

Agri-Tourism Workbook

Guide to discovering new ways to build a successful
agriculture business
through direct farm marketing

Revised January 2003 by Brittany Russell
Agri-Business Council of Oregon

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Thank You!

Travel Oregon's Agriculture!

It's no secret to Oregonians what Oregon agriculture has to offer the public. Our roots lie just beyond our urban spaces, woven throughout our farmlands and ranches. Don't let the serenity and simplicity fool you. It is where abundant resources, old traditions, new ideas and an indomitable spirit craft foods and beverages, nurture plants and fibers, and create unique festivals and recreational adventures.

The countryside of Oregon makes its presence felt everywhere, especially in our Northwest cuisine, unique shopping and historic structures. We want to invite travelers to experience all the adventures and rewards of rural life – first hand – through the keen guidance of its people and our own discoveries.

Oregon welcomes nearly 44 million travelers each year! Many people want to come to Oregon for excellent sightseeing opportunities, for good food, to experience the outdoors and to relax. Oregon is a very diverse state with its majestic coastal lighthouses, Portland's historic atmosphere, the mountains and lakes -- it's no wonder visitors want to come to see the sights of Oregon.

This guide is a resource to help farm and ranch owner/operators and those involved in the processing of agricultural products. You can assess the potential of recreational enterprises that may augment farm and ranch processing income. Information in this guide can help you create a plan of operation to effectively start and sustain such an enterprise. The guide provides information on potential opportunities, legal considerations, financial resources, and marketing ideas.

The Agri-Business Council of Oregon and the Oregon Tourism Commission are working with several other private, local, state and federal entities in this effort to provide information and support for farm/ranch operations that see an opportunity to develop a tourism/recreational component on their property.

Private landowners can offer a number of high quality recreation services, including home stays, fee-hunting and fishing, farm stands, u-pick operations, educational tours, festivals, and many other activities — some of which are highlighted in this guide and others which still exist in the imagination of the landowners.

Workshops have been offered around the state to provide landowners with guidance and guidelines about tourism/recreational activities on farmland. If you are interested in hosting a training workshop, you may contact Mandy Cole of the Oregon Tourism Commission at 503-986-0004 or Mary Stewart of the Agri-Business Council at 503-241-1487 ext 4# or toll-free at 1-866-818-6206.

Not all operations, nor all landowners, will fit the criteria and requirements for offering recreation on their farm or ranch. Likewise, the information presented here does not represent an interest by state government in creating destination resorts or recreational facilities that become the predominant focus of a farm or ranch. That type of facility requires a very different approach.

However, the Oregon Tourism Commission and the Agri-Business Council believe many farms, ranches, and processors have the potential to augment their ag-related income by providing tourism/recreational opportunities to a growing population in Oregon and to travelers from around the country and the world. Recreational enterprises can also be an exciting forum for providing education and public relations efforts on behalf of agriculture.

For more information, contact:

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Section I:

Identifying Options & Evaluating Your Farm or Ranch

Section I

IDENTIFYING OPTIONS AND EVALUATING YOUR FARM OR RANCH

Getting away from the rush and pressures of the city are reasons that people want to experience farm and ranch tourism/recreational opportunities.

Traveling to a remote area, enjoying the beautiful scenery Oregon has to offer, experiencing something new, getting back to basics and “one’s roots” — these are all reasons an increasing number of people want to spend time on a working farm or ranch.

And often there is money to be made! Many people will pay significant amounts of money for rural tourism/recreational experiences.

But quality tourism/recreational opportunities don’t happen by chance. The single most important factor to consider — emphasized by experts and those who have been in farm/ranch recreation for years — is the “people factor.” In other words, a tourism/recreation experience is about people — working with people, working for people, servicing people, and meeting people’s needs. So if you are sincerely interested



in a farm or ranch tourism/recreation component for your operation, you *must* like working with people. The other option, if you’re not a “people person, is to find or hire someone who is and let that employee, family member, or contractor coordinate the interactive aspect of the enterprise.

Before answering the question, “Should I do it?” take time to examine your options and goals. A fee-recreation enterprise, like other income-producing ventures, requires capital, time, planning, marketing and management. It can only be successful if you blend these components wisely. This resource guide will help you assess your options and consider whether to proceed with a tourism/recreational enterprise.

TEN COMMANDMENTS OF GOOD BUSINESS

1. **GUESTS** are the most important people in any business.
2. **GUESTS** are not dependent on us — we are dependent on them.
3. **GUESTS** are not an interruption of our work—they are the purpose of it.
4. **GUESTS** do us a favor when they call—we are not doing them a favor by serving them.
5. **GUESTS** are part of our business — they are not outsiders.
6. **GUESTS** are not cold statistics; they are human beings with feelings and emotions like our own.
7. **GUESTS** are not to be argued with.
8. **GUESTS** are those who bring us their wants — it is our job to fill those wants.
9. **GUESTS** are deserving of the most courteous and attentive treatment we can give them.
10. **GUESTS** are the lifeblood of the farm and ranch recreation business.

What is Agri-Tourism?

Farm/ranch recreation refers to activities conducted on private agricultural land, which might include fee hunting and fishing, overnight stays, educational activities and the like. This category of tourism is a subset of a larger industry known as Agri-tourism. In Oregon, Agri-tourism is “a commercial enterprise at a working farm or woodland, ranch, or agricultural plant conducted for the enjoyment of visitors that generates supplemental income for the owner. Certain off-the-farm direct sales of product and experiences may also be considered agri-tourism.”

Agri-tourism enterprises might include:

- Outdoor recreation (fishing, hunting, wildlife photography, horseback riding).
- Educational experiences (farm and cannery tours, cooking classes, wine tasting, cattle drives, or help work the ranch).
- Entertainment (harvest festivals or corn mazes).
- Hospitality services (farm and ranch stays, guided tours or outfitter services).
- On-farm direct sales (u-pick operations or roadside stands).
- Off-the-farm direct sales (farmers’ markets, county and state fairs, special events).

Agri-tourism is a subset of a larger industry called rural tourism that includes resorts, nonprofit agricultural tours, and other leisure and hospitality businesses that attract visitors to the countryside.

Rural tourism differs from Agri-tourism in two ways. First, rural tourism enterprises do not necessarily occur on farms or ranches. Second, if they do occur on a farm or ranch, or at an agricultural plant, they do not generate supplemental income for the agricultural enterprise.





Ideas???? Farm/Ranch Recreation Possibilities

Here is a listing of potential activities to get you thinking about how your current operation and assets may be augmented with a tourism/recreational enterprise. The options are limited only by imagination and regulations.

Other sections in this workbook will help you assess factors that will help you decide what will work for you, including liability issues, financing, marketing, etc.

Agriculture Food & Craft Shows

Animal Feeding

Archery Range

Fossil / Rock Collecting

Barn Dances (Square Dancing, etc.)

Bed & Breakfast (Rural & Historical)

Bird Watching & Wildlife Viewing

Boating & Canoeing

Camping / Picnicking

Children's Camp (Summer or Winter)

Corporate picnics

Cross-country Skiing

Educational or Technical Tours

Elderhostel

Family Reunions

Farm or Ranch Work Experience (roundup, haying, fencing, calving, cutting wood, etc.)

Fee-Hunting

Fee-Fishing (Ice Fishing in Winter)

Floral Arrangements

Flower Shows or Festivals

Fly Fishing and Tying Clinics

Food Festivals

Gardens (flowers, greenery, herbs, dried flowers)

Guided Crop Tours

Guiding and Outfitting

Habitat Improvement Projects

Harvest Festivals

Hay Rides / Sleigh Rides

Hiking / Cave Exploring

Historical Museums and Displays (Ag History, Machinery, etc.)

Horseback Riding

Hunting Dog Training & Competition

Off-Road Motorcycling, ATV, Mountain Biking

Pack Trips

Petting Zoo

Photography / Painting

Ranch Skills (horseshoeing, leatherwork, camp cooking, horse training, etc.)

Roadside Stands & Markets

Rock Climbing

Rodeo

Self-Guided Driving Tours

School & Educational Tours and Activities

Snowmobiling

Swimming

Trap & Skeet Shooting

Tubing & Rafting

U-Pick Operations

Wagon Trains

Wilderness Experiences

Inventory Checklist: Start With What You Have

This publication is intended to serve as a workbook. Please write down your ideas, questions, or whatever will help you assess your proposal as you go through the guide.

Start With What You Have

Begin with assessing the potential attractions that already exist on your property, rather than spending money on creating something new. Below is an inventory checklist to help you identify and list your current assets; you will refer to this list as you evaluate different options and ideas throughout this workbook.

1. Physical Resources:

A. *Land Resources* — list what you have (deeded, leased private property, state & federal allotments, rangeland, woodland, hay meadows, cropland, riparian/wetlands, acreage, location proximity, elevation, topography, location of feed grounds, etc.)

B. *Climate* — consider how weather patterns, temperature, etc. will affect what types of activities you might provide:
Temperature (monthly variations; length of growing season) _____

Precipitation (monthly distribution)

Snow (ground cover periods & accumulation depth)

C. *Developments & Improvements* (buildings, fences, corrals and working facilities, equipment, roads and trails, etc.)

D. *Other Attractions* — list those things that might enhance your operation to a visitor, such as wildlife streams, ponds, fishing, livestock, proximity to natural or man-made points of interest, etc.

E. *Hazards* — (Farm equipment, storage, areas that are off-limits to visitors)

II. Operations and Management

A. Owner/Manager strengths and goals — list those intangible assets that can assist you in a farm/ranch recreation operation (e.g., “people person,” marketing ability, knowledge or special skills such as horse riding, livestock management, cooking, knowledge about history of the area, etc.).

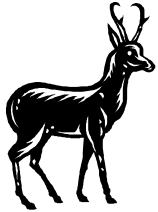
B. Family Strengths and Resources — list those skills and strengths that family members add:

III. Activities

List activities you do on your operation that might appeal to the public. Remember, what seems routine to you is likely unusual and interesting to the non-farm public. Be free with your ideas here: you’ll evaluate them later. Some examples might include: cattle drives, calving or lambing, trail rides, roadside produce stands, machinery operations (harvesting, planting, cultivating), on-site food processing.

WILDLIFE INVENTORY

As you complete this inventory, you will want to add as much detail as possible, including total count, ratios of male/female, trends, locations, size, age, condition, behavior, habitat, etc. This may take considerable time but will be necessary if you intend to build an enterprise around wildlife. You will want this information if you are considering an enterprise to attract wildlife viewers, photographers or hunters. Don't forget that bird watching is one of the fastest growing outdoor activities in the United States. (Check with the Oregon Department of Fish and Wildlife on hunting of all species as to dates, permits, licenses, etc.).



Big Game:

- Antelope
- White-tail Deer Mule Deer Elk
- Moose
- Bighorn Sheep/Mountain Goat
- Black Bear
- Mountain Lion



Game Birds:

- Turkey
- Grouse
- Partridge
- Pheasant
- Mourning Dove



Small Game:

- Rabbit/Hare
- Red, Grey & Fox Squirrels
- Rock Chuck



Other Birds:

- Songbirds
- Large Birds (falcons, hawks, etc.)
- Other



Furbearers:

- Beaver/Mink/Muskrat
- Badger
- Bobcat
- Weasel



Waterfowl:

- Geese
- Ducks
- Cranes



Predators:

- Coyotes
- Raccoon
- Red Fox Wolf Porcupine Skunk



Rodents:

- Prairie Dogs, Ground Squirrels, etc.

PEOPLE RESOURCES:

Rate the following based on characteristics important to a successful farm/ranch recreation operation (1 limiting factor, 5=asset for success).

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
(Family or hired):					
Are they friendly, confident, tolerant of strangers/guests? Do they have special talents/abilities, etc.?					
Name _____	—	—	—	—	—
Name _____	—	—	—	—	—
Name _____	—	—	—	—	—
Name _____	—	—	—	—	—
Name _____	—	—	—	—	—
 <u>Paid Assistants:</u> Are they committed to working with you to make a successful venture?					
Accountant _____	—	—	—	—	—
Attorney _____	—	—	—	—	—
Lender/Financier _____	—	—	—	—	—
Consultant _____	—	—	—	—	—
 <u>Neighbors:</u> Will they allow bordering access? Any conflicts? Supportive of tourism/recreation options?	—	—	—	—	—
 <u>Sheriff and deputies:</u> Are they supportive of proposals or suspicious of outside	—	—	—	—	—
 <u>Game Warden & Biologists</u>	—	—	—	—	—
 <u>Government officials and regulators</u> (local, state, federal) Do they understand and support your effort?	—	—	—	—	—
 <u>Economic Development Staff</u> (local, county, regional, state): Do they understand and support your effort?	—	—	—	—	—
 <u>Business & Tourism Associations</u>	—	—	—	—	—

What can you do to improve the rating for those who may be a limiting factor in your business proposal?



What Is Known About the Outdoor Recreation Industry

*Adapted from "Oregon Agri-tourism Industry Market Analysis"
Jan Woodruff, Market Advantage, June 1997*



As you assess your property assets, take a look at these findings from recent surveys about outdoor recreation enthusiasts, and see if ideas begin to develop about matching resources to particular markets.

Foreign Travelers:

German travelers, on average, spend almost \$3,000 on a 20-day visit to the U.S. Most German visitors come to the U.S. for vacation or holiday travel. Getting 14-15% of German visitors to stay one week on a farm or ranch would add about \$4 million to the Agri-tourism industry. There are about 1,000 "Western" clubs in Germany with about 80,000 members. Authenticity is the focus of the clubs; members spend time and money researching the U.S. West and Indian history ride horses, learn to shoot with a bow and arrow, and cook over a campfire. German's seek outstanding scenery, good value, and learning opportunities. These are visitor needs that the Oregon Agri-tourism industry is uniquely qualified to satisfy.

Japanese tourists, in contrast, are seeking large theme parks, shopping experiences, exciting cities and lifestyle. Japanese travel primarily in large groups and rarely rent cars on vacation, making travel to rural areas difficult. Japanese tourists are not as adventurous as their German counterparts. They tend to travel to substantiate what others have seen, rarely to discover something new.

Age:

Baby boomers represent 30 percent of all Americans and half of all visitors to Oregon. Increasingly, baby boomers are looking for self-fulfillment and examining their self-potential. This makes baby boomers an ideal target market for tourism products that offer education and challenge. Baby boomers are doers, not sitters; many are burned out in their jobs and hectic pace of life.

Young seniors (55-65 years of age) are the richest age group in the U.S. Those aged 55 and older represent 20 percent of the population and 80 percent of the vacation dollars spent in the U.S. To successfully attract mature consumers, marketers must consider the important issues to this group: 1) independence and self-sufficiency, 2) social and spiritual connectedness, 3) selflessness, 4) personal growth, and 5) revitalization. Seniors tend to be better educated and hence, interested in museums, historical sites, cultural exhibits and activities. They value security, cleanliness, value, and comfort.

Participation in outdoor recreation, particularly physically demanding activities, decreases with age. Participation in passive activities (walking, visiting historical sites, wildlife viewing, observing nature, bird watching) does not decrease with age.

Intergenerational travel (grandparent traveling with grandchild) is a growing trend. A shared experience becomes a memory and legacy for both.

Families:

Children love animals and the outdoors. Activities and adventures that involve these attributes will bring attention from parents. Affordability is important, as well as safety, proximity, and accommodations. Some will want to "rough it," while others want a softer adventure for younger children. Families with children are characterized by bargain hunting, demand for quality service, and extra amenities. However, this can be a fun and exciting clientele group.

Childless Travelers:

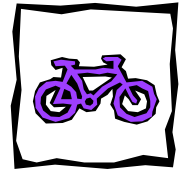
Currently two-thirds of American households have no one under the age of 18 living with them. Childless travelers spend more on vacation than families with children because they have more disposable income and take longer trips. One-quarter of American households are occupied by just one person. One of the greatest opportunities for leisure travel marketing, according to a renowned speaker in the travel industry, will be a vacation for one.

Gender:

Women are more likely than men to influence decisions for short vacations. This is a key point about marketing to families. Single women are also an important target market. Izzy Oren, owner of Oregon's Ponderosa Ranch, finds that virtually 90% of the inquiries he receives from German visitors are young, single women. In developing marketing strategies and programs for most kinds of Agri-tourism enterprises, the interests and values of women travelers should play an important role. When planning vacation itineraries, women are motivated by: 1) geographic limitations, such as cold winter temperatures, 2) availability of time, money, and babysitters, 3) social belonging and peer approval, 4) getting away from home, children, and work, 5) excitement, 6) possibility of making new friends, and 7) discovering their roots.

Activities:

Off road bicycling grows at an annual rate of 20 percent a year. There are now about 10 million off-road bikers. Most are young, unmarried or childless men, aged 22-33. Many trails on public lands are being closed to bike riders. Demand for new trails is increasing.



Non-hunting wildlife recreation activities, such as bird and game observation, photography, and animal feeding are extremely popular. In Oregon, 18 percent of visitors participated in non-hunting wildlife recreation on their trips. Nationwide, non-hunting wildlife enthusiasts outnumber hunters five to one and sport anglers two to one. The most popular sites for viewing, photographing, or feeding wildlife are woodlands, lakes, and streams. The most popular wildlife for these enthusiasts are birds and land mammals (deer, bear, etc.). In Oregon, according to a 1995 industry inventory, only 25 agricultural landowners offer visitors the opportunity to view or photograph wildlife. The demand for this type of activity is predicted to grow rapidly in the future. Bird watching is the fastest growing outdoor recreation activity.

Hiking is one of America's fastest growing outdoor activities. Hiking is correlated with income and age. Hiking is significantly more popular for high-income households and younger aged Americans. Participation is not correlated to gender. Hikers are typically ardent conservationists. Hiking provides participants an opportunity to improve physical fitness while enjoying nature.

Camping is most popular with younger people. Those aged 25-34 are more likely than any other age group to go camping more than once a year. It is also an attractive activity for families, enabling parents an experience in the outdoors with children.

Hunters and anglers are motivated by a love of the outdoors. Those who fish and hunt tend to be men who live in rural areas, between the ages of 16 and 34. Access is one of the key issues facing sportsmen. In Oregon, landowners can charge a "trespass fee" to licensed sportsmen during a legal hunting or fishing season. According to the 1995 industry inventory, Oregon has 21 properties that offer fee hunting and 23 that offer fee fishing to guests. The number of anglers has consistently increased during the past 20 years and is expected to continue to do so.

Winter Enthusiasts:

Millions of Americans love winter snow activities. Sledding, ice skating, cross-country skiing, and related activities are seasonal attractions that can augment some farm or ranch recreational enterprises. People aged 25-35 dominate these sports. People in households earning over \$100,000 a year are three times as likely as lower income households to participate in cross-country skiing and other winter sports. Snowshoeing is one of the fastest growing winter sports.

Horseback Riding:

In 1994-95, seven percent of Americans aged 16 or older went horseback riding at least once. The largest share of horse enthusiasts are between the ages of 15 and 19 years. People in higher income households are more likely to participate in horseback riding. According to the 1995 industry survey, 30 farms and ranches in Oregon offer horseback riding to guests. Some offer paddock and trail riding. Others offer cattle drive experiences. Others offer riding lessons.

Adventure Enthusiasts and Extreme Sports:

Adventure travel is a booming segment of the tourism market. Nearly 10,000 tour operators offer adventure trips, tapping over \$110 billion annually. Adventure tourism is nature-based involving thrills, excitement, and challenge. Examples include mountain climbing, off-road mountain biking, whitewater rafting, and other sports that involve physical or mental challenge. Adventure seekers tend to be intensely social and tend to travel in larger groups. Since adventure travel often involves a high level of physical activity, adventure seekers tend to be young and healthy with higher than average income levels.

Learning Enthusiasts:

Gardeners—Gardening in the U.S. has grown from a hobby to an obsession. Next to walking for pleasure, gardening is America's most popular physical activity. Currently, 55 percent of American adults garden as a hobby. Public and private gardens or gardening education provides an opportunity to engage simultaneously in a variety of popular outdoor activities—sight-seeing, walking, studying nature, and nature photography, satisfying visitors' needs for relaxation, knowledge building, connectedness, and escape.

Heritage Travelers—Almost half of all U.S. adults planning a pleasure trip say they intend to visit an historical site. Three in ten Americans are "Western enthusiasts." These include "historians" who are enthralled by the Native American cultures, the Oregon Trail, Lewis and Clark and westward expansion; "new pioneers" who are interested in contemporary Western lifestyle; and "city slickers" who are interested in the look and the experience, less so in the history and lifestyle. Two-thirds of Western enthusiasts are women. More than half are aged 26 to 44. The median income is slightly higher than average.

Nature-Based Tourism—Nature-based tourism attracts people who want an active adventure vacation and an intimate encounter with nature. They seek hands-on experience. Rather than passively observing wildlife and plants, people will spend money and invest labor to help build and restore sites. They prefer wilderness settings, wildlife viewing, hiking or trekking. Typically, 35 to 54 years of age, only a handful of this group travel with children. The nature-based tourist prefers trips lasting 8 to 14 days.

Culinary Tourists—Cooking school vacations and gourmet tours are another important trend for Agri-tourism marketers. Shaw Guide the bible of cooking school guides offers 339 pages of choices. Cooking tours tend to attract childless travelers, most aged 50 or older, who love food, wine, hand crafted beers, and gourmet cooking. Education is the main thrust of all trips. They want to meet the locals, see how Parmesan cheese is made and try the local specialties. Many classes coincide with agricultural or cultural events, or are associated with museums or other local attractions. The Northwest is on the leading edge of culinary tourism with its reputation for organic farming, specialty crops, innovative chefs and tremendous diversity of ag products.

Why People Vacation ...

Now that you've examined some information on the types of travelers and some demographic facts, let's take a quick look at why people take vacations. Understanding what the client is looking for can help assess the opportunities on your property for various recreational enterprises.

The major reasons people go on vacation, ranked by survey results, include:

1. To build or strengthen relationships. The number one reason for vacation is to “be together as a family.” Families find they have little time to be alone together—they want to get away from the stress of home and work. They look to travel as an opportunity to rekindle relationships. Many seek social interactions on trips, a time for making new friends.
2. To gain better health and well-being. The vast majority of adults say that a vacation is vital to their family's physical and mental well-being. Most travelers who visit Oregon want to refresh and renew themselves by actively participating in outdoor activities.
3. To rest and relax. Getting away from work, worry, and effort enables vacationers to refresh and renew. This is the third most common reason why Americans vacation.
4. To have an adventure. Many travelers look to vacations for exciting experiences that stir emotions. Adventure, whether dangerous or romantic, provides the heightened sensation that these consumers seek.
5. To escape. Many people travel to gain respite from routine, worry, and stress. They are looking for something different—a better climate, prettier scenery, slower pace of life, cleaner air, quiet surroundings or anything else that is missing or deficient in their lives back home.
6. For knowledge. Learning and discovery are strong motivators for today's better educated travelers. People travel to learn or practice a language, study a culture, explore gourmet foods or wines, investigate spirituality, discover something about themselves, and a host of other learning pursuits. They want to see, touch, or feel something unfamiliar. “Bragging rights” or good stories to tell back home are powerful motivators.
7. To mark a special occasion. Some travelers take vacations to celebrate milestones in their lives—a new relationship, a marriage, a birthday, or a professional achievement. Vacations to mark special occasions are usually taken with loved ones and provide memories that last a lifetime.
8. To save money or time. Although going on vacation almost always costs money and time, where one goes on vacation can influence costs. Money and time constrain virtually every vacation decision. By traveling close to home, or taking a short vacation, a traveler can save time and money. Oregon residents can be key targets of Agri-tourism ventures.
9. To reminisce. Many people travel to relive fond memories. In the case of Agri-tourism some vacationers, especially older travelers, will choose a farm visit to rekindle memories of the simple, rural lifestyle they remember from childhood. Vacationers pay money for food, lodging, transportation, and souvenirs—but they are buying a sentimental journey.

Assessing Your Preferences, Options and Goals

A key point before venturing into farm/ranch recreation is to identify or revisit the real goals of the farm or ranch and to discuss these with all those who may influence the decision-making. If any of the “partners” do not have the same goals, success will be limited and interpersonal stress may be the major result. ALL partners (this may be family members or outside interests) must meet together and seriously express their personal and business goals.

Define your target market:

- What kind of visitors do you want to attract?
- What kind of guests can you attract to your farm/ranch with what you have today?
- What kind of visitors will you be able to attract in the future?

One real market advantage of farm/ranch recreation is that potential clients are numerous and there are few operations offering this type of service. Using a shotgun approach to attract anyone and everyone is expensive and seldom effective without a massive advertising campaign. A more effective use of time and money is targeting a particular audience (e.g., sportsmen, families, retired persons, bird watchers, photographers, etc.) who may be interested in what the farm or ranch has to offer.

