

# CITY of LA GRANDE

## Joint Work Session City Council and Urban Renewal Agency

Monday, April 22, 2024  
6:00 p.m.

Council Chambers  
La Grande City Hall  
1000 Adams Avenue  
La Grande, Oregon

You can view the Work Session on Facebook Live at the following link:  
[www.facebook.com/CityofLaGrande](http://www.facebook.com/CityofLaGrande)

## AGENDA

*The purpose of a Work Session is to provide an opportunity to informally discuss topics of common concern and interest and to exchange ideas with Staff, not to make decisions or to direct Staff toward a specific action or conclusion beyond identifying additional information the Council/Agency would like to have presented at a later date. As no decisions are made, there will be no voting at the Work Session. The City Manager or members of the Staff may confirm any additional information required as part of any future discussions regarding the presented topic(s). If a Work Session topic subsequently requires official action, it will become an action (voting) item on a following Regular Session Agenda. In accordance with the Oregon Public Meetings Law, Council/Agency Work Sessions are open to the public; however, in order to make efficient use of time, public comments and questions generally are not entertained during the discussion segment of the Work Session. Time will not be designated for public comments at the conclusion of the discussion. Members of the public are routinely provided with an opportunity to address the Mayor and Council during the Public Comments portion of each Regular Session Agenda. **Per ORS 192.670(1), some Councilors may be participating in this Work Session by electronic communication.***

1. **CALL to ORDER** 6:00 p.m.  
~ Justin B. Rock, Mayor
2. **ANNUAL REPORT – LA GRANDE MAIN STREET DOWNTOWN**  
~ Sarah Marcotte, La Grande Main Street Downtown Executive Director  
~ Nicole Felty, La Grande Main Street Downtown Board President
  - a. Review of written report
3. **ANNUAL REPORT – UNION COUNTY CHAMBER TOURSIM PROMOTION**  
~ Caitlin Harrold, Union County Chamber of Commerce Director
  - a. Summary of written report on Marketing and Promotion Program (Program of Work)
  - b. Tourism Budget Proposal
4. **ADJOURN** 7:30 p.m.

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Stacey M. Stockhoff  
City Recorder

*Persons requiring special accommodations who wish to participate in the Work Session are encouraged to make arrangements prior to the meeting by calling 541-962-1309. The City of La Grande does not discriminate against individuals with disabilities*



## **La Grande Main Street Downtown 2024 Annual Report**

Our mission is to revitalize the heart of La Grande by preserving and promoting its historical and cultural heritage. Together, we aim to foster a vibrant and inclusive downtown community that supports local businesses, tourism, and economic development.

### **Report on LGMSD Activities 2024 - Nicole Felty, LGMSD President**

#### **A. Summary of 2023 Activities**

In 2023, La Grande Main Street underwent significant growth and revitalization efforts, guided by a new Executive Director (Monica McLaughlin), who assumed the role from November 2022 to September 2023, our primary focus was on rebuilding community participation and strengthening organizational structure which we achieved.

Throughout the year, we organized various activities such as community events, business workshops, beautification projects, and revitalization initiatives to enhance downtown aesthetics and stimulate economic growth. Membership improved and we actively sought community feedback from our business members to ensure our organization's mission aligned with their needs. We had strong membership both on our Board of Directors and our four committees each had a full roster of members to achieve their work plan tasks.

We held the following traditional events + a few new initiatives:

- New Year's Eve Ball Drop
- Flower Baskets
- Crazy Days
- Eastern Oregon Beer Festival
- Trick or Treat
- Plaid Friday & Small Business Saturday
- Holiday Decorations
- Holiday parade and Tree Lighting at Max Square
- NEW - St. Patrick's Day Bar Crawl (Fundraiser)
- NEW - Shamrock Shuffle 5k/10k Race (Fundraiser)
- NEW - Harvest Festival
- NEW - Volunteer Training from Oregon Main Street & Appreciation Event
- NEW - Women In Business Event Series
- NEW - Spring Clean Up Day
- NEW - Community Town Hall Meeting

## **B. Detailed account of URA Funds**

- a. Facility Rental - \$6,330
- b. Utilities - \$1,600
- c. Insurance - \$2,100
- d. Supplies - \$500
- e. Staff - \$31,512

## **C. Detailed Account of UR Plan Activities**

- a. Section 2 Item 10:a - 1; Develop Unused and Underused Buildings
  - i. La Grande Main Street administers the Main Street Revitalization Grants for both the Bohnenkamps and Evermine (received in 2023), provided by the State of Oregon. With a combined total of \$400,000, these grants aim to rejuvenate and enhance these historic main street structures, fostering economic development for the respective businesses and preserving their unique character.
  - ii. La Grande Main Street remains dedicated to revitalizing our community through the ongoing administration of the Facade Grant program. This fiscal year, LGMSD has facilitated the awarding of 9 facade grants, totaling an impressive forecasted grant award of \$59,854. This marks the highest utilization of the program since FY18-19, highlighting the continued commitment of local businesses and property owners to enhancing the aesthetic appeal and economic vitality of our main streets.
- b. Section 2 Item 10:b - Promote Retail Development
  - i. La Grande Main Street actively promotes retail sales and local businesses. We organize events like Small Business Saturday and offer online blog features, weekly sales updates, and membership promotions to support our community's retailers. These activities are all in an effort to boost local commerce and strengthen La Grande's economy by encouraging everyone to shop local.
- c. Section 2 Item 10:d- Plan Specific Projects
  - i. La Grande Main Street is actively involved in supporting redevelopment plans for Jefferson Ave. Four of our board members serve on the steering committee, and our staff is part of the ReCast City project, focusing on identifying and developing small-scale manufacturers and product makers. These efforts are aimed at revitalizing Jefferson Ave and fostering economic growth in our community.

