



**2005-2007  
Baker City/County  
Economic Development Strategic Plan**

***Vision Statement:  
Baker County and the City of Baker City will have a diverse  
and thriving economy capable of sustaining itself  
indefinitely, all the while preserving our rich heritage and  
community livability.***

***December 2004***

**Adopted by:  
Baker County Economic Development Council  
Baker City Council  
Baker County Board of Commissioners**

**BAKER CITY/BAKER COUNTY  
ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**TABLE OF CONTENTS**

**Prelude ..... 1**

**Current Trends ..... 4**

**Our Future..... 6**

**Phases of 2005-2007 Economic Development Strategic Plan ..... 8**

**Economic Development Council ..... 9**

**Economic Development Strategic Plan ..... 9**

**First Cornerstone ..... 11**

**Second Cornerstone..... 14**

**Third Cornerstone..... 17**

**Fourth Cornerstone ..... 19**

**Fifth Cornerstone ..... 23**

**Sixth Cornerstone ..... 26**

**Seventh Cornerstone..... 27**

**Appendix**

- ❖ Action Items from Economic Summit (May 2004)

## **CORNERSTONES OF ECONOMIC DEVELOPMENT**

### **First Cornerstone: Business Attraction**

Develop business attraction strategies that include target industries and target industry marketing methodology.

### **Second Cornerstone: Business Retention**

Create a business retention and expansion (BR&E) program for the principal purpose of retaining and creating jobs in Baker County. This BR&E program shall include planning and implementing community-specific activities that promote interaction with local businesses and will offer both one-on-one and group training to help organizations achieve their maximum degree of success.

### **Third Cornerstone: Business Development**

Create mechanisms by which interested companies would choose to relocate or expand operations into Baker County.

### **Fourth Cornerstone: Tourism Development**

Develop a tourism marketing and development strategy that will include a strategic plan to increase visitor numbers and spending, as well as bolster the economic vitality of Baker County.

### **Fifth Cornerstone: Workforce Education and Development**

Create systems and partnerships for developing a quality workforce.

### **Sixth Cornerstone: Community Awareness**

Ensure continued public awareness and support of the Economic Development Strategic Plan.

### **Seventh Cornerstone: Ongoing Research and Quality Improvement**

Regularly evaluate the effectiveness of the Economic Development Strategic Plan and make improvements.

**2005-2007  
BAKER CITY/BAKER COUNTY  
ECONOMIC DEVELOPMENT STRATEGIC PLAN**

**PRELUDE**

**PURPOSE**

The purpose of this document is to guide the activities of the Baker City/County Economic Development Council for the years of 2005 to 2007. The Plan should ensure that these activities are articulated to the residents of Baker City and County.

This Strategic Plan should also serve Baker City, Baker County and the incorporated communities of Baker County. In addition to coordination with the public sector, the Plan should provide the private sector with a prioritized list of existing and scheduled activities, marketing plan, list of targeted industries, and planned strategic investments that will strengthen the local economy.

**HISTORY**

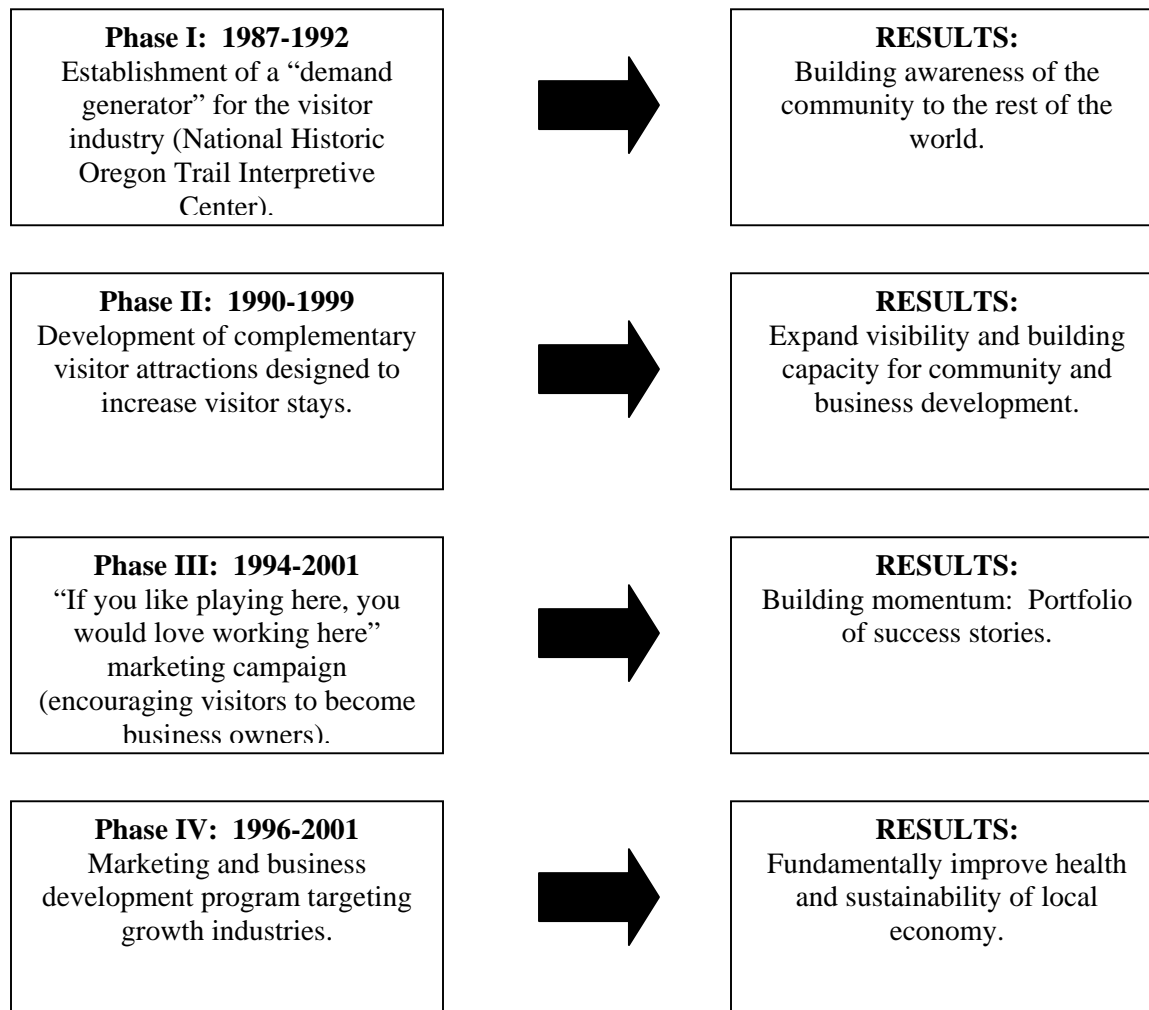
In 1987, Baker County and City established a four-phase strategic plan, which targeted the development of the visitor industry as the starting point for the area's economic development efforts (see Figure I on following page). Central to this strategy was to expose the world (visitors) to the natural scenic beauty of the area, affordable cost of living, quality of schools, and general outstanding quality of life.

