CITY OF KEIZER MISSION STATEMENT

KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT AND LEAST COST FASHION

A G E N D A

URBAN RENEWAL AGENCY OF THE CITY OF KEIZER

Wednesday, August 24, 2011
7:00 p.m.
Keizer Civic Center - Council Chambers
Keizer, Oregon

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **PUBLIC TESTIMONY**

   This time is provided for citizens to address the Urban Renewal Agency on any matter not scheduled for public hearing.

4. **PUBLIC HEARING**

5. **ADMINISTRATIVE ACTION**

   a. **Urban Renewal Funding for Visitor Information Services Facilities in Keizer Station Area B**

6. **CONSENT CALENDAR**

   a. **Approval of August 1, 2011 Urban Renewal Agency Minutes**

7. **OTHER BUSINESS**

   This time is provided to allow Urban Renewal Agency members the opportunity to bring matters before the Agency that are not on tonight's agenda.

8 **AGENDA INPUT**

9. **ADJOURN**

Upon request, auxiliary aids and/or special services will be provided to participants with disabilities. To request services, please contact us at (503) 390-3700 at least two working days (48 hours) in advance.

Urban Renewal Agency Meeting: August 24, 2011

To: **Urban Renewal Agency**

Thru: **Christopher Eppley, City Manager**

From: **Nate Brown, Community Development Director**

Re: **Issues of Locating Visitor's Information Services Facility at Area B**

Discussion:
Council determined in the 8th amendment to include Visitor Information Services Facilities as a Project in the Urban Renewal Plan. As such, it is a policy decision by the Agency to determine the scale and/or level of participation in those facilities.

The agency has directed staff to receive Keizer Urban Renewal Board recommendation on these proposals.

The following is a list of topics and the supporting facts, together with any concerns that have been expressed, as they relate to the issues for the agency to consider.

Architectural/Aesthetic:
Construction of a 3,000 sq ft building would give greater ability to construct a more interesting and aesthetically pleasing structure. Even with the design standards created in the Keizer Station Master Plan for Area B, the simple fact that more interest, variation and impact can be created with more "canvas" to work with in a larger structure.

Site Utilization:
The site was master-planned for a 3,000 sq ft building and has the capacity to support that size of building. It is desirable to make the most efficient use of the ground in a scarce recourse such as property in close proximity to an interchange.

Joint Site development:
Development of a facility in conjunction with the Transit District would foster the development of a program that would enable the sharing of resources such as staffing, leverage site development costs (not having to pay for separate infrastructure costs etc), and would create the possibility of a staffing presence

where there may not otherwise be to provide better safety and security at the site.

I-5 Access:
The site in Area B east is easily accessible from I-5, which makes the location very desirable for attracting visitors from the major statewide corridor. However, egress from the site is problematic. The transit district plans to only construct a limited turning movement (right out only) access on Keizer Station Blvd due to the significant costs of a full intersection (approx $800-900,000). As such, visitors would be directed northeast on Keizer Station Blvd and would then have to negotiate through Keizer Station to gain westbound access to Lockhaven Drive. The additional costs of intersection improvements would be born by some other entity than the Transit District. As an alternative, locating the visitor facility on another property such as the city owned portion of the Area C triangle would efficiently provide both ingress and egress. This, however would loose the site development synergy discussed above.

Visitor Information Program Operation:
Currently, the detail of the Visitor Information Services concept is general in nature. The Transit District has expressed a desire to partner with the City or Chamber of Commerce in developing the site. The details of what exactly this arrangement would be have not been decided upon. The agreements which would allow the city to building a facility on transit district owned property may conceivably be allowed under some arrangement to provide mutually beneficial services. The details of these agreements however have not been determined.

Commitment of Urban Renewal Funds.
The expenditure of $426,000 of "Program Income" (and therefore also an expenditure of $30,000 for tenant improvements) would ordinarily not present a negative impact on the programs of the Urban Renewal District. This however, has been subject to other actions, not under the City's control, regarding the potential necessity of committing all available funds to meet the City's financial obligations with regard to the Keizer Station Local Improvement District outstanding debt.. Other information will be provided to the Council/Agency explaining the necessity of proposed actions regarding this Local Improvement District.

Conclusion:
The Agency has made the determination that expenditure of Urban Renewal funds is consistent with the objectives and intent of the plan. Staff is seeking direction on what the agency feels is the best approach in the implementation of that determination.

As such, there are currently two proposals to consider. The Transit District is proceeding quickly with the design of their facility which potentially could accommodate the construction of a joint facility. This would have the potential to

provide mutual benefit to the District and the City as described above. The location of the transit facility at Area B was decided after approximately two years of study and evaluation and is the best location for those operations in Keizer.

Additionally, the Keizer Chamber of Commerce has submitted a request for Urban Renewal District participation in the development of an office space to provide Visitor Information Services (see Attached). They seek $30,000 to finish a space in Keizer Station which would serve jointly as Visitor Information and Chamber Offices. Expenditure of UR funds would not be allowed to develop the admin offices. If the Agency were to proceed with their proposal, careful attention would have to be given to separate the costs of Visitor services and Admin offices.

The type and level of participation in either of these proposals is a policy decision of the Agency. Staff cannot proceed with implementation of either until this policy is given.

All resources of the Urban Renewal District are currently under careful evaluation by the City. It is likely that the availability of all funding for the UR district will be affected. Actual funding at this time, therefore, for either of these projects should be withheld until such time as the City can determine the best course of action with regard to the LID financing issues and establish a timeline where funds would be made available.

In the meantime, a limited participation in the development of the Transit District site would preserve future options. The Agency should proceed to deliberate the other aspects of these concepts and provide decisions regarding the program operation, property arrangements, and partnerships in the near future.

Recommendation: If the Agency determines that participation with the Transit District is an appropriate expenditure, the city should participate in the design of the site on a limited basis, but withhold funding of construction until such time when funding would be made available. If the city does not participate in the actual program design of the building, a request should be made of the district to locate and construct their facility with future expansion in mind. Because of the temporary nature of the Chamber of Commerce proposal, funding should not be granted at this time.