Let’s start creating a profile of the customer you want to attract. The section on **MARKETING** will further help you refine this description:

The ideal customer is: _____

Where does she/he live? (in-state or out-of state/foreign) _____

Age composition (young? retirees? variety?) _____
Single/Married? _____

Income Level \$ _____ Party Size and Composition _____
Children? _____

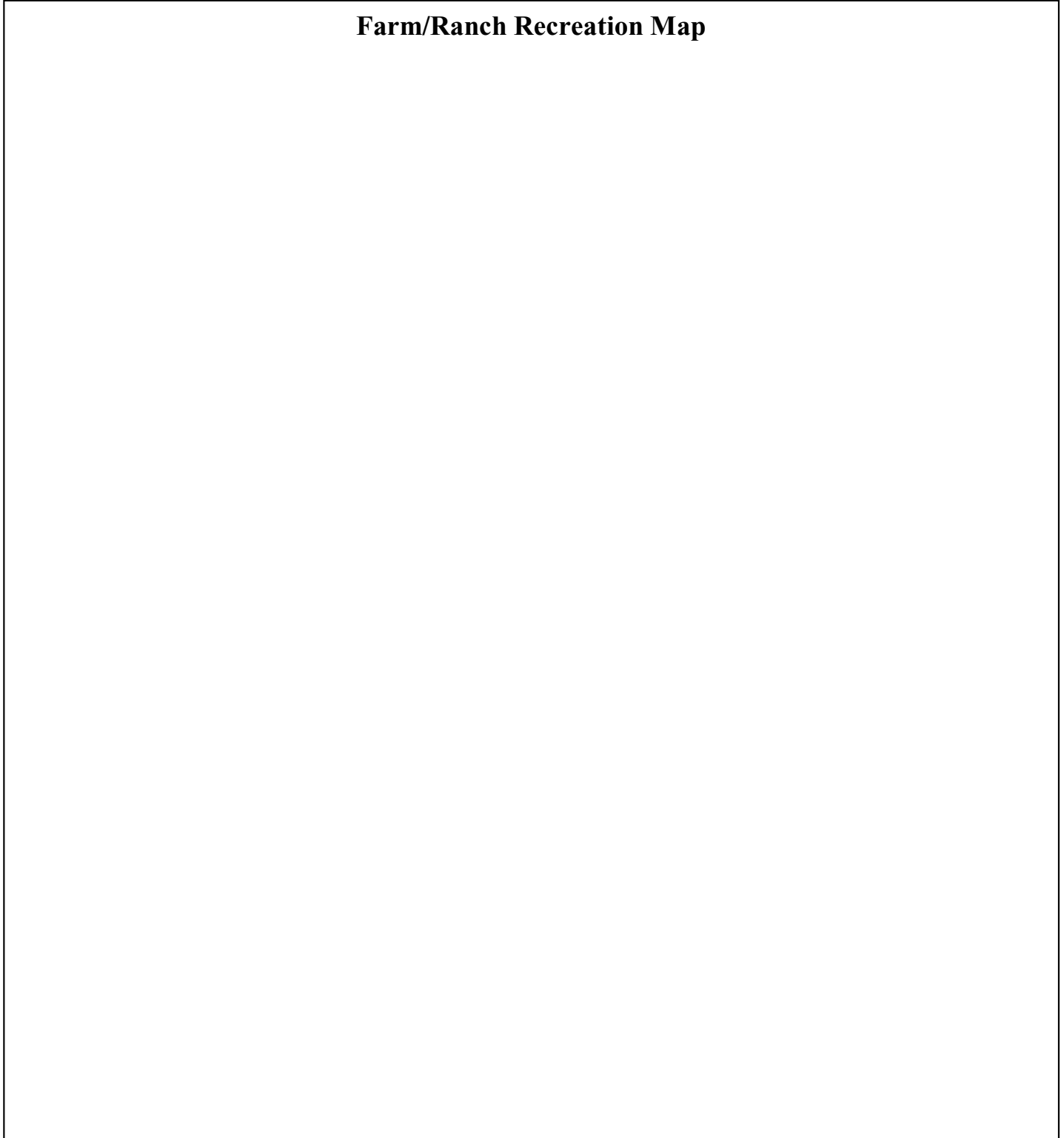
Hobbies/Interests (Hunting background? Horse experience? Photographers? Etc.) _____

How does he/she access information? (Newspapers, magazines, websites?) _____

What characteristics do you want your guests? (Independent people who emphasize self-fulfillment and self-help? Action oriented? Seeking relaxation? Desire for entertainment and activities?) _____

As you begin to develop ideas about your farm or ranch recreation enterprise, sketch out the locations on your property where you think these activities will best be located. Is there adequate access? Will guests have to drive to get to various sites? Is there drinking water and restrooms at appropriate locations? Enough space for privacy and solitude? What about aesthetics and topography?

Farm/Ranch Recreation Map

A large, empty rectangular box with a thin black border, intended for sketching a farm or ranch recreation map. The box is centered on the page and occupies most of the lower half of the page.

Property Management & Public Access

Farm and ranch recreational enterprises provide a unique opportunity to both supplement farm income and educate the non-farm public about agriculture. Recreational activities can be suitable for the small farm, a large ranching operation, and an entire rural community.

In developing a recreational enterprise, you will need to determine the extent of public access to your property and what types of activities you will provide.

Recreational enterprises need not be a full-length vacation. You may want to begin with one-hour tours and half-day excursions, depending on the attractions you feel your property and operation provide (be sure to review your inventory checklist), your time commitment, and your philosophy and goals about adding a recreational component to your operation.

In general, visitors prefer activities rather than to simply observe a farm or ranch. You will need to create an environment where they can experience activities, or provide opportunities for self-directed recreation (fishing, hunting, canoeing, etc.). For example, one of the most wonderful visitor activities is hand-feeding calves or lambs.

Take advantage of natural settings and scenic areas for locating activities, capitalizing on historic aspects of the farm or ranch as well. If you have a century Farm, put up a sign and promote it in your advertising and brochures (see **MARKETING** section). Does your farm or ranch border old mining claims, the Oregon Trail, or Indian paths? If so, tell the story.

Property Appearance

Quality attractions and activities are important. Quality means facilities that are pleasing and neat in appearance as well as interesting. Pick up the barnyard, paint the fence, and add some colorful flowers. Be authentic; don't bring in new modular buildings if you have existing buildings that can be renovated.

Of course, you can't change everything. Some farm odors are unavoidable. Consider a clever sign that says, "Odor on this farm smells like money."

Location & Access

A remote location can be an asset if marketed correctly. But make it easy for visitors to find you. Provide clear and simple directions in all printed materials and place a sign at the front of the driveway to make it obvious to guests that they are at the right place. Keep driveways graded and set up parking locations near the activity site. If guests arrive after dark, light the signage and driveway.

Here are a few more ideas:

1. Provide more sophisticated facilities. Relatively more senior citizens and elderly are looking for better facilities than in the past.
2. Solitude! This is highly marketable, especially since solitude in many state and national parks is virtually impossible now.
3. Security. This is also highly marketable.
4. Reservations and access. This should be an advantage because some public sector recreation opportunities are so limited that waiting lists of several months are common.
5. Service to special constituencies. Provide access and services to physically and mentally impaired.
6. Education. Private sector can provide guide services, tours, and special experiences. Photographic opportunities, especially for foreigners, are also a possibility.
7. Nurturing activities. City people may be especially good clients for experiences such as gardening, harvesting fruit, or other outdoor agricultural activities.
8. Memberships in campsites, hunting, or lodging arrangements.
9. Visual qualities. The more natural amenities a site possesses, the less development and monetary risk is needed. Pick your sites carefully.

How to Proceed

Once you have some ideas in mind regarding attributes of your farm or ranch and how these might be managed to include a tourism/recreation activity or attraction, and the type of guests you want to attract, the next issues to investigate are:

- Zoning and Land Use Regulations
- Licensing Requirements (where applicable)
- Liability Insurance and Risk Management
- Developing a Business Plan
- Financing Your Enterprise
- Marketing Your Product
- Networking and Identifying Resources

The following sections will take you through each of these areas in some detail. All are important steps to a successful enterprise, so spend adequate time in each area.



Section II:

Legal Considerations, Licenses, Permits & Regulations

SECTION II

LEGAL CONSIDERATIONS LICENSES, PERMITS, AND REGULATIONS

ZONING — WHAT IS AND IS NOT ALLOWED

This information is provided by the Department of Land Conservation and Development

The people of Oregon have developed laws to ensure that agricultural lands will remain in farm use. However, there are some nonfarm activities besides farm use that may be allowed in farm zones. The state land use laws provide the parameters for farm land with each county given the authority to more fully define and clarify ag lands and their use at the local level, consistent with state law.

Agricultural lands shall be preserved and maintained for farm use, consistent with existing and future needs for agricultural products, forest and open space and with the state’s agricultural land use policy expressed in ORS 215.243 and 215.700.

State law provides for the preservation and maintained use of farm land in Oregon. Statewide Planning Goal 3, “Agricultural Lands,” requires all agricultural lands to be inventoried and preserved by adopting exclusive farm use zones consistent with ORS Chapter 215. Additional limitations are applied to high-value farmlands.

Over the years a number of “non-farm” uses have been listed in the law and rules implementing Goal 3. Every application for a non-farm use will be decided on a case-by-case basis by the county, based on the facts presented to it, keeping in mind that the overriding and primary purpose of Exclusive Farm Use zones is to promote and sustain commercial farming.

PERMITTED NON-FARM USES ON EFU LAND — Contact your county planning department prior to siting or building any structure or starting any non-farm use activity. Non-farm uses require prior approval by the respective county. Certain non-farm uses are allowed, and their approval standards are incorporated into local zoning regulations; additional approval standards may apply to “high value farmland.” Technical variations exist between counties; so contact your county planning department or DLCDC (373-0050) for details. The following types of uses are generally allowed in exclusive farm use zones:

- Public or private schools
- Forest product propagation & harvesting
- Dwelling for farm use
- Farm buildings and Farm Stands
- Mineral exploration & mining
- Farm-worker housing
- Churches and Cemeteries
- Public Utility Service
- Geothermal exploration/production
- Community Centers
- Land based application of reclaimed water for farm use
- Siting for solid waste disposal
- Creation/restoration of wetlands
- Hunting & fishing preserves
- Golf courses
- Winery
- Playgrounds or campgrounds
- Boarding, breeding & training of greyhounds
- Dog kennels
- Bed & Breakfast (5 guest limit) in existing residences
- Commercial activities in conjunction with farm use
- Small Scale crop processing facility

Guest Ranches

Senate Bill 928
Ordered by the Senate April 12
Including Senate Amendments dated April 12

Sponsored by Senator FERRIOLI (at the request of Oregon
Association of Convention and Visitors Bureaus)

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure.

Extends sunset for provision that allows establishment of guest ranch in exclusive farm use zone in eastern Oregon and requires guest ranch to use accepted livestock practices. Clarifies required distance between ranch and urban growth boundary. Takes effect December 31, 2001.

A BILL FOR AN ACT

Relating to guest ranches; creating new provisions; amending sections 1 and 5, chapter 728, Oregon Laws 1997; repealing section 3, chapter 728, Oregon Laws 1997; and prescribing an effective date. Be It Enacted by the People of the State of Oregon:

SECTION 1. Section 3, chapter 728, Oregon Laws 1997, is repealed.

SECTION 2. Section 1, chapter 728, Oregon Laws 1997, as amended by section 1, chapter 216, Oregon Laws 1999, is amended to read: Sec. 1.

Notwithstanding ORS 215.283, a guest ranch may be established in conjunction with an existing and continuing livestock operation, using accepted livestock practices, that qualifies as a farm use under ORS 215.203 in any area zoned for exclusive farm use in eastern Oregon.

(2) A guest ranch established under this section shall meet the following conditions:

(a) Except as provided in paragraph (d) of this subsection, the lodge, bunkhouses or cottages cumulatively shall:

(A) Include not less than four nor more than 10 overnight guest rooms exclusive of kitchen areas, rest rooms, storage and other shared indoor facilities; and

(B) Not exceed a total of 12,000 square feet in floor area.

(b) The guest ranch shall be located on a lawfully created parcel

(A) That is at least 160 acres;

(B) That is the parcel containing the dwelling of the person conducting the livestock operation; and

(C) That is not classified as high-value farmland as defined in ORS 215.710.

(c) The guest ranch may be sited on any portion of a lot or parcel if the majority of the lot or parcel is more than 10 air miles from an urban growth boundary containing a population greater than 5,000, regardless of whether any other portion of the lot or parcel is within 10 miles of the urban growth boundary. The guest ranch shall be deemed to comply with this paragraph if it is located within the range set by the standard margin of error on the county's map used to determine the distance from an urban growth boundary.

(d) For each doubling of the initial 160 acres required under paragraph (b) of this subsection, up to five additional overnight guest rooms and 3,000 square feet of floor area may be added to the guest ranch for a total of not more than 25 guest rooms and 21,000 square feet of floor area.

(3) A guest ranch may provide recreational activities that can be provided in conjunction with the livestock operation's natural setting, including but not limited to hunting, fishing, hiking, biking, horseback riding, camping or swimming. Intensively

developed recreational facilities, such as golf courses as identified in ORS 215.283, shall not be allowed. A campground as described in ORS 215.283 (2)(c) shall not be allowed in conjunction with a guest ranch, and a guest ranch shall not be allowed in conjunction with an existing golf course under ORS 215.283 (2)(e) or with an existing

campground under ORS 215.283 (2)(c).

(4) Food services shall be incidental to the operation of the guest ranch and shall be provided only for the guests of the guest ranch. The cost of meals provided to the guests shall be included as part of the fee to visit or stay at the guest ranch. The sale of individual meals to persons who are not guests of the guest ranch shall not be allowed.

(5) Approval of a guest ranch shall be subject to the provisions of ORS 215.296 (1) and (2) and other approval or siting standards of the county.

(6) As used in this section:

(a) 'Eastern Oregon' shall have the meaning provided in ORS 321.405.

(b) 'Guest ranch' means a facility for overnight lodging incidental and accessory to an existing livestock operation that qualifies as a farm use under ORS 215.203. Guest ranch facilities may include a lodge, bunkhouse or cottage accommodations as well as passive recreational activities and food services as set forth in subsections (2) to (4) of this section.

(c) 'Livestock' means cattle, sheep, horses and bison.

SECTION 3. Section 5, chapter 728, Oregon Laws 1997, is amended to read:

Sec. 5. Chapter 728, Oregon Laws 1997, is repealed December 31, 2005.

SECTION 4. The Department of Land Conservation and Development, the State Department of Agriculture and the Economic and Community Development Department shall jointly submit a written report to the Seventy-third Legislative Assembly by January 1, 2005.

SECTION 5. This 2001 Act takes effect on December 31, 2001.

Specifics on Zoning for Certain Recreational Uses

Farm/Game and Exotic Animal Ranches:

Farm use, in part, includes the current employment of land for the “primary purpose of obtaining a profit in money. . . by feeding, breeding, management and sale of, or the production of, livestock...or animal husbandry or any combination thereof.” (ORS 2 15.203) Thus, the raising of any kind of animal not otherwise prohibited by state or federal law is a farm use under Oregon law and allowed in farm and forest zones. Some counties apply additional conditions to “feedlots” and the Oregon Department of Agriculture may require a Confined Animal Feeding Permit in certain types of operations.

Produce Stands as amended by 2001 Legislature:

Farm stands may be approved in a farm zone if:

(a) The structures are designed and used for sale of farm crops and livestock grown on the farm[s] operation, or grown on the farm operation and other farm operations in the local agricultural area, including the sale of retail incidental items and fee-based activity to promote the sale of farm crops or livestock sold at the farm stand, if the annual sales of the incidental items and fees from promotional activity do not make up ~~no~~ more than 25% of the total annual sales of the farm stand; and,

(b) The farm stand does not include structures designed for occupancy as a residence or for activities other than the sale of farm crops and livestock, and does not include structures for banquets, public gatherings or public entertainment. [See ORS 215.283(1)(r) and ORS 660-33-130(23)].

Hunting and Fishing Preserves:

Private parks, playgrounds, hunting and fishing preserves, and campgrounds are uses subject to local review in farm and forest zones. They are not allowed on high value farmland in EFU zones. However, this restriction does not prohibit or limit a farm/ranch owner from inviting people onto their land and charging a fee to hunt or fish.

In farm zones, the limitation on hunting and fishing preserves on high value farmland, or the need to get approval for such preserves on non-high value lands, only applies to those activities that are clearly separate businesses or clubs established to allow hunting or fishing for a fee that is not incidental to the primary farm use of the land (see OAR 660-33-120). In forest zones, private hunting and fishing operations “without lodging accommodations” are allowed outright (see OAR 660-06-025(3)(f)). Private seasonal accommodations for fishing and fee hunting are also allowed subject to certain conditions (see OAR 660-06-025(4)(p) and (4)(w)).

Campgrounds:

In both farm and forest zones, “campgrounds” are defined as “an area devoted to overnight temporary use for vacation, recreational, or emergency purposes, but not for residential purposes. A camping site may be occupied by a tent, travel trailer, recreational vehicle or a limited number of yurts. Campgrounds authorized by this rule shall not include intensively developed recreational uses such as swimming pools, tennis courts, retail stores or gas stations.” Separate sewer, water or electric service hook-ups shall not be provided to individual campsites except that electrical service may be provided to yurts [See OAR 660-06-025(4)(e) and 660-33-130(19); also see OAR Division 333-31-0000 to determine the need to register with the Health Division and county requirements.]

Bed & Breakfast Establishments:

B&B establishments are not specifically listed as an allowed use; however, two other uses are allowed which can authorize this type of use within existing dwellings. These provisions provide the most flexibility to farm/ranch owners to allow small-scale accommodations, especially related to hunting and fishing in EFU zones. Room and board arrangements for a maximum of five unrelated persons in existing residents [ORS 215.283(2)(u)] and home occupations may be authorized in an existing dwelling, employing only residents of the home [OAR 660-33-120, 660-33-130 and 660-06-025]. For Oregon Health Division requirements on Bed & Breakfast food service rules see ORS 324 and OAR 333-17-000, and ORS 446.330 and OAR 333-29-0000 for lodging requirements.

Visiting the County Planning Department

- First, ask for the zoning map and establish exactly what zones cover your property, including any overlay zones such as for airports, wetlands, floodplains, recreation, etc.
- If you have a need for resource inventory maps that can help identify specific features on your property that may affect your plans, the county can usually direct you to these. All counties have National Wetlands Inventory maps and Soil Information Maps provided by the Natural Resource Conservation Services, U.S. Department of Agriculture. Another source of maps is the Nature of the Northwest Information Center, which carries USGS maps, publications and maps from the OR Dept. of Geology and Mineral Industries, state and national forest maps, etc. The center is located in the State Office Building near the Lloyd Center in Portland. Hours are 10am to 5pm M-F, 800 NE Oregon St., #5, Suite 177, Portland OR 97232, 503-731-4444.
- Ask for the text listing all uses allowed in your zone and all conditions applicable to those uses. Watch for references to other codes or sections and obtain copies of those as well.
- After careful reading, ask for explanations of any uses or conditions you don't understand.
- Ask for an application form for your proposed use and any fee schedule.
- Ask what documentation has to be filed with the application (maps, sketches, letters from fire district, water district, etc.)
- Ask about deadlines for filing and procedures for application approval.
- Ask whether anyone else in the county is doing the same thing and when and how he or she received permission.
- Ask who makes the decision. Each county is different, so be sure you know. Ask whether any decisions are made "over the counter" and if any hearings are needed. Who holds the hearings and who gets notices of the hearings and the application?
- Ask what local, state and federal government guidelines specific to your activity must be met — who else needs to write a letter of support or sign off on your project? (For septic approval it's usually the county or DEQ; sometimes the fire district needs to review proposed building layout, vegetation setbacks, water storage ponds, road access, etc.; building inspector may need to review your plans for code compliance, safety, electric; local health department or Oregon Health Division rules may apply.)
- Ask if there are other design reviews, sign codes, parking and road access codes, access for disabled provisions, or other requirements.
- Before you submit your application, scout the territory— build trust with neighbors, know who might be affected and get their cooperation, and ensure compliance with all coding.
- Have pre-application meetings with the county staff. Make sure you and the county have the same understanding about codes and requirements. If there are meetings or hearings, listen carefully to any objections or concerns and answer them upfront, eliminate the problem if you can or make adjustments if possible.

It's cheaper and easier to change your plan at the beginning than fight through appeals and deal with lawsuits after you've spent money and time on a recreation enterprise.

If the use you propose is in the Exclusive Farm Use statute but not in the county comprehensive plan, you can apply to have the plan changed and the use added or applied directly under ORS 197.646. Incidental, infrequent events like school tours, fund raisers, infrequent festivals are usually not regulated, but check first. These activities are not prominent uses which require zoning approval or changes in most instances.

The Department of Land Conservation and Development and the Land Conservation and Development Commission does not approve local decisions.

TECHNICAL ASSISTANCE — Contact the local DLCD field representative or Jon Jinings or Ronald Eber at DLCD/Salem (373-0050) for information about state law, Goal 3, and the Land Conservation & Development Commission. Information on local procedures and standards is available from each local county planning department.

DLCD Field Representatives by Region

<u>Region</u>	<u>Field Representative</u>	<u>Phone</u>
Willamette Valley, Hood River Columbia Counties	Rob Hallyburton	(503) 373-0050 x 239
Central and Eastern Oregon	Jon Jinings	(541) 388-6424
South Coast	David Perry	(541) 563-2056
North Coast	Dale Jordan	(503) 373-0050 x 262
Southern Oregon	John Renz	(541) 858-3189
Farm & Forest Lands Specialist	Ronald Eber	(503) 373-0050 x 247

Business Registration and Licensing

It takes time to jump through all the hoops, but better to do it up front and discover any problems, than wait until you've invested lots of time and money.

As you evaluate your recreation enterprise proposal, you may want to consider changing the status of your business entity from a sole proprietorship to a limited partnership or corporation to address liability/insurance issues. (see section on liability and insurance). When forming these legal entities, you will need to correspond with the office of the Secretary of State, Corporation Division and register your operation as the appropriate entity.

CONTACT: Business Information Center
Corporation Division
255 Capitol Street, NE
Salem, OR 97310
(503) 986-2200
www.filinginoregon.com

EMPLOYER'S IDENTIFICATION NUMBER

If you do not already have an employer's ID number, and you will be hiring employees specifically for the recreational enterprise, you should obtain a federal identification number. When you return Form SS-4 to the IRS, they will send you a federal tax identification number, and your business will be registered with the IRS, the Social Security Administration and the Department of Labor.

CONTACT: Internal Revenue Service
(800) 829-1040

OTHER PERMITS AND LICENSING

Certain activities require special licenses or permits. Oregon's Business Information Center may be able to help identify, what licenses, certificates, or permits you will need for your recreational enterprise.

CONTACT: Business Information Center
Corporation Division
255 Capitol Street, NE
Salem, OR 97310
(503) 986-2200
www.filinginoregon.com

Employing Other People

Labor law can be one of the most difficult areas of compliance...make sure you go over any questions with a qualified consultant or legal counsel.

If you have employees, the Bureau of Labor and Industries can provide information on minimum wage rates, apprenticeship and training programs, and other laws affecting the hiring of employees. The following departments may be contacted for further information.

General Information	Bureau of Labor and Industries 800 NE Oregon Street, #32 Portland, OR 97232 (503) 731-4200 www.boli.state.or.us
Civil Rights	(503) 731-4200 ext 1
Wage & Hour	(503) 731-4200 ext 2
Apprenticeships	(503) 731-4200 ext 3
Technical Assistance	(503) 731-4200 ext 4
Withholding Taxes	Oregon Department of Revenue 955 Center Street, NE Salem, OR 97310 (503) 945-8091 www.dor.state.or.us/withhold/withhold.html
Unemployment Taxes	Unemployment Insurance Tax Section Oregon Employment Department 875 Union Street, NE Salem, OR 97311 (503) 947-1696 www.emp.state.or.us
Workers' Compensation Insurance	Oregon Workers' Compensation Division 350 Winter Street NE, Room 27 Salem, OR 97310 (503) 947-7810 www.cbs.state.or.us/external/wcd

Other resources: *The Oregon Farmers Handbook*, available for \$5.00 from the OR Department of Agriculture, summarizes information from various agencies about state and federal employment laws. It also includes information on many other topics, including tax issues, water and land use, hazardous materials and pesticides, etc. To order, send check or money order for \$5.00 to ODA, 635 Capitol St. NE, Salem OR 973 10-0110 or visit www.oda.state.or.us/information/fh/index.html to request an order form.