Uniquely, the community has consistently held to this strategic plan, with very little variation, for the past seventeen years. Rather than attempting to "chase smokestacks" from the beginning of the tough economic times in the early and mid-1980s, the community prepared for internal business expansion and external business recruitment through a series of planned investments which built one on the other and pushed the area toward its identified goals.

*Phase I* has been completed, although several groups are working on a consistent marketing campaign (and budget) that will reverse a recent trend of declining visitation at the National Historic Oregon Trail Interpretive Center and other complementary attractions. However, the Center has proven successful in "putting Baker County on the map" in the minds of many throughout the Pacific Northwest.

*Phase II* also was largely finished with the 1998 opening of the Sumpter Valley Dredge State Heritage Area, completion of 80 major and minor historic facades in downtown Baker City, development of the Hells Canyon Overlook, and a number of major capital improvements to other visitor products such as local museums (Eastern Oregon Museum in Haines, Adler House and Oregon Trail Regional Museums in Baker City, and the Huntington Museum), expansion of Baker City's golf course to 18 holes, completion of the Baker Sports Complex, development of the Leo Adler Memorial Parkway and construction of new multi-purpose buildings at the county's fairgrounds.

Another component of this part of the four-phase plan, which in the past has not been identified specifically but which is extremely important, was a coordinated marketing campaign (regional and national) for all the aforementioned visitor attractions.



**Figure 1. Phases of 15-year Economic Development Strategic Plan**

*Phase III*, a complementary effort to encourage visitors to consider moving themselves and their businesses to Baker County, showed some success. A combination of capital investments and a can-do spirit developed in *Phases I* and *II* contributed greatly to those successes. The community developed what was then one of the best marketing documents in the Northwest – the *Life in Balance* community profile – as a first response piece in attracting visitors to become residents. Most importantly, Baker City and County built a reputation as being one of the most livable and progressive rural communities in Oregon and this status played very favorably in both small and large business development projects.

*Phase III* also included a proactive effort to build employment and financial strength of the community's existing local businesses and industry. Through active outreach, local organizations and government agencies did whatever possible to ensure that existing companies were profitable and growing. As a result, nearly all manufacturers in Baker County expanded during the 1990s.

*Phase IV* began earnestly at the end of 1996 via a coordinated business recruitment campaign with neighboring Malheur County. In this effort, five key industries (four-digit SIC codes) were selected for targets through a lengthy and in-depth analysis of all sectors. They included: Prepackaged Software; Transportation Products, NEC; Plastic Products, NEC; Sporting Goods, NEC; and Printed Circuit Boards. The targets were chosen on the criteria of high employment growth, above county average annual wages, high capacity utilization (need for more space), and past precedence of locating in a rural community.

Additionally, the community continued to actively respond to a variety of leads coming from other sources such as the Oregon Economic Development Department, the National Association of Manufacturers, and internal leads generated from within the Baker City/County Economic Development Department. These produced several successful business recruitment projects.

The final phase of the original plan calls for business recruitment activities through 2001. However, as expected, these efforts will continue through 2005 and beyond.

## CURRENT TRENDS – OUR NATIONAL, STATE AND LOCAL ECONOMY

### National

After three years of economic decline, 2004 has shown some signs of nationwide recovery. The growth, however, is slow. As of July, our national economy has 1.2 million fewer jobs than it did in March of 2001. Experts disagree on the cause of what has been called the “jobless recovery.” Whether it’s changes in our economic structure, increasing labor costs, off shoring of jobs, higher worker productivity, or a little of all of these factors, the creation of jobs has been a slow process in an otherwise recovering economy.

Comparisons between June of 2003 and June of 2004 show moderate economic gains. Sectors posting annual gains include professional and business services, healthcare and social assistance, construction, retail trade, natural resources and mining, and energy utilities. Sectors posting annual declines in employment include manufacturing, federal government, information services and state government.

Six regions have added jobs over the same time period:

- ❖ Northwest
- ❖ South Atlantic
- ❖ Southwest
- ❖ Plains
- ❖ Mid Atlantic
- ❖ Mid South

Two regions – the Great Lakes and New England – lost jobs during this time. **Even with a seemingly positive period of growth, only one region – The Plains – added manufacturing jobs.**

Most experts agree that this trend cannot continue. Though high productivity gains have staved off the need for many businesses to add labor, this is believed to be an unsustainable trend. At some point in the near future, more labor will be needed to meet demand.

### Oregon

Oregon has seen tumultuous economic times over the past four years. Though the national recovery has been slow to improve the state’s outlook, some positive trends are beginning to emerge. The unemployment rate has dropped significantly from June of 2003 (8.7%) to June of 2004 (6.8%). Additionally, job gains have been seen over the previous year in construction, **manufacturing**, trade, transportation, professional and business services, government, utilities and warehousing. The information sector continues to slump and financial activities remained flat in year-over-year comparisons.