KEIZER
CHAMBER of COMMERCE
& VISITORS CENTER
COMMUNITY PARTNER
SINCE 1959

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IRISFESTIVAL.COM

August 17, 2011

Keizer Urban Renewal Board/Agency:

The Keizer Chamber Board agreed upon an Economic Development & Government Affairs recommendation concerning potential Keizer Chamber visitor center sites. In part, the recommendation was to work to obtain the partnership agreements and solidify the fact that Keizer Chamber would be running a visitor center in Keizer Station.

We understand that KURB/Agency will be discussing and possibly making a decision concerning urban renewal spending funds to build a Visitor Center facility in Keizer Station and/or dedicate program funds for the use of visitor services on August 24, 2011. The Keizer Chamber would support this direction along with an invitation to proceed in partnership with the City of Keizer and with Salem-Keizer Mass Transit. This partnership would support our business plan of economic development in visitor services through avenues agreed upon.

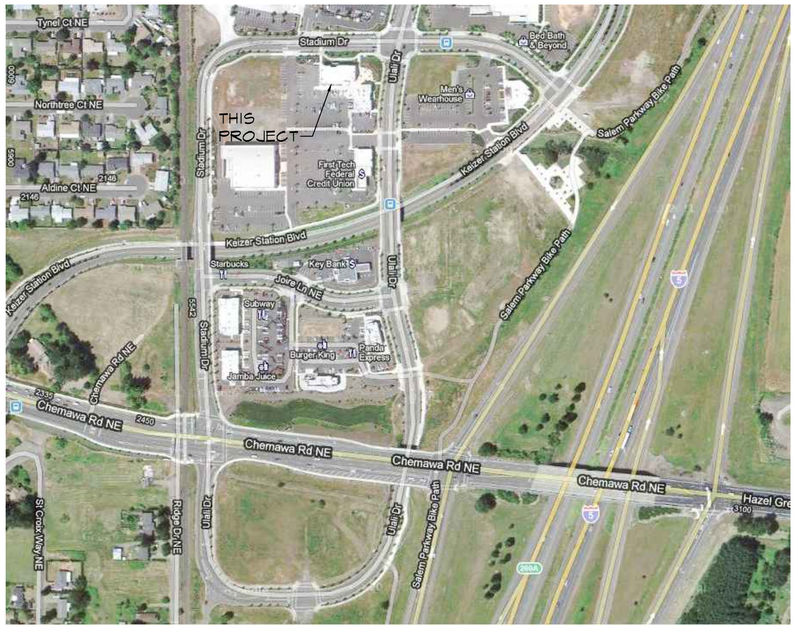
Regardless of firm commitment for partnering, the Chamber is moving forward with a current lease option with Donahue Schriber Realty Group to open an office/visitor center in Keizer Station. We have been informed that our lease for office space at Keizer Heritage Community Center will end in December 2011.

If KURB approves the use of urban renewal funds for visitor services, we ask that you consider an allocation of matching funds for tenant improvements of $30,000. The funds would be spent on permanent structural improvements for visitor services. The Chamber, as a tenant, could facilitate the project for Donahue Schriber, the legal owner of the building if necessary. We're confident of that possibility; however, we would prefer not to have funds travel thru as well as delay in how fast we could act with a new organization in the mix.

The Chamber and its members strongly believe investing in a visitors center would provide a direct economic stimulus to the Keizer Business community as a whole, as well as stimulate new business. Our business plan is to act ASAP with enhancing promotion of commerce in all of Keizer at the 260 exit of Interstate 5. The City of Keizer's return on investment of urban renewal dollars could begin before 2012.

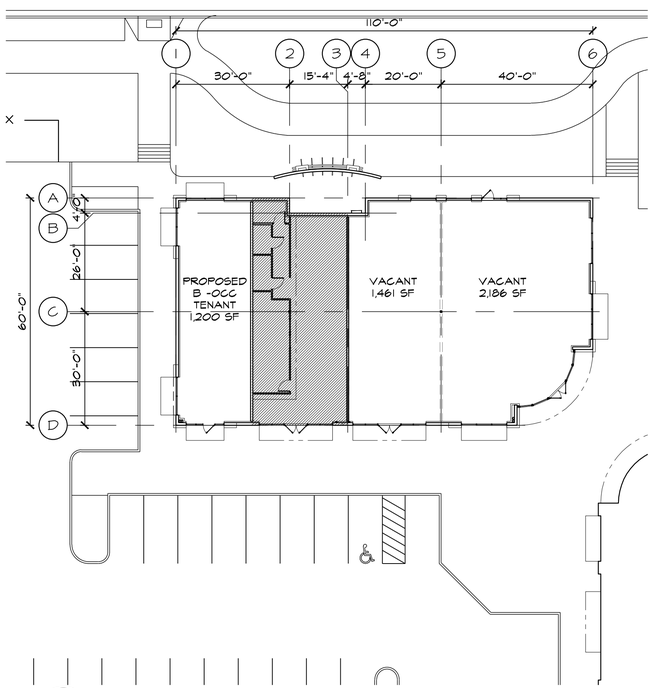
Sincerely,

James Hauge
Keizer Chamber of Commerce & Visitors Center Board Member
Economic Development & Government Affairs Chairperson