Oregon Workers' Compensation

Although you may already be familiar with workers' compensation laws related to agriculture, your new enterprise may involve different activities with different workers' compensation rates and risks. The Department of Consumer & Business Services (DCBS) offers the following information to explain the workers' compensation system and rate making.

Under Oregon law, each employer provides workers' compensation coverage by qualifying:

(a) as a carrier-insured employer, or (b) as a self-insured employer (posts surety deposit with DCBS director). Commonly, agricultural employers comply with the law by becoming a carrier-insured employer. Employers may elect to offer private health and/or dental plans for their employees, however private health insurance does not replace the obligation to carry workers' compensation insurance. For a list of insurers contact the Small Business Ombudsman for Workers' Compensation at (503) 378-4209.

Workers' compensation coverage provides all medical expenses as well as disability and vocational benefits to workers who become occupationally injured or diseased with temporary or permanent disability. Payments are made to dependents if the worker dies as a result of occupational injury or disease. Workers' compensation insurance is designed to compensate workers injured on the job, at the same time protecting the employer from other liabilities. In most cases, when an employer has workers' compensation insurance, an injured worker must look for indemnification from the insurer solely. The worker has no right to proceed against the employer unless the injury was caused by a deliberate act of the employer to inflict damage to the worker.

Premium Rates - Workers' compensation premium rates may vary by insurer. All rates however are applied to incremental amounts of \$100 of annual payroll. The following four factors influence the premium rate for each employer:

- 1) **Type of operation:** Farm operations (dairy, orchard, ranch/cattle, etc.) are categorized into National Council on Compensation Insurance (NCCI) Classification codes based on the major activities of the employees and type of production. In turn, the statewide risk (accidents) associated with each NCCI class code determines the base rate, i.e. the higher the accident(s) costs in each class code, the higher the premium rate. The 2003 base rate for some farm operations follow: dairy operation - \$4.65 per \$100 of annual payroll; cattle operation/ranch - \$12.61; nursery operations - \$2.09; and berry picking by hand - \$0.57. You should check with your insurer for rates applicable to recreational enterprises operated on your farm.
- 2) **Experience Modification Factor (EMF):** The EMF reflects the accident rate of the individual farm operation. EMF is determined by the frequency and severity of accidents at the individual farm, averaged over a moving three-year period. In other words, once an accident occurs it remains a factor in determining the farm's premium rates for three years. Farm operators can significantly reduce premiums over time by implementing a wellmanaged worker safety program, thereby reducing the number of on-the-job accidents.
- 3) **Expense Loading Factor (ELF):** Each insurance carrier determines its individual costs of operational expenses; taxes and losses; and adds a percentage rate to the base rate to reflect these costs. Expense loading factors range from 0.960 to 1.580. Farm operators may compare ELF rate for various carriers to determine which is the most competitive.
- 4) **Premium Assessment:** DCBS assesses the same flat rate to all insurance carriers, which is reflected in the premiums of employers. The premium assessment rate for 2003 is 8.0%, which adds 8.0% to the total premium cost.

Oregon Insurance Plan - If you can't find an insurer willing to write your policy, you can obtain insurance through the Oregon Insurance Plan. The National Council on Compensation Insurance (NCCI) administers the insurance plan. NCCI requires a special application and a deposit prior to processing. Upon NCCI approval of your application, it assigns you to one of several insurance companies. For further information contact NCCI at (800) 622-4123 and ask for Oregon coverage.

Payroll Exemptions — Payroll not subject to workers' compensation premium includes vacation pay, bonuses the employee is unaware of in advance of payment, tips and gratuities, overtime in excess of straight time hourly rate, profit sharing pay when the payment is made under a written agreement, the value of special rewards for invention or discovery, group health plan contributions, and bonus payments which are part of a written plan to reward workers for safe working practices. Holiday pay, sick pay and bonuses, which are anticipated by the employee, and those, unrelated to safety bonuses, should be identified on payroll reports, but are not subject to premium. For more information contact your insurer.

Permits/Licenses — The Workers' Compensation Division will issue a Notice of Compliance upon receipt of a "Guaranty Contract" by an insurer. This notice must be posted in an accessible location. A new notice is required should the carrier change.

Reporting Injuries — Injuries should be reported using *Worker's and Employer's Report of Occupational Injury or Disease* (Form 801), which is available from the insurer. To assure prompt and accurate filing of reports, instruct employees to report all accidents immediately. Verify all facts concerning an accident before completing the form. The Form 801 must be filed with your insurer within 5 days after knowledge of an injury. If an injured worker required only first aid and did not lose time from work, a report is not filed.

Record Keeping — A record of the date, nature, and treatment of every injury, including minor ones requiring only first aid, should be kept. These records may be useful in case the worker later seeks medical treatment. Form 801 must be completed for all cases involving time loss from work or treatment by a physician.

Compensable Injury — A compensable injury is an accidental injury or disease occurring in the course of employment that requires medical services or results in disability or death. The following points are particularly important for all employers:

- Your insurer determines compensability.
- A previous injury or physical condition, if aggravated by current employment, could result in a compensable claim.
- The absence of witnesses does not prevent an injury from being compensable.
- If a worker does not follow company rules, the claim could still be compensable.

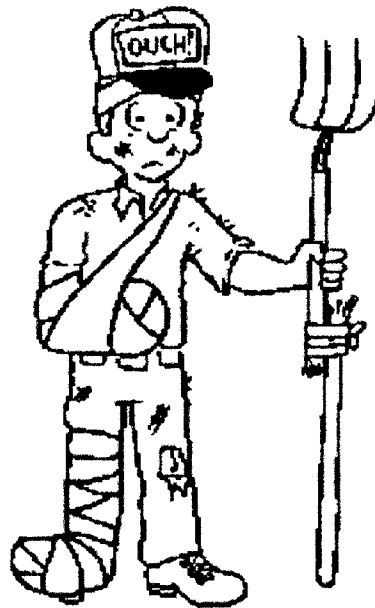
As employer, you are considered to have knowledge of an accident when any one of the following occurs:

1. You or your authorized representative, such as a farm manager or supervisor, sees an accident and knows that a worker was injured as a result of that accident.
2. The worker or someone on the worker's behalf advises you or your representative, orally or in writing, that an on-the-job injury has occurred.
3. The worker notifies you that he or she intends to file a claim for a condition previously not considered work-related.
4. Your insurer receives a *Worker's and Physician's Report for Workers' Compensation Claims* (Form 827) completed by the doctor and signed by the worker.
5. The worker or their representative tells your insurer, orally or in writing, that an on-the-job injury has occurred.

Additional Information — For more information about workers' compensation insurance coverage contact:

Department of Consumer & Business Services
Workers' Compensation Division
350 Winter St. NE Room 27
Salem OR 97301-3 879
(503) 947-7815
TTY: (503) 947-7993
E-mail: WCD.employer.info@state.or.us
Web site: www.oregonwcd.com

Small Business Ombudsman for Workers' Compensation
350 Winter St. NE Room 250
Salem OR 9730 1-3878
(503) 378-4209
TTY: (503) 378-4100





Weights and Measures

Scales used in the buying and selling of commodities or services by weight must be legal for trade, have an active National Type Evaluation Program (NTEP) Certificate of Conformance (CC) unless otherwise exempted, licensed annually with the Oregon Department of Agriculture, and certified by the Measurement Standards Division. This includes, but is not limited to, the following types of weighing equipment:

- a. Produce scales (hanging or countertop),
- b. Price-computing scales,
- c. Portable platform scales (for weighing sacks, baskets, bins, etc.),
- d. Built-in, floor, or “dormant” scales (for weighing pallet loads, tote boxes, etc.),
- e. Single animal scales (for weighing one head of livestock at a time),
- f. Livestock scales (for weighing multiple head of livestock),
- g. Motor vehicle scales,
- h. Hopper scales (for loose bulk commodities, grains, seeds, nuts, etc.), and
- i. Belt-conveyor scale systems (for weighing large quantities of bulk commodities on a continuous basis).

Packaged products must bear a declaration of the product contained, the responsible party’s address, and the net contents in terms of weight or other measure as provided for in the department’s Weights and Measures Packaging and Labeling Regulations (OAR Ch. 603-027-0105 through 603-027-0220).

Products sold in bulk form (e.g. firewood, bark mulch, etc.) but not weighed or measured utilizing a licensed and certified weighing or measuring device, must still be accurately represented as to the quantity delivered. This requires that an appropriate unit of measure be applied.

Generally, Oregon regulations require that commodities in liquid form shall be sold only by liquid measure or net weight. Except as otherwise expressly provided, commodities not in liquid form shall be sold only by weight, measure of length or area, or count. However, liquid commodities may be sold by weight, and commodities not in liquid form may be sold by count only if such methods give accurate information as to the quantity of the commodity sold. These provisions do not apply to:

- Commodities sold for immediate consumption on the premises where sold;
- Vegetables sold by the head or bunch;
- Commodities in containers standardized by the laws of Oregon or the United States;
- Commodities in packaged form when there exists a general consumer usage to express the quantity in some other manner;
- Concrete aggregates, concrete mixtures, and loose solid materials such as earth, soil, gravel, crushed stone, and like substances sold by cubic measure; or
- Unprocessed vegetable and animal fertilizer sold by the cubic measure.

The Measurement Standards Division of the Oregon Department of Agriculture may inspect and test weighing and measuring devices to ascertain their correctness. The division may do this as often as it considers necessary and will test these devices at the request of the owner. An approval seal signifying the division’s approval must be attached to all commercially used weighing and measuring devices unless specifically exempted by law.

Please remember, all commercially used weighing and measuring devices in Oregon must be legal for trade, have an active National Type Evaluation Program (NTEP) Certificate of Conformance (CC) unless otherwise exempted, currently licensed with the department, and certified by the Measurement Standards Division.

For license applications and certification examinations for scales in Oregon,

CONTACT: Oregon Department of Agriculture
Measurement Standards Division
635 Capitol Street NE
Salem, OR 97301-2532
Telephone: (503) 986-4670
Fax: (503) 986-4784
Hearing Impaired: (503) 986-4762
www.oda.state.or.us/msd

Building Code

Any change in farm use for recreational purposes involving farm structures, or construction of additional structures to benefit recreational guests, would likely involve building code compliance issues. New construction on farm use is quite restricted and you will need to carefully examine the issues of any proposed new facilities. Contact your county building codes office for any of the following.

1. A change in the use of an existing farm building requires the building to conform to the use or occupancy according to the State Building Code. Houses changed from single family dwelling to multifamily lodging or Bed & Breakfast must be brought to the code standards for the new use. The same would apply to existing farm buildings that may have been constructed as exempt farm structures. If used for public occupancy, the building would have to conform to the code standards for its new use. Construction or alteration would require a building permit from your county building codes office.
2. Structures that are for public use may have to comply with the accessibility standards for the Americans with Disabilities Act and possibly with the Fair Housing Act and Oregon laws. ORS 447.220 states that:
It is the purpose of (state law) to make affected buildings, including but not limited to, commercial facilities, public accommodations, private entities, private membership clubs and churches in the state accessible to and usable by persons with disabilities, as provided in the Americans with Disabilities Act, and to make covered multifamily dwellings in the state accessible to and usable by all persons with disabilities, as provided in the Fair Housing Act.
3. Modification of the electrical system in any structure that would be subject to rental to the public, or could be classified as a commercial structure, would have to be wired by a licensed electrician.
4. Recreational parks are regulated by the Health Division and the Building Codes Division. These requirements (ORS 446.310 to 446.350). Such facilities include day-use picnic areas as well as sites for camping use (OAR 333-31-0000). A license to operate is required from the Oregon Health Division or local county health department (see page 32).
5. Activities under the category of an amusement ride would have to be operated under a valid amusement ride operation permit. This would include rides on or within a flow perimeter or structure, along cables, rails or ground. It would not include hayrides, sleigh rides, etc.
6. Pressure vessels, such as antique steam farm equipment, small steam operated trains, or air compressor tanks that are not used solely for agricultural purposes, exceeding five cubic feet in volume and 150 pounds pressure, are required to have a valid inspection and permit.
7. State law (ORS 479.255(1)) requires that an approved and properly functioning smoke detector be installed in every hotel guest room.

CONTACT: Oregon Department of Consumer and Business Services
Building Codes Division
1535 Edgewater Street NW
PO Box 14470
Salem, OR 97309
(503) 378-2306
www.oregonbcd.org





Liquor Licenses

Bed and Breakfast businesses that sell or serve beer, wine and cider only to registered overnight guests, and have six or fewer guest units, do not need a liquor license in Oregon. If the Bed and Breakfast has more than six guest units or serve alcohol for events such as receptions, they must secure a Limited On-Premise Sales license.

An Off-Premise Sales license allows package sales of beer, wine and cider, a privilege that could be useful for a permanent produce stand or gift shop. The license includes a sample tasting privilege so customers may sample the product if you wish to offer sample tasting of beer, wine or cider.

For picnics, fairs, community events, concerts and festivals that do not emphasize alcohol consumption, a Temporary Sales license is required which allows sales of beer, wine and cider for on and off-Premise consumption and distilled spirits for on-premise consumption only. The license requires that food service be available and depending on the size of the event, liquor liability may be required.

Applicants for the Limited On-Premise Sales license can expect a about six to eight weeks from the day they submit a complete application to the date a license is issued, assuming there is no underlying basis to refuse the license. Applicants for the Off-Premise license may be issued a temporary license that is effective as soon as a complete application packet and license fee is submitted. A Temporary Sales license application must be submitted at least 10 days prior to the event.

A Winery license allows sales of beer, wine and cider for consumption on the licensed premises, as well as package sales of wine and cider. The Winery license is flexible enough to allow operation of a hospitality business, such as a Bed and Breakfast, at the winery.

A Growers Sales Privilege license allows the licensee to sell wine or cider made only from the licensee's fruit for on and off-premise consumption. This license also allows operation of a hospitality business at the licensed premises.

Individuals who serve or sell alcohol by the drink must have a Service Permit. The permit costs \$23 and is valid for 5 years. Applications for Service Permits must complete an approved Alcohol Server Education Program course (approximately \$25 fee for a six-hour course, given throughout Oregon).

Liquor laws are complex, but the basics apply to all liquor licenses:

- No sale to alcohol to minors under 21 years of age
- No sale of alcohol to a visibly intoxicated person
- Alcohol sales are restricted to the time between 7:00 am and 2:30 am



The licensee is responsible for compliance with the laws on the premises and all areas within control of the licensee. Business must be conducted in the manner that does not negatively impact neighbors. Please talk to your insurance agent if you intend to serve or sell alcohol as it may bring additional liability issues.

For more information on liquor laws, licenses and permits, contact the Oregon Liquor Control Commission at (800) 452-6522 or visit www.olcc.state.or.us



Food Preparation and Dining

The local county health departments and the Oregon Department of Human Services (DHS) administer ORS 624, which governs preparation and service of food to the public. If you intend to prepare and sell food to the public, you most likely will be required to have a food service license.

If you are planning, or thinking about, serving meals to the public first call the health department in the county in which you intend to operate (see list below) or call the DHS Food Consultation Unit. Find out what is required before proceeding with your plans.

BILL EMMINGER

bill.emminger@co.benton.or.us

BENTON COUNTY HLTH DPT
PO Box 579 - 530 NW 27TH ST
CORVALLIS, OR 97339-0579
(541) 766-6841
(541) 766-6248 fax

JOHN MASON, RS

johnm@co.deschutes.or.us

DESCHUTES COUNTY HLTH
117 NW LAFAYETTE AVE
BEND, OR 97701
(541) 388-6575
(541) 385-1764 fax

DELBERT, BELL, RS

dbell@co.klamath.or.us

KLAMATH COUNTY GOV CTR
305 MAIN ST, STE 130
KLAMATH FALLS, OR 97601
(541) 883-1122 ext 3050
(541) 885-3643 fax

STEVE DAHL, RS (503) 655-8386

steved@co.clackamas.or.us

CLACKAMAS COUNTY HLTH
710 CENTER ST
OREGON CITY, OR 97045
(503) 655-8386
(503) 655-8350 fax

DAVE BUSSEN, RS

dhbussen@co.douglas.or.us

DOUGLAS COUNTY HLTH
621 W MADRONE
ROSEBURG, OR 97470
(541) 440-3571
(541) 957-3704 fax

HARRY YOUNGQUIST RS

harry.youngquist@co.lane.or.us

LANE COUNTY HLTH SERV
125 E 8TH AVE
EUGENE, OR 97401
(541) 682-4480
(541) 682-7459 fax

MARK EDINGTON, RS

mark_edington@hotmail.com

COLUMBIA CO PUB HLTH AUTH
PO BOX 995
ST. HELENS, OR 97051
(503) 366-3828
(503) 397-1424 fax

MIKE CHRISTMAN, RS

miked.christman@class.oregonvos.net

HOOD RIVER COUNTY HLTH
1109 JUNE ST
HOOD RIVER, OR 97031
(541) 386-1115
(541) 386-9181 fax

GAIL STATER, RS

gstater@co.lincoln.or.us

LINCOLN COUNTY HLTH
36 SW NYE STREET
NEWPORT, OR 97365
(541) 265-4179
(541) 574-6252 fax

RICK HALLMARK

rhallmark@co.coos.or.us

COOS COUNTY HLTH DEPT
1975 MCPHERSON
NORTH BEND, OR 97459
(541)756-2020 ext 643
(541) 756-5466 fax

GARY STEVENS, RS

stevengk@jacksoncounty.org

JACKSON COUNTY HLTH
1005 E MAIN ST
MEDFORD, OR 97504-7459
(541) 774-8206
(541) 774-8177 fax

RICK PARTIPILO, RS

rpartipilo@co.Linn.or.us

LINN COUNTY HLTH DEPT
Box 100, 300 SW 4th Av Rm 115
ALBANY, OR 97321
(541) 967-3821
(541) 926-2060 fax

RUSSELL HANSON, RS
hanson_russ@hotmail.com
CROOK COUNTY ENV HLTH
300 E THIRD ST
PRINEVILLE, OR 97754
(541) 447-8155
(541) 416-2139 fax

SUSAN FULLER, RS
susan.fuller@co.jefferson.or.us
JEFFERSON COUNTY ENV
715 SW 4TH ST, STE C
MADRAS, OR 97741
(541) 475-4456 x4226
(541)475-0132 fax

RAY HUFF, RS
rhuff@malheurco.org
MALHEUR COUNTY ENV
251 'B' STREET W BOX 9
VALE, OR 97918
(541) 473-5185
(541) 473-5168 fax

MIKE MESZAROS, RS
meszarosm@co.curry.or.us
CURRY COUNTY HLTH DEPT
PO BOX 746
GOLD BEACH, OR 97444
(541) 247-3254
(541) 247-5601 fax

SYLVIA MIRELES, RS
smireles@co.josephine.or.us
JOSEPHINE COUNTY ENV
714 NW 'A' STREET
GRANTS PASS, OR 97526
(541) 474-5325 ext 2201
(541) 474-5353 fax

JOE FOWLER, RS
jfowler@mail.open.org
MARION COUNTY HLTH
2111 FRONT ST NW, #3-109
SALEM, OR 97301
(503) 588-5346
(503) 566-2986 fax

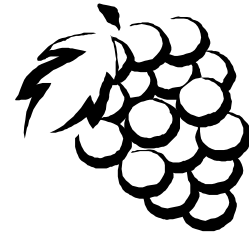
For any county not listed here or for the most current information please contact:

Department of Human Services
Environmental Services and Consultation
800 NE Oregon Street
Portland, OR 97232
(503) 731-4012
www.ohd.hr.state.or.us/esc

Direct Marketing of Produce or Processed Foods

The Oregon Department of Agriculture (ODA) licenses and inspects establishments that process and package food. Any pre-packaged item offered for sale must be labeled with the following information:

- Common or usual name of the food
- Quantity of contents (net weight or volume)
- Name and address of the manufacturer, packer or distributor
- List of ingredients (in descending order or predominance)



The only exception is a package packed in the presence of the consumer.

CONTACT: Oregon Department of Agriculture
Food Safety Division
635 Capitol Street NE
Salem, OR 97301
(503) 986-4720
www.oda.state.or.us/fsd

At this time there is no requirement for an additional license if you are selling at a Farmers/Saturday Market. If you are selling your own fruit and/or produce from a roadside stand on your own property, you are not required to be licensed. If you are not selling on your own property, a retail license is required. If you are selling produce that you do not raise or processed foods from a stand on your property, you are required to be licensed. You do not need a license for a food establishment where the principle activity is the receiving, storing, sorting, cleaning and packing of fresh fruits and vegetables (ORS 616.706). However, inspection of certain commodities for quality and grade may be required by the Oregon Department of Agriculture, Commodity Inspection Division (503-986-4720).

Methods of Packaging and Labeling of Fresh Produce

The Oregon Dept of Agriculture licenses persons for purchasing and reselling fresh fruits and vegetables. The program allows the department to make contacts in cases of a food borne illness and requires a bond when purchasing the produce by means other than cash.

Used Containers: It is unlawful to sell or offer for sale horticultural products in used packages or containers unless they are first cleaned of all foreign matter and substances and are in all respects sanitary. Previous markings, brands, grade markings, labels, trademarks, names, and addresses must be entirely removed or defaced to destroy their legibility or made illegible by turning the container or package inside out. New label information, as noted above, must be added to used containers. Specific references are contained in:

- (a) Oregon Revised Statutes Chapters 585.010 to 585.990 and 632.900 to 632.995.
- (b) Oregon Administrative Rules 603-051.
- (c) <http://www.oregon.gov/prod/index.cfm?CurrPID=843>



CONTACT: Oregon Department of Agriculture
Commodity Inspection Division
635 Capitol Street, NE
Salem, OR 97310
(503) 986-4620
www.oda.state.or.us/cid

Well Water

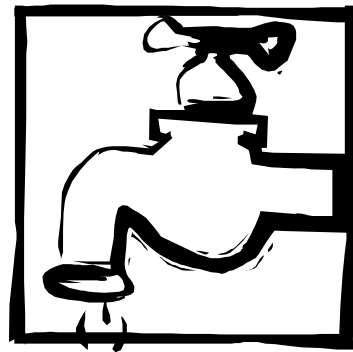
If you need additional water for your enterprise, the following applies to well construction.

To secure a ground water supply, you will need to estimate your water needs, locate a ground water source, obtain a water right (in some cases), select and contract with a well constructor or get the needed Oregon Water Resources Department (OWRD) authorization to drill the well yourself and properly maintain the well.

The OWRD recommends against drilling your own well. Standards on well depth, casing, sealing, development and yield testing, and developing a well log require specialized knowledge and equipment. Names of local well constructors are available from the OWRD, including local watermasters, and the Oregon Ground Water Association. If you decide to drill a well yourself on your own property, you must: 1) Obtain a landowner's well construction permit and file a \$2,000 bond with the OWRD per well; 2) Construct the well in accordance with state law, general standards and regulations; 3) Before beginning work, submit a well construction "start card" to the OWRD region office and complete a written water well report within 30 days of completing the well.

Estimating Water Needs: If you intend to add activities that involve livestock or other water needs, use the following to estimate peak daily water demand: add the appropriate quantities of water for all uses which would likely occur on the day of the year in which water needs would be highest.

<u>Type of Use</u>	<u>Gallons Per Day</u>
Family & Guest use (per person)	50 - 75
Lawn & Garden	50 - 1,000
Livestock -Cattle/steer (per head)	12
Dairy (plus maintenance per head)	35
Goat/Sheep (per head)	2
Hog (per head)	4
Horse/Mule (per head)	12
Poultry-Chickens (per 100)	5-10
Turkeys (per 100)	10-18

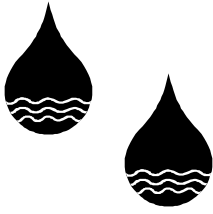


Finding Ground Water: You can learn about the quantity and quality of ground water in your area from local water well constructors and neighbors. Water Well Reports are required by Oregon water law and are a basic tool used in checking for ground water availability. You may examine water well reports at www.wrd.state.or.us, your local watermaster's office or at the Water Resources Department's central office at 158 12th Street NE, Salem. The U.S. Geological Survey and National Water Well Association advise against employing a waterwitch to search for ground water.

Water Rights related to Ground Water - With some exceptions, a water right is needed for use of ground water. The following uses of ground water do NOT require the user to obtain a water right: stock watering; watering a maximum of 1/2 acre of lawn or domestic garden; watering up to 10 acres of lawn, grounds and fields of schools within a critical groundwater area; up to 15,000 gallons per day for single or group domestic use; up to 5,000 gallons per day for any single industrial or commercial use; and down-hole heat exchange.

CONTACT: Water Resources Department
158 12th Street NE,
Salem OR 97310
(503) 378-8455.