Growth in manufacturing jobs is a very positive indicator of an economic recovery. Other regions of the Northwest continue to see decreases in this sector. If manufacturing numbers in Oregon continue to rise, a positive economic rebound should occur and be sustainable.

### Baker County

Baker County's economy has continued to improve since having the highest unemployment rate in the state in the mid-1980s. Though some economic indicators seem to have leveled off, there are signs of growth around the corner.

Our unemployment rate increased slightly in 2003 to 9.2%. However, non-farm employment rates showed positive growth over previous year levels. Manufacturing jobs are on the rise with local employers looking at expansion. Baker County's average pay per job jumped from \$24,916 to \$25,882, moving us from fourth to second in our region. These indicators point to a positive economic future for our county.



## OUR FUTURE

It is now time to chart the course for the community through at least 2007. The original four-phase plan was expanded to six phases in 1999. Some notable modifications have been made to this initial six-phase strategy (see Figure 2 on Page 8). For instance, tourism marketing will likely take a more active position through the next few years. Additionally, there is new focus on relationship based recruiting and workforce development. The following narrative provides an explanation of each phase.

### Phase I

**Tourism.** The May 2004 “Tourism Assessment & Suggestions” report developed and presented by Roger Brooks of Destination Development, Inc. will serve as a foundation of first steps in reinvigorating a fluctuating tourism economy in Baker County. Utilization of this document, coupled with energetic involvement of the Transient Room Tax Committee, should begin a new era in flourishing tourism interest through such efforts as: “connecting the dots”; developing a new web page; creating entertainment districts; unifying and improving downtown retail; highlighting our already existing strengths; and as written in the 1999 – 2001 Economic Development Strategic Plan, “Development of complementary visitor attractions designed at increasing visitor stay.”

**Business and Economic Development.** A three-fold approach, headed by the relationship based model and followed by target industry marketing and media advertising, will be the guiding light to economic development marketing effectiveness during the years 2005 through 2007. Some efforts have already been engaged and are showing immediate results. Branding and target industry marketing materials should soon follow and generate business investment interest by the end of 2005. Media highlighting our unequaled quality of life, referencing recent new business locations and telling our business friendly story will represent the culmination of a very effective business and economic development marketing program.

### Phase II

As with any growing business, word of mouth and networking play the greatest role in continuing success. “Relationship Based” economic development is fast proving to be the first and most successful approach to business recruitment. This phase shall consist of mutual visitor and business recruitment marketing to include branding, target industry, and improved tourism marketing products. Both tourism and economic development marketing are in need of new and innovative approaches.

### Phase III

Phase III coincides with Phase II in that for all practical purposes, one cannot exist to the exclusion of the other. When interested businesses look at Baker County they will observe how we treat and service our existing businesses when making a business location decision. Services and community support that allow current businesses to grow need to exist.

### Phase IV

Once phases II & III are in place and effectively working, there will soon be a greater influx of businesses than qualified workforce. Workforce education and training must begin now and be

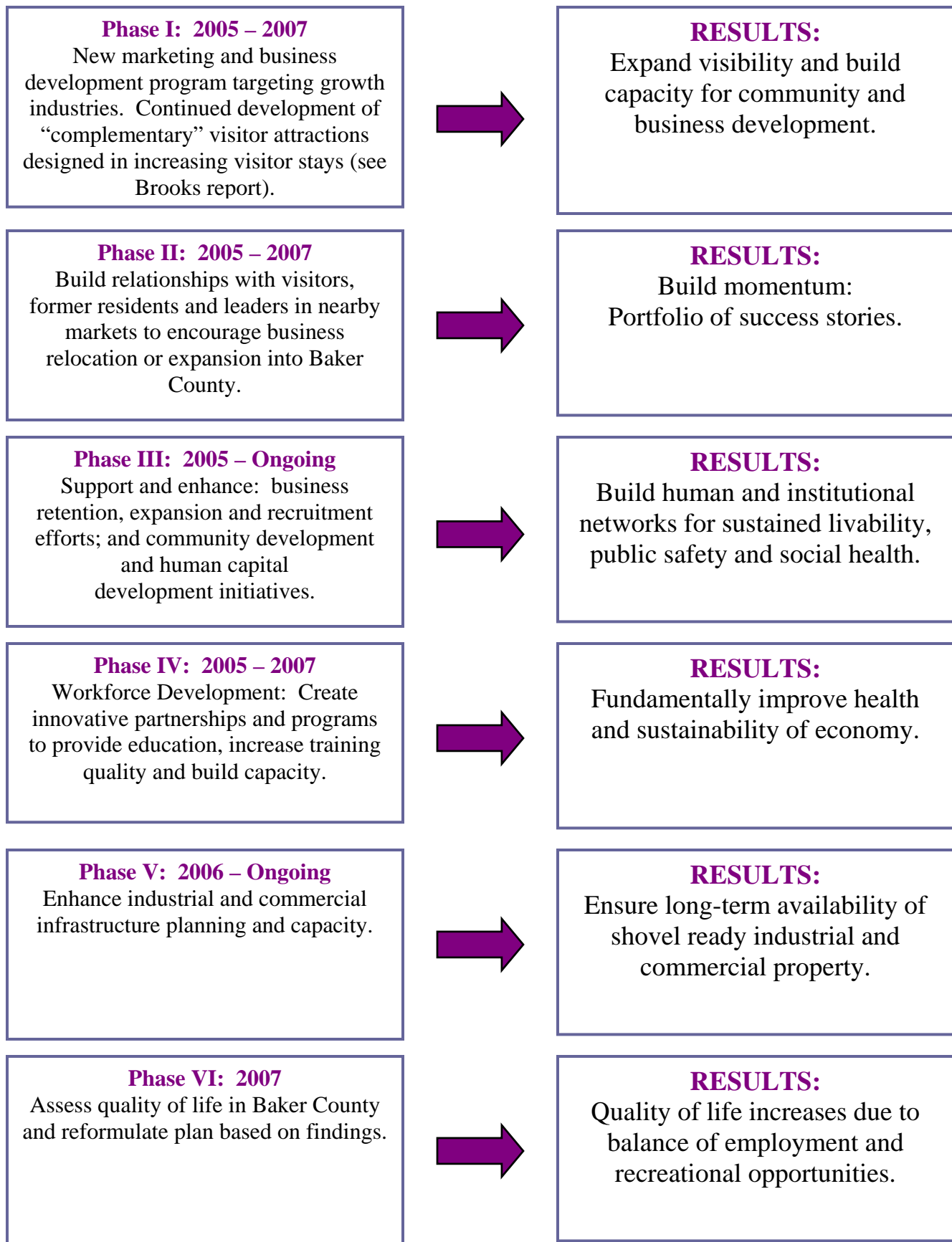
at full operational effectiveness by the end of year 2005; otherwise, as we become known as the preeminent choice to live, work, and play, we will not have the capacity and ongoing service capabilities to demonstrate to a business investment interest that we can meet their workforce needs.