## **D. Account of Funds Received and Spent in 2023**

- a. See attached 2023 Budget entitled "*2023 EOY Overall Financial Statement.pdf*"

## **E. Budget for Current Year**

- a. See attached 2024 Budget entitled "*2024 Budget.xlsx*" - The Board is working with committees to identify additional revenue opportunities such as sponsorships to help cover

individual activity or event costs. Our goal is for all major events to operate in the black or even with a small budget surplus. We are also continuing to focus on increasing general fund revenue for staffing and operations through increased membership and partner outreach to ensure that we meet or exceed our matching funds for the City's \$25,000 investment.

#### **F. Detailed Committee-level Work Plan**

a. See the attached organizational work plan for the current year entitled "*2024\_LGMSD\_Work Plans.pdf*"

#### **G. Any specific funding or program request of the URA for the coming year?**

- a. Inflationary costs have put pressure on our budget. Two driving factors that have contributed the biggest increase in budget utilization have been event planning and talent costs. Event planning which is the primary tangible benefit for LGMSD to the community of La Grande is increasingly harder to maintain against previous budgets due to vendor and supply costs. Additionally, after a compensation analysis was distributed by Oregon Main Street in the fall of 2022 which placed La Grande as the lowest paying municipality in the state, it prompted us to increase our staff salary. The board agreed it was crucial to remain competitive and attract the right talent.

To sustain our operations effectively, we'd like to propose raising our matching funds to \$35,000 starting in FY 2025-2026 to better support our community revitalization efforts. With improved cost control and increased emphasis on fundraising, we do expect to break nearly even this year, reducing our reliance on organizational savings but by increasing overall funding it will ensure longer term sustainability of La Grande Main Street and its role in our community.

#### **Looking forward - Plans for 2024 - Nicole Felty, LGMSD President**

For 2024, La Grande Main Street Downtown's primary goal is both to maximize our value to our members but also tighten our organizational procedures and operations. With the appointment of Sarah Marcotte as our new Executive Director in January 2024, we're ushering in a fresh era of innovation and connectivity. Sarah's expertise in video creative has invigorated our social media presence, fostering deeper connections with our audience and amplifying our brand voice.

One of our notable achievements this year is the launch of our new website, a dynamic platform designed to enhance user experience and showcase the vibrancy of La Grande Main Street. This milestone marks a significant step forward in our digital outreach efforts, providing a centralized hub for information and engagement.

In our pursuit of financial stability, we're focused on boosting membership dollars and implementing stronger oversight measures across our board and committees. By exercising prudent cost control and strategic financial planning, we're laying the groundwork for a

more robust financial foundation in 2024. These efforts are essential as we work towards ensuring the long-term sustainability and growth of LGMSD.

We're also proud to announce that our accreditation level has increased from Oregon Main Street to Accredited, alongside other key communities in Oregon. This recognition highlights our commitment to excellence and positions us as a leader in downtown revitalization efforts. With Sarah's leadership, alongside the dedication of our board members and committee members, we're poised to achieve new heights of success in the year ahead.

### **Looking forward - Plans for 2024 - Executive Director, Sarah Marcotte**

This year is an exciting time of both recovery and reinvigoration for La Grande Main Street Downtown. Through new, video driven social media efforts, we have been able to connect with the citizens of La Grande and show them what our organization has to offer the community.

We are also seeing a renewed response from our community. This year, we more than doubled the number of participants for Shamrock Shuffle, from 122 to 277 making it the largest attended foot race in Union county. This event brought in enough revenue, approximately \$6,500, to alleviate some of the strain on our budget, moving the organization into a more stable place for 2024. Overall, people are excited to engage with us and look forward to participating and volunteering in our events which is allowing for increased bandwidth across the organization.

We have retained a full board of enthusiastic and capable community leaders, and are proud to count among them both an EOU student and staff member. This is a necessary step in building lasting connections between EOU and downtown. This diversity amongst our board has allowed us to achieve the increased level of distinction by Oregon Main Street to an "Accredited" community.

Our fundraising efforts on gaining new partners shows promise. Just three months into the year, we already had two new partners, who came to the organization through our recruitment efforts on social media. The businesses and community feel a new sense of comfort and relatability with La Grande Main Street Downtown, and this is evident in their eagerness to get involved with our events and promotions.

Each committee has shown their dedication to creating a stronger, more robust city be it through Design, Outreach, Promotions, or Economic Vitality, These committees all have established work plans which they devote their efforts toward and have shown endless creativity and innovation in their efforts to increase the impact of La Grande Main Street to our community.

Through both the Facade and Diamond in the Rough Grants, we have had the privilege of helping businesses recreate their historic facades, as well as maintaining and

refurbishing the beautiful 19th century architecture that gives La Grande its unique character. This makes La Grande a city unlike any other, and is already drawing in tourists passing through the Grande Ronde Valley.

Goals for this year - you will find these linked to each committee's individual goals:

- Sustainably preserve and enhance downtown.
  - Preserve the historical character of downtown.
  - Create a vibrant atmosphere to enhance the area's identity.
- Foster economic resilience and business growth.
  - Maintain and grow an economically diverse and viable business district.
  - Support existing businesses downtown to ensure their long-term success.
- Build financial sustainability and organizational excellence.
  - Support financial solvency by expanding and managing organizational resources.
  - Establish streamlined operations to enhance organizational effectiveness.
  - Ensure open lines of communication with stakeholders to foster collaboration.