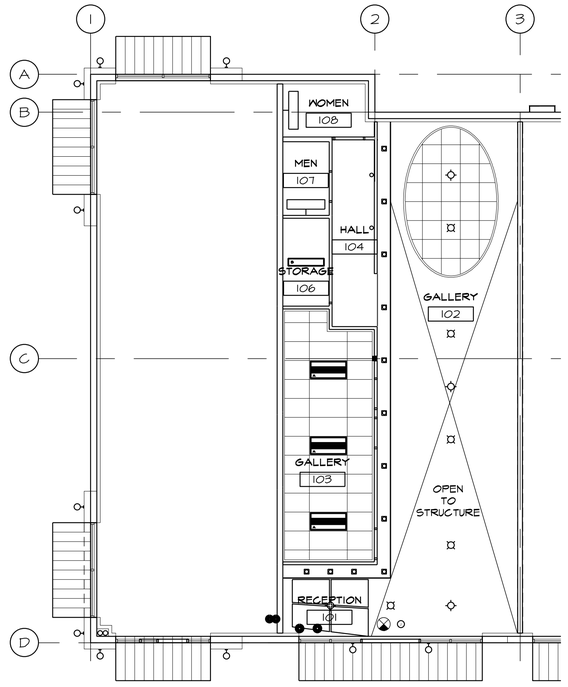
VICINITY MAP

NTS



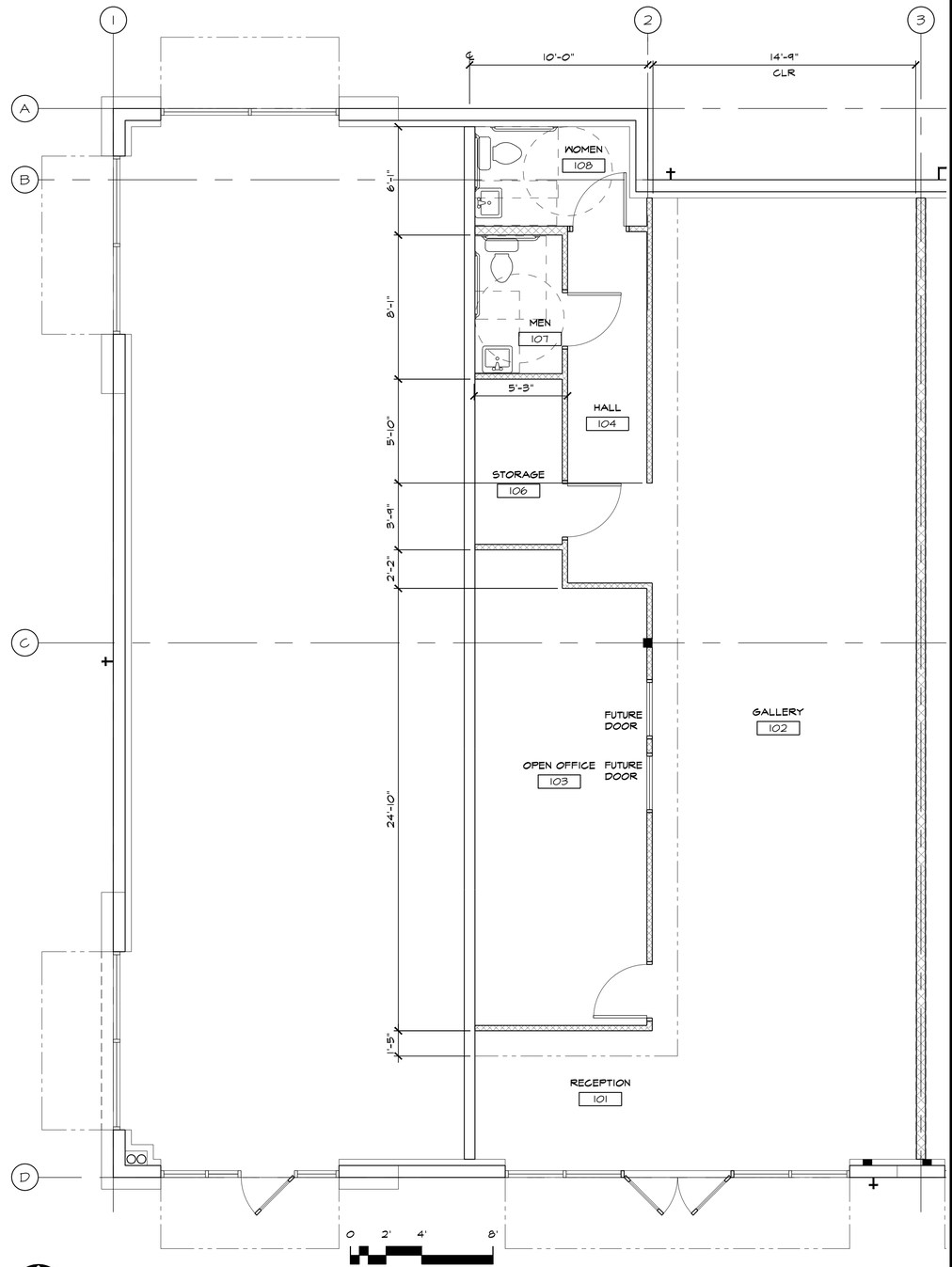
SITE PLAN

1" = 20'-0"



REFLECTED CEILING PLAN

1/8" = 1'-0"



FLOOR PLAN - 1,459 SF

1/4" = 1'-0" (11X17 HALF-SCALE)

SCALE: 1/4" = 1'-0"

CARLSON VEIT
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MEMBER AMERICAN INSTITUTE OF ARCHITECTS

PRELIMINARY
NOT FOR CONSTRUCTION

PRELIMINARY DATE:
7-19-2011

project:
KEIZER CHAMBER OF COMMERCE / VISITOR CENTER
TENANT IMPROVEMENT - KEIZER STATION
6075 ULALI DRIVE SHOP A102
KEIZER, OREGON 97303

consultants:

revisions:

date:

project: 01310

dwg file: X-FP-01311

drawn by: ESP

checked by: MJ

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Carlson Veit Architects P.C.

PLANS

sheet: A-101

of:

Keizer Chamber of Commerce & Visitor Center

Our Vision of Keizer's Economic Future in Tourism

"**Vision:** A clear and distinct picture of an achievable future."

Keizer Chamber of Commerce & Visitor Center

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KEIZER
CHAMBER of COMMERCE
& VISITORS CENTER

980 Chemawa Rd NE ~ Keizer, Oregon 97303 ~ 503-393-9111

Keizer Chamber of Commerce & Visitor Center

Our Mission

The Keizer Chamber of Commerce & Visitor Center is a working partnership of business, government and community volunteers, who coordinate their efforts under effective leadership for the purpose of advancement and development of the community and area.