For well water testing, contact the Health Division, Drinking Water Section at 503-731-4010.
For drainage/sewer construction, contact your local county planning department or DEQ.



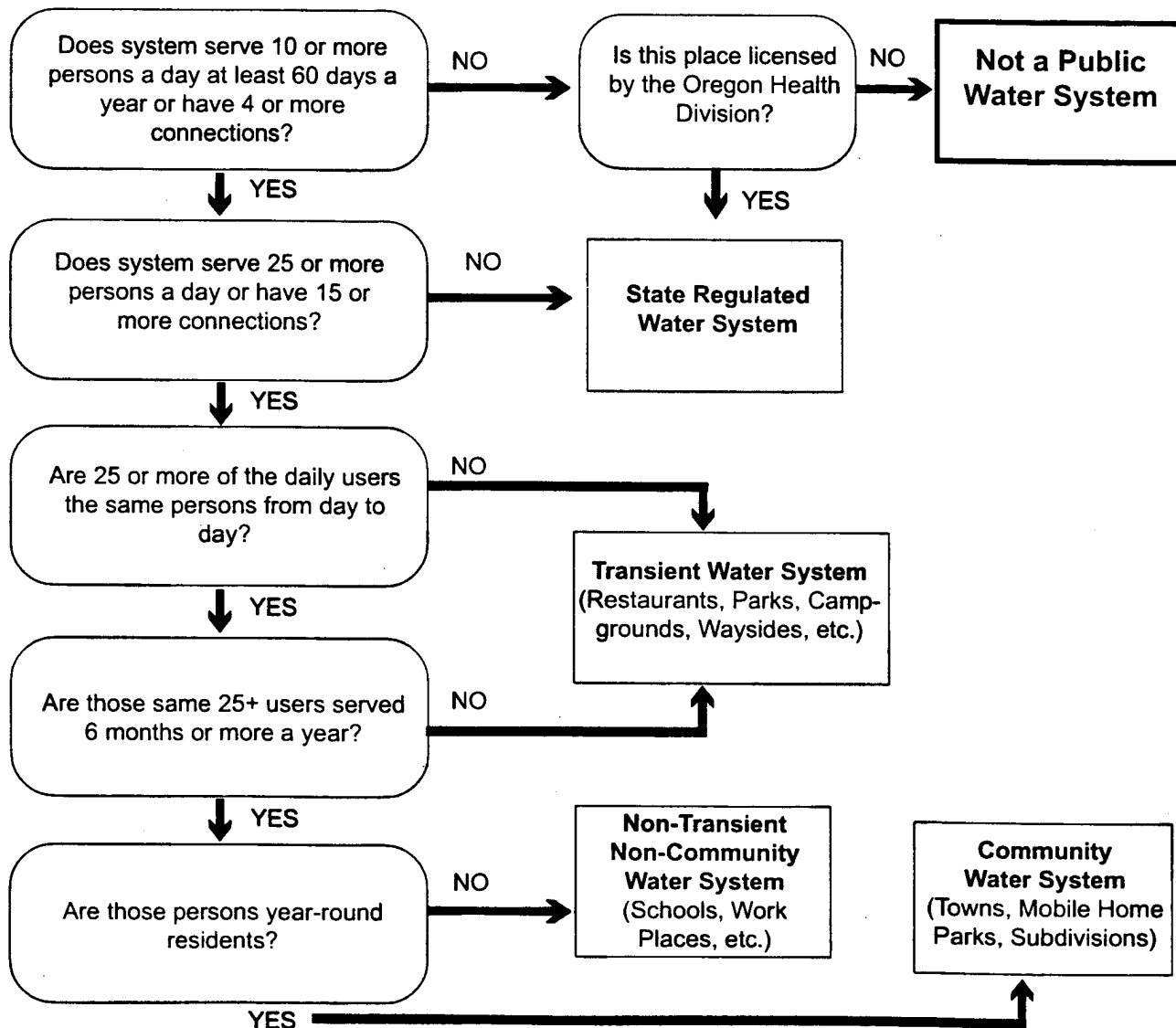
Drinking Water

If your farm or ranch has its own private water source (well, spring, stream, lake, etc.) and is a public or commercial establishment, it may be a “public water system.” A public water system is defined as:

...a system for the provision to the public of piped water for human consumption, if such system has more than three service connections or supplies water to a public or commercial establishment which operates a total of at least 60 days per year, and which is used by 10 or more individuals per day or is a facility licensed by the Health Division...

If your establishment meets the definition of a public water system the Health Division’s rules governing public water systems would apply to you. These rules cover such things as plan review, monitoring (using various laboratory tests) the quality of the water source, reporting test results to the Health Division, operator certification, etc.

The flow-chart will help you classify your establishment if you are still unsure if it is a public water system.



Special Permits for Activities on Public Lands



Who Needs a Permit?

Any individual or group conducting commercial activities and business on federally or state managed lands must obtain a special use permit from the land management agency on which the business is being proposed. Anyone charging a fee to lead, guide or assist an outdoor recreational activity on public lands must also be registered with the Marine Board (503-378-8587, 435 Commercial Street, Salem OR 97310) as an outfitter/guide. Both the BLM and Forest Service require a proof of a guide registration before issuing a permit.

Permits are needed for farm and ranch recreational activities on public lands for hosting or charging fees for skiing, hiking, horseback riding or guiding, or horse trail construction; conducting fishing or hunting outfitter guide activities; leading interpretive tours; and hosting special events such as wagon rides, black powder shoots, dog sled races, and chuckwagon dinners.

Why is a Permit Needed?

The permit process is intended to identify any potential land use or resource conflicts that may arise; identify applicable procedures, permits, and special conditions needed to protect resources and public uses; achieve common understanding between the agency and the applicant about the objectives of the activities; and identify time frames, limitations, and responsibilities. In addition, fees generated by the commercial use of lands managed by the federal government are returned to the treasury as revenues.

STEPS IN THE PROCESS FOR U.S. FOREST SERVICE SPECIAL USE PERMITS

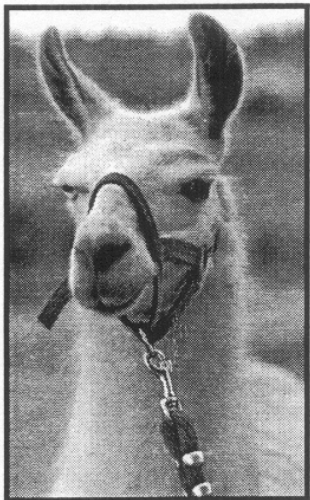
1. Make early contact with the local Forest Service Ranger in the appropriate District Office to discuss your proposal. Ask for a permit application and clarification on the permit processing for the type of activity you propose.
2. File an application for a Special Use Permit and provide a written description to identify all detailed and specific information concerning your proposal. Make sure you have addressed all licenses, bonds, and insurance needs for your proposed activity. Fees charged for the permit will vary by activity and level of use.
3. The District Ranger makes an environmental analysis based on your permit application and project description. The analysis will determine the effects of your project on soil, vegetation, wildlife, and public use of the National Forest. If the effects are significant, additional analysis may be needed. When the required analysis is complete and the proposal acceptable, a decision to issue the special use permit can be made. Capacity for the proposed activity and interest from additional applicants may cause a competitive process to be used for issuing permits. In some cases, no additional capacity exists for issuing new permits.

STEPS IN THE PROCESS FOR BUREAU OF LAND MANAGEMENT PERMITS

The process is the same as with the U.S. Forest Service, however for an outfitter guide permit, a non-refundable minimum fee is due with each approved application.



CONTACT: Oregon Division of State Lands
775 Summer Street NE, Suite 100
Salem, OR 97301
(503) 378-3805
www.oregonstatelands.us



Non-Traditional Livestock And Exotic Animals

Some view the rearing of “non-traditional or alternative” livestock and exotics as a business venture that is ripe for Oregon — an alternative source of farm income, a benefit to the state’s economy, and a better use of natural resources.

But like any other business operation, there are specific requirements to be followed and responsibilities to public health and safety with some of these animals.

The Oregon Department of Agriculture has regulatory oversight in some areas of non-traditional livestock and some exotic animals. Anyone getting into this business needs to understand the associated animal health and public safety concerns.

Non-traditional animals (birds, reptiles, etc.), may be divided into two groups:

- 1) Those raised and/or propagated as “livestock” for the use of the animals as food and fiber, or work animals (such as llamas), and
- 2) Those animals raised and/or propagated as pets.

Officials at the Department of Agriculture believe the first grouping includes many current and future operations that can be viably conducted in a beneficial manner if properly regulated. However, the department discourages ownership of some exotic animals as pets.

One type of animal that has become very popular in recent years includes the llamas and alpacas. While they don’t require a special license to raise, these animals — like cattle and other livestock — require a Certificate of Veterinary Inspection and Oregon Import Permit before being brought into the state.

Other species, such as ostrich and other ratites, buffalo, yaks, zebra, antelope, and water buffalo are also increasing in popularity among livestock owners and breeders. These animals present unique markets — some for meat, some for other by-products such as feathers, eggs, hair or similar items. It’s another way farmers and ranchers can diversify their income base. These exotic animals can also be incorporated into a farm or ranch recreation enterprise for viewing or petting of small animals. However, before bringing any of these animals into the State, contact the Animal Health and Identification Division of the Oregon Department of Agriculture for importation requirements at (503) 986-4680.

Elk, deer, and other cervid species are the most regulated animals in the exotic category. Interested parties should check with the Oregon Department of Fish and Wildlife before getting involved with cervids. Rules adopted by the Oregon Department of Agriculture stipulate that elk captive and most other types of deer can be sold in Oregon as meat. Only certain individuals that were raising specific cervid species prior to January 20, 1993 can continue to buy or sell the deer. Fallow deer and reindeer are legal to raise and sell as meat, although the market for reindeer is not as well developed as that for fallow deer.

All types of cervid farming or ranching in Oregon must be approved and licensed by the Oregon Department of Fish and Wildlife (503-872-5260). Fallow deer and reindeer require a Cervid Propagation License from the ODFW; all other species require a holding permit. Requirements for marking the deer, keeping records, fencing, transactions, and transfer of ownership are very detailed. Specific information can be obtained from the ODFW.

The Department of Agriculture wants to ensure that anyone thinking about beginning or expanding an exotic animal operation has the animals properly checked for disease and vaccinated if necessary. Containment facilities are equally important for certain species.

Owners of certain exotic animals must meet proper health and safety requirements for the animals. That includes having the veterinarian in the state of origin call the Oregon Department of Agriculture to obtain an import permit for any shipment of animals coming in. ODA can then determine necessary testing of the animals. Animals imported from other countries must meet U.S. Department of Agriculture requirements as well as Oregon's requirements.

If you are considering exotic animals as part of a recreational enterprise, but also for additional income from meat or other animal by-products, do some homework to be sure there is a market for the product. Some of these animals reach thousands of dollars in value when initial interest is peaked, then without a real market for the product, the value drops drastically. Like any other type of agricultural operation, there must be a place to sell the product before you put too much into producing it.

For more information regarding the keeping of non-traditional livestock, contact the department's Animal Health & Identification Division at (503) 986-4680.

Some exotic animals, while fascinating to observe, pose real risks as pets. Animals such as lions, tigers, cheetahs and other large cats, bears and wolves are wild animals. They do not have the genetic background and history of domestication for predictable behavior around humans.

The law that authorizes the keeping of exotic animals in Oregon states:

It is the policy of this state that the keeping of exotic animals be regulated so as to assure the health, welfare and safety of such animals, and to assure the security of facilities in which they are kept, so as to avoid undue risk to the public (ORS 609.309).

The two major points of the law are the *welfare of the animals* and the *safety of the public*. Any person who keeps certain exotic animals is required to house the animals in confined conditions to avoid risk to the public as a result of escape. Any costs or damages incurred as a result of such an escape become the liability of the owner of the animal. Obviously, this type of animal captivity could affect your insurance costs for liability coverage.

The Oregon Department of Agriculture has specific authority to oversee the licensing and containment of non-human primates (monkeys, apes, etc.), exotic cats (lions, tigers, leopards, etc.), bears (other than black bears), wolves, and other exotic canines.

Obtaining and keeping an exotic animal requires a permit from ODA, a four-step process. First, before obtaining an exotic animal, the owner must apply for and receive an Oregon Exotic Animal permit, which involves considerations of location relative to population and livestock, dangers in the event of escape, and other issues. As part of the application process for the permit, an Area Animal Health Veterinarian will make an appointment to inspect the facility that will hold the animal. Specific caging rules are outlined in department administrative rules. Third, upon approval of the facility by the veterinarian, a permit is issued. Once the permit is obtained and the facility is approved, THEN the animal may be housed in the location. The permit is renewable at two-year intervals.



Liability and Insurance Considerations

Liability should be one of your major considerations when you enter into a fee-recreation enterprise. In general, if you decide to impose a fee for any recreational activity conducted on your land or land you are in possession and control of (rent or lease), you are exposed to greater liabilities for any injury of visitors that may occur. Meet with your attorney and insurance agent to determine the extent of liability and insurance needed and to develop a risk management plan.

The landowner or user in possession and control of the land is obligated to make reasonable use of the property, which causes no unreasonable harm to others in the vicinity. Liability equally applies on land you may be renting or leasing — ownership is not the key factor.

The extent of your liability toward a person who enters the property and who has potential of being hurt depends on the

There are a number of ways to reduce liability exposure, such as:

1. Knowing the statutes and regulations that apply to fee recreation land use
2. Having a formal fee-recreation property use agreement with clientele
3. Having adequate liability insurance that covers all fee-recreation activities
4. Incorporating the business
5. Selecting the clients that use your property; and,
6. Providing a tour of the property to all clients and explaining any known potential hazards.

status of the visitor. Oregon law defines a visitor as trespasser, licensee, or an invitee.

TRESPASSER: Someone who enters the property of another without consent of the owner. Possessor of the land (expressed or implied). Consent is simply the owner/possessor's willingness to let the other person enter or remain on the land. Someone you ask to leave, but who stays, becomes a trespasser. Someone who walks past a "No Trespassing" sign is generally a trespasser.

Trespassers enter the property for their own purposes and not for the performance of any obligation to the landowner. In Oregon law, trespass may be classed as intentional, reckless, negligent, or without fault. Since the trespasser has no authority to enter the property, the landowner has no duty to warn about dangerous conditions or activities on the property. Exceptions are where significant numbers of trespassers are known to frequent the area or where young children are involved.

In general, the landowner is not liable for injuries to trespassers caused by a landowner's failure to exercise reasonable care to put the land in safe condition for them, except if there is willful, wanton, or reckless action on the part of the landowner (actions by the landowner intended to cause injury or reckless disregard or indifference to human safety).

LICENSEES: A licensee is someone who comes onto your land with consent. The licensee generally is on your premises without business or commercial reason. Social guests fall in the category of licensee. A public officer who enters a premise in the line of duty is a licensee.

The duty owed to licensees depends on whether the injury is caused by a condition of the land or activities on the land. As a condition of the land, a possessor/owner is liable for willful or wanton acts or gross negligence. As to activities on the land, the possessor/owner has the duty to exercise reasonable care for the protection of the licensee. You are not required to put the land (natural conditions) in safe condition for licensees, but must warn licensees of dangerous conditions and activities.

The licensee classification is especially important with respect to the use of land for recreational purposes. Recreationists using the land with permission, but without a fee imposed, would likely be considered licensees in Oregon.

Oregon law provides considerable protection to landowners against injury liability to licensees if the disclosure requirements are met.

INVITEES: Someone who enters or remains on the property at the expressed or implied invitation of the owner/possessor for the benefit of the inviter, or the mutual benefit of the owner/inviter and the invitee.

Invitees come in two forms: public or business.

A public invitee is a person who is invited to enter or remain on the land as a member of the public for the purpose to which the land is held open to the public. A business invitee is a person who is invited to enter or remain on the land for a purpose directly or indirectly connected with business dealings.

In general, the landowner's liability obligations are the highest under an invitee situation, less with a licensee, and even less with the trespasser.

In the case of the invitee, the owner/possessor's obligations may include inspecting the property, warning of dangers, removing dangerous conditions, curtailing dangerous activities, etc. The owner must exercise reasonable care to make the premises reasonably safe. Merely posting warning signs is not enough.

Law Changes:

The 1995 Oregon Legislature enacted House Bill 2296 to grant immunity to landowners who directly or indirectly permit persons to use their land for recreational uses, woodcutting, or the harvest of special forest products without charge. (Landowners may charge up to \$20 per cord for permission to use the land for woodcutting and still maintain the immunity protection).

Under the statute, the landowner/possessor is not liable in contract or tort for any personal injury, death, or property damage that arises out of use of the land as long as there are no fees paid (with the exception noted above).

Equine activity:

The 1995 Oregon Legislature also adopted ORS 30.687-30.697 to limit liability for damages to persons harmed in the course of equine activities. The law provides that, with some exceptions, an equine activity sponsor or professional is not liable for injury or death arising out of riding, training, driving, grooming, or riding as a passenger on a horse. The limitation does not apply to a situation involving a race, or to situations of willful or wanton disregard for safety or intentional actions.

Other Forms of Liability:

Alcoholic beverages: Other activities associated with a fee-recreation event or activity may result in additional types of liability. For example, if intoxicating beverages are served at a cost, the owner/operator is required to carry liquor legal liability insurance (see additional information on liquor licensing)

Transportation: If transportation is provided (carrying paying guests around in a personal automobile), a commercial auto policy is needed. Your regular auto coverage will not cover commercial use of the vehicle.

Vicarious liability: Additionally, the possessor of land is not only responsible for his/her own actions, but also for the acts of persons acting on their behalf. This may include an employee or even an independent contractor (pack guides, boatmen, for example).

Off-farm liability: If an activity sponsored on the farm causes harm, hazard, or injury to people outside the farm, other forms of liability are involved. These are the customary issues of trespass, chemical drift, spread of fire from one party's property to another, seepage of water onto adjacent lands, mining onto another's property, projecting a foundation across a boundary line, etc. Some activities may also cause nuisance to an off-farm party that causes liability. The risks identified may seem onerous and discouraging, but there are insurance companies willing to work with you to protect your interests through policy coverage.

Nuisance and Right to Farm:

The 1993 Legislature adopted a "Right to Farm" law (ORS 30.930) that set limits on liability for many farm and forest practices. Whether the law will be of assistance in a claim created by a recreational use on farm land will depend on whether the circumstances fall within the guidelines set forth in the statute. The activity must meet the criteria of a "farming practice" to receive the immunity protection.

Fanning practices is defined as an activity that is or may be used on a farm of a similar nature; generally accepted, reasonable and prudent as a method for operation on a farm that is in business for profit; compatible with applicable laws; and is done in a reasonable and prudent manner.

Solve Problems Early:

Without getting into the details of the law, an important point here is that a successful recreation activity, done in conjunction with on-going farming activities, should have the support and understanding of neighbors, local officials, and other affected parties. If there are issues that create concern or disagreement, you should address these with the respective parties as soon as possible. One method for doing this is through mediation — the use of an impartial third party neutral mediator who assists the interested parties to find a common resolution to the problem. The Oregon Department of Agriculture offers mediation services through its Farm Mediation Program. For information, contact the program coordinator at (503) 986-4558 or (800) 347-7028.



BUSINESS STRUCTURE

Incorporating a recreational business may be one way to ease the burden of liability. In theory, an individual is not liable for any assets other than those he or she has invested in the corporation. Other types of organizations with some potential for limiting liabilities of their owners are limited partnerships and limited liability companies.

LIABILITY INSURANCE

Adequate liability insurance is imperative. Most policies that cover general farm and ranch activities do not cover recreational activities on the land. You will either need to add a rider to your existing policy or get a new policy with one of the companies that provide insurance for your particular activity.

Liability insurance coverage for a fee recreation activity is generally written in \$100,000, \$300,000, \$500,000 and \$1,000,000 packages. As a rule, you should maintain enough liability insurance coverage to protect personal assets as much as economically possible. Additionally, if you plan to hire a hunting, fishing, or packing guide for your operation, Oregon statutes require the guide to have minimum liability coverage of \$300,000.

Premium rates vary among insurance companies, based on the exposure of risk for a particular fee-recreation activity. The rates are affected by the portion of the enterprise devoted to recreation and type of activities. Additionally, your managerial capability as an operator appears to be significant in determining premiums.

Some questions for consideration regarding insurance for your enterprise are:

1. Is the difference between the premium for the insurance and the income gained enough to offset each other and still allow a sufficient financial gain to make the venture worthwhile?
2. Can you realistically pass the costs of insurance on to the customer, or will the cost decrease the customer demand for the activity?

The following activities will be reviewed very closely by an insurance company and will involve special coverage if available:

- Hunting
- Fishing
- Lodging
- Food Services
- Alcohol
- Animals, especially horses
- Landing strips on the property



Keep in mind that employees who change job functions because of the new activity may be placed in different work classifications resulting in changes in workers compensation premium costs as well.

Selecting Insurance Based on Your Recreational Activities

Generally, the following activities will be viewed as Commercial Insurance subject to a separate policy from the general farm or ranch policy coverage:

- Boating, Canoeing, Rafting
- Clay Bird Shooting or other Shooting Events
- Elder Hostel Programs
- Exotic Animal Farms
- Fee Hunting and Fishing
- Festivals, Concerts, and Special Events
- Guest or Dude Ranches
- Horseback Riding; Horse, Mule, and Llama Pack Teams
- Hunting Dog Trials and Training
- Hunting Preserves
- Moto-Cross, ATV, Snowmobile, and Mountain Bike Riding
- Seasonal Festivals and Celebrations
- Wineries and Breweries

In general, the following activities can be made part of a farm or ranch insurance policy by endorsements. Each activity is always viewed on its own merit:

- Bed and Breakfast
- Farmers Markets
- Roadside Markets
- School Youth Tours
- Technical Tours
- Working Farm (viewing and limited participation)

Questions to ask in comparing insurance coverage:

1. Is there a deductible?
2. Does the insurance apply to:
 - Your premises and operations liability?
 - Your products and operations liability?
 - Your contractual liability to others?
 - Your personal injury liability to others (libel, slander, invasion of privacy)?
 - Your advertising injury to others?
 - Your property liability damage to others?
 - Incidental medical malpractice liability resulting from aiding an injured person?
 - Non-owned watercraft liability?
 - Host liquor liability?
 - Court costs for defense (above limit or included in liability policy limit)?
3. Are employees added as additional insureds?
4. Are there additional charges for adding public land management agencies, such as the U.S. Forest Service, BLM, or Oregon Marine Board as additional insured?
5. Is the premium a set fee, based on a percentage of gross sales, or client days?
6. Do you have to join an association to get insurance?
7. Are there representations in the policy that the guests or operators must adhere to for a claim to be honored?
8. Does the insurance agent understand your proposed fee-recreation business?

- Waiver of liability: as an additional protection you may want to incorporate principles of firearms safety, require successful completion of hunter safety or horse riding basics, prohibit use of alcohol with certain activities, etc.
- Acknowledgment and assumption of risk: describe the nature of the property (i.e., wild land with barbed-wire fences, logs, poison ivy, wild animals, uneven terrain, etc.) and the activities (horse riding, fishing, etc.), and then have the lessee/guest accept the risks such activities can have.
- Insurance: with this provision, you may want to have the user agree to carry liability insurance and to name you in the policy as an insured.
- Conditions of cancellation, renegotiation, or renewal: a list of conditions necessary in the case either party wishes to terminate, renegotiate or renew an agreement for various reasons.
- Mediating differences: This arrangement may reduce the probability of disagreements resulting in litigation. Specify that any problems arising from the agreement or the use of the property, including injury, will first be addressed in mediation before either party resorts to legal action.
- Payment specify the rate to be paid, how payment is to be made—where, when, etc., and the provisions for failure to pay.
- Damage deposit: this provision would cover damages the lessee does to the property that are not repaired by the lessee. The deposit would be returned to the lessee if damages do not occur.
- Miscellaneous: other sections or provisions may include gates and fences, trespass enforcement, in-kind services provided by the user (fence construction, wildlife crop planting, etc.), limitations of the number of campers or overnight recreational vehicles in certain areas, use of campfires or cooking fires, garbage, sanitation, other guest policies, etc.
- Signatures: finally, complete the agreement with the printed name and address of each member of the recreation group, followed by their signatures and the date of each person's signing.



SAMPLE AGREEMENT

**PERMISSION TO ENTER AND USE
PROPERTY FOR RECREATION PURPOSES**

_____ (Guest) is hereby given permission to enter property known as: _____

for the following purposes: _____

on the following dates: _____

This permission is strictly limited to the above description and is subject to strict compliance with the rules and regulations copied and attached, and other limitations or restrictions which from time to time may be given either orally or in writing.

