

# Heppner Chamber of Commerce 3-Year Strategic Plan

2015-2017



## **Introduction:**

The Heppner Chamber of Commerce has developed a 3-Year Strategic Plan based on an analysis and organizational review at a 2015 planning session. This planning session resulted in a clear direction and vision for the Chamber as a whole. The Chamber has identified activities over the course of the next three years to guide them in their decision making for best use of resources and staff time. The overall goal of the Chamber is to be a thriving business organization that delivers on the needs of the business community and improves the quality of life in Heppner.

**Mission: “The Heppner Chamber of Commerce is an organization dedicated to creating a positive environment in which business, community and people thrive while preserving our heritage.”**

The Chamber’s 3 Year Strategic Plan is a living document and will be revisited on an annual basis to assure it remains an effective and relevant planning tool. Member input is highly valued and will be considered in future revisions of the Strategic Plan. The Chamber is a proactive organization and its Strategic Plan must be sensitive to environmental, economic, and political variables.

## **PROGRAMS AND SERVICES –**

We deliver our mission through these programs & activities:

- Regular Chamber Lunch Meetings on the first and third Thursday’s of each month
- Chamber Annual Luncheon / Announcement of chamber officers
- Chamber Town & Country Community Awards / Presentation of Chamber officers
- St. Patrick’s “Wee’ Bit O’ Ireland” events, including Amateur Boxing Smoker event
- Support Morrow County Fair & Rodeo and Parade
- Coordinate putting up and taking down of lights on main street trees
- Coordinate “Celebrate Heppner” Christmas Event (no Parade of Lights or open house downtown)
- WCVEDG projects, as assigned
- Involvement in area events – Coordinate and Sponsor Annual Blue Mountain Century Scenic Bikeway the third week in September

- Ongoing Membership Drive Activities

## **Chamber Goals & Activities**

Below are work items, activities or areas of concern the Chamber strives to address throughout the year. Items shown in the 2015-2017 activities chart (attached) have been given priority for the chamber staff and board to work on to achieve its mission.

### **1. Facilitate and Market Events:**

- Annual Town and Country Community Awards Event
- Wee Bit O'Ireland St. Patrick's Celebration
- Morrow County Fair and Rodeo Parade
- Celebrate Heppner Christmas Event
- Annual Blue Mountain Century Scenic Bikeway
- Fundraiser Events

### **2. Encourage Business Development & Retention:**

- Willow Creek Valley Economic Development Group (WCVEDG) activities
  - Residential Grant Program
  - Rent Feasibility Study
  - Community and Public Enhancement Grant
  - Business Retention and Expansion Project
  - Serve on Eastern Oregon Workforce Investment Board
  - Attend Morrow County Citizens Economic Development Task Force meeting
  - Attend Economic Development conferences, meetings & activities

### **3. Identify Legislative and Community Concerns for a Better Business and Community Environment:**

- Remain proactive in addressing issues when they are identified.

### **4. Grow Chamber Membership:**

- Participate with local service clubs; promote chamber membership
- Develop Chamber flyer highlighting successes and recruitment
- Post "Thank you in paper" ... sample "Please join us in thanking (business or member name) for their membership in the chamber and supporting our community.
- Increase Public Relation activities prior to big events/Advertise
- Promote Chamber members ... advertise list of members
- Continue with weekly "Announcements and Upcoming Events"
- Review of Membership dues

- Champion how chamber membership promotes local businesses/community/members through the following activities:
  - 1) Actively promotes your business, 2) Supports “buy local” initiatives; 3) Increases revenues through increased exposure in media and other events; and, 4) Provides quarterly education classes for members
- Identify target businesses for chamber inclusion:
  - 1) Develop promotional letter; 2) Develop a media campaign; 3) Develop talking points

**5. Promote Development of the Visitor/Tourism Industry to Grow the Economy through Local and Regional Participation with other chambers and:**

- Participation with Eastern Oregon Visitor Association and Travel Oregon
- Focus on motorcycle and bicycle tourism
- Promote bed and breakfast industry
- Support the development of a rest area by Vinson for tourism needs; particularly needs identified by touring bicyclists
- Utilize social media more for chamber and members
- Record (video) events and stream via social media/Develop costs

**6. Address and/or Assist with Needs Identified for the Community of Heppner:**

- More Public Relations activities needed to promote Heppner
- Increased businesses
- Additional housing
- Continued need to address problems associated with FEMA-related designations
- Value and understand customer needs
- Recognize parents/children’s needs for schooling; support local school
- Understand demographics and what it means for Heppner

**7. Address Items Identified for the Chamber Board and Staff:**

- Executive Director to outreach for more board support at events
- Identify “champions” for projects
- Continue collaborate efforts with WCVEDG and Chamber for Executive Director’s time/involvement
- Consider need for part-time position to assist Executive Director with activities