#### Phase V

Knowing how a “high quality of life” community evolves clearly demonstrates the vital importance of land-use and infrastructure planning and development to meet the capacity needs of those who live, work, and play here. If we are on the track of anticipated success, this phase will take on enormous importance and should be considered the “benchmark of reassessment.” Our focus will need to shift slightly from recruitment to maintenance and planning for the future so that the development we needed in the previous phases does not overtake our ability to absorb, thus compromising our community quality of life.

#### Phase VI

This phase closes the loop, so to speak, with regard to community and economic development. This is where community leaders pause and take a snapshot of the community, reassess our effectiveness to date, and re-chart a course for continued prosperity and livability in Baker County.



**Figure 2. Phases of 2005-2007 Economic Development Strategic Plan**

## **ECONOMIC DEVELOPMENT COUNCIL**

The Economic Development Council is a five-member group that oversees economic, community and tourism development aspects in Baker County. Assisting them in their efforts is the Transient Room Tax Committee, a countywide group that is accountable for tourism development.

Community leaders have taken the view that economic development activities have a specific purpose in achieving overall sustainability, not simply in perpetuating the agency in general or rampant growth. Other organizations such as Baker County Unlimited, Historic Baker City, oversight agencies and civic groups in the social services arena should be able to support ongoing programs designed to preserve a healthy, expanding economy and manageable population growth while enhancing (not compromising) the overall quality of life in the community.

### Purpose

The purpose of the Economic Development Council is to:

- ❖ Initiate and implement a countywide Economic Development Strategic Plan; and
- ❖ Create and manage all policies and contractual agreements pertaining to the expected outcomes from the Economic Development Strategic Plan on behalf of Baker County and the City of Baker City.

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

### Vision Statement

With respect to the “dynamic approach,” Baker County and the City of Baker City will have a diverse and thriving economy capable of sustaining itself indefinitely, all the while preserving our rich heritage and community livability.

### Mission Statement

Create and retain jobs that add to the economy while enhancing the community’s quality of life. Establish a dynamic approach in the pursuit of community and economic development projects that capitalizes on our people, community livability, infrastructure and geographic advantage for the purposes of attracting new business development, stimulating existing business expansion and increasing tourism activity.

### Economic Development Cornerstones

1. Business Attraction
2. Business Retention
3. Business Development
4. Tourism Marketing and Development
5. Workforce Education and Development
6. Community Awareness
7. Ongoing Research and Quality Improvements

### Strategies

For each of the seven cornerstones, specific goals, objectives and actions have been identified to ensure the successful implementation and achievement of the goals. These strategies are presented on the following pages of this document.

## **FIRST CORNERSTONE: Business Attraction**

**Develop business attraction strategies that include target industries and target industry marketing methodology.**

### **FIRST CORNERSTONE: Goal 1**

(Action Items 5, 6 & 10 from Economic Summit)

- Develop a renewed Baker County Target Industry listing which considers existing resources and business sectors, and emerging business and economic stimulus industries compatible with Baker County.
- Assigned to: Economic Development Council (EDC)

#### **Goal 1 Objectives:**

- Agriculture & Food Processing
- Knowledge-Based High Tech
  1. Medical Services
  2. Communications/Internet
  3. Software
  4. Film/Video
  5. Nanotechnology
- Manufacturing
  1. Sports and Recreational
  2. Metals
  3. Plastics
  4. Wood Products
  5. Fuel Cell
- Tourism
- State and Federal Operations, Retention and Expansion
  1. Prison/Homeland Security/Military
  2. Consolidated & back office operations
  3. State and federal agency relocation/expansion
- Environmental Services & Technology
  1. Specialized Recycling
  2. Co-Generation
  3. Research/Technology/Specialized Services
- Distribution Centers

#### **Goal 1 Actions:**

- EDC meets to discuss and strategize a target industry listing determined to be most beneficial to Baker County over time.
- EDC Finalizes and adopts a Target Industry List.
- Hire an Executive Director or Business Recruitment Specialist.
- Finalize and engage a contract and work program for the Executive Director/Business Recruitment Specialist.

#### **Goal 1 Success Indicators:**

- EDC will hold a public meeting to discuss and develop a Baker County Target Industries by December 2004.
- EDC will formally adopt a Baker County Target Industries List by the end of December 2004.
- Economic Development Coordinator contract and work program finalized and adopted by end of October 2004.

**Goal 1 Estimated Cost:**

- \$60,000, Economic Development Coordinator.
- \$500.00 for public notices and organizing public meetings if deemed necessary.

**FIRST CORNERSTONE: Goal 2**

(Action Items 1, 2, 5, 6, 8 & 10 from Economic Summit)

- Create two-fold business recruitment and attraction program utilizing a relationship based and target market approach, and develop support marketing materials highlighting our quality of life, and the Land, Labor, and Time (LLT) benefits to our Target Industries.
- Assigned to Leadership Assistance Team (LAT)

L= Lower land and development costs with incentives.  
 L= Lower ongoing labor costs.  
 T= Faster timelines from “decision” to: “getting product to market”.

