender:

	Percentage	Number
Male	41.9%	13
Female	58.1%	18
Total	100%	31

Of the 31 visitors, there were slightly more females than males. 42% were male and 58% were female. All of the survey locations were attractions with appeal to both genders.

Age:

	Percentage	Number
Under 18 years	0%	0
19-25 years	3.2%	1
26-35 years	22.6%	7
36-50 years	19.4%	6
51-65 years	54.8%	17
66+ years	0%	0
Total	100%	31

Most of the visitor respondents were in the age range of 51-65. Ages 19-50 were also significantly represented. Under 18 years old and over 66 years old were not age groups that were represented in our findings.

Household Income:

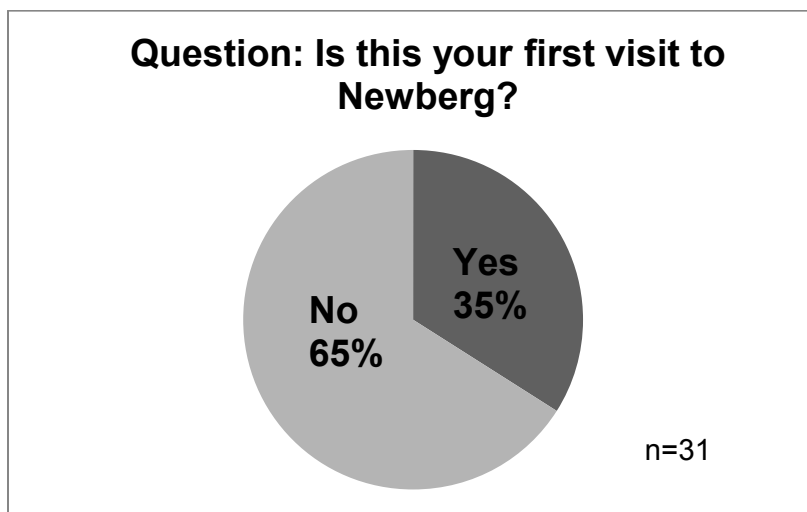
	Percentage	Number
Under \$25,000	6.7%	2
\$26,000-\$50,000	16.7%	5
\$51,000-\$75,000	10%	3
\$76,000-\$100,000	26.7%	8
\$101,000-\$125,000	13.3%	4
More than \$125,000	26.7%	8
Total	100%	30

Over a third of the responses from visitors indicated income over \$100,000. This is a significant finding and further research would be interesting to see if this is typical for visitors who come to Newberg.

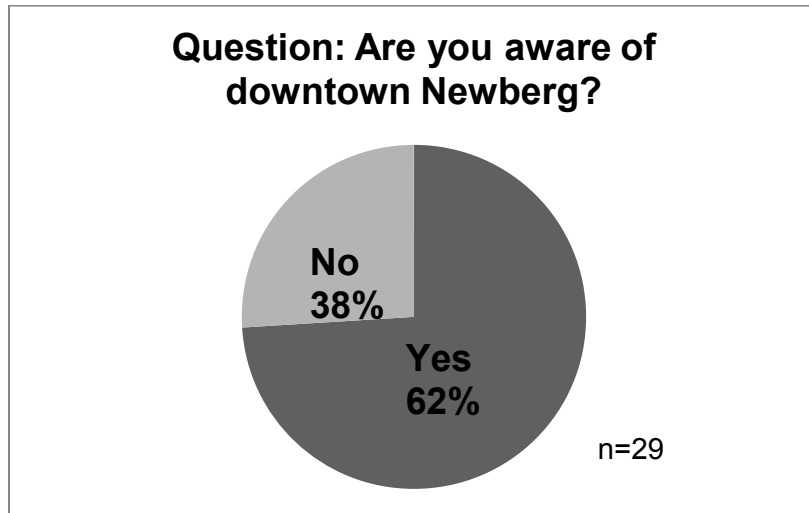
Conclusions, Limitations and Recommendations

Summary of Findings:

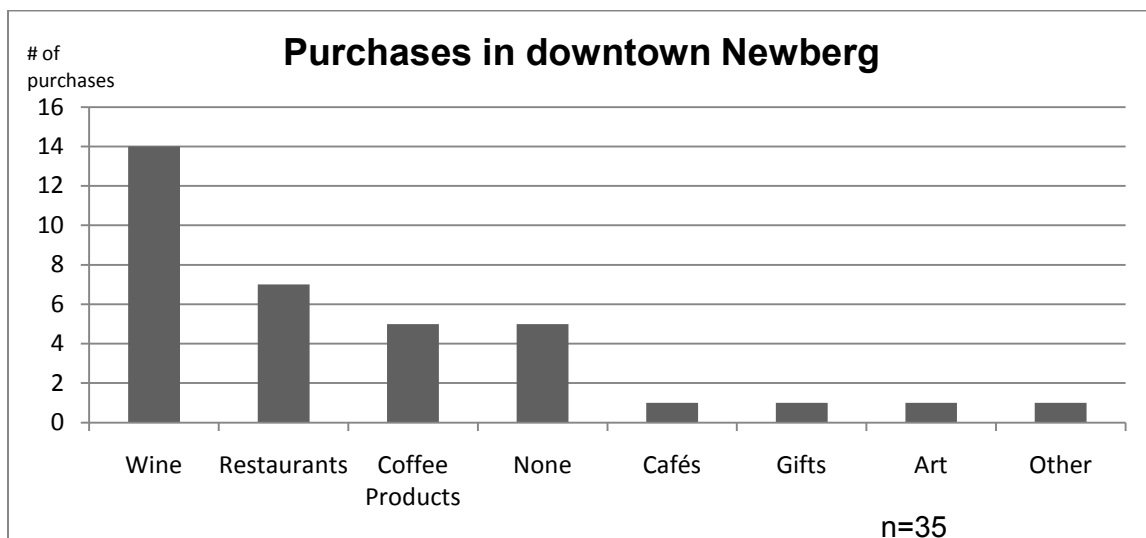
After reviewing the responses from the survey, information was gathered to better understand the behaviors of Newberg visitors. A total of 31 visitors to Newberg completed the survey. These graphs are a visual representation of important findings we discovered in the survey.



Of the 31 visitors surveyed, 35% were on their first visit. As the chart shows, many of the visitors are not on their first trip to Newberg. In future studies, looking at why these visitors are returning could help understand what will bring more repeat business to downtown Newberg.



Downtown Newberg is defined as the area between River St. and Main St. 62% of the visitors surveyed showed an awareness of this area. The Coalition may want to further explore the visitors who are not aware of the downtown area and what it has to offer.



Wine and restaurant purchases comprised the most frequent purchases by visitors while they were downtown. Because three of the locations the surveys were dropped off at were wine tasting rooms, it is important to factor that into the magnitude of wine

purchases. As far as café's, gifts, and art goes, the purchasing done by visitors was quite low. This could be attributed to either the lack of interest in the items, lack of options, or the specific purpose that the visitors had for coming to Newberg.

Conclusions and Observations:

Of the surveys completed by the visitors, 55% of them were aged between 51-65. The most concentrated ranges of income levels were between \$76,000 and over. These accounted for 50% of the surveys. George Fox University activities did not seem to be a draw for most visitors. Wine tasting was a major reason for visiting Newberg.

Based on these observations, the team concluded from the survey that the typical visitor is aged between 51-65 and has a higher level of income. The visitors seemed to be most interested in wine and dining. This finding is further backed by the qualitative research conducted through open-ended questions. The majority of visitors were positive or neutral on the attractiveness of the downtown area. More specific research examining reactions to the area's attractiveness would be helpful in understanding more about visitor expectations and desires for a thriving downtown area. Qualitative research conducted in this area would be extremely helpful. Restaurants (specifically similar to Little Cooperstown picked by 6 of the 31 visitors), wine, bowling, golf, and art galleries were the items listed on the open-ended questions as most desired.

Limitations of Study:

The time frame given to work with provided a short window of opportunity. People's unwillingness to participate in the survey limited the response rate. Without incentives people are less willing to participate in the survey. The environment where our surveys were administered also hindered the number of responses. Tasting rooms and art galleries don't have high traffic, which leads to fewer opportunities for collecting surveys. Also, without the ability to properly explain the intentions of our survey, and having a physical presence, a lower number of surveys collected.

Recommendations for Future Studies

The research time frame available could be extended to interact with both visitors and business owners. Meeting the client sooner would help better understand their needs and expectations. Starting the survey process earlier would give more time to gather responses. The results would be better represented with a greater number of surveys. Branching out to different businesses regardless of traffic rate would increase survey volume. Incentives also tend to increase response rates.

In future studies we recommend the use of more qualitative questions and learning more in-depth about what visitors see as improvements to be made to downtown Newberg. Also, comparing downtown Newberg to other similar sized downtowns would be informative on what is being done differently in other communities to spark a thriving downtown area.