RELEASE, WAIVER, AND INDEMNITY

I have read the above permission and the accompanying rules and warnings, and I understand that participating in _____ (name of activity) results in certain risks, regardless of all feasible safety measures, which can be taken. I am aware of the nature of the risks involved. I will follow any and all rules presented to me. I will conduct myself as a prudent person with regard for the safety of others, and myself and for the property of others.

To the extent proposed activities involve equine activity as that term is defined in state law, I hereby waive the right to bring an action against the equine professional or equine activity sponsor for any injury or death arising out of riding, training, driving, grooming, or as a passenger upon the equine.

I assume the risk of any responsibility of injury, loss, or damage to person or property resulting from my participation in activities on the premises. I will not hold the landowners, possessors, or occupiers liable.

I agree to indemnify and hold the landowners, possessors, or occupiers harmless from any claims or damages resulting from my actions, which may affect the person or property of the landowners, possessors, or occupiers of the premises or any other person.

Signed _____

Date _____

Potential Sources of Liability Insurance for Fee-Recreation Enterprises

Gillingham & Associates, Inc.

Westminster, CO
Phone: (303) 428-5400
Fax: (303) 428-5900

www.outdoorinsurance.com

Coverage includes outfitters and guides, horses and related activities, guest ranches, fishing, hunting preserves, shooting clubs, trap and skeet shooting, field dog training, snowmobile tours and related activities.

Gray's Insurance

Colorado Springs, CO
Phone: (719) 444-8940 or (800) 747-4679

Special programs in equine coverage include: dude and guest ranches, guides and outfitters, stables, and trail rides, boarding and training, riding academies, tack, show animals and clubs, medical, farm and ranch packages. Outdoor recreational coverage includes white water rafting, cross-country skiing, snowmobiling, camps, golf courses, skeet and trap shooting, fishing ponds, and hunting preserves.

Hart Insurance

Grants Pass, OR
Phone: (541) 479-5521
Fax: (541) 474-1890

www.hartinsurance.com

Coverage programs include fishing, hunting, whitewater rafting, pack animals, watercraft, outfitters, guest ranches, resorts, lodging and other outdoor insurance.

K&K Insurance

Fort Wayne, IN
Phone: (800) 637-4757
Fax: (260) 459-5866

www.kandkinsurance.com

Commercial equine liability coverage, pack teams, riding lessons, trail rides, wagons, buggies, hunting, fishing, pony rides and boarding. Provides coverage for guides and outfitters and guest ranches. ATV, snowmobiles, and bicycle rental, rock/ice climbing, rafting, canoes/kayaks, fishing ponds and streams, boating, campsites and lodges are eligible. Package policies.

Kohout Insurance

Seattle, WA
Phone: (206) 364-2866 or (800) 800-4413
Fax: (206) 417-5966

www.guideinsurance.com

Independent insurance agent who covers guided hunting and fishing, wagon and sleigh rides, trail rides, mountaineering, sled dog tours, winter sports, whitewater rafting, swimming facilities, guest ranches, food services, pony rides, mountain biking and related activities.

The Insurance Mart

Madras, OR
Phone: (800) 742-0794

www.the-insurance-mart.com

Independent agency that provides liability coverage for equine businesses, professional guides and packers, horse-guided hunting operations, BLM and Forest Service insurance certificates, dog sled tours, whitewater rafting, drift and jet boats, rafts, kayaks, guest ranches, field dog trails, horses, llamas, hunting preserves, resorts and lodges.

Worldwide Outfitter and Guides Association, Inc.

Salt Lake, UT
Phone: (800) 321-1493

www.smallcompanyinsurance.com

Association that provides liability insurance to its members as participants in a group master policy. Coverage for outfitter and guide services and some closely related activities.



Barriers and Access Considerations

Depending on the nature of your enterprise and the customers you desire to attract, you should give consideration to accessibility by certain groups. For example, if your activities lend themselves to observation, viewing, touching, and similar experiences that might attract elderly citizens, children, or people with disabilities, you will want to review this checklist for barriers that might inhibit their access to events or activities, and may be required for compliance with federal laws.

BUILDING ACCESS:

1. Do you have parking spaces clearly marked for disabled people? Do the spaces comply with Oregon law and with the Americans with Disabilities Act under federal law (ADA)?
2. Are the parking spaces near the main building entrance?
3. Are the door entrances greater than 32 inches?
4. Do door hardware require grasping, twisting or gripping that may be prohibitive for elderly, children, or disabled individuals?
5. Doors should have less than 8.5 pounds of pull for the audiences discussed here.
6. Do not use revolving doors unless other accessible doors are provided.

BUILDING CORRIDORS:

1. Are the hallways free of obstruction and at least 36 inches wide?
2. Is the floor surface hard, level, and not slippery?
3. Do obstacles (phones, fountains, etc.) protrude into the hall corridors and inhibit passing?
4. Are elevators provided for access to multilevel structures for disabled, elderly, etc.?
5. Interior doors should have 5 pounds or less of pull.

RESTROOMS:

1. Are restrooms in accessible locations?
2. Again, door hardware should not inhibit entrance. Handles that require twisting, grasping, gripping or pinching present difficulties.
3. Are the restrooms large enough for wheelchair turnaround (60" minimum)?
4. Are stall doors at least 32" clear?

OUTDOOR PATHS AND ACTIVITIES:

If you are trying to attract a general public audience with equal access to all people, your outdoor facilities should promote recognition of access needs.

1. Are pathways paved or constructed to provide a hard surface, level or gently sloped, and not slippery?
2. Are railings provided in necessary locations?
3. Are viewpoints designed to allow viewing from a seated or low position without presenting other dangers?

For detailed review standards, contact the Architectural and Transportation Barriers Compliance Board at 1-800-872-2253, and/or obtain a copy of the ADA Accessibility Guidelines (ADAAG) for current specifications.

Conservation Reserve Program Usage



The Conservation Reserve Program (CRP) was established by the U.S. Department of Agriculture to enter long-term contracts with producers to provide permanent vegetative cover on cropland that is highly erodible or contributing to serious water quality problems.

Producers with land enrolled in the CRP program have a conservation plan developed in cooperation with the local conservation district staff, including the Natural Resource Conservation Service (NRCS) U.S. Department of Agriculture, the Extension Service, and the Oregon Department of Forestry, along with the local Soil & Water Conservation District.

Some recreation related uses may be authorized on acreage managed under CRP. Hunting and fishing activities, including fee hunting and fishing of free roaming populations, can be authorized uses of designated CRP acreage. Development of these recreation attractions would be at the land owner s expense.

Use restrictions are placed on activities that could impact water quality by destroying permanent vegetation cover. Designated CRP acreage may not be used for recreation facilities such as airplane runways, fairgrounds, parking areas, camping areas, or wildlife containment areas.

Should you have questions about a specific use of CRP land in conjunction with a proposed recreation activity, contact your local NRCS office.



Section III:

Financial Considerations & Creating a Business Plan

III. CREATING A BUSINESS PLAN



Your purpose in creating a business plan may be to obtain financing, to create a guide for managing your business, to clarify your business operation, to focus employees on core business objectives and goals, or some combination of these or other factors.

Creating a business plan is the process of making a road map for your enterprise—it is an essential part of any business if it is to succeed.

The business plan serves many purposes and is essential to starting a new venture as part of your farm, ranch, or processing operation. A business plan consists of several parts.

- **Create a Mission Statement** reflecting the core purpose of your business, stating the basic values and goals in a short, focused sentence of no more than 20 words. Ask yourself: What is the purpose of the proposed project? What benefit will it provide? Who are the customers?
- **Create a Marketing Slogan**, consisting of a short, clever, even humorous translation of your mission statement that conveys a single, simple thought about your business to your customer.
- **Set Measurable Goals & Objectives.** Goals are 3-5 years out; objectives are things you want to accomplish in the next year. Some areas for consideration may include sales volume, profits, customer satisfaction, owner compensation, number of employees, employee development, etc. To set goals and objectives, ask yourself the basic: What? Why? How? When? and Who? questions. Then set timetables to match goals and objectives. Who will be responsible for what activities? Who are the key employees and what are their titles? How long do you plan to operate this venture? How many hours are you willing to commit to this venture? Where do you see the business in 3-5 years? How are you going to promote customer satisfaction?
- **Gather Information** from reputable sources to document your business plan. Some resources are listed later in this publication. You'll want to know about potential visitor days and expenditures, preferences, and interests; competition and complementary services in your area; etc. These types of surveys are available from the OR Economic Development Department Tourism Commission and various associations.
- **Describe Your Farm or Ranch Recreation Enterprise:** When was it started, or projected to start? Why was it started? Who started it? How does the recreation enterprise fit in with your overall farm or ranch operation? How are you set up as a business (sole proprietorship, general partnership, limited partnership, regular corporation, chapter S corporation)?
- **Describe Your Product or Service:** Write down what you are selling to the public. Why should people buy your service? What does it do? What makes it unique? What will it cost to provide this service or product? How much will you charge? How does it compare to other similar recreation enterprises? Are there complementary services in the area?
- **Define Your Customers:** Who are you targeting for your recreational enterprise? You'll want to define: gender, age, income, occupation, location, family status, children, education, and interests. For example, if you are developing a fee hunting enterprise, you'll probably look at males in the 25 to 50-age range. Survey information on this type of profile may be available from sources listed later in this publication.

- **Compete or Complement:** Since farm and ranch recreation is relatively new as an emerging industry, state agencies are encouraging enterprises to work together to attract visitors, share resources, and market services. However, you should first carefully develop and evaluate your business and product, considering your resources and activities.
- **Develop a Marketing Strategy:** Your marketing and advertising method may be as simple as word of mouth and repeat customers, or it may involve an ad campaign with printed materials, radio spots, newspaper or other media advertising, mass mailings, and the like. Marketing and advertising will be covered more fully in the next section, but you should include your marketing strategy in your business plan.
- **Management:** Include a resume of each owner and key employee. Identify outside consultants and advisors, including accountant, lawyer, banker, insurance broker and other consultants.
- **Employees:** Because a recreation enterprise may create a new Standard Industrial Code (SIC) for the activities associated with that portion of your business — resulting in different workers compensation rates and reporting requirements — you should treat your personnel issues separately for this enterprise from your farm or ranch business. Written job descriptions that clearly define duties and a personnel manual may be helpful in this setting. You should identify how many employees you need to run the recreation enterprise, their titles, job duties and skills. If you need additional employees, where and how will you attract them? What process will you use to screen and hire employees (job skill testing, job interviews, etc.). What training needs will you face? Who will conduct employee training (in-house, paid consultant, community college, other recreational businesses)? What will be the cost of the training? How will you set salaries and wages? What benefits will you provide?
- **Insurance:** Identify the types of insurance you have for your business. See the section on Liability and Insurance for more details on this topic.
- **Fixed Assets:** You will need to identify your current fixed assets (those with a useful life or more than one year) and those, which you need to purchase. These might include land, buildings and improvements, machinery, other equipment, livestock, office furniture, computers, etc. Determine the cost and estimated acquisition date. Estimate the useful life of each fixed asset. Complete a monthly depreciation schedule.
- **Start-up Expenses:** Any new enterprise will have start-up costs. These costs are those associated with what it takes to open your door for business. Most of these costs will be one-time expenditures, while a few will occur every year. Examples include legal fees, accounting fees, licenses and permits, remodeling work, advertising, promotions, hiring costs, etc.
- **Sales Forecast:** Forecasting sales are critical to your enterprise from both a management and sales point of view. You can't plan financially if you don't have an estimate of sales. You should review your data on products, customers, competitors, and budgets to develop the trends and projections. Be realistic in making these forecasts. Estimate the total market size in \$ sales per year based on your research, and create a market share analysis with worst case, mostly likely case, and best-case scenarios.

- **Financing the Enterprise:** Create a financial plan, including all sources of existing debt and additional financing needs. Detail principal and interest payments for each month. Research sources of needed capital; the Business Plan will be a key selling point for the venture. Verify your numbers, justify the need, and be enthusiastic but realistic about the venture.
- **Operating Expenses and Cash Flow:** Develop a monthly chart of operating expenses. Combine this with your start-up costs, sales forecast, and debt servicing to create a cash flow budget. Cash flow projections are among the most critical projections you will make. Lenders will examine this document carefully.
- **Other Financial Documents:** From the documents you have developed already (sales forecast, expense sheet and cash flow) you will be able to calculate a projected income statement, a break-even analysis, a balance sheet and other necessary financial documents. These documents are similar to what you use for your agricultural business and will not be detailed here.



If you need assistance in developing financial statements or writing your business plan, you may want to refer to workbooks provided by the Small Business Development Center. All of the items mentioned in this section are detailed in a publication called “Your Business Plan,” available for \$30, plus \$5.00 for postage and handling, by contacting your local SBDC or the main location at:

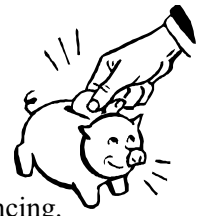
Oregon Small Business Development Center Network
99 W. 10th Street, Suite #390
Eugene OR 97401
(541) 463-5250
www.bizcenter.org

ADDITIONAL RESOURCES

Service Corps of Retired Executives (800) 634-0245

FINANCING YOUR ENTERPRISE

You may require additional capital to start your recreation enterprise. The following resources are meant as supplements to traditional lender credit or equity financing.



Business Finance Programs at the Oregon Economic and Community Development Department

1. Oregon Business Development Fund

The Oregon Business Development Fund (OBDF) is a revolving loan fund, which provides long term, fixed rate financing for land, buildings, equipment, machinery, and term working capital.

Manufacturing, processing, and regionally significant tourism projects are eligible.

Program Guidelines:

- Maximum loan is 40% of eligible project costs.
- Private lender is required for a portion of the project.
- Refinancing of existing debt is generally ineligible.
- Loans may not exceed \$500,000 per project.
- Preference to loans that create jobs (\$30,000/job).
- Funds are set aside for loans of \$50,000 or less, emerging small enterprises in economically distressed areas, and rural areas of the state.
- Cannot fund construction of office buildings, retail businesses, shopping centers or food service facilities.

Maximum loan term is 20 years. Firms must agree to enter a First Source hiring agreement with a local provider of job training.

Interest rate: 1% above prevailing U.S. Treasury issue of similar maturity. In distressed areas, low rates can be as low as 4% below prime.

Collateral & Security: May be subordinated to other project financing. Must be fully secured. Usually require 10% owner equity for existing businesses, 30% for start-ups.

Application: OECDD has an eligibility review procedure to help determine status. Full applications are considered for approval by the Finance Committee, which meets twice a month. For loans of \$50,000 or less, the Director of OECDD can approve.

Contact:

See Regional Department contacts

2. Capital Access Program (CAP)

The CAP is designed to increase the availability of loans to Oregon small businesses from local banks. The program provides loan portfolio insurance so lenders may make loans that carry higher than conventional risks. The project must still be within the soundness and safety requirements of federal and state banking regulations.

The program functions by establishing a loan loss reserve fund earmarked for each participating lender to cover loans made under the program. The borrower pays a fee of 3 to 7% of the loan amount. OECDD pays an amount equal to the combined total of the two fees. The fund grows as the lender continues to make loans under the program, and it can be drawn on by the lender to cover a loss that might result from a defaulting CAP loan. If an applicant is located in an economically distressed area, as determined by OECDD, the department may transfer two times the amount of the borrower's contribution to the loan loss reserve fund. A listing of distressed areas and participating banks can be obtained by contacting Business Finance at OECDD.

A CAP loan is a private transaction between borrower and lender. OECDD is not party to the transaction, loan negotiations, or agreement.

- Loan may be term or line of credit or both.
- CAP may be used to cover a portion or full amount of loan or line of credit.
- Borrower may be any type of profit or nonprofit business.
- Can be used on loans for most any purpose except construction or purchase of residential housing, real estate purchase not used for business operations, or to refinance existing loans.

Economic benefits from the resulting loan must occur primarily in Oregon.

Contact:

See Regional Department contacts

3. Oregon Entrepreneurial Development Loan Fund (EDLF)

The EDLF provides initial loans of up to \$25,000 to entrepreneurial businesses under the following criteria:

- The applicant must enroll in a counseling program in a Small Business Development Center (SBDC) or other certified organization.
- The applicant must prepare a business plan and have it reviewed by an SBDC or other certified entity.
- An expenditure plan and application must be prepared.

Applicants must meet two of the three following conditions:

- The business has not been in operation more than 24 months
- The business has revenues of less than \$100,000
- The business is owned by a severely disabled person

Loans must have a reasonable prospect of repayment and borrowers must provide collateral.

A minimum of 20% equity in the form of cash, property, or business equity is required.

Maximum loan term is 5 years.

Refinancing of existing debt is ineligible.

Interest rate: 2% over prime and will be fixed for the term of the loan.

Application procedure: Contact the SBDC center closest to you for an application package.

Contact:

See Regional Department contacts

4. Oregon Credit Enhancement Fund

The Credit Enhancement Fund provides guarantees to banks to increase capital available to small Oregon firms. The program establishes a reserve fund to be used to guarantee up to \$75 million of financial institution loans.

Program Guidelines:

- Eligible businesses cannot employ more than 200 full-time employees.
- Manufacturers, processors, natural resource industries, distribution industries, new technology firms, and some service firms qualify. All types of businesses in distressed areas of the state qualify.
- Term and working capital loans qualify.

Two fixed asset loan products are provided:

Conventional Insurance — insures up to 90% of commercial loan to a maximum of \$500,000.

First Loss Insurance —provides 100% insurance of any loss to a lender up to 25% of the loan amount or \$300,000, whichever is less.

Two working capital products are available:

Evergreen Entrants Program—provides insurance for initial working capital loans to a maximum of \$250,000 or 75% of the loan amount.

Evergreen Plus Program—insures up to 90% of the new incremental loan to a maximum of \$300,000.

Program eligibility is restricted to companies that trade in markets for which national or international competition exists or any type of company in distressed areas.

Application procedure: Application is made through a bank that has enrolled in the program. A list of enrolled banks is available from OEDD. A onetime, up-front insurance premium is required, based on the term of the loan (1 to 15 years).

Contact:

See Regional Department contacts

5. Industry Development Assistance Statewide Industry Development

The Oregon Economic and Community Development Department works to build the capacity of industries to increase the global competitiveness by promoting industry-driven strategies and partnerships among industries, government and education. The goal is to help industries build a competitive advantage, and to create a positive economic climate for all business sectors.

Department staff can provide assistance for high priority, statewide-impact, industry-driven initiatives and opportunities.

Examples include:

- Industry strategic planning
- Product and materials research
- International trade initiatives
- Telecommunication tools
- Marketing initiatives
- Working closely with the Department of Agriculture to promote the industry

Industry Definition:

Agriculture – Activities closely related to the commercial production, value-added processing and marketing of plants and animals. Also includes kindred products, such as candy and beverages.

Contact:

See Regional Department contacts

6. Regional/Rural Investment Program

The Regional/Rural Investment Program is a locally managed economic and community development planning and funding program. Regions are comprised of a minimum of two contiguous counties that work together on short and long term regional plans. Funds are used for strategic planning and financing projects developed through regional boards or partnerships. Regional boards are appointed by county commissioners.

Contact:

Team Manager for Region for the Department

Oregon Economic and Community Development Regional Department Contacts:

Northwest Team:

Washington, Multnomah, Clatsop, Columbia, Tillamook,
Hood River, Clackamas
Team Manager: (503) 229-5220
Business Finance Officer: (503) 986-0160

Valley/Mid-Coast Team:

Lincoln, Benton, Linn, Lane, Marion, Polk, Yamhill
Team Manager: (503) 986-0142
Business Finance Officer: (503) 986-0160

Eastern Oregon Team

Morrow, Umatilla, Union, Wallowa, Baker, Grant, Harney,
Malheur
Team Manager: (503) 986-0200
Business Finance Officer: (503) 986-0165

Southwest Team:

Jackson, Josephine, Coos, Curry, Douglas
Team Manager: (503) 986-0122
Business Finance Officer: (503) 986-0160

Central Corridor Team:

Jefferson, Deschutes, Crook, Wasco, Sherman, Gilliam,
Wheeler, Klamath, Lake
Team Manager: (503) 986-0077
Business Finance Officer: (503) 986-0160



Oregon Small Business Development Centers

www.bizcenter.org

BLUE MOUNTAIN CC

37 SE Dorion
Pendleton, OR 97801
(541) 276-6233 (fax 276-6819)
Art Hill (ahill@bluecc.edu)
Jill Pursel (jpursel@bluecc.edu)
John Armstrong, SBM Instructor
(jarmstrong @bluecc.edu)

BAKER COUNTY SBDC

3275 Baker St.
Baker City, OR 97814
(541) 523-9127 (fax 523-9128)
Bob Savage (rsavage@bluecc.edu)

CENTRAL OREGON CC

2600 NW College Way
Bend, OR 97701
(541) 383-7290 (fax 318-3751)
Beth Wickham (bwickham@cocc.edu)
Katharine Condon (kcondon@cocc.edu)

CHEMEKETA CC

365 Ferry St. SE
Salem, OR 97301
(503) 399-5088 (fax 581-6017)
Jimmie Wilkins (jimmiew@chemeketa.edu)
Tatyana Vityukova
(vitt@chemeketa.edu)

CLACKAMAS CC

7736 SE Harmony Rd.
Milwaukie, OR 97222
(503) 656-4447 (fax 650-7358)
Tim Shea (tshea@clackamas.edu)
Susan Endecott (susane@clackamas.edu)

CLATSOP CC

1761 N. Holladay Dr.
Seaside, OR 97138
(503) 738-3347 (fax 738-7843)
Greg Panichello (panic@bizcenter.org)
Judy Unruh (junruh@clatsop.cc.or.us)

COLUMBIA GORGE CC

400 E. Scenic Dr., #257
The Dalles, OR 97058
(541) 298-3118 (fax 298-3119)
Bob Cole (bcole@cgcc.cc.or.us)
Suzanne Burd (sburd@cgcc.cc.or.us)

EASTERN OREGON UNIVERSITY

One University Blvd., Zabel Hall, #218
La Grande, OR 97850
(541) 962-3391 (fax 962-3701)
Greg Smith (gregory.smith@eou.edu)
Susan Bloomfield (sbloomfi@eou.edu)

LANE CC

1445 Willamette St., Suite 1
Eugene, OR 97401
(541) 463-5255 (fax 687-0627)
Forest burden (jourdenft@lanecc.edu)
Rita Grimes (grimesr@lanecc.edu)

LINN-BENTON CC

6500 SW Pacific Blvd.
Albany, OR 97321
(541) 917-4923 (fax 917-4831)
Dennis Sargent (sargent@gw.lbcc.cc.or.us)
Joanne Secrest (joanne.secrest @linnbenton.edu)

MT. HOOD CC

323 NE Roberts St.
Gresham, OR 97030
(503) 491-7658 (fax 666-1140)
Don King (donking@teleport.com)

OREGON COAST CC

4157 NW Highway 101, #123
Lincoln City, OR 97367
(541) 994-4166 (fax 996-4958)
Newport: 265-2283 x122 (265-3820)
Guy Faust (guyfaust@hotmail.com)

Business Centers (continued)

OREGON INSTITUTE OF TECHNOLOGY

3201 Campus Dr., Boivin Hall — Rm. 119
Klamath Falls, OR 97601
(541) 885-1760 (fax 885-1761)
Jamie Albert (alberti@oit.edu)
Colleen Butler (butlerc@oit.edu)

PORTLAND CC

2025 Lloyd Center
Portland, OR 97232
(503) 978-5080 (fax 288-1366)
Tom Lowles (tlowles@pcc.edu)
Yvette Johnson (yjohnson@pcc.edu)

ROGUE CC

214 SW Fourth St.
Grants Pass, OR 97526
(541) 956-7494 (fax 471-3589)
Ted Risser, Interim Director
(trisser@roguecc.edu)
Donna Love (dlove@roguecc.edu)

SMALL BUSINESS INTERNATIONAL TRADE OFFICE

121 SW Salmon St., #205
Portland, OR 97204
(503) 274-7482 (fax 228-6350)
Tom Lowles (tlowles@pcc.edu)
Yvette Johnson (yjohnson@pcc.edu)

SOUTHWESTERN OREGON CC

2455 Maple Leaf Lane
North Bend, OR 97459
(541) 756-6866 (fax 756-5735)
Jon Richards (jonbdc@uci.net)
Lori Capps (loribdc@uci.net)

SOUTHERN OREGON UNIVERSITY

332 West Sixth St.
Medford, OR 97501
(541) 772-3478 (fax 734-4813)
Liz Shelby (shelby@sou.edu)
MaryLee Hurd (hurd@sou.edu)

TILLAMOOK BAY CC

401 B Main St.
Tillamook, OR 97141
(503) 842-2551 (fax 842-2555)
Barb Bush (bbush@tbcc.cc.or.us)
Rhonda Ellerbroek (rhondae@tbcc.cc.or.us)

TREASURE VALLEY CC

650 College Blvd.
Ontario, OR 97914
(541) 881-8822 x356 (fax 881-2743)
Andrea Testi (atesti@tvcc.cc)
Joanne Steele (jsteele@tvcc.cc)

UMPQUA CC

744 SE Rose
Roseburg, OR 97470
(541) 672-2535 (fax 672-3679)
Terry Swagerty (swagert@rosenet.net)
Kelley Griffith (griffik@rosenet.net)

STATE NETWORK OFFICE

99 W. 10th Ave., #390
Eugene, OR 97401
(541) 463-5250 (fax 345-6006)
Sandy Cutler (cutlers@lanecc.edu)
Christine Krygier (krygierc@lanecc.edu)
Sharon Edwards (edwardss@lanecc.edu)
Jenny Leavitt (leavittj@lanecc.edu)

Updated Sept. 30, 2002

Visit www.bizcenter.org for the most current information.