Through the dedication from the Design Committee, in 2024 thus far we have 9 facade grants approved and moved on to the next, crucial step. The Design committee is dedicated to outreach in the community, approaching potential facade grant recipients and encouraging them to start the process. It is our goal to utilize all of the available facade grant money through Urban Renewal.

In February of 2023, the City of La Grande planning and economic development departments provided training for the design committee and landmarks commission to better understand the process of the facade grant program. In May 2024, an updated course will be offered, assuring that all members of the Design Committee are up to date on current procedures and protocol.

Through the hard work and passion of our Promotions Committee, we hosted a number of successful events and promotional activities this Spring including: The Second Annual Shamrock Shuffle 5k/10k race. This brought in 277 runners, walkers, and shufflers from Idaho, Washington, and all over Oregon was an outstanding success which also carried over into increased commercial activity for our downtown businesses. It is our hope that through this event we can strengthen the sense of community and camaraderie between citizens of La Grande. For those visiting, this event is a perfect way to showcase the beauty of our historic downtown and introduce tourists to our local businesses. Thanks to a Soroptimist grant received in the Spring of 2023, LGMSD launched the Women In Business event series last year which has become one of our most popular events. Specifically for

female proprietors in Union County, these events offer a dedicated space for networking, learning, and empowerment through the lens of strengthening economic vitality. LGMSD has hosted four of these events across the calendar year and has received a new issuance of grant funds from La Grande's Soroptomist group to continue the series throughout the remainder of 2024.

We thank the city for their partnership and support with our ongoing efforts to create a strong, reliable and sustainable organization in La Grande Main Street Downtown. We want to continue to build a sense of friendship and unity with the community we serve and are grateful to the city for all they have provided us.

# Management Report

Friends of La Grande Main Street

For the period ended December 31, 2023

Prepared on

**January 8, 2024**



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# Statement of Activity

January - December 2023

	<b>Total</b>
<b>REVENUE</b>	
Board Income	
Amazon Smiles	36.92
Business Donation	1,000.25
City of La Grande	31,250.00
<b>Total Board Income</b>	<b>32,287.17</b>
Committee Income	
Design	
Flowerbaskets	3,087.08
<b>Total Design</b>	<b>3,087.08</b>
Outreach	
Eastern Oregon Beer Festival	27,377.27
Partnership 2023	14,477.75
<b>Total Partnership</b>	<b>14,477.75</b>
<b>Total Outreach</b>	<b>41,855.02</b>
Promotion	
Community Harvest Festival	1,139.00
Crazy Days	889.96
Halloween	250.00
Shamrock Shuffle	5,047.55
St. Patrick Day Pub Crawl	2,181.36
Women in Business Fees	3,992.56
<b>Total Promotion</b>	<b>13,500.43</b>
<b>Total Committee Income</b>	<b>58,442.53</b>
Grant Management	804.37
Sales of Product Revenue	0.01
Uncategorized Revenue	0.32
<b>Total Revenue</b>	<b>91,534.40</b>
<b>GROSS PROFIT</b>	<b>91,534.40</b>
<b>EXPENDITURES</b>	
Board Expenses	
Fees/Licenses	
C12	95.00
National Main Street	375.00
<b>Total Fees/Licenses</b>	<b>470.00</b>
General	255.88
Advertising/Promotional	202.50
Donor Appreciation	513.99

	<b>Total</b>
Meetings & Trainings	2,939.07
Misc.	399.46
Payroll Tax Company	2,746.66
Quarterly Payroll Tax - Federal	6,732.83
Quarterly Payroll Tax - State	4,223.64
Volunteer Appreciation	405.00
<b>Total General</b>	<b>18,419.03</b>
Insurance	
Board Errors & Omissions	937.00
CNA - Liability, Events & Workman Comp	1,302.53
<b>Total Insurance</b>	<b>2,239.53</b>
Music Licenses	280.00
<b>Total Board Expenses</b>	<b>21,408.56</b>
Committee Expenses	
Design	
Flower Baskets	2,450.00
<b>Total Design</b>	<b>2,450.00</b>
Outreach	
Clean-Up Day	48.85
Eastern Oregon Beer Festival	14,363.58
<b>Total Outreach</b>	<b>14,412.43</b>
Promotion	109.21
Copies & Other/Misc	929.94
Crazy Days	547.50
Harvest Festival	413.24
New Year's Eve	520.00
Shamrock Shuffle	2,256.50
St Patrick's Day Pub Crawl	572.51
Touch A Truck	90.00
Women in Business Venues	2,008.50
<b>Total Promotion</b>	<b>7,447.40</b>
<b>Total Committee Expenses</b>	<b>24,309.83</b>
Meals and Entertainment (deleted)	56.50
Office Expenditures (deleted)	9.99
Overhead	
Merchant Fees, Bank & Service Fees	1,257.60
Other / Misc.	30.00
Postage	129.00
Rent	5,790.00
Software Subscriptions	222.85
Supplies	784.17
Utilities	133.00
Avista	434.07

