

Keizer Chamber of Commerce

BUSINESS PLAN 2006-2009

1.0 Executive Summary

Introduction

The Keizer Chamber of Commerce and Visitor Center is a nonprofit association of businesses in the Keizer area and other interested parties. The Keizer Chamber works to enhance and improve the vitality of the business climate in Keizer by promoting the city to the public, protecting the rights of Keizer businesses, and assisting businesses to improve their sales and profits.

The Organization

Founded in 1959 as the Keizer Merchant Association, the organization began doing business as the Keizer Chamber of Commerce in 1987. Also at this time, the Chamber proactively trade marked an annual city celebration as the "Keizer Iris Festival" proclaiming a city identity as the Iris Capital of the World. A full service Visitor Center established by the organization in 1999 changed the name to the Keizer Chamber of Commerce and Visitor Center. The governing body consists of an elected Board of Directors and Officers of the Keizer Chamber that closely works with a full time Executive Director. In addition, 1FTE staff assists the Executive Director as the Membership/Program Director, .5 FTE as the Operations Director and a .5FTE as the Program Director. Standing operational committees chaired by appointed members include the Iris Council, Economic Development & Government Affairs, Education/Leadership, and Member Service/Ambassador. Appointed Project Chairpersons or Board Members oversee a program of work in Visitor Services, Communications, and Organization Fiscal Management.

Services

Keizer Chamber provides a variety of services to the community and businesses including the scheduling and coordination of a number of activities and events. These include monthly Lunch Forums for information sharing, monthly Greeters for business-to-business networking, the Iris Festival for community promotion, an annual Awards Banquet for community leadership recognition, a Keizer Directory for community information sharing and promotion, annual Holiday Tree Lighting and Street Decorating for community promotion, a Visitor Center for relocation and referral services. In addition, we provide direct services to businesses that include advocating for and representing our members with government agencies; communications in the form of a monthly newsletter, interactive web site, meetings as well as special fax and electronic broadcasts.

The Market

Research shows that the Keizer business area has been growing for the past year. This includes a 237 area retail development "Keizer Station" that is expected to bring 69 businesses and 2500 jobs to Keizer. This creates a market with tremendous opportunities for small, local businesses if they can get the right tools to take advantage of the possibilities. For the most part,

our potential members are small businesses with limited resources for training and marketing. We can help them improve their earnings and increase the value of their investments with providing opportunities to build business-to-business relationships, community recognition as well as marketing information and marketing aids.

There are more than 1200 businesses in the Keizer area. In addition, there are potential members outside the area such as businesses in Salem, Brooks, and Gervais, which service or provide products for Keizer businesses and residents.

Since the Keizer Chamber's major goals are to increase net membership numbers and be an influential business association, therefore enhancing political and public perception to a broad target market with management focusing on the metro Salem/Keizer area is justified.

Financial Considerations

Our main strategy is the growth of membership as well as diversified funding venues that include sponsorships, event revenues, education grants, and hotel tax allocations. A large membership base provides revenue from dues and positions Keizer Chamber as the true representative of the Keizer business community.

Our membership revenues and non-dues revenues are expected to increase from more than \$290,00 the first year to \$500,000 the fourth. Net profit estimated to remain consistent each year and held for contingencies. Cash flow expected to remain healthy. Profits applied to program support, technical equipment, staffing, and perhaps a satellite visitor center.

1.1 Financial Objectives

- Increase membership numbers and dues revenues

 - Fifty net-memberships gain in 2006 to total 360 members

 - 10% to 15% increase each upcoming year, totaling 500 memberships in 2009

 - 310 members x \$195 average dues = \$60,450 to 500 members x \$240 average dues = \$120,000

- Increase non-dues revenues

 - Increase in Sponsorship/Events from \$195,600 to \$260,000

 - Increase of Education Grants from \$22,000 to \$100,000

 - Increase of Economic & Tourism Development Grants \$10,000 to \$20,000

Net annual income of \$5,000 to be allocated to contingency funds while maintaining support of a full-time executive director, and the equivalent of 2 FTE and expenses through 2007. An average of net annual income of \$5,000 and maintaining support a full-time executive director, and the equivalent of 3 FTE and expenses by 2009.