UNITED STATES DEPARTMENT OF AGRICULTURE
RURAL BUSINESS-COOPERATIVE SERVICE (RBS)
OREGON
Fact Sheet

Business and Industry (B&I) Loan Guarantees

The RBS program provides a loan guarantee to a bank, savings and loan, or other approved lender to finance private businesses located in rural areas of 50,000 population or less. Business loan guarantee purposes include, among others items, construction, acquisition, working capital, equipment purchase, start up costs and expansion costs. Applicants for these loans may be any legal entity, including individuals, public and private organizations and federally recognized Indian tribal groups.

Program Goal

To encourage the commercial financing of rural business, thereby:

- Creating and saving rural jobs.
- Improving the economic and environmental climate of rural communities.
- *The B&I Program is lender-driven. RBS guarantees the loan rather than lending directly. A commercial lender requests the B&I guarantee and, if approved, it makes (and services) the loan.*

Type of Assistance

Federal guarantees (typically of 80 percent or less) for lenders on their rural business loans:

80 percent (maximum) guarantee on loans of up to \$5 million.

70 percent (maximum) guarantee on loans of \$5- 10 million.

60 percent (maximum) guarantee on loans of \$1 0-25 million.

- *Limited/Special Circumstances - 90 percent (maximum) guarantee on loans of up to \$2 million.*

Lender Benefits

The guaranteed portion of the loan is protected against loss by a Federal guarantee.

The guaranteed portion of the loan can be sold on the secondary market.

The guaranteed portion of the loan does not count against lending limits.

B&I guarantees help lenders satisfy Community Reinvestment Act (CRA) requirements.

Size of Loans

No minimum, but typically beginning at SBA maximum (\$750,000).

Maximum loan is \$25 million

Interest Rate, Term, Payment Structure, and Fees

Rate: Lender's customary commercial interest rate - negotiated by lender & business.

Fixed or variable (but not more often than quarterly) tied to a published base rate.

Term: Working Capital - 7 years maximum.

Equipment - 15 years maximum.

Real Estate - 30 years maximum.

Structure: Balloons are not permitted. Reduced payments may be scheduled in the first 3 years.

Fees: Lender's reasonable and customary fees - negotiated by lender & business.

Authorized Loan Purposes

Business asset acquisition, construction, repair, modernization, and development.

Real estate, buildings, equipment, inventory, supplies, & working capital (NO lines of credit).

Loan fees & costs, packaging fees, professional services, and feasibility study costs.

Debt refinancing in certain cases.

Loan Limitations

Construction projects - Construction loan funds should not be advanced until RBS has approved the project.

Commercial lease projects - Need not be owner-occupied, but must have enough committed tenants to evidence positive cash flow.

Ineligible businesses include:

Production agriculture (except when linked to agricultural processing & marketing businesses).

(*Note:* Nursery, forestry, and aquaculture operations are eligible.)

Gaming facilities - Golf Courses - Lending, investment, and insurance companies.

Projects involving more than \$1 million *and* the relocation of 50 or more jobs.

Lender Eligibility

Any Federal or State chartered bank; Farm Credit System; Bank of Cooperatives; bank-holding company's mortgage company; credit union; or insurance company.

Lender must be subject to government credit examinations and in good standing.

Lender's officers/directors/owners have no substantial financial interest in the borrower.

Borrower Eligibility

Most types of enterprises qualify - manufacturing, wholesale, retail, service.

Project must be in a rural area - outside the immediate influence of a 50,000 + population city.

Proprietorships, partnerships, corporations, nonprofits, tribes, or political subdivisions.

Majority ownership by US citizens or permanent residents.

Less than 20 percent ownership by government or military employees.

Good Credit history.

Must have tangible balance sheet equity at loan closing/project completion of:

10-20 percent or more (for existing businesses).

20-25 percent or more (for new and energy-related businesses). Inability to get credit elsewhere is NOT a requirement.

Security Requirements

The proposed operation must have realistic repayment ability.

There must be adequate collateral to protect the Lender and RBS. Lender should discount collateral consistent with sound loan to value ratios. Typical discount factors are:

Real-estate - using 80 percent or less of the appraised value.

Chattels - using 80 percent or less of the appraised value.

Accounts receivable (<90 days) - using 60 percent or less of value.

Inventory - using 60 percent or less of the value.

Insurance:

Hazard insurance on collateral (*lesser* of loan amount *or* depreciated replacement value). Life insurance (decreasing term OK) on principals/key employees - amount negotiated.

Personal/corporate guarantees:

Typically from all proprietors, partners (except limited partners), or major (20 percent or more interest) shareholders.

Special Requirements

A feasibility study by a recognized, independent consultant may be required.

Annual audited financial statements are generally required for loans in excess of \$3 million and when other special circumstances warrant an audit.

A 2% fee on the guaranteed portion of the loan is paid to RBS at the time the guarantee is issued.

Application Process

- Lender & business submit a joint preapplication to RBS, indicating a willingness to make the loan provided a B&I guarantee is approved.
 - RBS meets with all parties at the project site, and then makes a preliminary determination of project eligibility, normally within 15 days.
 - Lender & business complete their application.
 - From RBS receipt of complete application, approval takes less than 60 days.
- Loans up to \$5 million are approved locally larger ones are reviewed in Washington, DC.
- RBS issues a conditional commitment, approving a guarantee subject to conditions.
 - After meeting RBS's conditions, the lender may close the loan and request the guarantee.
 - RBS issues the guarantee after verifying all conditions are met and collecting guarantee fee.

For More Information

Bud Fischer, Director, Business-Cooperative Services
 Georgia Reese, Rural Business-Cooperative Specialist
 Jane Howard, Rural Business-Cooperative Specialist
 Dan Streng, Rural Business-Cooperative Specialist
 Tom Simonson, Rural Business-Cooperative Specialist (Eugene)
 Robert Haase, Cooperative Development Specialist (Redmond)
 Donald Hollis, Rural Business-Cooperative Specialist (Pendleton)

Phone

(503) 414-3366
 (503) 414-3366
 (503) 414-3366
 (503) 414-3366
 (541) 465-6443, Ext. 119
 (541) 923-4358, Ext. 124
 (541) 278-8049, Ext. 129

United States Department of Agriculture
 Rural Business-Cooperative Service
 101 S.W. Main, Suite 1410
 Portland, OR 97204-3222
www.rurdev.usda.gov/rbs

RURAL BUSINESS ENTERPRISE GRANT

Fact Sheet

United States Department of Agriculture
Rural Business-Cooperative Service

USDA Rural Business-Cooperative Service (RBS) makes grants under the Rural Business Enterprise Grant (RBEG) Program to public bodies, private nonprofit corporations, and Federally recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in rural areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area. Public bodies include incorporated towns and villages, boroughs, townships, counties, States, authorities, districts, Indian Tribes on Federal and State reservations, and other Federally recognized Indian Tribal groups in rural areas.

The public bodies, private nonprofit corporations and Federally recognized Indian tribes receive the grant to assist private businesses located in rural areas. **GRANT FUNDS DO NOT GO DIRECTLY TO THE BUSINESS. Grants may be made only for projects for which it can be demonstrated that there is a reasonable prospect that the project will result in development of small and emerging private business enterprises.**

The small and emerging private businesses to be assisted must have less than 50 new employees and less than \$1 million in gross annual revenues and must be located in a rural area outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area.

How May Funds be Used?

Funds are used for financing or development of private small and emerging businesses.

Eligible uses are:

- Technical Assistance (providing assistance for marketing studies, feasibility studies, business plans, training, etc.) to small and emerging businesses.
- Purchasing machinery and equipment to lease to a small and emerging business.
- Creating a revolving loan fund (providing partial funding as a loan to a small and emerging business for the purchase of equipment, working capital, or real estate).
- Constructing a building for a business incubator for small and emerging businesses.

Limitations:

Grants cannot be used for:

- Agricultural Production.
- Comprehensive area wide planning.
- Loans by grantees when the rates, terms, and charges for those loans are not reasonable or would be for purposes not eligible under RBEG regulations.
- Development of a proposal that may result in the transfer of jobs or business activity from one area to another. This provision does not prohibit establishment of a new branch or subsidiary.
- Development of a proposal, which may result in an increase of goods, materials, commodities, services, or facilities in an area when there is not sufficient demand.
- Programs operated by cable television systems.
- Funding part of a project, which is dependent on other funding, unless there is a firm commitment of the other funding to ensure completion of the project.

USDA Rural Business-Cooperative Service is an Equal Opportunity Lender, Provider, and Employer. Complaints of discrimination should be sent to:

USDA, Director, Office of Civil Rights, Washington, DC 20250-94 10

All applications are considered without regard to race, color, religion, sex, national origin, age marital status, or physical or mental handicap (provided applicants have the capacity to enter into a legal contract) of the members of the groups applying for assistance. Service must be extended on the same basis.

How are Applications Processed?

Applicants will submit supporting data before a formal application is made. After determining the order of funding priorities, RBS will tentatively determine eligibility and request applicants to assemble and submit a formal application.

Where Is Application Made?

Forms are available from, and may be filed, in any Rural Business-Cooperative Service (RBS) office listed below.

Rural Business-Cooperative Service

1229 SE 3rd. St., Suite A.
Pendleton, OR 97801-4198
Phone: (541) 278-8049, Ext. 129
*Contact: Donald Hollis,
Rural Business-Cooperative Specialist*

Rural Business-Cooperative Service

625 SE Salmon Ave., Suite 5
Redmond, OR 97756
Phone: (541) 923-4358, Ext. 124
*Contact: Robert Haase,
Cooperative Development Specialist*

Rural Business-Cooperative Service

1600 Valley River Drive, Suite 230
Eugene, OR 97401-2129
Phone: (541) 465-6443 Ext. 119
*Contact: Tom Simonson,
Rural Business-Cooperative Specialist*

Rural Business-Cooperative Service

101 SW Main St., Suite 1410
Portland, OR 97204-3222
Phone: (503) 414-3366
*Contact: Jane Howard,
Rural Business-Cooperative Specialist*

Other Conditions

Applicants for grants to help develop private business enterprises must file written notice of intent consistent with Intergovernmental Review requirements. Federally recognized Indian Tribes are exempt from this requirement.

Applicants for grants to establish a revolving loan program must include detail on the applicant's experience operating a revolving loan program, proposed projects, applicant's financial ability to administer a revolving fund, the need for a revolving fund, and other funds proposed to leverage funds made available under this program.

All community projects funded by RBS are subject to an environmental assessment in accordance with the National Environmental Policy Act.

USDA Rural Business-Cooperative Service is an Equal Opportunity Lender, Provider, and Employer. Complaints of discrimination should be sent to: USDA, Director, Office of Civil Rights, Washington, DC 20250-94 10

RURAL BUSINESS-COOPERATIVE SERVICE
INTERMEDIARY RELENDING PROGRAM (IRP)
Program Information & List of Intermediaries

PROGRAM INFORMATION

This fact sheet includes a list of organizations which have received funds from RBS to establish a revolving loan fund to finance business facilities and community development projects in rural areas of 25,000 population or less. The revolving loan funds can provide financial assistance for community development projects, establishment of new businesses or expansion of existing businesses and saving and/or creation of new jobs in the rural area. Application is made to the Intermediary organization.

Population	Loans to be made only in cities having a population of less than 25,000
Eligible Entity	Intermediaries may make loans to private individuals, public or private organizations, or any other legal entity (ultimate recipient).
Loan Purpose	Must be for an establishment of a new business, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs or community development projects.
Amount	Loans made by an Intermediary to an ultimate recipient may finance no more than 75% of the total cost of the project . The total amount of RBS/Intermediary loan funds requested by the ultimate recipient plus the total outstanding balance of any existing loans from IRP funds will not exceed \$150,000 . <i>Up to 25% of the Intermediary portfolio of loans may be in loans exceeding \$150,000 up to a maximum of \$250, 000.</i>
Terms	Security requirements, interest rates and loan terms established by Intermediaries to ultimate recipients shall be negotiated by those parties.
Other Credit	Ultimate recipients must certify and document that they are unable to finance the proposed project from their own resources or through commercial credit or other Federal, State, or local programs at reasonable rates and terms.

* Describes general program requirements. Individual Intermediaries may have established program requirements that are more specific.

LIST OF INTERMEDIARIES

Port of Bandon Economic Development Fund Corporation
P.O. Box 1950
Bandon, OR 97411
(541) 347-9105
Contact: Melody Gillard-Juarez, Projects Coordinator
Counties Served: *Coos*

Greater Eastern Oregon Development
P.O. Box 1041
Pendleton, OR 97801
(541) 276-6745
Contact: Rex Baker, Senior Loan Officer
Counties Served: *Gilliam, Grant, Harney Malheur, Umatilla, Wheeler*

CCD Business Development Corporation
744 S.E. Rose Street
Roseburg, OR 97470
(541) 672-6728
Contact: Wayne Luzier, Executive Director
Counties Served: *Coos, Curry, Douglas*

Lane Council of Governments
99 E. Broadway, Suite 400
Eugene, OR 97401
(541) 682-7450
Contact: Steve Dignam, Loan Manager
Counties Served: *Lane*

Central Oregon Intergovernmental Council

2363 S.W. Glacier Place

Redmond, OR 97756

(541) 548-8163

Contact: James MacKinnon, Senior Loan Officer

Counties Served: *Hood River, Sherman, Wasco*

Counties Served: *Crook, Deschutes, Harney,*

Hood River, Jefferson, Klamath, Lake

Columbia Pacific Economic Development District of Oregon, Inc.

P.O. Box 598

St. Helens, OR 97051

(503) 397-2888

Contact: Dave Joyce, Loan Officer

Counties Served: *Columbia, Tillamook, Washington*

Curry Economic Development Corporation

P.O. Box 848

Brookings, OR 97415

(541) 469-2218

Contact: Russ Crabtree, Registered Agent

Counties Served: *Curry*

South Central Oregon Economic Development District

P.O. Box 1777

Klamath Falls, OR 97601

(541) 882-9600

Contact: Tonya Dowse, Program Director

Counties Served: *Klamath, Lake*

Southern Oregon Regional Econ. Dev., Inc.

332 W. Sixth Street

Medford, OR 97501-2711

(541) 773-8946

Contact: Bob Bueoy, Business Dev. Specialist

Counties Served: *Jackson, Josephine*

Valley Development Initiatives

c/o Mid-Willamette Valley Council of Governments

105 High Street, S.E.

Salem, OR 97301

(503) 588-6177

Contact: John Safstrom, Business Finance Specialist

Counties Served: *Clackamas, Marion, Polk, Yamhill*

Mid-Columbia Economic Development District

400 E. Scenic Drive, Suite 2.420

The Dalles, OR 97058

(541) 296-6182, ext 3208 (local SBDC office)

Contact: Steve Schafroth, Executive Assistant

Morrow Development Corporation

P.O. Box 219

Heppner, OR 97836-0219

(541) 676-8719

Contact: Greg Smith, Officer

Counties Served: *Morrow*

Northeast Oregon Business Development

101 N.E. First Street, Suite 100

Enterprise, OR 97828

(541) 426-3598

Contact: Lisa Lang, Executive Director

Counties Served: *Baker, Union, Wallowa*

Oregon Cascades West Council of West Council of Governments

1400 Queen Avenue, S.E., Suite 205B

Albany, OR 97321

(541) 967-8551

Contact: Mary Merriman-Smith, Economic

Program Manager

Counties Served: *Benton, Linn, Lincoln*

**OUT OF STATE
INTERMEDIARIES SERVING
OREGON COUNTIES**

Ida-Ore Planning and Development

10624 W. Executive Drive

Boise, ID 83713

(208) 322-7033

Contact: Bob Richards

Counties Served: *Harney, Malheur*

Shorebank Enterprise Group

P.O. Box 826

Ilwaco, WA 98624

(360) 642-4265

Contact: John Berdes

Counties Served: *Clatsop*

Section IV:

Marketing Your Enterprise



Developing A Marketing Plan

Effective marketing is a key element in any business enterprise. Landowners who do not have experience in marketing a service business often overlook its importance. Even the best-managed fee-recreation business can be unsuccessful if prospective clients are unaware of the enterprise.

Marketing is simply determining what people want, planning and providing products and services to meet those wants, and selecting the most effective ways of reaching those who might pay for these products and services.

Developing a Marketing Plan

Your Business Plan should contain a section which includes your Marketing Plan. Keep your plan simple: define your audience, define your service, and develop a plan for getting information about your enterprise to potential clients. You must remember to budget each year for marketing.

As you develop a marketing strategy you will want to identify the two or three strong selling points of your service or operation. It might be the success rate of a fee-hunting experience, exclusivity and solitude, facilities, location and access to area attractions, price, or other services you provide. Determining your audience first will help choose the key selling points for your marketing strategy.

Marketing Your Business

The type and amount of marketing you use in your fee-based recreation enterprise will depend on the specifics of your operation. Marketing can be as simple as word-of-mouth referral, or involve an intensive regional, national, or international media campaign.

Your marketing style and message must be directed to your identified audience. If you are providing dude-ranch activities, for example, you may emphasize the experiences of riding horses and outdoor activities. Anything you print must reflect these selling points in neat, high quality, and tasteful presentation. Sloppy advertisements or brochures reflect badly on your business.

The three basics of advertising include: the message (the two or three strong selling points and additional information about your service), the medium (publications, radio, TV, etc.), and the target audience you're trying to reach.

The Message

Your message should tell about the type of activity or enterprise you offer, additional goods and services, directions to your location, costs of the activities and how to make reservations. Try to be original in your marketing. Keep your message simple. Always check dates, fees, addresses and phone numbers for accuracy. Make certain the goods and services advertised represent what you can deliver. Contact someone experienced in desktop publishing to assist in design and creation of printed pieces if you don't have this experience.



The Medium

Marketing includes a wide range of activities, from public relations and advertising, to promotions and trade shows. Advertising is the most expensive approach. You should carefully consider all the following mediums and focus on those that fit your budget and reach your target audience.

The *medium* is the method by which the message is delivered to your potential clients. They might include:

Magazines	Newspapers	Local sporting good stores
Billboards		Local hunting or shooting clubs
Brochures	Newsletters	
Local referral	Direct Mail	
Radio	Telephone book listings	
Television	Booking agents	
Video tapes	Travel agents	
Trade journals	Word-of-mouth referral	
Chamber of Commerce	Sport shows	
Trade shows	Visitors Bureau	
Cooperative Ads	Welcome Centers	



The Target Audience

Target audiences are distinct groups or segments of clients that you expect to reach when you employ different marketing strategies. You may decide to target your service based on the characteristics of:

- income level
- age
- location (in or out-of-state; urban/rural, international)
- client preference (lodging, level of involvement —self guided versus guided, experience, etc.)

If you currently have people entering your property without paying (hunters, fishers, wildlife viewers, etc.), you may want to conduct a survey of their interests and ability to pay for services.

Marketing Costs

The cost of marketing for a fee-recreation enterprise will largely depend on the size and type of your operation, the medium you select, and the number of times you repeat any advertisements. New operations typically spend 10-25% of total operational costs on marketing for the first few years. It's important to keep good records about response to specific marketing efforts so you can be more effective. Question or survey all customers about how they found out about your operation. With time and reputation, costs for marketing will be reduced.

The Importance of Public Relations

Public relations is defined as the creation and maintenance of a favorable image. It is part of marketing and advertising, but it goes further. As a landowner, you should always be concerned with your business image. Your public relation goals can range from client's satisfaction with their experience, to acceptance of your operation by neighbors, local community leaders, and the general public.

It's worth the effort to foster the support of neighbors, state and federal agencies, local sheriff and law enforcement personnel, citizen groups and your local Chamber of Commerce or visitor bureau.

Situation Analysis

Adapted from the Agri-tourism Marketing Plan Workbook, Market Advantage, 1997

Questions often force us to look at issues we might otherwise overlook. A situation analysis is a fundamental step in the “soul searching” that lays the foundation of your marketing plan. Here are some probing questions to help utilize the suggestions and tools in this section:

Management Philosophies: Describe any values, philosophies, or policies (written or unstated) that might influence your choice of marketing strategies. For example, do you like spending time with young children? Is “entertainment farming” your cup of tea? How much time do you have to devote to this type of enterprise? How much time do you have to spend with guests during the peak agricultural season?

Decision Making: Does your organization collect accurate, objective information about its customers, competitors, and marketing environment? Does the organization have record keeping system in place that allows the development of sound strategies and the ability to evaluate their effectiveness? Is there an able person assigned to analyze, plan, and implement the marketing work of the venture?

Human Resources: Does the organization have enough manpower to ensure that guests’ needs are met, even during peak farming seasons? Are temporary employees readily available to meet the short-term, emergency needs? Do employees know that “the customer is always right”? Are employees trained and empowered to provide guests with high-quality experiences?

Financial Resources: Does the organization have the capital needed to build or improve the guest facilities? Does the organization have the capital needed to operate at a loss until break even occurs?

Product/Service: Your product is everything you offer to satisfy customers’ needs—the features, optional services, quality, style, name, packaging, length of service, price, etc. In what ways is your product better than other options available to the customer? What do customers think of your facility, personnel and services? Are product improvements planned?

Putting it All Together

1. Identify and describe the target market.
2. Decide on the Market Position—the positive idea that you want prospects to associate strongly with your business name. Keep it short and simple, descriptive of some benefit to the customer, and different from your competitors.
3. Decide on market expenditure level. Most established businesses spend 15-25% of gross sales on marketing. For start-ups, it may be significantly higher than that. A good rule of thumb is that expenditures during introduction should be twice the rate currently spent by competitors who have market shares equal to your organization’s objectives.
4. Develop the marketing mix. The marketing mix is the blend of tools that an organization will use to achieve its objectives with a target market. The tools, referred to earlier as “The Four Ps,” include produce, price, place and promotion. The elements of your marketing mix must be integrated so they work with, not against, one another.

“*Selling* is getting rid of what you have. *Marketing* is making sure you have what you can sell. The aim of marketing is to know the customer so well that the product fits him and sells itself.”

—Peter Drucker

Marketing = the Four Ps

<u>Product</u>	<u>Place (Distribution)</u>	<u>Promotion</u>	<u>Price (Cost)</u>
Features	Location	Publicity	List Price
Optional Services	Frequency of Service	Sales Promotion	Discounts
Product Quality	Transportation	Personal Selling	Credit Terms
Staff Quality	Distributors	Advertising	Inclusive/Not
Style	Inventory	Mailing List	Remoteness
Brand Name			
Packaging			
Parking			
Scenic Beauty			
Guarantees			

Part of marketing is identifying the mix of “Ps” that makes your service unique. This is also called your *marketing mix*. The next step is to shape your *marketing mix* and *position* them so as to create a unique identity for your business that attracts and retains customers. Your market *position* is one or more selected benefits or features that makes you unique and different. The steps here include:

- Identify your target market.
- Determine what the target consumer desires.
- Assess whether you have any advantages over your competition in delivering the desired service.
- Choose the position that is most valued by the consumer.

Possible *Positions* for Marketing Your Operation:

1. The feature that makes your product or service different than the offerings of competing attractions (e.g., a restaurant on an organic farm, a B&B on an exotic animal farm, a cornfield maze at a u-pick produce stand, etc.)
2. The length of time your organization has been in business (e.g., a family-run farm for over a century).
3. The unique people involved in your operation (e.g., clinics by a nationally-renowned horse trainer, entertainment by a cowboy poet, home cookin’ by a country fair blue-ribbon winner, etc.)
4. Your location (e.g., in the heart of prime bird watching habitat, within an hour of the Pacific ocean, far off the beaten path, etc.).
5. The size of your operation (e.g., a small, intimate inn on a working ranch; a 120,000 acre cattle ranch, etc.).
6. The benefits of your product or services (e.g., catch the romantic spirit of the West, restful solitude and tranquility, fulfill a childhood dream, guaranteed catch or wildlife sightings, etc.).
7. The services of your organization (e.g., outdoor recreation for young singles).
8. Your price (e.g., an affordable family adventure).
9. Your reputation (e.g., featured in Northwest’s Best Places to Stay)
10. The lifestyle-defining aspect of your offering (e.g., escape the ordinary, edge of danger rock climbing, etc.).