APPENDIX E. Visitor Survey



George Fox University School of Business
Visitor Survey

The Downtown Newberg Coalition and George Fox University are conducting market research for the purpose of determining what types of stores should relocate in Newberg. Please answer all questions to the best of your ability. Check one box per question, unless the question states otherwise.

1. Do you live within a 25-mile radius of Newberg?

- Yes No

2. Is this your first visit to Newberg?

- Yes No

3. How long are you visiting Newberg on this trip?

- I am a local resident
 Just for the day
 More than one day, staying in hotel
 More than one day, staying with family/friends
 More than one day, other accommodations: _____

4. How many times have you visited Newberg within the past 3 months?

- I am a local resident 2-3 times
 Just once this visit 4 or more times

5. Are you aware of the location of downtown Newberg? (River Street to Main Street)

- Yes No

6. Do you make purchases in downtown Newberg?

- Yes No

7. If so, what type? Circle all that apply.

- Restaurants Clothing Other (please give an example): _____
 Café's Gifts None
 Groceries Art
 Electronics Wine
 Hardware Coffee Products

8. Downtown Newberg is an attractive place for visitors.

- | | | | | |
|--------------------------|-----------------|----------------------|--------------|-----------------------|
| <i>Strongly Disagree</i> | <i>Disagree</i> | <i>No Preference</i> | <i>Agree</i> | <i>Strongly Agree</i> |
| 1 | 2 | 3 | 4 | 5 |

9. A major reason for me to visit Newberg is to visit wineries.

- | | | | | |
|--------------------------|-----------------|----------------------|--------------|-----------------------|
| <i>Strongly Disagree</i> | <i>Disagree</i> | <i>No Preference</i> | <i>Agree</i> | <i>Strongly Agree</i> |
| 1 | 2 | 3 | 4 | 5 |

10. A major reason for me to visit Newberg is to eat at restaurants.

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Preference</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	2	3	4	5

11. A major reason for me to visit Newberg is for activities on the George Fox campus.

<i>Strongly Disagree</i>	<i>Disagree</i>	<i>No Preference</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	2	3	4	5

12. What type of business would you like to see more of in downtown Newberg? (Please list 2 examples)

13. Which restaurants do you frequently dine at? (Not specifically Newberg, please list 2 examples)

Gender:

- Male
- Female

Age:

- | | | |
|---|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Under 18 years | <input type="checkbox"/> 26-35 years | <input type="checkbox"/> 51-65 years |
| <input type="checkbox"/> 19-25 years | <input type="checkbox"/> 36-50 years | <input type="checkbox"/> 66+ years |

Household Income:

- | | | |
|---|--|--|
| <input type="checkbox"/> Under \$25,000 | <input type="checkbox"/> \$26,000-\$50,000 | <input type="checkbox"/> \$51,000-\$75,000 |
| <input type="checkbox"/> \$76,000-\$100,000 | <input type="checkbox"/> \$101,000-\$125,000 | <input type="checkbox"/> More than \$125,000 |

Questions or concerns? Please feel free to contact Jenny Barram at jbarram06@georgefox.edu.

APPENDIX F. All Responses to Survey – Visitors and Residents

Question	TOTALS	Percentages
Do you live within a 25- mile radius of Newberg?		
Yes	27	45.8%
No	32	54.2%
Total	59	100.0%
Is this your first visit to Newberg?		
Yes	11	18.6%
No	48	81.4%
Total	59	100.0%
How long are you visiting Newberg on this trip?		
Local resident	14	24.1%
Just for the day	25	43.1%
More than a day, hotel	6	10.3%
More than a day, staying with friends/family	6	10.3%
More than one day, other accommodations	7	12.1%
Total	58	100.0%
How many times have you visited Newberg in the past 3 months?		
Local Resident	15	25.4%
Just once, this visit	25	42.4%
2-3 times	13	22.0%
4+ times	6	10.2%
Total	59	100.0%
Are you aware of the location of downtown Newberg? (River Street to Main Street)		
Yes	41	74.5%
No	14	25.5%
Total	55	100.0%
Do you make purchases in downtown Newberg?		
Yes	37	62.7%
No	22	37.3%
Total	59	100.0%

If so, what type?

Restaurants	24	22.4%
Café's	8	7.5%
Groceries	8	7.5%
Electronics	0	0.0%
Hardware	4	3.7%
Clothing	2	1.9%
Gifts	7	6.5%
Art	3	2.8%
Wine	24	22.4%
Coffee products	15	14.0%
Other	4	3.7%
None	8	7.5%
Total	107	100.0%

Downtown Newberg is an attractive place for visitors.