**Goal 2 Objectives:**

- Assign the relationship based recruitment responsibility to an individual and enact work program details, success monitoring, and incentive requirements within their scope of work.
- Confirm and finalize the membership and role of the Leadership Assistance Team (LAT) as an advisory team for both recruitment and attraction.
- Begin the relationship based recruitment process by using already known resources such as personal acquaintances, school alumni, existing businesses and civic groups, Oregon Economic Development Association, Northeast Oregon Economic Development District, known business assistance programs, and Boise, Portland, Seattle, and San Francisco business connections.
- Develop mechanisms for evolving and adapting relationship based recruitment to changing conditions and new information.
- Develop a branding concept and attraction plan to include distribution of marketing materials designed primarily for the Target Industries with an emphasis on the LLT and quality of life attributes of Baker County.
- Coordinate economic development branding and marketing materials in consort with the Transient Room Tax Committee (TRT) in designing and distributing economic development and tourism marketing materials.

**Goal 2 Actions:**

- Formally adopt the membership and responsibilities of the LAT (by EDC).
- Develop a working resource list of existing and potential relationship-based business recruitment resources as described above, to include ongoing communications and monthly reporting processes.
- Develop an economic development brand in alignment with the Target Industries and ensure this new brand is complementary to the Tourism marketing strategy.
- Identify opportunities and create attraction strategies that take into consideration the relationship based recruitment model, Target Industries, tourism marketing and regional partnerships.

**Goal 2 Success Indicators:**

- LAT membership recruitment is advertised, nominated, and adopted by the EDC by end of end of November 2004.
- LAT responsibilities and work program finalized and adopted by the EDC by end of January 2005.
- Relationship based yearly methodology and proposed resource list completed by end of January 2005.
- Economic development attraction brand is finalized and adopted by March 2005.
- Economic development attraction strategy with products designed, produced and available for distribution by end of January 2005.
- There will be at least one mailing, involvement with regional partners in one trade show and one promotional campaign completed by end of September 2005.
- One member of the TRT Committee shall be designated to be actively involved in finalizing all EDC marketing products by end of September 2004.
- There will be at a minimum five prospective interests consider Baker County for business investment by end July 2005.

**Goal 2 Estimated Cost:**

- \$25,000, printing and distribution.



## **SECOND CORNERSTONE: Business Retention**

**Create a business retention and expansion (BR&E) program for the principal purpose of retaining and creating jobs in Baker County. This BR&E program shall include planning and implementing community-specific activities that promote interaction with local businesses and will offer both one-on-one and group training to help organizations achieve their maximum degree of success.**

### **SECOND CORNERSTONE: Goal 1**

(Action Items 5, 6 & 10 from Economic Summit)

- Execute an existing business climate survey and create a database of information the EDC and community leaders can use in developing, prioritizing, and implementing policy and action steps that best address the needs of local firms and the community, all culminating in the creation of a BR&E program for Baker County.
- Assigned to: Business Assistance Team (BAT)

#### **Goal 1 Objectives:**

Measurable objectives shall include:

- Establishment of an integrated approach to economic development.
- Finalization of community and economic development decision-making priorities.
- Improvement of Baker County quality of life.
- Development of a recognized pro-business message.
- Improvement of community leaders' confidence in the Economic Development Strategic Plan.
- Creation of a factual basis for business assistance needs, business attraction and economic development marketing.
- Creation of a Baker County Business Assistance Team (BAT) and Resource Assistance Team (RAT).

#### **Goal 1 Actions:**

- Develop a business climate survey for purposes of attaining areas of strengths and weaknesses pertaining to support services for business; identification of the needs of some specific business sectors which could be improved; and determining what additional programs and services could be engaged which would incite business expansion in Baker County.
- Create a business data base from the survey which can document areas of business assistance needs and keep track of both business concerns and potential opportunities for business expansion.
- Enact an ongoing BR&E program and yearly work program using the survey results and updated business climate database in alignment with the text of this cornerstone.

#### **Goal 1 Success Indicators:**

- The BAT and RAT will be formally assembled and approved by the EDC by November 2004.

- Business climate survey will be developed by staff with implementation timelines and presented to the EDC through the BAT for approval by January 2005.
- Business climate survey will be implemented and completed by March 2005.
- A data base program for documenting survey results and conducting ongoing business monitoring and assistance will be completed by June 2005.

**Goal 1 Estimated Cost:**

- \$12,000.00 data base development
- \$5,000, printing and distribution.

**SECOND CORNERSTONE: Goal 2**

(Action Items 3, 4, 5, 6 & 10 from Economic Summit)

- In recognition of Goal 1, with primary input from the BAT, analyze existing small business needs and develop assistance, networking and resource services for existing business within the framework of a BR&E program and subsequent annual work agenda.
- Assigned to: Business Assistance Team (BAT)

**Goal 2 Objectives:**

- Using the data from the Existing Business Climate Survey and input from the BAT, create a BR&E program that will incorporate business networking, one-on-one mentoring, and specialized education and training programs for existing business.
- Using the input from the RAT, develop an ongoing network of available resources capable of assisting existing business to grow in Baker County.
- Develop a year-to-year business assistance agenda based upon the prevailing goals of the BR&E program and expectations of the BAT.

**Goal 2 Actions:**

- Plan and develop an Existing Business Climate Survey.
- Complete a BR&E as previously described.
- Develop and publish a business resource list and associated network.
- Create a yearly business assistance agenda to be reviewed and reaffirmed on a yearly basis.

**Goal 2 Success Indicators:**

- There will be a prioritized list of work projects developed by the BAT that will address business networking, mentoring, and education and training programs as part of a proposed BR&E program by February 2005.
- A BR&E program will be completed and approved by the BAT and adopted by the EDC by June of 2005.
- A year-to-year business assistance agenda, which incorporates the previous two action items, will be finalized and enacted by the BAT by July 2005.