Adding Value & Personalizing Your Services

As you consider your enterprise and the two or three key things that will be your main selling points, consider the following as options in adding that extra value that clients may be looking for. It may be the difference between you getting the business and the potential client going somewhere else.

Guests remember the little things, and happy customers will return, as well as tell their friends about your farm or ranch. You can add value to your guest's experience by offering refreshments. Select products that compliment what you are producing on your farm or ranch, such as cheese samples, fresh bread, apple juice, or beef jerky.

You can also distribute recipe pamphlets, pins, posters, and other goodies. Many of the Commodity Commissions and agriculture trade organizations in Oregon already have promotional items that are available free of charge or at a nominal cost.

With time and creativity, you can expand your recreation enterprise. Other fun, entertaining activities include contests, adult and children's classes and games, ranging from guessing how many apples are in a barrel, to horseshoe throwing and bake-offs. Children love straw mazes, pumpkin painting and scarecrow making. Adults may enjoy historic displays or classes on painting or herbs. Fortunately, visitors do not need to be entertained every moment. Make time for rest and relaxation. Some guests are simply looking to escape their busy routines. The better you profile the customers you want to attract, the easier it will be to create appropriate activities for the guests.



Tips for Building Marketing and Community Partnerships

Establishing relationships and cooperative alliances with your community is a key element of long-term success.

1. Speak about your project early with neighbors, family, and local businesses. Share your ideas. Listen to their concerns and feedback. Address any problems early in the development of the project.
2. Develop a comfortable level of public presentation. Have a clear focus of your mission and expected outcomes. Don't let yourself become overburdened by the administrative aspects, the rules and procedures of your project. Keep your eye on the outcomes.
3. Speak about your project at service clubs, association meetings, and other gatherings. Get feedback, modify your presentation. Join the local Chamber. Offer to write a regular column for your local newspaper.
4. See your shortcomings or weaknesses as future partnerships. Inventory your community and seek out those who have what you need to complete your goals. Return the favor.
5. Define who shares potential customers with you. Align yourself with other businesses, attractions and openly discuss potential customers. Develop exchange promotions and track where your leads come from.
6. Be innovative. The greatest achievements happen outside the "system." Don't break laws or burn bridges, just be creative.
7. Local ordinances—like your mother, government listens to commitments, not complaints. And so do your neighbors. If you cannot turn a negative situation into a positive passion, don't go there. Work through compliance issues as required by law and in the spirit of cooperation with surrounding properties and interests.
8. Engage any adversaries. Most simply want to be heard or are afraid of the unknown impacts. Sit down one-on-one and listen. Address the concerns, don't whitewash over them.
9. Keep your business plan and marketing plan in the daylight. Make them work for you. If they aren't, then change them. Use them to support your actions and efforts.
10. Work to foster a sense of community and personal responsibility among citizens.
11. Manage physical growth of your operation to ensure quality of life for all citizens affected.
12. Work with other businesses to encourage small town character and support of locally-owned businesses.
13. Build on the agricultural, timber and other resource-based assets in the area.
14. Maintain and enhance historic structures.

Top Marketing Ideas for Agri-tourism Operations

Adapted from a fact sheet written by Mike Wetter

1. **Happy customers are the most important key to success.** Customer service is the most critical element. The level of customer service will determine repeat visits and “word-of-mouth” advertising. Learn their names. Remember what they like and have it ready for them. Keep a database if you can’t keep it all in your head. The little touches make all the differences.
2. Develop a mailing list. Get names from outdoor magazines, associations, ODFW and other sources of people that like outdoor activities. Your mailing list is your most important asset. Mail to your customers *at least* twice a year.
3. People don’t come to hunt or fish or ride a horse or tractor. They come to have fun and relax. You are in the hospitality business -- take care of your customers and you will succeed. Always ask your customers what they liked about their stay and what could be improved.
4. Cater to as “high end” a customer as you can and don’t be afraid to charge for your service. This is not a volume business, so you can’t go low-end and make money. If you target people with money and charge more for your service, people will expect more from you. You don’t have to be “upscale,” but you do need to offer a quality experience.
5. Take care of the details. Make sure that your telephone is answered professionally (“Anderson Ranch” rather than “hello”). Your answering machine should have a professional message. Return calls promptly.
6. Let your neighbors know about you. Join the Chamber of Commerce, talk to gas station owners, cafes, Elk clubs, motels, and neighboring farms. Give people your brochure and make sure that people in your area know about you. Start close to home at first and move out gradually. It is much less expensive to attract a client from Portland, Boise, or Seattle than from Japan or Germany. Get listed in the Complete Guide to Ranching Vacations in North America ((916) 583-6926).
7. Send information about your company to magazines and newspapers. Send them news releases and story ideas. Invite them out for a free stay. Follow mailings with personal calls. Think of things that will interest them. The Oregon Tourism Commission has a media guide, available for \$6, which will provide ideas for how to work with the press. Call (503) 986-0000 to order a copy.
8. Obtain brochures and literature from other operations that are similar to yours. See what they are offering and what it costs. Look at their brochures to see what you like and don’t like. Improve your materials accordingly. Get addresses and phone numbers of operations from outdoor recreation magazines. Owners are generally willing to give you a half-hour of free advice. Call them and tell them you are just starting out and ask if you can have a few minutes of their time to ask some questions.
9. Put signs on your property that are visible from the road. Make sure people can find you and have a way to contact you. Call the Travel Information Council about signage on state and federal highways at (503) 373-1042
10. Produce quality brochures and PR materials. On brochures, less is more. Don’t clutter it with lots of words. Use photos. Hire a graphic artist or get lots of feedback from other business people before you go to print. Don’t use a photocopier. Color is costlier than a black and white brochure, but it shows a commitment to quality and attracts a lot more attention. Another option which may be more useful than brochures are websites. More and more people are using websites to plan vacations and get information. Discuss the importance of developing and maintaining a dynamic website.



Website Development



Why Develop A Website?

- A website is a powerful and effective marketing tool for advertising your business and sharing information
- It provides colorful interactive presentations and material, describing your products and/or services
- Local and international markets can be reached 24 hours a day, 365 days a year
- It is a cost-effective form of advertising
- Almost limitless to the amount of information that can be displayed on a website
- Information is easily updated
- Allows customers to pre-shop

What to have on the Website

There are four major components a website should contain:

1. **Domain Name-** The domain name is the name of your website. For example, www.mybusiness.com.
2. **Site Map-** The site map is a “road map” of how your site is set up. It shows the navigation of the site and where different elements are located on the website.
3. **Look and Feel-** The look and feel of your website is the design aspect of your website. How do you want it look? What colors do you want to use? What kind of images do you want displayed? These are the types of questions to ask yourself when thinking about building a website.
4. **Content-** Many websites have history about their business, the people who run the business and what they offer (“About Us”). For example, if your business has been family owned for 3 generations, talk about it. A list of your products and/or services (“Our Products”), with detailed descriptions (pictures are always helpful). Contact information (“Contact Us”) is crucial. Include all contact information that you have, including address, phone, fax, and e-mail.

Other components of a website:

- **Logos:** Do you have a logo or something that is used on your business stationary or envelopes? Family crest? If so, make sure they are displayed throughout the website.
- **Links:** Are there some links you feel would give your customers more information or that they may be interested in?
- **“What’s New” Page:** This could be upcoming activities or events taking place at your business including dates, times and locations.
- **“In the News” Page:** If your business has been in the paper or a magazine with good comments, add it to your website so that your customers and guests can read about what others have to say.
- **“FAQ” (Frequently Asked Questions) Page:** If you get a lot of e-mails and letters asking questions about your business, display the questions on the website so that your customers and guests can learn more.

- **“Feedback” Page:** It’s always nice to get good reviews from your visitors. Take advantage of the opportunity and show the positive feedback to others.

These are just a few suggestions, but the possibilities are endless when it comes to websites. If you are thinking about developing a website, here are some things to think about:

- Search the Internet and look through other websites
- Start to think about how you want yours to look and feel
- Make sure the information is easy to find

If you are interested in building a website, please contact:

Susan Davis
Endless Solutions
(503) 804-0041
www.endless-solutions.com



Tourist Oriented Directional Signs

In 1981, the Oregon State Legislature passed a bill allowing a new type of sign for businesses that operate for the tourist trade. Tourist Oriented Directional Signs (TOD Signs) are an alternative form of advertising that are very attractive and helpful to motorists looking for a facility that is not readily visible. TOD signs are considered to be designated traffic control devices, and must meet all regulations set by the Federal Highway Administration and State sign standards.

These blue backboards with white lettering can be found on any state-owned highway. TODS are allowed on freeway or expressway systems. If your business is within one mile of the signed intersection, or nine miles with an approved waiver, you may qualify for this sign.

TODS are designed to serve a business that qualifies as a cultural, historical, recreational, educational entertainment or commercial activity whose major portion of income or visitors is derived from motorists not residing in the immediate area of the business. U-Pick and On-Farm sales qualify.

Provisions of the Oregon Motorist Information Act state that *“temporary directional signs that provide directions to farms selling agricultural products harvested or produced on the premises”* are exempted from permit requirements. However, they must comply with certain other regulations for exempt signs. Contact your District Maintenance Office of the Oregon Department of Transportation for details.

There are no state regulations for on-premise signs, although some municipal or county governments may have requirements. To find out about other on- and off-premise sign requirements, contact your local city or county transportation bureau.

The only additional requirement is that your business be open six hours a day, six days a week.

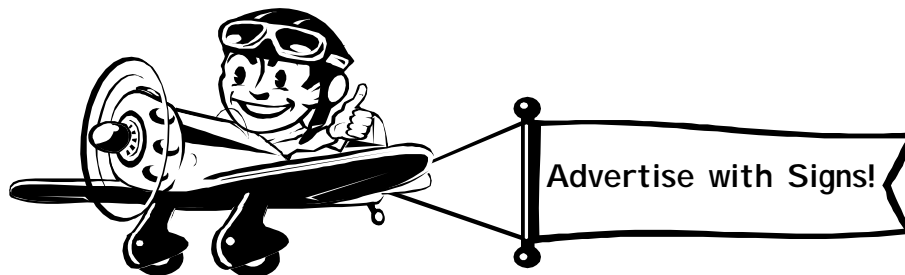
CONTACT: Travel Information Council
229 Madrona, SE
Salem, OR 97302
(503) 378-4508



Other Signs

You'll want to make sure that visitors can find you, which means some sort of sign giving directions or indicating your location. In addition to the Tourist Directional Signs explained on the previous page, you may also be interested in other types of signing outlined in the chart below.

TYPE OF SIGN	Direct Farm Marketing Signs	Bed & Breakfast	Festivals & Special Event Signs	Signs Visible from a State Highway
AGENCY & CONTACT	ODOT District Maintenance Office	Travel Information Council 229 Madrona, NE Salem OR 97302 (503) 378-4508	ODOT District Maintenance Office	ODOT Program Technician 2950 State St. E. Salem OR 97310 (503) 945-7931
TYPE OF LICENSE AND APPROVAL	Approval by ODOT	Fee	Permit	Permit
PURPOSE / SCOPE OF REGULATION	Consistency, safety	Off/on Interstate Logo Program Tourist Directional Signs, Gazebo and Travel Information Centers at Rest Areas, Historical Marker Program	Consistency, safety	Consistency, safety, highway beautification
RENEWAL/ AUTHORIZATION TIME PERIOD	Remove when marketing complete	Yearly	Varies with event	Renew permit annually



Conclusion

If you have thought through the issues outlined in this guide and talked with the appropriate government contacts or other resources, you should know whether your proposed enterprise can be a viable part of your farm or ranch operation.

In some instances, current laws or regulations may prohibit or limit what you desire to do. You are invited to write down such situations—and how you would propose to correct it—and mail the proposal to the Oregon Department of Agriculture Information Office at the address in the front of the guide. While immediate remedies are unlikely, the agency will keep a list of these concerns and try to work with other state, federal, or local agencies to resolve these situations, if possible.

Demand for farm or ranch tourism/recreational experiences will only continue to grow with increased populations and pressure on state and federal recreation resources. Those operators who venture into this arena may find it useful to join an existing association, such as those listed on the preceding pages, that can help with networking, marketing, and insurance or legislative issues. Additionally, if enough interest exists among operators, the formation of a new association specific to farm/ranch recreation in Oregon may be worth exploring.

Please keep the Oregon Department of Agriculture apprised of your efforts in farm/ranch recreation. If you have any suggestions on ways this guide might be improved, please send them to:

Agri-Business Council of Oregon
1200 NW Naito Parkway, Suite #290
Portland, OR 97209
(503) 241-1487
fax: (503) 274-5405
www.aglink.org
e-mail: info@aglink.org

A p p e n d i x

Bed & Breakfast

You will need to check with your county zoning department on specifics for starting a B&B on your property. Read through the ZONING section of this publication for issues of consideration. Get a copy of Oregon Administrative Rules 333-170-000 (Bed & Breakfast Facilities, Division 170, Oregon Health Division at (503) 731-4000).

The Oregon Bed & Breakfast Guild is an association that provides additional exposure for B&B operations through a website directory and membership benefits. To qualify for membership the following requirements must be met:

1. The inn shall be located in the State of Oregon.
2. The facility shall be operated primarily as a bed and breakfast inn.
3. The applicant must own and operate the facility full time.
4. The inn shall have a resident manager or an owner involved in the daily operation of the inn.
5. The inn shall comply with all Oregon state, county, or local licensing requirements applicable to bed and breakfast inns with more than two rooms. Inns with two rooms or less may not be required to have the licenses, but must meet the licensing requirements.
6. The inn shall have current and complete required permits, licenses, and/or certification including, but not limited to, all health department, safety and travelers' accommodation licenses.
7. The owner shall be registered with the Oregon State Department of Revenue, and shall be aware of and comply with all appropriate tax requirements.
8. The inn shall be commercially insured for operation as a bed and breakfast inn.
9. The member shall act with honesty and integrity in all business practices and shall refrain from misrepresentation in all advertising and promotion.
10. There shall be a common area for guests' use for social interaction.
11. The inn shall be operated with high standards of personalized service, housekeeping, food preparation, decoration, and hospitality.
12. The inn's breakfast services shall include more than coffee, tea, and juice, provided at no additional cost, and it shall be attractively presented.
13. The inn shall provide a safe and secure environment for its guests, which shall comply with state and local regulations.
14. The inn must pass a physical inspection as defined by the Guild inspection checklist upon initial application to the Guild and shall be subject to reinspection at least every three years.

CONTACT: Oregon Bed & Breakfast Guild
P.O. Box 3187
Ashland, OR 97520
(800) 944-6196
www.obbg.org

Culinary Tourism



What is Culinary Tourism?

Thousands of years ago, merchants traveled the Seven Seas, looking for foodstuffs to trade. Spices, wine, fruits and olive oil were the currencies of yore. Today, we unwittingly do much the same. However, modern travelers tend to prefer restaurants and wineries in place of pirate-infested trade routes.

Culinary tourism is not new. It is a subset of Agri-tourism that focuses specifically on the search for, and enjoyment of, *prepared food and drink*. Culinary tourism promotes all distinctive and impressive gastronomic experiences, not just those that have earned 4 stars or better. Previously overlooked, “culinary tourism” is an important new niche that fosters economic and community development and new intercultural insights. Culinary tourism can be found in rural or urban areas and should be available to visit all year ‘round.

Because of the variety and quality of Oregon’s agricultural products and a wide array of readily available complementary leisure travel products, Oregon is unique and strongly positioned to lead in the development of the culinary tourism niche in the United States.

Why Culinary Tourism is Important

1. Nearly 100% of tourists dine out when traveling
2. Dining is consistently one of the top 3 favorite tourist activities
3. The higher the total bill, the more likely the patrons are tourists
4. High correlation between tourists who are interested in wine/cuisine and museums, shows, shopping, music and film festivals
5. Culinary tourists are highly likely to participate in outdoor recreation
6. Interest in culinary tourism spans to all age groups
7. Cuisine is the only art form that speaks to all five senses
8. Culinary tourists are “explorers”
9. Culinary “attractions” available year-round
10. Local cuisine is the #1 motivating factor in choosing a destination

Examples of Culinary Tourism

Keep in mind that just because it is food or drink it is not necessarily “cuisine”. To foster culinary tourism, your food or beverage *experience* must be unique and memorable. Culinary tourism is much more than just restaurants and wineries. Here are some examples that would qualify as culinary tourism:

- Cooking classes or workshops with your product, either in an urban or rural setting
- Interesting tasting room at a winery, such as an old cave
- A restaurant in the countryside that makes the best huckleberry pancakes in the state — people drive from 3 surrounding states to get them
- A beer that is so unique, people make a pilgrimage to the brewery at least once in their lifetime
- A unique and memorable product from your orchard, farm or ranch, such as Grandma’s secret recipe for Pear Butter, which tastes better than anyone else’s
- A restaurant or eatery connected with your orchard, farm, or ranch that has a unique ambiance

CONTACT: Erik Wolf, Chair
Oregon Culinary Tourism Task Force
5024 Foothills Rd., Ste G
Lake Oswego, OR 97034
(503) 750-7200
www.culinarytourism.org
E-mail: erik@culinarytourism.org

Fee-based hunting, fishing, viewing and other private land uses

Information provided by the Oregon Department of Fish and Wildlife

Private landowners can charge for access to property, but not for the actual taking of an animal, bird or fish. All of Oregon's fish and wildlife are the property of all Oregonians.

Private landowners can charge an access fee to any individual entering private land to hunt or fish, if the person has a valid license and tag for the specific species being sought, and if the individual is hunting or fishing the species within a legal hunting or fishing season. Private landowners also can charge an access fee to individuals entering private land for wildlife viewing and photography purposes.

Wildlife – including animals, birds and fish – must be free to move onto and off of private property as needed.

Private landowners cannot restrict the movements of wildlife across property lines. However, landowners may choose to improve habitat to increase hunting, fishing and viewing opportunities. In some cases, landowners may be asked to help facilitate passage by installing fish screens or reducing other barriers to wildlife passage.

Private landowners may raise and sell fish with a Fish Propagation License.

A Fish Propagation License allows a landowner to raise fish on his or her property for sale to the public either directly or by charging a fishing fee. This license also allows landowners to sell fish to other private landowners who may charge for fishing. The permit and the application process specify the restrictions and requirements related to fish species and types of facilities required to meet state regulations. Landowners who purchase stockfish from someone with a Fish Propagation License may transport the fish to their property for personal use.

Private landowners may raise and sell game birds or other wildlife with a Wildlife Propagation License.

A Wildlife Propagation License allows a landowner to raise game birds, particularly pheasants, or other wildlife for sale. The license specifies requirements for care of the wildlife, and for shipping and sale.

Private landowners may operate a hunting preserve.

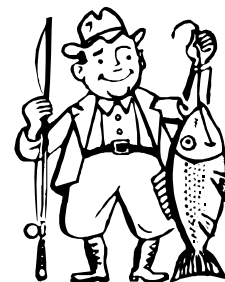
A landowner also may obtain a permit for operating a private hunting preserve. This allows a landowner to operate a business for persons to hunt on private lands for stocked upland game birds, such as pheasants and quail, outside the regular hunting seasons. Rules pertaining to preserve permits specify the size of the acreage required, how it must be posted, type and size of bird holding facilities, marking of birds, and hunter licensing requirements.

Private landowners can apply for money to help improve fish and wildlife habitat.

The Access and Habitat Program was created by the 1993 Oregon Legislature to encourage hunter access to private land and to provide landowners with a means to obtain funding for habitat improvement, and to repair damage caused by wildlife or fire. Money for habitat improvement is available through an application process from the Oregon Department of Fish and Wildlife Access and Habitat Board.

For more information, contact:

Oregon Department of Fish and Wildlife
2501 S.W. First Avenue
P.O. Box 59
Portland, Oregon 97207-0059
(503) 229-5403
ODFW.info@state.or.us





Educational Opportunities and “Agri-tainment” on Your Farm or Ranch



Perhaps you are considering a farm or ranch tourism/recreation enterprise as an educational opportunity to educate your local community or outside visitors about agriculture or some particular historical or natural attraction of your property. You may still charge a fee for entrance or access, but the intent of the operation, as defined in your marketing plan, will be educational rather than profit oriented.

1. DETERMINE WHO YOU WOULD LIKE TO EDUCATE

You’ll want to identify who the target audience is for your educational project. While your audience will likely consist of a range of age groups, interests, etc., you will want to think about who you want to reach and what you want them to learn. For example, if you want to target elementary students, this will determine the nature of your exhibits, how you explain them, and what types of activities (hands-on) you may want to provide.

If students are the primary target audience, consider the following contacts:

FFA: local high schools have agricultural classes under the leadership of an FFA advisor or teacher. Your operation may provide classroom credit opportunity to work into the lessons for the students.

4-H: County Extension offices house this program. Your local extension agent may be able to provide you with leaders who would be interested in your educational program. Classrooms: Consider talking with local school principals and instructors about field trips to your operation.

If adults are your target, consider these organizations:

Local Rotary, Lions or Elks clubs; church groups; Chamber of Commerce: Often these groups set up tours for their members and your operation may be able to educate and inform the local community about farming/ranching in a way that could never be told through books or television. Also, the Chamber of Commerce are often the first place out-of-town visitors call when looking for a unique opportunity or something of interest in the area.

2. DETERMINE WHAT TYPES OF ACTIVITIES OR ATTRACTIONS TO PROVIDE

Depending on your target audience, there are many opportunities you can use to develop an educational tour. You might give a general tour of the farm or ranch; show how wool is produced— from shearing to spinning wool; provide a small plot of ground for the school to raise a garden of flowers or produce and donate the products to charitable organizations; shoe a horse, demonstrate crop harvesting, milking, etc. Most every aspect of your everyday activities are completely foreign to someone who doesn’t live on a farm or ranch.

- Will you need volunteers to help with the project?
- Is there a local organization that might be willing to help by providing volunteers?
- Should the project be seasonal?
- How many people can you host at one time?
- Will participants just watch or will there be hands-on activities?

3. COST CONSIDERATIONS

As an educational function, your project might secure help paying operating expenses from agricultural organizations, community groups or other donors. For example, if your tour/activity is designed to educate about beef production, you might approach the Oregon Cattlemen's Association about sponsorship and funding of some of the project. For a complete list of agricultural organizations and commodity commissions in Oregon, contact the Oregon Department of Agriculture Information Office at 503-986-4550. There are other organizations which may also be a good source of volunteers to help staff your project such as the Oregon Farm Bureau, Oregon Women for Agriculture and the Agri-Business Council of Oregon.

4. DEVELOP AN ITINERARY

Develop an outline of each and every stop or location, what will happen at that site, who will provide explanation or supervision, how long will you spend at each location, what materials will be needed, and how long the entire tour or experience will last. Try picturing yourself going through your tour or presentation as a participant and determine what a visitor would want to know.

5. TOUR DAY

You should have taken care of all preliminary preparations and plans so that when your group arrives, you only have to worry about performing the task of taking them through the tour. Be sure you've checked for potential hazards or risks. Keeping the tour group size to 15 helps with managing the process. Be flexible -- things will go wrong. Just keep smiling and remember to have fun with your program. Make sure you have access to restrooms for your visitors.

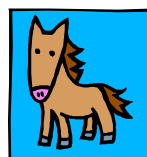
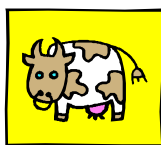
6. ASK FOR EVALUATIONS

The best way to know how successful your project was (what it was like, and what could be improved) is to ask for an evaluation. This can be as simple as asking the teachers who took part in the classroom field trip to provide verbal comment about the project. Or, it can include a written questionnaire or suggestion forms that the participants can fill out. If you have volunteers who are helping with your project, ask about their observations of activities and participant reactions and feedback.

7. OTHER CONSIDERATIONS

You will likely encounter questions about controversial issues from some of your audience, depending on their age and knowledge of agriculture. Be aware of hot topics, such as field burning, animal rights, food safety, use of pesticides/chemicals, etc., and be able to answer in a thoughtful, informative, and friendly manner.

Be prepared for any situation. Make sure you are ready to handle an emergency (ambulance, police, fire, etc.). Go over emergency phone numbers with volunteers and talk about emergency procedures.