Strongly Disagree	3	5.5%
Disagree	9	16.4%
No Preference	20	36.4%
Agree	22	40.0%
Strongly Agree	1	1.8%
Total	55	100.0%

A Major reason for me to visit Newberg is to visit wineries

Strongly Disagree	2	3.5%
Disagree	6	10.5%
No Preference	11	19.3%
Agree	24	42.1%
Strongly Agree	14	24.6%
Total	57	100.0%

A major reason for me to visit Newberg is to eat at restaurants.

Strongly Disagree	5	8.8%
Disagree	15	26.3%
No Preference	24	42.1%
Agree	12	21.1%
Strongly Agree	1	1.8%
Total	57	100.0%

A major reason for me to visit Newberg is for the activities on the GFU campus.

Strongly Disagree	21	36.8%
Disagree	19	33.3%
No Preference	12	21.1%
Agree	3	5.3%
Strongly Agree	2	3.5%
Total	57	100.0%

Gender

Male	29	49.2%
Female	30	50.8%
Total	59	100.0%

Age

Under 18	1	1.7%
19-25	4	6.8%
26-35	15	25.4%
36-50	14	23.7%
51-65	23	39.0%
66+	2	3.4%
Total	59	100.0%

Household Income

Under \$25,000	6	10.7%
\$26,000-\$50,000	12	21.4%
\$51,000-\$75,000	11	19.6%
\$76,000-\$100,000	12	21.4%
\$101-\$125,000	7	12.5%
More than \$125,000	8	14.3%
Total	56	100.0%

APPENDIX G. Responses to Survey – Visitors Only

Question	TOTALS	Percentages
Do you live within a 25 mile radius of Newberg?		
Yes	0	0.0%
No	31	100.0%
Total	31	100.0%
Is this your first visit to Newberg?		
Yes	11	35.5%
No	20	64.5%
Total	31	100.0%
How long are you visiting Newberg on this trip?		
Local resident	0	0.0%
Just for the day	16	51.6%
More than a day, hotel	5	16.1%
More than a day, staying with friends/family	5	16.1%
More than one day, other accommodations	5	16.1%
Total	31	100.0%
How many times have you visited Newberg in the past 3 months?		
Local Resident	0	0.0%
Just once, this visit	23	74.2%
2-3 times	8	25.8%
4+ times	0	0.0%
Total	31	100.0%
Are you aware of the location of downtown Newberg? (River Street to Main Street)		
Yes	18	62.1%
No	11	37.9%
Total	29	100.0%

Do you make purchases in downtown Newberg?

Yes	17	54.8%
No	14	45.2%
Total	31	100.0%

If so, what type?

Restaurants	7	20.0%
Café's	1	2.9%
Groceries	0	0.0%
Electronics	0	0.0%
Hardware	0	0.0%
Clothing	0	0.0%
Gifts	1	2.9%
Art	1	2.9%
Wine	14	40.0%
Coffee products	5	14.3%
Other	1	2.9%
None	5	14.3%
Total	35	100.0%

Downtown Newberg is an attractive place for visitors.

Strongly Disagree	1	3.6%
Disagree	3	10.7%
No Preference	12	42.9%
Agree	12	42.9%
Strongly Agree	0	0.0%
Total	28	100.0%

A Major Reason for me to visit Newberg is to visit wineries

Strongly Disagree	1	3.4%
Disagree	3	10.3%
No Preference	2	6.9%
Agree	13	44.8%
Strongly Agree	10	34.5%
Total	29	100.0%

A major reason for me to visit Newberg is to eat at restaurants.

Strongly Disagree	4	13.8%
Disagree	5	17.2%
No Preference	15	51.7%
Agree	5	17.2%
Strongly Agree	0	0.0%
Total	29	100.0%

A major reason for me to visit Newberg is for the activities on the GFU campus.

Strongly Disagree	11	37.9%
Disagree	11	37.9%
No Preference	4	13.8%
Agree	1	3.4%
Strongly Agree	2	6.9%
Total	29	100.0%

Gender

Male	13	41.9%
Female	18	58.1%
Total	31	100.0%

Age

Under 18	0	0.0%
19-25	1	3.2%
26-35	7	22.6%
36-50	6	19.4%
51-65	17	54.8%
66+	0	0.0%
Total	31	100.0%

Household Income

Under \$25,000	2	6.7%
\$26,000-\$50,000	5	16.7%
\$51,000-\$75,000	3	10.0%
\$76,000-\$100,000	8	26.7%
\$101-\$125,000	4	13.3%
More than \$125,000	8	26.7%
Total	30	100.0%