	<b>Total</b>
OTEC	943.87
<b>Total Utilities</b>	<b>1,510.94</b>
Web Page Hosting	446.99
<b>Total Overhead</b>	<b>10,171.55</b>
Staff	
Meals	252.84
Salary - Monica McLaughlin	31,512.08
Travel	1,862.56
<b>Total Staff</b>	<b>33,627.48</b>
Travel (deleted)	3.00
Uncategorized Expenditure	605.01
<b>Total Expenditures</b>	<b>90,191.92</b>
<b>NET OPERATING REVENUE</b>	<b>1,342.48</b>
<b>OTHER EXPENDITURES</b>	
Reconciliation Discrepancies	-247.50
<b>Total Other Expenditures</b>	<b>-247.50</b>
<b>NET OTHER REVENUE</b>	<b>247.50</b>
<b>NET REVENUE</b>	<b>\$1,589.98</b>

# Statement of Financial Position

As of December 31, 2023

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
Checking	56,444.13
Savings	3,917.67
Women in Business Fees	-148.96
<b>Total Bank Accounts</b>	<b>60,212.84</b>
<b>Other Current Assets</b>	
Office Furniture	1,885.71
<b>Total Other Current Assets</b>	<b>1,885.71</b>
<b>Total Current Assets</b>	<b>62,098.55</b>
<b>TOTAL ASSETS</b>	<b>\$62,098.55</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Downtown Coupons	2,483.02
Grants	2,732.50
<b>Total Other Current Liabilities</b>	<b>5,215.52</b>
<b>Total Current Liabilities</b>	<b>5,215.52</b>
<b>Total Liabilities</b>	<b>5,215.52</b>
<b>Equity</b>	
Opening Balance Equity	55,293.05
Retained Earnings	
Net Revenue	1,589.98
<b>Total Equity</b>	<b>56,883.03</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$62,098.55</b>

**La Grande Main Street Budget**

	WORKING				FINAL	
	2024 Budget				2023 Budget	
	Budget	Current	Remaining	%	Budget	Actual
<b>Cash Carry Forward</b>	\$ 53,761.63	\$ 53,761.63			\$ 51,204.99	\$ 51,204.99
<b>INCOME</b>						
City Support Funds	\$ 25,000.00	\$ 12,500.00	\$ 12,500.00	50%	\$ 25,000.00	\$ 25,000.00
Business Donations	\$ 1,000.00	\$ 0.65	\$ 999.35	100%	\$ -	\$ 1,000.25
<b>Amazon Smiles</b>	\$ 40.00		\$ 40.00	100%	\$ -	\$ 36.92
Scholarships/Grants						
Grant Management						\$ 804.37
Uncategorized Income					\$ -	\$ 0.33
<b>Total Income</b>	\$ 26,040.00		\$ 13,539.35	52%	\$ -	\$ 26,841.87
<b>Board</b>						
Annual Banquet						
Ticket Sales					\$ -	
Dessert Auction					\$ -	
Board					\$ -	
<b>Total - Board</b>					\$ -	
<b>COMMITTEES</b>						
<b>Design</b>						
Art Walk	\$ -				\$ -	
Other - Flower Baskets	\$ 3,500.00		\$ 3,500.00	100%	\$ 3,500.00	\$ 3,087.08
Other - Holiday Décor	\$ 500.00		\$ 500.00	100%	\$ 500.00	
Other					\$ 100.00	
<b>Total - Design</b>	\$ 4,000.00		\$ 4,000.00	100%	\$ 4,100.00	\$ 3,087.08
<b>Economic Vitality</b>						
Hot Topics	\$ -					
Other	\$ -				\$ 2,500.00	
<b>Total - Econ Vitality</b>					\$ 2,500.00	
<b>Outreach (Org)</b>						
Membership Drive	\$ 15,000.00	\$ 4,275.00	\$ 10,725.00	72%	\$ 12,000.00	\$ 12,827.75
Easter Eggs						
Discover Downtown						
Other - Native Plants	\$ -	\$ 30.00	\$ 30.00		\$ 800.00	
<b>Total - Org</b>	\$ 15,000.00		\$ 10,755.00	72%	\$ 12,800.00	\$ 12,827.75
<b>Promotions</b>						
Pub Crawl					\$ 1,875.00	\$ 2,181.36
Shamrock Shuffle	\$ 6,000.00	\$ 11,920.00	\$ (5,920.00)	199%	\$ 5,500.00	\$ 5,047.55
NYE	\$ -		\$ -		\$ 200.00	\$ -
Halloween	\$ 100.00		\$ 100.00	100%	\$ 200.00	\$ 275.00
Crazy Days	\$ 2,000.00	\$ 75.00	\$ 1,925.00	96%	\$ 1,800.00	\$ 889.96
Raffle Other			\$ -			
Plaid Friday / SBS			\$ -		\$ -	
Holiday Parade	\$ -		\$ -		\$ 150.00	
Women in Business	\$ 3,500.00		\$ 3,500.00	100%	\$ -	\$ 3,992.56
Harvest Festival					\$ 1,400.00	\$ 1,139.00
Other			\$ -		\$ -	