1.2 Mission

Keizer Chamber of Commerce is a business advocacy organization that provides effective leadership to enhance the vitality, livability, and economic development of our community.

1.3 Keys to Success

- The Keizer Chamber is a long-standing association for Keizer businesses celebrating its 50th anniversary in 2009.

Keizer is easily located in the greater Salem/Keizer metro area to allow for convenient member involvement.

Volunteerism exemplifies a major portion of the on-going plan of work
Keizer residential market base exceeds over 20 percent of the
Salem/Keizer metro area

2.0 Organization Summary

The Keizer Chamber has been Keizer's only business association since 1959. Our focus is on improving and enhancing the business climate in Keizer by:

- Promoting Keizer to the general public,
- Protecting the rights of Keizer businesses, and
- Helping businesses do business in the Keizer area
- Developing Leadership & the area Workforce

2.1 Legal Entity

The Keizer Chamber of Commerce and Visitor Center is an Oregon 501-C6 nonprofit corporation

2.2 Organization History

Keizer Chamber founded in 1959 as the Keizer Merchant Association. In 1987, the association began doing business as the Keizer Chamber of Commerce and trade marked an annual city celebration facilitated by the Chamber, the Keizer Iris Festival. The name changed in 1999 to the Keizer Chamber of Commerce and Visitor Center with the expansion of a full service visitor center.

2.3 Locations and Facilities

With its inception, the Keizer Chamber office was that of its President. In 1987, with the hiring of paid staff, housing for the Keizer Chamber office was leased moderate space. Since late 1999 we have secured lease agreements as a base tenant for the Keizer Heritage Community Center which is a community landmark and exemplifies our services as a visitor center

3.0 Services

Activities and Events:

- Monthly Luncheon Forums for information sharing
- Monthly morning Greeters for networking
- Lobbying for pro-business related legislation
 - Oregon State Chamber Association
- Local legislative issues, representatives, and candidate communication
 - Urban Growth Boundary Discussion
 - Candidates Forum
- Workforce development
 - Employment Mentor programs
 - Ready to Learn – Ready to Work
 - Student Business of the Month
 - CE2 Internships
 - Leadership Youth Representative on Board of Directors
- Annual community recognition awards banquet
- Annual community promotional events - Iris Festival
- Parade

- Run
- Golf Tournament
- Exhibitors
- Entertainment
- Independent Events
- Annual community promotional event -Holiday Tree Lighting Ceremony and Street Decorating
- Business promotional Ribbon Cutting, ground breaking, or Open House services
- Annual publication and distribution of the Keizer Directory
- Visitor & Resident relocation and referral services
- Web site, business directory, and newsletter
- Regional and local Public Relations
 - River Road Renaissance
 - Points of Interest
 - Urban Renewal District Board
 - Keizer Rapids Park Task Force
 - City Hall & Police Civic Center Design Task Force
 - Statesman Journal Keizer Wednesday Article
 - Keizertimes Ad/Article
 - KBZY Radio Keizer Chamber Interview
- Drug Free Work Place Regional Committee
- Work Smart Work Shops
- Annual Board of Director Elections and Committee Appointments

3.1 Service Description

Government Relations: Keizer Chamber Government Affairs Committee represents our members and the business community with government agencies and the legislature.

Communications: We distribute a monthly newsletter, host a web site, and hold regular monthly meetings as well as electronically broadcast special bulletins and events to share information with and among our members.

Marketing: We produce events, manage an internet business directory, distribute a Keizer tourism brochure, and distribute the Keizer Directory publication to promote the business community in Keizer.

Leadership Training: We provide leadership experience and training, in addition to cost effective workshops to improve our members' businesses skills and community leadership

Workforce Development: We participate in coordinate educational partnerships to help achieve excellence in our future workforce

Public Relations: We represent and promote the Keizer business community

3.2 Alternative Providers

While at the time there are no direct competitors in Keizer, there are or could be other organizations that may solicit our members and sponsors prospects.