**Goal 2 Estimated Cost:**

- \$5,000, marketing and implementation

## **THIRD CORNERSTONE: Business Development**

**Create mechanisms by which interested companies would choose to relocate or expand operations into Baker County.**

### **THIRD CORNERSTONE: Goal 1**

(Action Items 3, 4, 5, 6 & 10 from Economic Summit)

- Execute and manage a multi-year plan with emphasis on creating new jobs through business development and attraction.
- Assigned to: Resource Assistance Team (RAT)

#### **Goal 1 Objectives:**

- Utilize the RAT as the primary advisory committee to this endeavor and secondary advisor to business assistance initiatives.
- Develop a relocation incentives program in alignment with Targeted Industries.
- Identify, coordinate and enhance resources and sources of information most critical to the development and creation of business investment in Baker County.
- Engage state and federal agency support in efforts to bolster the economic base of Baker County through localized initiatives and the Target Industry Program.
- Work closely with local and regional community and business leaders to provide encouragement and technical support for expansions and new business investment in Baker County.
- Create and maintain attractive sites, buildings and physical environments for manufacturing, office operations, and other target industry related uses.

#### **Goal 1 Actions:**

- Establish a regular meeting schedule of the RAT.
- Using the RAT, research, develop and publish a dynamic listing of the assets, business development incentives and demographic information available to expanding and relocating business investment interests in Baker County.
- Update demographic information for Baker County.
- Develop a system whereby state and federal agencies are fully aware and in support of the Baker County Target Industry list, localized business development initiatives, and capital improvement projects in support of new business development.
- In conjunction with the LAT, develop local community leader support for business development in Baker County.
- Develop and maintain a working list of all available land and building sites in Baker County.

#### **Goal 1 Success Indicators:**

- The LAT and BAT will be formally recognized by the EDC and holding regular meetings by November 2004.
- There will be a business development/incentive comprehensive program in place by January 2005.

- There will be one presentation to the Governor's Economic Revitalization Team and the EDA by July 2005.
- The RAT will hold regular bimonthly meeting beginning in September 2005.
- The LAT will hold two joint meetings with the RAT by July 2005.
- Staff will have assembled and published a list of business development incentives with input from the RAT by January 2005.
- A database of all available lands and buildings considered possible business development sites will be completed – with data, and pictures – and on line by July 2005.

**Goal 1 Estimated Cost:**

- \$5,000, research and implementation.

## **FOURTH CORNERSTONE: Tourism Development**

**Develop a tourism marketing and development strategy that will include a strategic plan to increase visitor numbers and spending, as well as bolster the economic vitality of Baker County.**

### **FOURTH CORNERSTONE: Goal 1**

(Action Items 13, 15 & 18 from Economic Summit)

- Position Baker County as a year round destination rich in history, scenery, recreation, and community events
- Assigned to: Transient Room Tax Committee (TRTC)

#### **Goal 1 Objectives:**

- Increase tourism visitation levels throughout Baker County
- Generate exposure and excitement for visitor industry products, complementary attractions, and community events
- Create Brand equity for Baker County (A symbol and/or concept carrying with it an image and awareness level, which instills customer and community loyalty.)
- Position Baker County as a unique and “high demand” destination for all seasons of recreation
- Build partnerships and coordinate efforts within the community to maximize effectiveness of advertising dollars
- Enhance visitbaker.com to increase user friendliness and accessibility

#### **Goal 1 Actions:**

- Assign countywide tourism marketing development and implementation to Baker County Unlimited
- Develop and administer a visitor survey plan
- Concentrate on marketing the niches of Baker County through seasonal marketing campaigns that promote the recreations of the season
- Leverage co-op buys by using a Baker County Brand
- Continue to co-op advertise with existing partners that have been proven to maximize our return on investment, and pursue new opportunities to build Brand equity
- Evaluate and update the visitbaker.com website for effectiveness, content, and use of technology
- Evaluate and update collateral material for effectiveness, content, and use of technology
- Continue to support community events with existing partners that have a proven record in maximizing our return on investment
- Award TRT grants strategically in an effort to support community events and build Brand equity by awarding TRT grants to Baker County groups

## **Goal 1 Success Indicators**

- Proposed Annual Marketing Plan will be submitted to the TRT Committee by November 1<sup>st</sup> and approved by November 30<sup>th</sup> of each year
- Increase TRT Revenue 5% over prior year measurable as of third quarter reports annually
- Completion and successful implementation of the Annual Marketing Plan by January of each year
- Complete a visitor survey plan, execute plan and begin implementation by Jan 2005
- Submit visitor survey trend analysis results with recommendations by the beginning of October 2006, and annually thereafter
- 25% of annual BCU advertising budget to be spent cooperatively
- Complete visitbaker.com website improvements by December 31, 2004
- Final marketing review be submitted to the TRT Committee by March 31<sup>st</sup> annually for the prior year
- Collateral material review and recommendations November 1<sup>st</sup> of each year
- Community event review and recommendations 30 to 45 days after each event

## **Goal 1 Estimated Cost:**

- A minimum of 70% of TRT revenue as per ordinance to implement marketing strategy annually

## **FOURTH CORNERSTONE: Goal 2**

(Action Item 11 from Economic Summit)

- Develop guidelines for way-finding and signage improvements which maintain the Branding objectives and standards set forth in the countywide marketing plan, as well as addressing community needs
- Assigned to: Transient Room Tax Committee (TRTC)

## **Goal 2 Objectives:**

- Create an ongoing way-finding and signage assessment and advisory team to:
  - Develop a cohesive signage and way-finding plan for Baker County that “connects-the-dots” and builds Baker County Brand equity
  - Improve signage for countywide attractions that will increase visitor stays in Baker County

## **Goal 2 Actions:**

- Develop a partnership between the TRT Committee and EDC to explore funding opportunities for the development of a way-finding and signage plan
- Use the Brooks Report in creating a way-finding strategy and signage improvement plan to “connect-the-dots”