Short-Term Objective

- The Chamber's partnerships with the City of Keizer and others support vibrant Commercial Developments at River Road, Cherry Avenue, and Keizer Station. The Chamber office will offer resources, welcoming services, event management/communication, and internet application as a "gateway to commerce" in Keizer and the Willamette Valley.

Long-Term Objectives

- Events, large group gatherings, and tournament participation will have doubled the visitor base coming to Keizer. The Chamber's expanded regional visitor services will continue to welcome, direct, and refer new customers, clients, and business to the area.
- Travelers on Interstate 5 will see an inviting overpass of public art display depicting iris and local agriculture. Keizer Station will host a hotel and the Chamber's products/services will maintain a sustainable economic venue for the hospitality and tourism industry.

Our Vision of Keizer's Economic Future in Toursim

Community leaders will need to demonstrate the ability to imagine a community better than it is today. Since 2008 there has been a time of serious economic decline. We feel certain that this unprecedented global economic crisis will lead to fundamental restricting of the national, state, and local economies. This sea of change, combined with unprecedented changes in technology, lifestyles, and culture norms, makes the task complex. While jobs and business health are more highly valued now we need to mentally jump over the current uncertainty to a time when economy and local business is again expanding. By developing forward-looking strategies and making the right investments now, Keizer will be poised to take advantage of coming tourism opportunities.

We are prepared with this vision to advance our tourism agenda. Relocating our Chamber office and visitor center services to an accessible location near the Interstate 5 Chemawa Interchange 260 is the beginning. Enhancing our partnerships with local and regional hospitality industry allies is next. We will coordinate logistics for additional tourism events and establish an onsite headquarters for the Keizer Iris Festival and other community activities.

There is an advantage to this distinctive location as a front door to all of Keizer and the many attractions of Willamette Valley. The Chamber will be a platform for our new regional partnerships to market their products, services, and destinations. Our welcome counter staff will share about the treasures to be found on River Road, others parts of Keizer, and the region. Offering sampling venues for micro brews from Silverton, wines from Newberg or bounties of the Willamette Valley will complete a bigger picture in how we will be an informative and promotional gateway to find local products and services.

Location of the Chamber office is extremely important in this plan; however we do not underestimate the power and future of online visitor services. The Chamber has already implemented a web based directory and community event calendar. We will look to showcase regional websites on community monitors. We believe that streamlining the "paper product" with internet applications is crucial. With enhanced search engine recognition we can provide local and accurate information to visitors stopping by the center and on the road.

Our History as a Community Partner

KCCVC has been a non-profit 501(c)(6) organization in existence since 1959.
Our tourism objective is:

- To create broad understanding and appreciation of the opportunities in the Keizer area and to promote the advantages and assets of our community with the area and state.

Our other primary objectives are:

- To coordinate the efforts of commerce, industry and the professionals in maintaining and strengthening a sound and healthy business climate in the Keizer area.
- To sponsor programs and stimulate activities which will provide for full development and employment of our human and economic resources.
- To provide creative business leadership and effective coordination of all interested parties in solving community problems and in initiating constructive community action.

The Chamber has diversified revenue flow that employs membership dues, event participation income, sponsorships, contractual services, advertisement fees, and grants. The Chamber created new partnership with the Keizer Chamber Foundation (KCF) a 501(c)(3) public benefit charity. In support and through collaboration the Chamber and KCF work together continuing our aligned objectives for the betterment of the community.

We provide a variety of services to our membership and the community through the scheduling and coordination of activities and events. These include monthly Luncheon Forums, monthly Greeters for business-to-business networking, and the Leadership Keizer program for professional development of community leaders. We present the annual First Citizen and Awards Banquet, Keizer Art Walk, and the Keizer Iris Festival. Also Holiday Tree lighting and street decorating services are facilitated for business promotion and civic celebration.

We are currently a resource for internal (Keizer residents) and external visitor/tourists. Our service counter is in operations five days a week and an array of information accessed via our websites on a twenty-four hour, seven days a week basis. In addition, we provide direct services to our memberships that include advocating for and representing the business agenda with government agencies. We communicate and market in the form of a monthly newsletter, community directory, interactive web sites, and electronic broadcasts.

Our Six Goal Strategy for the Future

In order to support the Chamber's mission and objectives, the Chamber Board has established the following goals and basic strategies by which to achieve them. These are goals for August 2010 through January 2012, though they may extend further as long as they are still appropriate. As well, new goals and strategies will arise over time, and may be incorporated into the Chamber's work priorities as time and resources allow.

1 Define and Enhance the Chamber's Value

Sell to Members

- The Board and Executive Director will work to fully understand the market and need for the Chamber to provide services to its membership, and will devise plans and programs to meet those needs.
- A survey of businesses in Keizer to assess their needs and how the Chamber can help meet those needs will be undertaken by September 2011.

Sell to Customers

- Chamber promotions will focus first on getting Keizer residents to do business in the Community, then on attracting customers from outlying areas.
- The Chamber will continue to be the lead organization in Keizer to promote and support tourism and relocation.
- The Executive Director will aggressively promote Chamber activities and members by issuing regular press releases, setting up media events, and fostering an open pro-active communication channel to the Keizer Community.

2 Encourage Economic Development

The Focus of Chamber Activities

- Chamber activities will focus on retaining businesses and encouraging development of new businesses that support jobs in the Community.

The Commercial Centers

- The Chamber will focus on the River Road and Cherry Avenue corridors as the principal retail and service center of the Community, and the Keizer Station as the principal center for large scale commercial enterprises and tourist oriented retail.

Land Supply

- The Chamber will encourage and cooperate with regional partners to see that there is always a supply of buildable land.

Enjoying the Benefits of a Diversified Economy

- The Chamber will work to attract and keep employers in the City in order to:

Create a broader and more diverse employment base. This will bring more customers with more disposable income to the local market.