Total - Promo	\$ 11,600.00		\$ (395.00)	-3%	\$ 11,125.00	\$ 13,525.43
<b>EOBF</b>	\$ 30,000.00	\$ 5,715.00	\$ 24,285.00	81%	\$ 35,000.00	\$ 27,277.27
<b>TOTAL REVENUE</b>	\$ 86,640.00	\$ 34,515.65	\$ 52,184.35	60%	\$ 90,525.00	\$ 83,559.40
<b>EXPENSES</b>						
<b>Board</b>						
Annual Banquet (meeting)					\$ 300.00	
Donor Appreciation Event					\$ 400.00	\$ 513.99
Misc. - Parking Passes	\$ -	\$ 120.00	\$ (120.00)	-100%	\$ 500.00	\$ 399.46
Board Advisory Breakfast	\$ 500.00	\$ -	\$ 500.00	100%	\$ -	
Board Meetings & Training	\$ 400.00		\$ 400.00	100%	\$ 200.00	\$ 2,939.07
Volunteer Appreciation	\$ 400.00		\$ 400.00	100%		\$ 405.00
<b>Fees &amp; Licenses</b>						
Music License (ASCAP)	\$ 300.00	\$ 12.46	\$ 287.54	96%	\$ 300.00	\$ 280.00
CT-12	\$ 100.00		\$ 100.00	100%	\$ 200.00	\$ 95.00
Nonprofit License	\$ 50.00		\$ 50.00	100%	\$ 50.00	
National MS Fee	\$ 975.00		\$ 975.00	100%	\$ 400.00	\$ 375.00
<b>Insurance</b>						
Board	\$ 1,883.00			100%	\$ 920.00	\$ 937.00
Liability & Events Ins., Volunteer	\$ 1,400.00	\$ 232.14	\$ 1,167.86	17%	\$ 1,300.00	\$ 1,302.53
<b>Total Board Expense</b>	\$ 6,008.00		\$ 2,580.40			\$ 7,247.05
<b>COMMITTEES</b>						
<b>Design</b>						
Art Projects	\$ -					
Copies/Advertising						
Flower Baskets	\$ 3,500.00		\$ 3,500.00	100%	\$ 3,500.00	\$ 2,450.00
Holiday Décor	\$ 500.00		\$ 500.00	100%	\$ 500.00	
Wayfinding- Ghost signs			\$ -		\$ 600.00	
<b>Total - Design</b>	\$ 4,000.00		\$ 4,000.00	100%	\$ 4,600.00	\$ 2,450.00
<b>Economic Vitality</b>						
Copies/Advertising						
Hot Topics						
Other					\$ 2,500.00	
<b>Total - Econ Vitality</b>	\$ -				\$ 2,500.00	
<b>Outreach (Org)</b>						
Copies						
Advertising	\$ 350.00		\$ 350.00	100%	\$ 350.00	
General Fundraising			\$ -		\$ 275.00	
Clean-Up Day	\$ 100.00		\$ 100.00	100%	\$ 100.00	\$ 48.56
Town Hall Meetings	\$ 400.00		\$ 400.00	100%	\$ 175.00	
Welcome Packets	\$ 50.00		\$ 50.00	100%	\$ 250.00	
Annual Training & Volunt Apprec	\$ 300.00		\$ 300.00	100%	\$ 525.00	
Board Advisory Breakfast						
Other -	\$ -					
<b>Total - Org</b>	\$ 1,200.00		\$ 1,200.00	100%	\$ 1,675.00	\$ 48.56
<b>Promotions</b>						

Advertising						\$	309.21
Copies	\$ 110.00		\$ 110.00	100%	\$	100.00	\$ 200.00
Holiday Parade	\$ 100.00	\$ 35.42	\$ 64.58	65%	\$	150.00	
Pub Crawl	\$ -		\$ -		\$	1,075.00	\$ 572.51
Shamrock Shuffle	\$ 2,500.00	\$ 4,023.41	\$ (1,523.41)	-61%	\$	2,200.00	\$ 2,256.50
Crazy Days	\$ 2,000.00	\$ 15.00	\$ 1,985.00	99%	\$	1,775.00	\$ 547.50
Halloween	\$ 100.00		\$ 100.00	100%	\$	125.00	
NYE Ball Drop	\$ 600.00		\$ 600.00	100%	\$	200.00	\$ 320.00
Plaid Friday/SBS	\$ 50.00		\$ 50.00	100%	\$	50.00	
Women in Business	\$ 3,500.00	\$ 634.47	\$ 2,865.53	82%	\$	-	\$ 2,008.50
Scavenger Hunt	\$ -		\$ -		\$	300.00	
Harvest Festival			\$ -		\$	1,400.00	\$ 413.24
Other	\$ 50.00		\$ 50.00	100%	\$	50.00	\$ 90.00
Total - Promo	\$ 9,010.00		\$ 9,010.00	100%	\$	7,425.00	\$ 6,717.46
<b>EOBF</b>	\$ 13,000.00	\$ 825.00	\$ 12,175.00	94%	\$	20,275.00	\$ 14,363.58
<b>Overhead</b>							
Software Subscriptions	\$ 300.00	\$ 155.92	\$ 144.08	48%	\$	350.00	\$ 297.85
Merchant Fees & Bank Fees	\$ 1,000.00	\$ 208.40	\$ 791.60	79%	\$	1,100.00	\$ 1,987.55
Bank & Square			\$ -				
Meetings			\$ -				
Postage	\$ 150.00		\$ 150.00	100%	\$	50.00	\$ 129.00
Rent	\$ 6,560.00	\$ 1,610.00	\$ 4,950.00	75%	\$	6,300.00	\$ 6,330.00
Supplies	\$ 1,000.00	\$ 66.10	\$ 933.90	93%	\$	1,000.00	\$ 784.16
Utilities - Elec, Phone, Gas			\$ -		\$	1,800.00	\$ -
OTEC	\$ 1,000.00	\$ 261.55	\$ 1,000.00	100%			\$ 943.87
Avista	\$ 600.00	\$ 168.07	\$ 431.93	72%			\$ 567.07
Web Hosting / Mgmt.			\$ -				\$ 702.87
Water	\$ 100.00	\$ 36.41	\$ 63.59	64%			
Equip.	\$ 150.00		\$ 150.00	100%	\$	150.00	\$ 30.00
Other	\$ 500.00		\$ 500.00	100%	\$	500.00	\$ 10.29
Total - Overhead	\$ 11,360.00		\$ 9,115.10		\$	11,250.00	\$ 11,782.66
<b>Staffing</b>							
Executive Director (Salary +Health Care)	\$ 43,000.00	\$ 7,202.96	\$ 35,797.04	83%	\$	50,000.00	\$ 31,512.08
Meals	\$ 300.00		\$ 300.00	100%	\$	200.00	\$ 309.34
Travel & Seminars	\$ 2,000.00	\$ 1,882.48	\$ 117.52	6%	\$	5,000.00	\$ 1,865.56
Total - Staffing	\$ 45,300.00		\$ 36,214.56		\$	55,200.00	\$ 33,686.98
Uncategorized Exp.	\$ -				\$	-	
Contingency	\$ -				\$	-	
<b>TOTAL Expenses</b>	\$ 89,878.00	\$ 17,489.79	\$ 72,388.21	81%	\$	102,925.00	\$ 76,296.29
<b>TOTAL Revenue</b>	\$ 86,640.00	\$ 34,515.65	\$ 52,124.35	60%	\$	90,525.00	\$ 83,559.40
<b>Net Income / (Loss) -Cash on Hand Beg. Bal.)</b>	\$ (3,238.00)		\$ (20,263.86)		\$	(12,400.00)	\$ 7,263.11
<b>Cash Carried Forward - Jan 1, 2024</b>	\$ 53,761.63				\$	51,204.99	\$ 51,204.99
<b>Projected Cash on Hand FYE</b>	\$ 50,523.63				\$	38,804.99	\$ 58,468.10