- Meet with ODOT, City, County, attractions and stake holders to determine procedures and steps
- Complete an action plan to improve signage

**Goal 2 Success Indicators**

- Way-finding and signage plan developed by end of 2005

**Goal 2 Estimated Cost:**

- \$5,000.00

**FOURTH CORNERSTONE: Goal 3**

(Action Item 9 from Economic Summit)

- There will be new and innovative product delivery services that will attract visitors from throughout the region and subsequently increase visitor stays in Baker County

**Goal 3 Objectives:**

- Initiate a visitor and guest service customer service training program
- Evaluate the probability of an information /central reservations center
- Develop a conference center feasibility study

**Goal 3 Actions:**

- Utilizing the expertise of existing county service providers, develop a regular customer service training program for the visitor service, hospitality and retail community
- Develop partnerships in strategizing and implementing a centralized reservation center for the lodging industry in Baker County
- Develop a conference center task force to report back to the EDC
- Analyze existing services, make recommendations for improvement, and develop and recommend new product delivery services as opportunities are revealed

**Goal 3 Success Indicators**

- There will be two specialized training sessions conducted for the hospitality industry by October 2005
- A central reservation services center feasibility study will be completed and/or withdrawn for further action by March 2005
- Completion of conference center feasibility study by June 2005

**Goal 3 Estimated Cost:**

- With the exception of possible marketing support for the convention center, this will mostly consume volunteer time



## **FIFTH CORNERSTONE: Workforce Education and Development**

### **Create systems and partnerships for developing a quality workforce.**

#### **FIFTH CORNERSTONE: Goal 1**

(Action Items 1, 2, 3, 4, 5, 6, 8 & 10 from Economic Summit)

- Develop a multi-year plan to address workforce availability and workforce qualifications necessary to meet the needs of current and future industry in Baker County.
- Assigned to: Business Assistance Team (BAT)

#### **Goal 1 Objectives:**

- Utilize the results of the *existing business climate survey* as a basis of determining existing workforce needs.
- Create and engage a follow-up survey to existing and potential target industries in order to determine target industry workforce needs.
- Put into place some necessary first steps in creating comprehensive services in support of workforce development.
- Complete and execute a comprehensive workforce development program.

#### **Goal 1 Actions:**

- Analyze the results of the existing business climate survey.
- Conduct a target industry workforce survey in order to acquire information on how a Baker County workforce development program can best serve target industry interests.
- Combine the results of the existing and target industry surveys and develop a listing of possible database scenarios for provision of workforce development services.
- Complete and enact a Baker County workforce development database for Baker County.

#### **Goal 1 Success Indicators:**

- Results of the existing business climate survey will be completed, analyzed and reported to the EDC by March 2005.
- Target industry workforce survey will be drafted, reviewed and refined by the BAT and RAT by March 2005.
- Target industry workforce survey will be presented and approved by the EDC by April 2005.
- A Baker County workforce development database services program will be presented to the EDC for approval by July 2005.

#### **Goal 1 Estimated Cost:**

- \$5,000, survey development and database creation.

#### **FIFTH CORNERSTONE: Goal 2**

(Action Items 1, 2, 3, 4, 5, 6, 8 & 10 from Economic Summit)

- Create specialized partnerships in developing a workforce training agenda and local initiative for purposes of strengthening ties among workers, learning institutions and the workplace.
- Assigned to: Business Assistance Team (BAT)

**Goal 2 Objectives:**

- Organize a workforce development consortium charged with ongoing existing and target workforce development in Baker County with the following sub-objectives:
  1. Connect employers to learning enterprises and workforce systems.
  2. Assist educators, employers and policymakers in improving the connection between schools and the workplace.
  3. Assist employers in finding employees and training a growing workforce by connecting local and state resources to their needs.

**Goal 2 Actions:**

- Utilizing the results of the existing business climate survey and the target industry survey, bring agency, education, business and civic leaders together to discuss and come to agreement upon the existing and future workforce needs in Baker County.
- Put into place some necessary first steps in creating a workforce consortium in support of workforce development.
- Organize and establish a Baker County Workforce Consortium.
- Complete and execute a consortium workforce development program that would include both the database workforce development program and the partnership consortium program into a unified system of service.

**Goal 2 Success Indicators:**

- Results of the existing business climate survey and the target industry workforce survey will be completed, analyzed and combined in leading staff to make some observational recommendations prior to meeting with agency, education, business and civic leaders by June 2005.
- The BAT and RAT will combine efforts and hold a forum with agency, education, business and civic leaders to share survey results, come to unified agreement of Baker County workforce development and training needs and lay out some first steps in organizing a program in response to the needs identified by November 2005.
- Staff will take the database workforce program, incorporate the program needs as identified by the forum and present a draft response to the BAT, RAT and forum attendees by December 2005.
- A Baker County Workforce Development System that includes those elements identified in Fifth Cornerstone, Goal 2 Objectives will be brought to the EDC for approval by February 2006.

**Goal 2 Estimated Cost:**

- \$2,500 for printing and forum meeting organization.

## **SIXTH CORNERSTONE: Community Awareness**

### **Ensure continued public awareness and support of the Economic Development Strategic Plan.**

#### **SIXTH CORNERSTONE: Goal 1**

(Action Items 1, 2, 5, 6, 8 & 10 from Economic Summit)

- Establish processes to ensure that the EDC establishes regular communications with the community.
- Assigned to: Leadership Assistance Team (LAT)

#### **Goal 1 Objectives:**

- Connect EDC overall objectives with the public interest.
- Utilize all available media to report progress, celebrate successes and listen to the public.

#### **Goal 1 Actions:**

- Make certain that all public meetings are advertised and the public invited.
- Develop written materials that explain the Economic Development Strategic Plan and provide ongoing information pertaining to economic development efforts.
- Hold a variety of community forums to inform and listen to public interest.
- Refine and utilize the web page for more effective outside and inside community communications.
- Work in partnership with the TRT Committee in developing unified messages.