- Increase the private industry resources available to support local cultural, social, and charitable causes.
- Provide the opportunity for citizens to meet all their needs in one Community, a place where they can live, work, shop, and play.

"You've got to be careful if you don't know where you're going because you might not get there"

Yogi Berra

Our Six Goal Strategy for the Future

3 Influence Government in a Pro-Business Manner

The Chamber in Politics

- The Economic Development & Government Affairs Committee (EDGA) will be a forum for communication and cooperation between the Chamber and the City of Keizer, as a conduit to advise the Board of Directors on matters relating to the operations, projects, and services of all layers of government.
- EDGA and the Executive Director will maintain a presence in local, regional, and state politics to identify issues of importance to the members, through the use of sub-committees positions on those issues, and publicly advocating for those positions.

The Chamber and Public Officials

- The Chamber, while remaining non-political, will support political candidates and elected officials by providing information on Chamber positions on issues, by assisting those individuals in gathering additional information, and by providing forums for discussion between candidates and advocates for issues.

Growing New Leadership

- The Chamber will continue to facilitate Leadership Keizer in partnership with the Keizer Chamber Foundation in order to provide knowledgeable and motivated cadre of leaders for both the Community and the Chamber.
- The Board will actively seek to have the Chamber officially represented on relevant Boards, Commissions, Task Forces, and other bodies with a role in defining the future of the Community.

4 Building Positive Relationships and Experiences within the Chamber and Keizer Community

Membership Relationships

- The monthly lunches will continue to be the primary activity to create opportunities for building relationships, learning about the Community, gaining new knowledge on business and civic issues, and strengthening the Chamber and business community.
- Twice a month Greeters will continue to be a morning activity where members can build a network within the Chamber and appreciation of local businesses.
- Keizer's Network of Women (KNOW) monthly lunch meeting will continue as a place for women in the Chamber to network and build on relationships.
- The Ambassador Program will continue to welcome and mentor new and unengaged members through monthly Get Acquainted Coffees and by outreach services.

Community Relationships

- A high priority for the Chamber will be the enhancement and expansion of the Chamber's website and internet social networking as a valuable resource for Chamber members, Community members, and people seeking information about Keizer.
- The Iris Festival is the primary event in Keizer to celebrate the Community. The Chamber will continue to produce the Iris Festival as an important gift to the Community as well as a way to showcase and support local businesses.
- The annual First Citizen & Awards Banquet recognizes individual pride and strength of both the Chamber and the Keizer Community. It remains a high priority for the Chamber.
- The Keizer Directory is a valuable resource to both the Chamber membership and the Community as a whole. It will continue as a high priority for Chamber resources.

Our Six Goal Strategy for the Future

5 Create a Net Increase of 60 New Members

Membership Drive

- The Chamber will conduct a 2011 membership drive with the goals of retaining all existing members and attracting a net increase of 60 new members.

Membership Strategies

- The Chamber Board will work together and individually to reactivate members who have dropped membership, especially working to attract members with a history of participation and leadership.
- All members, and especially the Executive Director, will be responsible for soliciting new members from the Keizer Business Community, and from the broader business Community of the urban area.
- The Board and Executive Director will work to tap other organizations, including service clubs and other Chambers, to find people who could be served by the Chamber and to solicit their membership.
- The Executive Director will prepare and publish attractive, professional membership material for the use of all members.

6 Efficiently and Effectively Manage the Chamber

Business Management

- The Board and Executive Director will make it the highest priority of the Chamber to achieve sustainable financial health during 2011 and 2012.
- The President and Executive Director will be responsible for analyzing all business functions and developing recommendations for the Board's consideration on improving management practices and systems.

Establish a Customer Service Strategy

- A primary arena of the Chamber's work in providing service to its members will be customer service. The Chamber will research and provide speakers, classes, materials, and resources to the members to help local businesses become masters of effective customer service. The Chamber will be a role model by the way it serves its membership.

Continue as Resource Center for Tourism & Business

- The Chamber Board and Executive Director will research and analyze the myriad of ways the Chamber can support its members by providing high value products and services.

- The Chamber and Executive Director will explore Community partnerships to provide services for large groups coming to Keizer for events, tournaments, festivals, and other activities.
- The Chamber will maintain resource materials and referrals to assist members in conducting their businesses.

The Strategic Plan

- This Plan will guide the Board and Executive Director in defining budgets, work programs, and agendas.
- This Plan will be reviewed by the Board at least quarterly to determine if Chamber activities continue to be focused on the adopted Mission, Goals, and Strategies.
- This Plan will be updated no later than the January 2012

Our Market Analysis

The retail and tourism industry foresee tremendous opportunities for small, local businesses if they have the right tools and customer connection. There are more than 800 businesses in the Keizer area and thousands more in the greater Willamette region. Our potential partners are these small businesses in the tourism industry looking for assistance with community marketing and exposure to visiting customers. Larger hospitality and tourism operations will find interest in partnering for the additional impressions and publicity offered by the Chamber.

The current and potential customers of our members will seek information from the Chamber and a highly visible and virtual center. Our products and services are a good return for a business marketing investment allowing for maximized exposure by our location and resources. The Keizer Station location is centered in a high traffic location, giving more than adequate exposure to incoming and outgoing customers from the neighboring businesses in the development. Customers will include Willamette Valley residents; and the 80,000 a day Interstate 5 travelers.