**ECONOMIC VITALITY COMMITTEE**

Committee Chair: Timothy Bishop

Purpose: Focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

TASKS	ACTIONS/DETAILS	BUDGET	TIMELINE	NOTES	CHAMPION / PARTNERS	CONNECTED GOAL	MEASURING SUCCESS
<b>JEFFERSON STREET REDEVELOPMENT</b>							
Actively participate in creating the vision through regular engagement and committee involvement.	Work with City and the consultant team during planning process	BTI Grant	Jan - March		BTI, Stantec, City	2.1	
Serve as a supporting voice for business and property owner needs of the project.	Outreach and engagement with business and property owners in the planning area to solicit feedback and engagement		February - April		Property/business owners, City	2.1	
Identify key catalyst project opportunities in the plan	Work with the planning team to identify and prioritize key catalyst projects in the plan that align with Main Street Vision including both private sector redevelopment opportunities and public / infrastructure investments		January-March		BTI Stantec City		
Engage property and business owners to develop implementation strategy	Facilitate public meetings and one on one follow up to advocate for the vision in the plan and facilitate implementation by interested property or business owners		March April		Property /Business owners		
Identify potential resources to facilitate implementation	Research and identify potential funding resources. Apply for appropriate grants and/or assist property/business owners as needed		March ongoing		City Econ Dev, Multiple funding sources		
Participate in Recast City Cohort	This project directly supports the implementation of the Jefferson Ave Plan particularly the Makers, small manufacturers component, and the growing number of small makers elsewhere in the downtown. Specific tasks to be defined during the process		Feb - Dec 2024	Funded by the City and Econ Dev is lead	Steering committee includes City Econ Dev, Planning, EOU Stem Program, REV Center, and Main Street Staff		
<b>DISTRICT RECRUITMENT AND RETENTION</b>							
Use property inventory study to recruit desirable business types.	Develop and maintain an inventory of available or redevelopable space downtown		Jan-April		LGMSD Staff, Realtors	2.1	Updated inventory of available space
Use recent an ongoing partner feedback to develop a list of target businesses for recruitment / development	Review recent focus groups, surveys, feedback from the Jefferson Avenue Plan and refresh plan to identify key business opportunities. Use this list to develop attraction or development strategy		March June		LGMSD Staff, EV Committee		List of targeted busenss by type
Work with property owners and Realtors to promote list of targeted busienss types	As part of annual Property owners meeting, perhaps seperate meeting with Realtors		ongoing		EV Committee Board of Realtors, Property owners		
<b>PROPERTY / BUSINESS INVENTORY STUDY</b>							
Build a property owner database that provides contact, property, and occupancy preference information.	Work with City to identify propertyowners within the district				Staff, City, EV Committee	2.1	
	Work with Design Committee to host annual Property owners meeting or outreach event				EV and Design committee		
Create a second story inventory report for properties within the district.	Work with staff to identify all upper story tenants, and determine property owner interest in redevelopment of vacant upper floor space					2.1	
Create and help maintain a business inventory within the district	Work with LGMSD Staff to develop baseline inventory of all business currently in the downtown and then maintain this database						
<b>FOOD TRUCK FEASIBILITY</b>							
Inventory existing food trucks in La Grande.			Ongoing			2.1	
Maintain awareness of the desire for a food truck pod while discussing land use.	Work with current development opportunity to help facilitate this project		Ongoing			2.1	
<b>PROMOTE PRESERVATION AND REHABILITATION EFFORTS</b>							
Promote existing preservation and rehabilitation resources	Work with design committee to host annual property owner outreach about available incentives and resources		Winter or Spring		Staff, EV and Design committees		
	Work with design committee to identify additional resource opportunities		Ongoing				
<b>BUSINESS EDUCATION AND OUTREACH</b>							
Support upcoming business training	Work with external partners providing these resources and help share		Ongoing		SBDC, NEOEDD, Worksource Etc...		
Create content specific training opportunities using business owner feedback	Use feed back from busienss owners to identify key topics and potential training. Will need to identify budget for training costs and revenue to support						
Women in Business	Mainly promotions event. EV will support as needed						