#### **Goal 1 Success Indicators:**

- All public meetings will be advertised with a record at Baker City Hall.
- The Economic Development Strategic Plan, once adopted by the EDC, will be published and available to the public by end of September 2004.
- A quarterly EDC progress report will be distributed to the public beginning January 2005.
- The EDC will hold two public information forums to give a progress report and consider public opinion in January and July of each year of the Economic Development Strategic Plan.
- The EDC/RAT/BAT/LAT and Workforce Consortium shall hold one public meeting during each year of the Economic Development Strategic Plan.
- The EDC and TRT Committee shall jointly produce one information brochure for citizens, business interests and visitors.

#### **Goal 1 Estimated Cost:**

- \$5,000, for web page update and brochure.

## **SEVENTH CORNERSTONE: Ongoing Research and Quality Improvement**

### **Regularly evaluate the effectiveness of the Economic Development Strategic Plan and make improvements.**

#### **SEVENTH CORNERSTONE: Goal 1**

- Establish processes to ensure that the EDC gives close scrutiny to the effectiveness of the Economic Development Strategic Plan and further implements appropriate change in response to shortcomings while also taking advantage of noticeable strengths.
- Assigned to: Economic Development Council (EDC)

#### **Goal 1 Objectives:**

- Conduct an annual evaluation of completion of “Success Indicators.”
- Give appropriate accountability response to both Baker County and the City of Baker City.
- Evaluate the strengths and weaknesses of the plan and take action in response to both by making appropriate change.

#### **Goal 1 Actions:**

- Develop regular monitoring and reporting process for EDC review and consideration.
- Develop a quarterly progress report and continued challenges analysis in carrying out the objectives of the EDSP.
- Schedule regular assessment briefings with economic development partners and other similar communities to observe the current economic landscape, emerging trend in community and economic development and make adjustments to the plan as deemed necessary by the EDC.

#### **Goal 1 Success Indicators:**

- There will be a monthly progress report to include outcomes of all advisory committees brought to the EDC beginning in January 2005.
- A comprehensive report depicting all successes and failures, success indicator progress, TRT numbers, and next quarter forecast will be presented by staff on a quarterly basis beginning in January 2005.
- All reporting and accountability requirements of the EDC to both the County and the City of Baker City shall be fulfilled as required in June of each year beginning in 2005.
- There will be one biannual “partners assessment” conducted with the BAT/RAT/LAT and other outside economic development agency professionals to review progress to that date, give consideration of emerging trends and lay out improvement recommendations to be brought forward to the EDC in October of each year.

#### **Goal 1 Estimated Cost:**

- Staff time.

# **APPENDIX A**

## **ACTION ITEMS FROM ECONOMIC SUMMIT (MAY 2004)**

**BAKER COUNTY ECONOMIC DEVELOPMENT  
ACTION ITEMS  
2005-2007**

	<b>Activity</b>	<b>Description</b>	<b>Time Line</b>
1	Relationship-based Recruitment	Recruitment of businesses based on relationships developed by recruiter	Continuing
2	Ally-based Recruitment	Recruitment of businesses based on leads developed by or received through 1) HS alumni, 2) business/community relationships or contacts, 3) OECDD, 4) OEDA, 5) NEOEDD, 6) BEGIN	Short term
3	Business Retention & Expansion	Work with existing businesses to expand and grow their businesses	7/1/04
4	New Business Development	Assist entrepreneurs to start and expand businesses	Continuing
5	Form BAT/RAT/LAT	Business Assistance Team, Resource Assistance Team, Leadership Assistance Team provide resources to respond to needs of businesses so that they can start and expand	7/1/04
6	Marketing to Community	Periodically assess activities/projects sponsored with city and county funds. Develop performance measures. Communicate results to the public.	Short-term
		Articulate strategy/economic development plan	
7	Expand EDC	Add two hospitality representatives to EDC	Immediate
8	Alumni Development	HS alumni that are willing to help BC efforts to grow need to be identified, contacted and used to provide leads	Short-term
9	Customer Service Training	Employees and business owners need to be trained to provide excellent customer service and cross-selling of community attractions	Short-term
10	Regional Outreach	ED Director needs to make periodic contact with regional partners to develop relationships	Short-term
11	County-Wide Signage/Wayfinding Plan	Develop perpendicular signs for businesses and adopt signage design standards - city plan, merchants committee enforce, develop wayfinding signs	Short-term Intermediate Term
12	Key Attraction Kiosks	Using Roger Brooks' assessment, develop information on key attractions and install at existing or new kiosks to 1) provide information and directions to other attractions in the region and 2) provide information on restaurants/lodging Project costs includes installation of 12-15 kiosks	Intermediate Term
13	Detailed Tourism Action/Marketing Plan	Identify the county's brand/lure, determine how to market the area - tell the stories	Intermediate Term
14	Regional Museum Re-Invention Plan	Recognize importance of museum and develop museum business plan. Develop a journey through time display using existing collection to tell the stories	Intermediate to Long-Term

15	Tourism Promotion/ Materials	Create improved website, activity guide, printed marketing materials, public relations	Short to Intermediate Term
16	Calm Traffic in Downtown BC	Gateway downtown area, reduce traffic to two lanes, increase pedestrian friendliness of downtown, improve success potential of sidewalk cafes, angle parking.	Intermediate to Long Term
17	Retail Business Marketing	Create and manage database of contacts, establish e-mail newsletter, utilize events to capture names and addresses	Short-term
18	Effectiveness Assessment	Evaluate effectiveness of existing events and activities, public relations, familiarization tours, and current parking	Intermediate Term
		Include assessment in detailed tourism action/marketing plan	
19	Restore Ghost Signs	Repaint ghost signs on exterior of buildings as a downtown attraction	Intermediate Term
20	Retail Boot Camp	Raise funds and select team of retailers and leaders or support staff to attend Jon Shallert's Retail Boot Camp in Florida	Short-term