Tourism venues includes entertainment, recreation, accommodations, culinary establishments, meeting facilities, cultural/heritage locales, retail, transportation, marketing and public relations. Allies and events specific to Keizer area include the Iris Festival, Salem-Keizer Volcanoes, Keizer Rotary Amphitheater, Gubser Neighborhood Miracle of Christmas, organized Youth Sports, RiverFair, McNary Golf Course, Town & Country Lanes, the Civic Center, Keizer Renaissance Inn, Log House Gardens, Antique Powerland, Keizer Heritage Center, Mc Nary Estates Garage Sale, Keizer Rapids Park, and Keizer Art Association (Gallery & Classroom). Notable allies in the Mid-Willamette Valley include Salem Conference Center, Travel Salem, wineries/vineyards, Spirit Mountain Casino, Woodburn Company Stores, Wallace Marine Park, Salem Art Fair, Willamette University, Chemeketa Community College, State Capital, Oregon Garden, Mt. Angel Abby, and the Historic Willamette River. Neighboring area events include Oktoberfest, Woodburn Tulip Festival, St Paul Rodeo, Sublimity Harvest Fest, and Oregon State Fair.

The City of Keizer identified a vision of tourism through a 2009 Keizer Compass project. Indicators showed that Keizer's future economic strength would be enhanced if there was a focus on bringing large groups (tournaments) to town. Other Oregon towns like Sisters, Hillsboro, and Seaside have capitalized on this concept. Our neighboring City of Salem has and is attracting conventions, tournaments, and shows. Aligning with the City of Keizer and partnering with other regional tourism promoters is our next step.

Our Market Plan

Competitive Edge

Keizer's location gives the business corporate community a competitive edge, being less than 40 miles south of the Portland Metro area. The new Keizer Station "A" area, serving as a gateway to Keizer, is a 237 acre retail development located next to Interstate 5 at exit 260. Master planning is in process for Keizer Station "B" and "C" which will broaden the appeal for services and heighten our exposure. By placing KCCVC office right off Interstate 5 in the Keizer Station area, we will be more visible and accessible to travelers up and down the I-5 corridor. This will not only allow us to help direct tourists and travelers to their preferred destinations, it will also give us face to face opportunity to greet incoming visitors and share knowledgeable insights about Keizer itself and our neighboring partners.

Marketing Strategy

Sharing and promoting the good fortune and great opportunity of KCCVC services to the increasing number of hospitality and tourism businesses in Keizer and the Willamette Valley is our first objective. The KCCVC will be an excellent and convenient resource to visitors, potential visitors, and the community. We'll provide various levels of partnership benefits that include but are not limited to: marketing/retail space at the visitor center, highly valued publications, rack displays, and internet services. Investors and advertisers will have a direct connection to potential shoppers and customers. We will promote Keizer and the area as a destination to stay, play, and shop….or to live and work.

The Chamber's strategic marketing will build new partnerships and members by:

- Evolving the Keizer Iris Festival and facilitating other events designed to attract visitors for night stays, promote the area, and encourage local commerce.
- Offering accessible tournament headquarters while encouraging and assisting efforts to host regional events that bring large groups to town.
- Offering retail space for local agriculture products plus standard and electronic panel displays for business promotion.
- Incorporating the "Q" Service training used by Travel Oregon for staff and volunteers to ensure that our level of service to our visitors is at the highest level.
- Building on a greater internet/social marketing contact base.

"The only way to predict the future is to invent it."

Alan Kay

Our Market Plan

Partnerships

Our potential partnerships have been divided into specific groups; A, B, and C:

A-Destinations

1. State and National Parks
2. Historical Sites (Many are State or National Parks)
3. Wineries and Breweries
4. Colleges, Universities and Schools
5. Shopping Centers
6. Special Event Centers (Fairgrounds, Convention Centers and Festivals)
7. Vacation Homes
8. Sporting Events

B -Services

1. Hotels /B&B's
2. Restaurants
3. Stores/ Gas Stations
4. Spa's, Sporting, and Fitness

C-Sponsors

1. Government
2. Neighboring CVB'S and DMO'S
3. Public Utilities
4. Corporations

The reasoning for the group breakdowns into these sections is done primarily to focus on what brings the visitor to our area, second to focus on what services we as a community can provide and last but certainly not least, how other businesses not affiliated with the tourism industry can help promote themselves to a mass audience of potential clients. Understand that this is just a few of the many different types of businesses that are out there and not the only options.

Group A Destinations

- (1 through 3) Funded by grants and donations primarily, and may hold some special events for promoting and /or fundraising. May go for membership package, but more than likely just brochure placement with option to promote special events.
- (4 through 7) These are mainly for profit agencies looking to promote their businesses to bring more customers; definitely candidates for packages, event promotions and other things such as sponsorships of Chamber events and meetings.
- (8) These are major seasonal events with big promotions before and during the event. Good opportunity for business sponsorships.

Group B Services

- (1 through 4) These are for profit businesses in the area that are the direct focus on tourism services. From overnight stays, meals, and refueling these entities provide the services needed by visitors and the local community.

Group C Sponsors

- (1) Local, State, and Federal government agencies provide many different venues that can help subsidize our efforts in promoting Keizer. Through various government grants we can help the local and business community.
- (2) Neighboring CVB's and DMO's has numerous possibilities. From advising us through our new venture to cross promotion of events, it's a way to reach even more potential visitors and broaden our campaign.
- (3) Public Utilities can be great for sponsoring events, providing valuable services, and offering support in the political arenas. Majority of the time, they are the arena. They always want good publicity, and sponsorship puts their name in the frontlines.
- (4) Corporations are another great opportunity for sponsoring local events.

Each segment has its own little niche in which to participate, and each will have varying degrees in which it chooses to do so. By offering customizable packages to suit the individual needs we can maximize our potential revenue stream to best suit our members and our community. To be acknowledged and recommended by the Keizer Chamber and Visitors Center one must first and foremost be a member. The amount of publicity we offer will depend on the needs analysis and level of participation the individual business wants.

Our Sustainability

On-going revenue streams already established are membership dues, Iris Festival, grants, advertising, and program/event participation. A continued focus on these services and products will provide the core income needed for current staffing and operations. With the move and expansion of space, the ideal location, and the enhanced technology the Chamber expects to see increased participation with these established income lines. Potential revenue streams will be assured through retail/ travel services, rental space for product/ industry displays, contractual services, and other grants.