**PROMOTIONS COMMITTEE ACTION PLAN**

Committee Chair: Tori Gandy

Purpose: Position the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

TASKS	ACTIONS/DETAILS	BUDGET	SPONSORSHIP TARGET	TIMELINE	NOTES	CHAMPION/PARTNERS	CONNECTED GOAL	MEASURING SUCCESS
PURPOSE DRIVEN EVENTS								
Host Crazy Days	Organize street closure, vendors, window decorating contest, etc	TBD, original ask \$2,000	\$3000+ (assumes 35% expense margin)	6 months	Marketing, live remote (?) port a Johns and printing of fliers and prizes	Car Show	2.2	Turn Out
Host Downtown Trick or Treat	Put out flyers, close street, send out information to past participants, take small flyer to schools	\$100.00	\$135+ (assumes 35% expense margin)	10 months	Gifts or costume contest		2.2	
Touch A Truck NYE Ball Drop	No Pub Crawl. We are hoping LG Parks & Rec continues Touch A Truck with little help from us. Chelsea will oversee Ball Drop, she will be invited in as a LGMSD member of Promotion to better bring the event within the fold.	\$500.00	\$770 (assumes 35% expense margin)	10 months	Budget for port-a -Johns	LG Parks & Rec??	2.2	
BUSINESS FOCUSED PROMOTIONS								
Enhance promotions and events in to town for Small Business Saturday.	Early stage development currently, here is a resource: <a href="https://localiq.com/blog/small-business-saturday-ideas/">https://localiq.com/blog/small-business-saturday-ideas/</a>	\$0.00					2.2	
Prioritize business promotions as the top need identified by downtown businesses.	Talked about highlighting business sectors monthly on social media.	\$0.00					2.2	
EDUCATIONAL OPPORTUNITIES								
Women In Business	As this event series is currently centered around networking this will remain a Promotions led event, there will be possible for EV overlap further down the road.	\$3,500.00						

**DESIGN COMMITTEE ACTION PLAN**

Committee Chair: Corri Klebaum

Purpose: Supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

TASKS	ACTIONS/DETAILS	BUDGET	TIMELINE	NOTES	PARTNERS	CONNECTED GOAL	MEASURING SUCCESS
<b>FAÇADE IMPROVEMENT PROGRAM</b>							
Build a facade grant program manual that provides program and historical information.	This exists and may have been reworked recently with changes to the process.	\$0.00	1 month	Corri might have some of it in past emails or notes and Sarah will look to see if she can locate at LGMSD	Planning Department, Economic Development, Director LGMSD	11	
Host board, committee, and staff training on the program.	We will review the materials in the Feb meeting.	\$0.00	2 months	YouTube Videos, Sheri Stuart, and Hands on Main St are good resources.	Planning Department, Economic Development	11	
<b>PROPERTY OWNER GRANT ASSISTANCE</b>							
Build a list of ongoing, current, and upcoming grants available to business and property owners.	The list is currently online with LGMSD Website redesign.	\$0.00	ongoing	If there are additional options Economic Development may know.	Planning Department, Economic Development	11	
Carryout ongoing promotions of grant availability.	This would be great for Block Captains when implemented, in addition to one on one with Committee Members, throughout the year.	\$0.00	ongoing	We have a lot of newer members if you are out and about look for potential opportunities that may exist.	Planning Department, Economic Development	11	
Build promotions plan to both highlight the value of LGMSD partnership and grants available for downtown businesses and properties.	Utilize existing resources, newsletters, website, social media to highlight opportunities	\$0.00	3 months	In the past there were add-ons to memberships to sponsor events upfront. Corri and Sarah will work to find where past examples of this may exist.	Planning Department, Economic Development	11	
<b>BEAUTIFICATION</b>							
Decorating Adams for Holiday Season, just not only the streetscape decor falls to Design. Holiday events fall under Promotions.	We likely can apply for a grant through Union County for reusable Holiday Decor. Sarah to follow up with more details.	\$500.00	\$770 (assumes 35% expense margin)	4-5 months	Budget for possible tree topper - contact LHS for possible construction of tree topper.	John Howard for the tree; Tyson Brooks for Angels & Snowflake placement; Rotary for decorating.	
Host annual downtown cleanup.	Earth Day Cleanup worked well... we need more volunteers! Katie and Sarah to spearhead efforts on the Pocket Park.	\$0.00	April 20th	Sarah's husband works with ODFW and is interested in eradicating invasive plants. this might be something he can help with. Also will look to Block Captains to identify business owners looking for plants that will water them.	Promotions, Outreach, Board	12	
Seek professional consulting, map illustration, and kiosk fabrication for wayfinding.	Simplifying... Ghost Sign Tour (faded murals) to be on Adventure Lab.	\$200.00	3 months	Corri has list from Ginny and now has an email to use for signing up. There is a \$200 hosting fee for non-profits. She will sponsor... just needs to carve out time to set up. Goal is ahead of the Shamrock Run.	Promotions once completed to bring awareness.	12	
<b>STREETSCAPES</b>							
Work with property and business owners through Greenwood to identify needs for streetscape, and advocate with the City for completion.	Design exists. Katie to revisit what worked and what didn't work with Carol & Katie in a one-off.	\$0.00	ongoing	Collaborate with Maryann, pitch consistency with current design. Katie to revisit what worked and what didn't work with Carol & Katie in a one-off.	Board	12	
Create an urban design report that enhances the trees, green space, and fixtures downtown.	Identify areas of focus where improvements can be made. Mostly existing planters and parking areas. Understanding the resources available.	\$0.00	ongoing	Locate a partner that might be interested in donating materials and/or time. Ace, Walmart, Landscaping Company.	Parks & Rec	12	
Flower Baskets		\$3,500.00					
<b>DISTRICT ADVOCATE WITH LOCAL GOVERNMENT</b>							
Collaborate with city and property owners to establish routine cleaning of pedestrian right-of-way.	Work this into Earth Day Cleanup to start and identify calendar for high traffic times that businesses can use to schedule around.	\$0.00	April 20	Can the City provide a discount to the business sharing water source for hosing off of exterior entries?	Promotions, Outreach, Board	2.2	