- Salem Area Chamber of Commerce
- Networking Organizations

Services Clubs (Keizer Rotary)
National organizations
Territorial Merchant Associations

3.3 Printed Collaterals

1. An organization brochure explains the benefits of membership to prospective members and associate members.
2. Keizer Directory lists members and classifies businesses located in the 97303 & 97307 zip code area as well as provides community resource pages
3. Keizer Tourism brochure promotes staying in Keizer and visiting area attractions with-in a days travel
4. Keizer/Marion County Map

3.4 Fulfillment

Board of Directors, Committees, Iris Council, Project Chairs, and Members actively promote, give testimonials, refer, and governs and/or performs the services and operations of our organization
The Executive Director and staff coordinates membership volunteers and produces the events and activities that will generate the revenue to operate the Chamber as well as provide the services of our organization

The Director Membership and Events contacts, services prospects, and visits business in the Salem/Keizer metro area that may be interested in our goals and objectives, to solicit their membership or sponsorship

The Director of Operations and Public Affairs assures data and financial accountability while assisting with maintaining a pipeline to government affairs.

The Director of Programs and Tourism coordinates volunteers to facilitation community enhancement and promotional programs

The Director of Ready to Learn Ready to Work coordinates membership volunteer efforts and services pertaining to emerging workforce development

Community Volunteers, Student Interns, and Community Service youth and individuals assist in reception and office operation

3.5 Technology

The Executive Director and staff will maintain capabilities including:
Web based business database incorporated with interactive web site.

Email broadcasting software

Complete desktop publishing facilities and network server for delivery of reports, announcements, news, and information.

Automated telephone system and a fax machine, including a toll-free line for visitor inquires.

Digital Camera and projector

3.6 Future Services

Among the services planned for the future are:

Enhanced Interactive web site and web seminar/distance learning capabilities

Keizer Leadership Program

Satellite Visitor Center at Keizer Station

Enhanced Future Workforce development programs (501C-3 Foundation)

Health Insurance and/or Wellness programs

4.0 Market Analysis Summary

There are more than 1,500 businesses in the Keizer area. In addition, there are potential numerous members outside the city such as businesses in Salem, Brooks, and Gervais, which service or provide products for Keizer businesses and residents. Business growth will continue for the immediate future (1-2 years) with the Keizer Station development projected to bring in 69 new businesses.

Note: Build-able land for future residential growth due to State land use regulations has stagnated and there is a limited supply of industrial land with-in Keizer city limits.

4.1 Market Segmentation

Retail Companies

Restaurant and Hospitality Industry

Home Based Businesses

Distributors and Manufacturers

Agriculture

Professional Service

Non-Profit Organizations & Association

Government Agencies and Other Interested Parties

Construction and Real Estate

Healthcare & Wellness

Marketing and Advertising

Communications and Technology

4.2 Target Market Segment Strategy

Experience has shown that most new businesses in Keizer will not join the Chamber of their own accord. Instead, we must be cognitive of membership recruitment as well as place a value on our public image and Influence

4.2.1 Market Needs

For the most part, our members and potential members are very small businesses with limited resources for training and marketing. We can help them improve their earnings and increase the value of their investments with sales and management training, business-to-business relationship opportunities, well as marketing information and marketing aids.

4.3 Market Growth

Keizer Station and the re-vitalization of River Road in Keizer have and will generate a larger employers/employee base in the Keizer area.

Keizer's convenient location positioned for enhanced commerce by:

Bordering Salem where a proposed 500 acres Mill Creek Industrial Park is a highly desirable site from a market perspective because it is one of the only parcels of this size available for development on the I-5 corridor between Sacramento, CA, and Seattle, WA..

Being next to the I-5 corridor and an expanding transportation hub immediately to the south in Brooks

Being 45 miles away from Portland Metro

Residential growth within Keizer's city limits has stagnated due to the Urban Growth Boundary; however, proactive discussions have accelerated in an expansion of the UGB coupled with a second bridge over the Willamette River. Build able land and a growing population of Salem would be accessible.