Chamber Financials

	2010	2011	2012	2013
NET CHAMBER REVENUES	Actual	Budget/ Actual	Budget	Budget
Advertising/Sponsorship	$12,173	$12,781	$13,420	$14,091
Other Events	$7,423	$7,794	$12,794	$13,434
Iris Fest	$53,091	$70,000	$54,000	$54,000
Membership	$75,536	$77,597	$78,000	$81,900
Programs	$7,737	$7,500	$15,000	$15,000
Other /Misc	$1,686			
VISITOR CENTER REVENUES				
Visitor Partnerships		$20,000	$22,000	$23,000
Contracted Services	($2,800)	$1,000	$5,000	$5,000
City of Keizer TOT/Other	$9,918	$7,500		
Grants- Urban renewal?		$15,000		
TOTAL REVENUES	$164,764	$219,172	$200,214	$206,425
EXPENSES				
Salaries & Related Expenses	($128,349)	($148,349)	($156,000)	($157,000)
Operations	($31,016)	($33,000)	($33,660)	($35,290)
VC Marketing	($2,306)	($1,000)	($3,000)	($5,000)
Sustainability Fund		($6,000)	($6,000)	($7,000)
Build / Moving		($30,000)		
TOTAL EXPENSES	($161,671)	($218,349)	($198,660)	($204,290)
NET EQUITY	$3,093	$823	$1,554	$2,135

Funding Strategy

The Chamber will be sustainable through our customers (the membership), our products (the Iris Festival and other marketing products), promoting Keizer and the region (sponsorships and grants), and operating as a vital business. A large membership base provides revenue from dues and positions us as the true representative of the Keizer business community. The Keizer Station Visitor Center will assist with diversifying revenues to include on-line sponsorships, other event revenues, display advertising and local retail.

Management Team

The Chamber has provided ongoing enhancement of the economic vitality of the Keizer community for over fifty years. Skilled business representatives from a plethora of industries provide an evolving base of volunteers. Involved members include architects, general contractors, financial institute managers, hospitality service managers, goldsmiths, property managers, account executives, restaurant owners, and others. Their leadership of standing committees allows for the ability to build on mutual relationships with profitable joint objectives. Our common strength and community development objectives have reached numerous strategic goals. The governing body consists of an elected Board of Directors that closely works with the full time Executive Director and staff. This organizational proficiency to promote and facilitate festivals, events, and visitor services since 1999 has increased the Chamber's annual budget by over 200%.

Our Sustainability

Five Year Matrix of Potential and Actual Programs, Services, and Activities

Activities	Year One	Year Two	Year Three	Year Four	Year Five
Events/ Sponsorship	-Awards Banquet -Art Gala -Sustainability Summit -Iris Festival -Concerts -Golf Classic -Holiday Lighting & Events	-Awards Banquet - Art Gala -Sustainability Summit -Iris Festival -Concerts -Golf Classic -Hop Harvest Fest -Holiday Lighting & Festival Lights Parade	-Awards Banquet -Art Gala -Sustainability Summit -Iris Festival -Concerts -Golf Classic -Hop Harvest Fest -Winter Festival	-Awards Banquet -Art Gala -Sustainability Summit -Iris Festival -Concerts -Golf Classic -Hop Harvest Fest -Winter Festival	-Awards Banquet -Art Gala -Sustainability Summit -Iris Festival -Concerts -Golf Classic -Hop Fest -Winter Festival
Advertising	-Directory -Internet Coupons/ Pages -Visitor Center Digital Signage -Newsletters	-Directory/Map -Internet Coupons/ Pages -Visitor Center Digital Signage -Newsletters	-Directory -Internet Coupons/ Pages -Visitor Center Digital Signage -Newsletters	-Directory/Map -Internet Coupons/ Pages -Visitor Center Digital Signage -Newsletters	-Directory -Internet Coupons/Pages -Visitor Center Digital Signage -Newsletters
Membership	375	400	420	450	500
Tourism Partner	60	66	80	100	125
Public Funding	-Marion/Polk Co. -Salem TOT	-Keizer TOT -Marion/Polk Co. -Salem TOT	-Keizer TOT -Marion/Polk Co. -Salem TOT	-Keizer TOT -Marion/Polk Co. -Salem TOT	-Keizer TOT -Marion/Polk Co. -Salem TOT
Travel/ Interpretive Services	-Internet Café -Local Ag Retail/ Tours	-Internet Café -Local Ag Retail/ Tours -Wine/Brew Tasting & Tours	-Internet Café -Local Ag Retail/ tours -Wine/Brew Tasting & Tours	-Internet Café -Local Ag Retail/ Tours -Wine/Brew Tasting & Tours	-Internet Café -Local Ag Retail/ Tours -Wine/Brew Tasting & Tours
Targeted Grants	-Travel Oregon -Oregon Arts Commission	-Oregon Culture Trust -Certified Local Government	-Oregon Community Foundation	-Charles Lafittte Foundation	-Preserving Oregon -Spirit Mountain
Tournament/ Event/Festival and Large Group Services	- Internet Calendar -Welcome Campaigns -Event Registration	- Internet Calendar - Welcome Campaigns -Event Registration -Scheduling Facilities -Tournament Registration	- Internet Calendar - Welcome Campaigns -Event Registration --Scheduling Facilities -Tournament Registration	- Internet Calendar - Welcome Campaigns -Event Registration -Scheduling Facilities -Tournament Registration	- Internet Calendar - Welcome Campaigns -Event Registration -Scheduling Facilities -Tournament Registration

Our Implimentation Plan for a New Office at Keizer Station

Our implementation plan to move the Chamber's office to Keizer Station has started. We are confirming partnerships, designing, and updating operational systems. Three specific teams are undertaking an estimated three month time frame to completion of a Keizer Chamber Information Center at Keizer Station