## Heppner Chamber of Commerce Three Year Strategic Plan for 2015-2017

2015 GOALS & ACTIVITIES	Action Items	Outcomes	Owner-ship	Due Date	Progress Update
<b>Facilitate &amp; Market Events</b>	Continue to organize the Town & Country Community Awards event	Increase Chamber support in community	Office	Annual	
	Continue to organize the Annual Chamber Membership Luncheon				
	Coordinate “Wee Bit O’ Ireland St. Patrick’s Celebration and organize and promote Amateur Boxing Event during St. Patrick’s weekend Increase public relations at events of board members and volunteers (Use of Magnetic Name Tags, T-Shirts, Flyers)		Office	Annual	
	Support the historical tours during fair week		Office	Ongoing	
	Organize Christmas tree lighting with Heppner High School students		Office	Annual	
	Organize Heppner Christmas Event		Office	Annual	
	Organize the Annual Morrow County Fair and Rodeo Parade		Office	Annual	
<b>Promote Tourism/Visitor Industry</b>	Encourage continued growth with the motorcycle and bicycle tourism sectors	Increased revenues for members	Office	Ongoing	
	Continue to organize the Annual Blue Mountain Century Scenic Bikeway Ride		Office	Annual	
<b>Grow Chamber Membership</b>	Promote membership advertising in social media/newspaper prior to significant events	Sustain and grow current membership	Office	Ongoing	
	Develop and Implement strategy to increase membership (local and “out of town” businesses)		Office	Ongoing	
<b>Encourage Business Development &amp; Retention</b>	Continue to be the project manager for WCVEDG designated projects	Vibrant business community	Office	Ongoing	
<b>Address Chamber Items</b>	Solicit another organization to organize the light parade	Increased focus on other identified goals	Office	09/15	
	Solicit businesses to organize “Celebrate Historic Heppner” event		Office	09/15	

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2016 GOALS & ACTIVITIES	Action Items	Outcomes	Owner-ship	Due Date	Progress Update
<b>Facilitate &amp; Market Events</b>	Continue to organize the Town & Country Community Awards event  Continue to organize the Annual Chamber Membership Luncheon	Increase Chamber support in community	Office	Annual	
	Coordinate “Wee Bit O’ Ireland St. Patrick’s Celebration and organize and promote Amateur Boxing Event during St. Patrick’s weekend Increase public relations at events of board members and volunteers (Use of Magnetic Name Tags, T-Shirts, Flyers)		Office	Annual	
	Increase public relations at events of board members and volunteers (Use of Magnetic Name Tags, T-Shirts, Flyers)		Office	Ongoing	
	Continue to support the historical tours during fair week  Continue to organize Christmas tree lighting with Heppner High School students		Office	Annual	
	Continue to organize the annual Heppner Christmas Community Event		Office	Annual	
	Continue to organize the Annual Morrow County Fair and Rodeo Parade		Office	Annual	
	<b>Promote Tourism/Visitor Industry</b>		Encourage continued growth with the motorcycle and bicycle tourism sectors	Increased revenues for members	Office
Continue to organize the Annual Blue Mountain Century Scenic Bikeway Ride		Office	Annual		
Promote and support local businesses		Office	Ongoing		
<b>Grow Chamber Membership</b>	Place membership advertising in social media/newspaper prior to significant events	Sustain and grow current membership	Office	Ongoing	
	Continue to develop and Implement strategy to increase membership (local and “out of town” businesses)		Office	Ongoing	
<b>Encourage Business Development &amp; Retention</b>	Continue to be the project manager for WCVEDG designated projects	Vibrant business community	Office	Ongoing	
<b>Address Chamber Items</b>	Review and make recommendations for modifications, if needed, to the 2015- 2017 Strategic Plan	Increased efficiency and satisfaction	Office	12/17	

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2017 GOALS & ACTIVITIES	Action Items	Outcomes	Owner-ship	Due Date	Progress Update
<b>Facilitate &amp; Market Events</b>	Continue to organize the Town & Country Community Awards event	Increase Chamber support in community	Office	Annual	
	Continue to organize the Annual Chamber Membership Luncheon				
	Coordinate “Wee Bit O’ Ireland St. Patrick’s Celebration and organize and promote Amateur Boxing Event during St. Patrick’s weekend Continue to support the historical tours during fair week		Office	Annual	
	Continue to organize Christmas tree lighting with Heppner High School students		Office	Annual	
	Continue to organize the annual Heppner Christmas Community Event  Continue to organize the Annual Morrow County Fair and Rodeo Parade		Office	Annual	
<b>Promote Tourism/Visitor Industry</b>	Encourage continued growth with the motorcycle and bicycle tourism sectors	Increased revenues for members	Office	Ongoing	
	Continue to organize the Annual Blue Mountain Century Scenic Bikeway Ride		Office	Annual	
	Promote and support local businesses		Office	Ongoing	
<b>Grow Chamber Membership</b>	Place membership advertising in social media/newspaper prior to significant events	Sustain and grow current membership	Office	Ongoing	
	Implement the developed strategy to increase membership (local and “out of town” businesses)		Office	Annual	
<b>Encourage Business Development &amp; Retention</b>	Continue to be the project manager for WCVEDG designated projects	Vibrant business community	Office	Ongoing	
<b>Address Chamber Items</b>	Continue review and make recommendations for modifications, if needed, to the 2015-2017 Strategic Plan	Increased efficiency and satisfaction	Office	12/17	