5.0 Strategy and Implementation Summary of the tactics to encourage membership growth and retention

STRATEGY: RECOGNIZE MEMBERS AND CHAMBER SERVICES

Vision

The Chamber continues to be a friendly organization that is a great place to network, enjoy social interaction and volunteer to serve the community. Members have opportunities for recognition through business to business promotions, directory, newsletter, and web site services. Monthly luncheon forums, greeters, and an annual banquet are organized for celebrating new members, recognizing volunteer service, and communicating the Chamber's mission.

Goal

The membership committee and Chamber staff will continue to meet regularly and explore new ways to help promote new member business. Committee efforts will include recognizing all Chamber new members and working on a plan to help retain current members through their involvement in events and networking opportunities.

Current Implementation Summary: Contact the Chamber Office 503-393-9111

STRATEGY: MARKET KEIZER AND ENCOURAGE PEOPLE TO ENJOY & VISIT THE AREAS ATTRACTIONS AND BUSINESSES

Vision

The Chamber through the Visitor Center services promotes Keizer as a destination and a great place to start from for day trips to area attractions, to stay and shop, or to live and work. The Visitor Center is a resource to these visitors, potential visitors, and the community by providing current information available at the center and on the Chamber web site. The Chamber facilitates the Keizer Iris Festival and other events designed to attract tourist for night stays, promote the area, and celebrate the unique spirit of Keizer.

Goal

Provide ongoing enhancement of the image and economic vitality of the Keizer community by promoting and facilitating festivals, events and visitor services that define Keizer as a unique destination.

Current Implementation Summary: Contact the Chamber Office 503-393-9111

STRATEGY: DEVELOP CURRENT & FUTURE WORKFORCE

Vision

The Chamber provides programs to cultivate a healthy future workforce and community leadership in the Keizer area. It has a strong partnership with schools and workforce organizations helping to foster communication.

Goal

Foster and encourage quality programs and educational venues that will provide professional development and leadership skills for students and educators as well as chamber, civic, and community members.

Current Implementation Summary: In support of the above vision and goal of Keizer Chamber of Commerce's strategy of developing the current and future, the Education/Leadership Committee and staff will implement or track the following programs:

The coordination of the Leadership Keizer Program – A professional development program providing community history, knowledge of the Keizer area.

The coordination of Education for business with Work Smart Seminars.

Coordination of Keizer School Notebook Projects.

Assistance with the coordination of Ready to Learn, Ready to Work in partnership with Salem Area Chamber and the Salem-Keizer School district dedicated to enhance high school student achievement.

Assistance with promoting employers to implement Work Drug Free programs and training in partnership with Salem Area Chamber and Community Action and Drug Prevention Network.

Assist with Salem Education Association with the Crystal Apple Awards by providing Keizer Ambassadors.

Assistance with promoting volunteers to read to Elementary students in partnership with Start Making A Reader Today (SMART) program

Assist Keizer School Principals in "Get to Know your schools" project.

Explore revamping of 24J Business Partnership.

Coordinate with Doug Stuvenga, with the ETIC grant, for Chamber involvement with Middle School project.

STRATEGY: ADVOCATE BUSINESS & ECONOMIC DEVELOPMENT

Vision

The Chamber is a well-known and respected advocate for the business community. It has strong political stature, helping to formulate and carry out important community initiatives, advising all levels of government on matters important to its members, and supporting initiatives favorable to the Chamber's mission and objectives. It is proactive in attracting new investment, encouraging development of new businesses, and bringing family-wage employers to the community.

Goal

Promote an ongoing pro-business environment and encourage business and job creation through active participation in government, providing a unified voice for businesses in the community.

Current Implementation Summary: Contact the Chamber Office 503-393-9111

5. 2 Program of Revenues

STRATEGY: MANAGE CHAMBER TO INSURE GROWTH AND VITALITY

Vision

The Keizer Chamber of Commerce & Visitor Center accommodates needs of its membership and provides highly valued services through fiscally sound business practices and organizational excellence.

Goal

Ensure that the Keizer Chamber of Commerce and Visitor Center is a professionally managed, monetary secured and focused on ongoing growth and vitality.

Current Implementation Summary: Contact the Chamber Office 503-393-9111