Duration	Partnership Team	Design Team	Operations Team
Commence	Identify Stakeholders	Identify Available Properties	Identify Available Properties
	Assemble Focus Groups	Develop Preliminary Program	Preliminary Evaluation of Economic Feasibility
	Needs Analysis	Code Research	Research Program Economic Repercussions
Second Phase	Program Analysis	Research Sustainable Project Options	Develop Economic Feasibility
	Select Key Program Elements	Develop Site Analysis Reports	
	Needs Analysis		
	Review Site Reports Select (3) for Evaluation	Program Development & Analysis	Needs Economic Comparison
Third Phase	Legal Feasibility	Develop Site Plans	Operational Feasibility
	Site Review & Selection	Building Design Development	
	Building Design Analysis	Secondary Code Research	Update Economic Feasibility
	Secondary Research	Architect Rendition & Design Plan	Sustainability Secondary Research
	Rendition/Plan Design Review	Secondary Research & Reporting	Cost Analysis
Completion	Tenant Landlord Operations Agreement	Record/Report Decision Making	Economic Feasibility Report

"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world"

Joel A. Baker

MINUTES
KEIZER URBAN RENEWAL AGENCY
Monday, August 1, 2011
Keizer Civic Center
Keizer, Oregon

CALL TO ORDER

Agent Christopher called the session to order at 6:30 p.m. Roll Call was taken as follows:

Present:	**Staff:**
Lore Christopher, Chair	Chris Eppley, City Manager
Brandon Smith	Shannon Johnson, City Attorney
David McKane	Nate Brown, Community Development Director
Joe Egli	Susan Gahlsdorf, Finance Director
Cathy Clark	Tracy Davis, City Recorder
Jim Taylor (6:33)	
Mark Caillier	

PUBLIC TESTIMONY

Dave Bauer, Keizer, spoke in opposition to the 8th Amendment to the Urban Renewal Plan noting that the allowance of $500,000 is too much money to invest in tourism. He noted that the Good Vibrations event only brought business to the restaurants and not to the other businesses and he suggested that this amendment would subsidize the local hotel and restaurants and not benefit the local Keizer residents. He concluded that tourism did not apply to Keizer.

Bill Quinn, Keizer, voiced the opinion that the city should not be in the real estate business, either building a building or leasing it out.

PUBLIC HEARING

None

ADMINISTRATIVE ACTION

a. RESOLUTION – Approving Additional Grant for Landscape Improvements at Property known

Community Development Director Nate Brown reminded Agents that they had authorized expenditure for this project of $118,964 but only $116,560 was spent. Originally the project was designed with a seat height wall which was subsequently deleted with the understanding that planters would be used instead. He explained that he had reviewed catalogs and found some that were reminiscent of bowling balls but they would cost $1,000 each to ship. Advantage Precast in Keizer has indicated they could manufacture the planters for $595 each and there would be no shipping costs. Mr. Brown requested $5,000 to cover the cost of the

as Town and Country Lanes located at 3500 River Road, North, Keizer, Oregon

planters, placement, planting, irrigation, etc, noting that because the project was closed out in the last fiscal year, this amount would be a new authorization. Additionally the Keizer Urban Renewal Board had unanimously supported the expenditure and suggested that staff work with Advantage Precast to get three dimples to look like finger holes placed in the planters as well.

Agent Egli moved to adopt a Resolution Approving Additional Grant for Landscape Improvements at Property known as Town and Country Lanes located at 3500 River Road, North, Keizer, Oregon. Agent Smith seconded. Motion passed unanimously as follows:

AYES: Christopher, Egli, Smith, McKane, Caillier, Taylor and Clark (7)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: None (0)

b. RESOLUTION – Approving the Eighth Amendment to the North River Road Urban Renewal Plan (Visitor Information Services Facilities)

Mr. Brown reminded Agents that at the July meeting they had directed staff to prepare the appropriate Minor Amendment to include Visitor Information Services Facilities in the Urban Renewal Plan. This resolution adds such facilities to the plan. A Minor Amendment limits the project maximum expenditure to $500,000. The resolution specifies expenditure of funds to be from Program Income and does not specify how the funds would be spent; it merely gives the Agency the authority to consider such a project in the future.

Mr. Brown then fielded questions and provided clarification regarding the funds, the list of possible projects, and participation in the Transit District facility design. Agent Taylor questioned the disposition of the $4 million allocated for Something Special: $1.3 was spent on Buchholz property for Something Special, leaving 2.7 million that should be repaid. Mr. Brown explained that several items have been adjusted by Agency decisions to spend but that the Something Special concept has been employed for the purchase of the Buchholz property and was therefore completed. Agent Taylor argued that Something Special was not just ground and that the remainder of the $4 million should be used for this.

Mr. Brown noted that this amendment would not affect the sunset or the life of the district. He reviewed areas of Keizer Station that are included in the district, projects that have been completed in the Plan and those remaining in the River Road Renaissance plan.

Agent Clark moved that the Keizer Urban Renewal Agency adopt a Resolution Approving the Eighth Amendment to the North River Road Urban Renewal Plan (Visitor Information Services Facilities). Agent Smith seconded.

Agent Taylor noted that he would oppose this because it was

irresponsible to fund something new when things already agreed upon cannot be funded. Agent McKane voiced opposition to the Resolution noting that he was not comfortable with the funding limit and he felt there should be more discussion prior to making this decision.

Motion passed as follows:

AYES: Christopher, Egli, Smith, Caillier and Clark (5)
NAYS: McKane and Taylor (2)
ABSTENTIONS: None (0)
ABSENT: None (0)

CONSENT CALENDAR

a. Approval of July 11, 2011 Urban Renewal Agency Minutes

Agent Clark moved to approve the Consent Calendar. Agent Smith seconded. Motion passed unanimously as follows:

AYES: Christopher, Egli, Smith, McKane, Caillier, Taylor and Clark (7)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: None (0)

OTHER BUSINESS None

ADJOURNMENT With no further business the meeting was adjourned at 6:56 p.m.

APPROVED:

Debbie Lockhart, Deputy City Recorder

Lore Christopher, Chair

AGENCY MEMBERS

David McKane

Mark Caillier

Jim Taylor

Cathy Clark

Brandon Smith

Joe Egli

Minutes approved:_____