OTHER SUGGESTIONS

- Have a greeting station that the arriving guests can identify as the beginning location of the tour.
 - Greeting stations can also provide general information on the farm, facility, general agricultural questions, etc., and keep guests from wandering away from where you want them to be.
- If your tour is for the general public, tours should be held each 1/2-hour or hour, and provided on a fixed schedule that can be published for marketing purposes.
- Provide two individuals to accompany each tour—one as guide/interpreter and one to follow behind to assist and keep people from straying from the group.
 - Offer small samples as gifts or for sale as mementos for the visit. Information sheets are also helpful.
 - Provide ample parking for private cars and buses.
 - Provide 2-3 restrooms or porta-potties for public use depending on size of the audience.
 - Water should be provided for cleansing hands following restroom use and for drinking.
 - Provide prominent signing to identify the location and on-site objects, such as machinery, equipment, crop identification, etc.
 - Walk through your facility with an eye for items that might pose dangerous or hazardous conditions. Remove or correct these situations.



Farmers' Markets

Farm direct marketing, whether it's on the farm or downtown, helps improve farmers' income and provides local consumers and businesses with fresh, high quality produce. It is estimated that farmers' markets, in particular, reconnect more than 90,000 Oregonians per week in the peak of the harvest season to their food supply. This direct relationship between producers and consumers helps strengthen our local economies.

Oregon farmers' markets can attract notable numbers of tourists during the season, depending on location. Please visit www.oregonfarmersmarkets.org or www.oda.state.or.us/admd/ofm.html for information about farmers' market times and locations. Many tourists use this information or contact visitors' associations to incorporate a visit to farmers' markets into their itineraries. Even in areas not known for high tourism traffic, farmers' market customers bring visiting friends and family to markets to experience the culinary and horticultural highlights of life in Oregon.

The value of farmers' markets for both new and established operators of on-farm and roadside stands goes well beyond their ability to attract tourists. More importantly, they offer farmers an additional channel for marketing locally grown farm products directly to consumers. Additional marketing channels are a good hedge against unforeseen or unavoidable events, such as major road construction, that could dampen on-farm sales.

Farmers engaged in Agri-tourism and other on-farm sales find that farmers' markets are an effective way to attract new customers to their home operations. Vendors who join farmers' markets for this "cross-marketing" effect often find that their farmers' market sales are significant enough to justify the effort even without the boost to their on-farm operations. Networking with other producers and local businesses is another benefit of selling in farmers' markets.



Choosing a farmers' market

In 2002, there were 67 farmers' markets in Oregon. Each Oregon farmers' market has a different flavor and texture. Days and hours of operation are critical selection factors for direct marketers trying to incorporate markets into existing operations. Markets are located in downtowns, near highways and at county fairgrounds. Size varies tremendously, from a handful of vendors to more than 100. Population and demographics of each market's community vary widely. Some markets are "pure" farmers' markets – selling only produce, processed foods, nursery plants and cut flowers -- while others allow crafts. Governance varies a lot, including all-farmer boards, community boards, downtown associations with or without an advisory committee and combinations thereof. Many markets have memberships, and stall fees vary considerably.

Agri-tourism operators considering farmers' markets should talk to new and established farmers at markets that interest them. Their needs and preferences may not be the same as yours, but a few opinions about each target market can be helpful. Another useful technique is taking road trips to see farmers' markets in action. Consider the weather, time of year and time of day being observed, and remember that visitors see just one slice of a day. Another important consideration in selecting markets is driving time, which has both fiscal and physical costs.

Produce farmers who participate in farmers' markets are eligible to participate in both of the Oregon Farmers' Market Nutrition Programs. These federal/state programs serve nutritionally at-risk families and seniors. In 2001, \$1.6 million went directly to farmers through these coupon programs.

Licensing

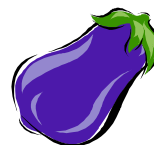
Licensing requirements for farmers' market vendors in most cases are the same as those applicable to on-farm sales. But as with any change in the business plan, it's important to research the regulatory environment.

Farmers' market activities that require licensing by various divisions of the Oregon Department of Agriculture include sale of: meat, seafood and other processed foods; commodities by weight; and nursery products (gross nursery sales in excess of \$250 per state fiscal year).

On-farm operators who are licensed with the ODA Food Safety Division should re-contact their food safety specialist when they decide to attend farmers' markets for advice on proper food handling in an outdoor farmers' market environment.

Foods (other than samples) prepared at farmers' markets for on-premise consumption are licensed as temporary restaurants by county health departments. For details, check with the county or counties where you plan to serve prepared food.

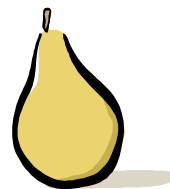
CONTACT: Oregon Department of Agriculture
Food Safety Division
635 Capitol Street NE
Salem, OR 97301
(503) 986-4720 voice
(503) 986-4729 fax
www.oda.state.or.us/fsd/index.html



Oregon Department of Agriculture
Measurement Standards Division
635 Capitol Street NE
Salem, OR 97301
(503) 986-4670 voice
(503) 986-4784 fax
www.oda.state.or.us/msd/index.html



Oregon Department of Agriculture
Plant Division
635 Capitol Street NE
Salem, OR 97301
(503) 986-4644 voice
(503) 986-4786 fax
www.oda.state.or.us/Plant/index.html



Central Oregon

Bend Farmers' Marketplace

Wednesdays, 3:00 - 7:00

June 5 - October 16

Brooks St. Riverfront Plaza at Mirror Pond

Katrina Wiest • (541) 389-3216

801 SE Polaris Court, Bend OR 97702

Eastern Oregon

Baker City Farmers' Market

Saturdays, 9:00 - 11:00

June 29 - September 28

Klamath Bank lot, Main & Church St

May Heriza • (541) 523-0453

theriza@oregontrail.net •

PO Box 549, Baker City, OR 97814

Blue Mountain Producers Market

Saturdays, 10:00 - 12:00

June 15 - October 26

Sunflower Book Store

1114 Washington Ave

Annie Ray • (541) 975-2411

maray@oraction.org • www.oraction.org

PO Box 1231 La Grande, OR 97850

Pendleton Farmers Market

Fridays, 4:30- 8:00

May 31 - September 27

Main St, 400 Block between

Emigrant & Frazer St

Kathleen Flanagan • (541) 966-1917

kflanagan@uci.net •

PO Box 638 Pendleton, OR 97801

Wallowa County Community

Farmers Market

Saturdays, 9:00 - 1:00

June 15 - September 14

Wildflower Bakery & Cafe on Main St

Colleen Whelan • (541) 432-8080

jyoti@uci.net •

P.O. Box 522 Joseph, OR 97846

Vale Farmer's Market

Saturdays, 10:00 - 2:20

June 1 - August 31

Main St between A & B Streets

David DeMayo • (541) 473-3133

ddemayo@finte.com • www.ci.vale.or.us

252 B Street West Vale, OR 97918

Columbia River Gorge

Hood River Saturday Market

Saturdays, 9:00 - 3:00

May 11 - October 12

5th & Cascade St, at Full Sail Brewery

Lisa Conway • (541) 387-8349

lisaconway@gorge.net •

PO Box 1101 Hood River, OR 97031

Oregon Coast

Astoria Sunday Market

Sundays, 10:00 - 3:00

May 12 - October 6

Downtown Astoria at 12th St & Marine Dr

Joyce Compere • (503) 325-1010

astoriasundaymarket@charter.net •

PO Box 973 Astoria, OR 97103

Bandon Little Farmers Market

Saturdays, 10:00 - 2:00 or until sold out

July 13 - September 21

Old Town Bandon, 350 2nd St W

Nancy Evans • (541) 347-9081

nancy.evans@virgin.net •

PO Box 514 Bandon, OR 97411

Downtown Coos Bay Farmers Market

Wednesdays, 9:00 - 3:00

June 5 - October 16

Hwy 101 & Commercial Ave

Chris Coles • (541) 759-2526

Liverlives@aol.com •

720 Wes Kings Ave, Lakeside, OR 97449

Lincoln County Small Farmers' Market

Saturdays, 9:00 - 1:00

May 4 - October 26

North of Chamber of Commerce,

East side of Hwy 101

Ann Jumel • (541) 574-4040

dominique@fbo.com •

PO Box 1195 Waldport, OR 97394

Salmonberry Naturals Organic

Farmers Market

Saturdays, 9:30 - 12:30

Mid-June through mid-October

Highway 126 & Quince St

Joey Norton • (541) 997-3345

janpip@presys.com •

812 Quince Street Florence, OR 97439

Oregon Coast (cont.)

Tillamook Farmers' Market
Saturdays, 9:00 - 2:00
June 22 - October 5
Laurel Ave, between 2nd & 3rd St
Chris Kell • (503) 842-5800
cjkell@wcn.net • www.tillamookfarmersmarket.com
PO Box 563 Tillamook, OR 97141

Yachats Farmers' Market
Sundays, 9:00 - 1:00
May 26 - October 20
Yachats Commons
(old school on Hwy 101)
Judy Kauffman • (541) 547-4632
jckauffman@aol.com •
PO Box 456 Yachats, OR 97498

Portland Metro

Beaverton Farmers Market
Saturdays, 8:00 - 1:30
May 11 - October 26
Hall Blvd, between 3rd & 5th St
Ginger Rapport • (503) 643-5345
market@beavertonfarmersmarket.com
• www.beavertonfarmersmarket.com
PO Box 4 Beaverton, OR 97075

Beaverton Wednesday Farmers Market
Wednesdays, 3:00 - 7:00
July 3 - September 25
Hall Blvd., between 3rd & 5th St
Ginger Rapport • (503) 244-3927
market@beavertonfarmersmarket.com
• www.beavertonfarmersmarket.com
PO Box 4 Beaverton, OR 97075

Canby Growers' Market
Saturdays, 9:00 - 1:00
May 11 - October 26
1st Ave between Grant & Holly
Robin McNeeley • (503) 266-3720
canbycbr@canby.com • www.canby.com/canbycbr
140 NE 2nd Ave Canby, OR 97013

Cedar Mill Farmers' Market
Saturdays, 8:30 - 1:30
June 1 - September 28
Sunset Mall Safeway parking lot
NW Cornell & Murray
Dina Gross • (503) 617-1719
cmfmarket@thegnar.org • www.cmfmarket.org
PO Box 91362 Portland, OR 97291

Estacada Farmers' Market
Saturdays, 9:00 - 2:00
June 1 - September 28
3rd & Broadway St
Jeff Owens • (503) 630-2317 •
jko@bctonline.com
P.O. Box 958 Estacada, OR 97023

Forest Grove Farmers' Market
Saturdays, 8:30 - 1:00
May 25 - September 14
Corner of Pacific Ave & Cedar St
Valerie Blaha • (503) 359-8881
fgfm@xprrt.net •
PO Box 116 Forest Grove, OR 97116

Gresham Farmers Market
Saturdays, 8:30 - 2:00
May 11 - October 26
(No Market Aug 10th)
Miller St between 2nd & 3rd
Tim Alderman • (503) 341-4153
gfmmanager@cs.com •
www.stateoforegon.com/gresham/farmers-market
PO Box 422 Gresham, OR 97030

Hillsboro Farmers Market
Saturdays, 8:00 - 1:00
May 4 - October 26
Courthouse Square, 2nd & East Main
Daniel Barringer • (503) 844-6685
hillmks@aracnet.com
• www.tuesdaymarketplace.com
PO Box 1283 Hillsboro, OR 97123

Hillsboro Tuesday Marketplace
Tuesdays, 5:00 - 8:30
June 11 - August 27
Courthouse Square
1st to 3rd St on Main
Daniel Barringer • (503) 844-6685
hillmks@aracnet.com
• www.tuesdaymarketplace.com
PO Box 1283 Hillsboro, OR 97123

Hillsdale Farmers' Market
Sundays, 10:00 - 2:00
June 2 - October 27
SW Capitol Hwy & Sunset
Hallie Mittleman • (503) 475-6555
haliem99@yahoo.com •
www.explorepx.com/hna.html
6312 SW Capitol Hwy, #111
Portland, OR 97239

Portland Metro (cont.)

Hollywood Farmers' Market
Saturdays, 8:00 - 1:00
May 25 - October 26
NE Hancock between 44th & 45th,
one block South of Sandy
Beth Heriza • (503) 233-3313
hollywoodfarmersmarket@yahoo.com •
PO Box 13233 Portland, OR 97213

Lake Oswego Farmers' Market Saturdays, 8:00 - 1:00
May 18 - October 26
Millennium Plaza Park, 1st & Evergreen
Kathy Kern • (503) 675-3983
Kkern@ci.oswego.or.us
• www.ci.oswego.or.us
PO Box 369 Lake Oswego, OR 97034

Lents Community Market
Saturdays, 9:00 - 1:00
June 15 - October 12
NW Corner SE 92nd & Foster Road
Melanie Allardale • (503) 774-2851
lentsmarket@yahoo.com •
PO Box 90668 Portland, OR 97290

Milwaukie Sunday Farmer's Market
Sundays, 10:00 - 2:30
May 19 - October 13
Across from City Hall
SE Main between Harrison & Jackson St
Brendan Eiswerth • (503) 653-0378
director@mdda.org • www.milwaukieor.com
c/o MDDA, 10952 SE 21st Avenue, Suite 5 Milwaukie, OR 97222

Portland Wednesday Farmers Market
South Park Blocks behind
Schnitzer Concert Hall
SW Salmon & Park
Wednesdays, 10:00 - 2:00
May 15 - October 16
Dianne Stefani-Ruff • (503) 241-0032
dianne@portlandfarmersmarket.org
• www.portlandfarmersmarket.org
PO Box 215 Portland, OR 97207

Portland Farmers Market
Saturdays, 8:00 - 1:00
May 4 - October 26
Park Blocks at PSU campus
1800 SW Broadway at Montgomery
Dianne Stefani-Ruff • (503) 241-0032
dianne@portlandfarmersmarket.org
• www.portlandfarmersmarket.org
PO Box 215 Portland, OR 97207

Southern Oregon (cont.)

Portland Thursday Farmers Market
North Park Blocks in the Pearl District
between NW Glisan & Flanders
Thursdays evenings, 4:00 - 8:00
June 20 - September 12
Dianne Stefani-Ruff • (503) 241-0032
dianne@portlandfarmersmarket.org
• www.portlandfarmersmarket.org
PO Box 215 Portland, OR 97207

Portland Thanksgiving Farmers Market
South Park Blocks at PSU Campus
1800 SW Broadway at Montgomery
Saturday, 9:00 - 2:00, November 23
Dianne Stefani-Ruff • (503) 241-0032
dianne@portlandfarmersmarket.org
• www.portlandfarmersmarket.org
PO Box 215 Portland, OR 97207

People's Farmers Market
Wednesdays, 2:00 - 7:00
Year-round market
3029 SE 21st Avenue,
one block north of Powell Blvd.
Karen Tillou • (503) 232-9051
peoples@dsl-only.net • www.teleport/~peoples
3029 SE 21st Avenue
Portland, OR 97202

Tigard Area Farmers ' Market
Saturdays, 8:00 - 1:00
May 11 - October 26
NE corner of Hall Blvd. & Oleson Rd
Trish Stormont • (503) 244-2479
tstormont@earthlink.net •
www.tigardfarmersmarket.com
10685 SW 85th Avenue Tigard, OR 97223

Southern Oregon

Ashland Rogue Valley Growers &
Crafters Market
Tuesdays, 8:30 - 1:30
April 2 - November 5
Christian Fellowship lot at Oak & Hersey
Janet Bierbower • (541) 472-9409
janetsdesk@yahoo.com •
PO Box 4041 Medford, OR 97501

Douglas County Saturday
Farmers' Market
Saturdays, 9:00 - 1:00
April 13 - October 26
Roseburg Valley Mall
Stewart Pkwy & Garden Valley Blvd
Mike Sherman • (541) 673-3018
mickey23@iglide.net •
PO Box 224 Roseburg, OR 97470

Douglas County Thursday
Farmers' Market
Thursday, 5:00 - 8:00
May 23 - September 26
500 Block of Jackson St
Mike Sherman • (541) 673-3018
mickey23@iglide.net •
PO Box 224 Roseburg, OR 97470

Grants Pass Growers Market
Saturdays, 9:00 - 1:00
March 23 - November 23
Corner of F & 4th
Marti Fate • (541) 476-5375
growers@grantspass.com
• www.growersmarket.org
PO Box 1053 Grants Pass, OR 97528

Jacksonville Saturday Market
Saturdays, 9:00 - 2:00
May 4 - October 26
C Street by the museum
Janet Bierbower • (541) 472-9409
janetsdesk@yahoo.com •
PO Box 4041 Medford, OR 97501

Klamath Falls Farmers' Market
Saturdays, 10:00 - 1:00
June 15 - October 12
9th St between Klamath Ave & Main St
Carol Logan • (541) 884-4267
sweetbriar@ccountry.net
• www.ccountry.net
3810 Emerald St Klamath Falls, OR 97601

Medford Thursday Market
Thursdays, 8:30 - 1:30
March 28 - November 21
Medford Ctr, Royal Ave & Stevens St
Janet Bierbower • (541) 472-9409
janetsdesk@yahoo.com •
PO Box 4041 Medford, OR 97501

Medford Saturday Market
Saturday, 8:30 - 1:30
May 4 - Oct. 26
Central Ave at 9th St
Janet Bierbower • (541) 472-9409
janetsdesk@yahoo.com •
PO Box 4041 Medford, OR 97501

Wimer Farmers Market
Sundays, 9:00 - 1:00
May 12 - October 13
E. Evans Valley Road & Covered Bridge Rd
Susan Silva • (541) 582-0764
farmerred@terragon.com •
PO Box 1932
Rogue River, OR 97537

Willamette Valley

Albany Saturday Farmers' Market
Saturdays, 8:00 - 12:00
April 20 - November 23
Water Ave, at Broadalbin & Ferry St
Rebecca Landis • (541) 752-1510
landisr@peak.org • www.locallygrown.org
PO Box 2602 Corvallis, OR 97339

Corvallis Saturday Farmers' Market
Saturdays, 9:00 - 1:00
April 20 - November 23
South Riverfront parking lot,
2nd & B St
Rebecca Landis • (541) 752-1510
landisr@peak.org • www.locallygrown.org
PO Box 2602 Corvallis, OR 97339

Corvallis Wednesday Farmers' Market
110 SW 53rd St
Wednesdays, 8:00 - 1:00
April 24 - November 27
Benton County Fairgrounds
Rebecca Landis • (541) 752-1510
landisr@peak.org • www.locallygrown.org
PO Box 2602 Corvallis, OR 97339

Cottage Grove Growers Market
Saturdays, 9:00 - 4:00
May 18 - November 2
Coiner Park, 14th & Main
Tracy Kane • (541) 942-2230
tkane@peacehealth.org •
77595 Dugan Lane
Cottage Grove, OR 97424

The Dundee Farmers Market
Sundays, 10:00 - 2:00
June 16 - October 6
Parking lot, Dundee Bistro/Ponzi Wine Bar
7th St & Hwy 99
Judy Nedry • (503) 538-0317
judyn@involved.com •
241 NW Ione St.
Dundee, OR 97115

Willamette Valley (cont.)

Harrisburg Farmers' Market
Alternate Saturdays, 9:00 - 1:00
May 11, June 1, June 22, July 6, July 20, August 3, August 17,
September 14, September 28
Downtown Harrisburg, 4th & Smith
Marie Bailey • (541) 995-6633
P.O. Box 134 Alvadore, OR 97409

Independence Farmers Market
Saturdays, 9:00 - 1:00
May 4 - October 26
Sterling Bank South, 302 Main St
Martha Walton • (503) 838-5424
thewaltonkids@cs.com •
PO Box 515 Independence, OR 97351

Jefferson Farmers' & Crafters' Market
First Thursdays, 5:00 - 8:30 June - Sept
4:30 - 7:30 October - November
Main & Ferry St
Jeff Marcec • (541) 327-2221
jeffmarc@proaxis.com •
111 South Second Street
Jefferson, OR 97352

Kings Valley Farmers Market
Sundays, 1:00 - 4:00
June 2 - October 13
Corner of Hwy 223 & Maxfield Creek Rd
April Fisher • (541) 929-2987
april.fisher@orst.edu •
24181 Maxfield Creek Rd
Kings Valley, OR 97370

Lane County Saturday Farmers' Market
Saturdays, 9:00 - 5:00
April 6 - November 16
Downtown Eugene, E 8th & Oak St
Noa O'Hare • (541) 431-4923
lanecountyfarmer@qwest.net •
120 W Broadway Eugene, OR 97401

Lane County Tuesday Farmers' Market
Tuesdays, 10:00 - 3:00
May 7 - October 29
East 8th & Oak St
Noa O'Hare • (541) 431-4923
lanecountyfarmer@qwest.net •
120 W Broadway Eugene, OR 97401

Lane County Holiday Farmers' Market
Weekends, 10:00 - 6:00
Nov. 23-24, Nov. 29-30
Dec. 1, 7-8, 14-15, 21-24
Lane County Fairgrounds, Auditorium Bldg
796 West 13th Avenue, Eugene
Noa O'Hare • (541) 431-4923
lanecountyfarmer@qwest.net •
120 W Broadway Eugene, OR 97401

McMinnville Farmers Market
Thursdays, 3:00 - 6:00
June 6 - October 3rd
Cows Street, between 3rd & 2nd
Patti Webb • (503) 472-3605
patti@downtownmcminnville.com
• www.downtownmcminnville.com
PO Box 691 McMinnville, OR 97128

Polk County Farmers' Market
Sundays, 9:00 - 2:00
May 5 - November 3
Polk County Fairgrounds, 502 Pacific Hwy
Martha Walton • (503) 838-5424
thewaltonskids@cs.com •
4185 Independence Hwy
Independence, OR 97351

Farmer's Outlet Store
Tuesday & Thursday 12:00 -6:00
Saturday 8:30-3:00
Year-round indoor market
1917 Lancaster Dr. NE
Daniel Kerr • (503) 463-0096
valleyflower@att.net •
1917 Lancaster Dr. NE, Salem, OR

Salem Saturday Market's
Farmer's Market
Wednesday, 10:00 - 3:00
May 1 - Oct. 30
Salem Transit Mall
Corner of Chemeketa & High St NE
Colleen Walker • (503) 585-8264
info@salemsaturdaymkt
• www.salemsaturdaymarket.com
PO Box 13691 Salem, OR 97309

Salem Saturday Market's
Holiday Market
Weekend, hours to be determined
Dec 13,14,15
Jackman Long Bldg
Oregon State Fairgrounds
Colleen Walker • (503) 585-8264
info@salemsaturdaymkt
• www.salemsaturdaymarket.com
PO Box 13691 Salem, OR 97309

Willamette Valley (cont.)

Salem Saturday Market
Saturdays, 9:00-3:00
May 4 - October 26
Green state parking lot
Summer St & Marion St NE
Colleen Walker • (503) 585-8264
info@salemsaturdaymkt
• www.salemsaturdaymarket.com
PO Box 13691 Salem, OR 97309

Salem Public Market
Saturdays, 8:30 - 1:00
Year-round, heated indoor market
1240 Rural Ave SE
Bruce Hunt • (503) 393-4232
3821 Matheny Rd, Gervais, OR 97026

Sherwood Saturday Market
Saturdays, 8:00 - 1:00
June 1 - September 14
Oldtown Veteran's Park
Halli Altson • (503) 691-5906
smoc25@hotmail.com •
31291 SW Heater Rd Sherwood, OR 97140

Silverton Farmers' Market
Saturdays, 8:00 - 1:00
July 6 - September 28
Town Square Park, Main & Fiske
Trina Stoffel • (503) 873-0396
ttstoffel@aol.com •
582 Drift Creek Rd, SE,
Silverton, OR 97381

Stayton Farmer's Market
Saturdays, 9:00 - 1:30
June 1 - October 26
Wilco Farm Store parking lot
1385 N. First Street, next to Safeway.
Nancy Hendricks • (503) 769-7669
carlh@wvi.com •
PO Box 308 Stayton, OR 97383

Woodburn Downtown Saturday Market
Saturdays, 9:00 - 3:00
May 4 - October 26
Woodburn Grange
Boonesferry Road & Hwy 214
Simon Herra • (503) 981-1255
mark.wilk@lasoregon.org •
2225 N Pacific Avenue,
Woodburn, OR 97071

Farmers Market at Wilco Farm Stores
Saturdays, 8:00 - 11:00 or until sold out
August 3 - September 28
Wilco Farm Parking Lot, 2741 N 99W
Suzanne Burbank • (800) 422-3178
sburbank@wilcofarmers.com •
2741 N 99W McMinnville, OR 97128

For most current information please contact:
Oregon Farmer's Markets Association
PO Box 215
Portland, OR 97207
(503) 233-8425
www.oregonfarmersmarkets.org