**OUTREACH COMMITTEE ACTION PLAN**

Committee Chair: Nicole Felty

Purpose: Support the ongoing engagement and image of LGMSD through effective coordination and communication.

TASKS	ACTIONS/DETAILS	BUDGET	REVENUE	TIMELINE	NOTES	CHAMPION/PARTNERS	CONNECTED GOAL	MEASURING SUCCESS
PURPOSE DRIVEN EVENTS // FUNDRAISERS								
Grow Shamrock Shuffle as a major fundraising event.	- Write Press Release for Local Media Outlets <input checked="" type="checkbox"/> - Promote visibility of registration link - Increase sponsorship \$\$ from 2023 to offset costs & increase overall net revenue <input checked="" type="checkbox"/>	\$2,500.00	-\$5,650				2.2	
Host EOBF & Reimagine it as a summer event with new additions	- <a href="#">Planning in process - progress can be tracked here.</a>	\$12,387.50	(Gross) \$29,375 (Net) \$16,987.50				2.2	
PARTNERSHIP ASSESSMENT/DRIVE								
Establish clearly stated value of partnership: benefits or support.	- Redesign partnership brochure & sponsorship letter to ensure it connects with the mission and values of LGMSD. - Provide sponsorship opportunities at join/renewal time.	\$0.00					3.1	
Build auto renewal in to new application and CRM.	- Our new application process is much more straightforward on the website <input checked="" type="checkbox"/> = Need to do more testing regarding CRM capabilities with Wix.	\$0.00					3.1	
VOLUNTEER MANAGEMENT								
Continue to build volunteer database and connect with volunteers as passion projects come.	We will utilize the volunteer database much more in 2024, organically keeping it up to date.	\$0.00					3.2	
Recruit new volunteers without a committee focus, reduce committee members.	I will work with Joyce & the ED to prepare a few social posts for this year that push to our Volunteer Interest Form.	\$0.00					3.2	
WEBSITE/SOCIAL REBUILD								
Create partner highlights through website links.	Carry out new social media strategy to speak more about our partners in our own tone of voice.	\$0.00		Ongoing	Completed	Nicole / ED / Joyce	3.3	
Create a balanced social media strategy that highlights both LGMSD and it's partners.	Continue to work and grow upon Social Media Strategy presented in January 2024.	\$0.00		Ongoing	Completed	Nicole / ED / Joyce	3.3	
DEVELOP COMMUNICATIONS STRATEGY								
Build a new website with an integrated CRM system for website and database management.	- Website <input checked="" type="checkbox"/> - Need to complete research on CRM plugin's that can add in database management.	\$0.00		Ongoing			3.3	
Build a communications plan that highlights all communication methods and purposes.	- Task committee to build this plan out.	\$0.00		Quarter 2			3.3	
Build an intentional and meaningful block captain program.	- Work to divide up the Downtown district with equality in mind.	\$0.00		Quarter 2			3.3	
DISTRICT NETWORKING OPPORTUNITIES								
Host annual partners meeting that encourages relationship growth, investment, and engagement.	Build on the event held with our visionary partners to bring all partners together	\$400.00		Quarter 4			3.3	
EDUCATIONAL OPPORTUNITIES								
Facilitate quarterly courses on online presence and retailer topics.	Organize quarterly business meetings with topics...i.e. social media, making the most of tourism, training customer service, etc..talked about videoing the presentations so partners who can't attend can watch at a later date. Should this be Outreach?	\$0.00			To put funds toward this, we'll need to find a grant opportunity to apply funds.		2.2	

**BOARD/STAFF ACTION PLAN**

Committee Chair: BOARD PRESIDENT + ED

Purpose: Involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

TASKS	ACTIONS/DETAILS	BUDGET	TIMELINE	NOTES	CHAMPION/PARTNERS	GOAL	MEASURING SUCCESS
BUDGET RESTRUCTURE							
Restructure budget to meet new framework.	President/Vice President to work with Treasurer on budget restructure to hopefully put LGMSD back in "black" for 2024 operating year.	\$0.00				3.1	
Educate the board and committee on budget authority, function, and reporting.	Ongoing. President/ED will keep BOD apprised of upcoming trainings and fiduciary functions. Accepting a board contract and expectations is the first step in this process.	\$0.00				3.1	
INCREASE SUPPORT FOR LGMSD							
Present reallocation of facade grant funds to operations based on increased costs and the new plan.	Work with Board of Directors, particularly those seated on City Council to strategize the timeline for when to request funding.	\$0.00				3.1	
Request funding increase of \$10K beyond reallocation.	Same as above.	\$0.00				3.1	
IDENTIFY AND SECURE GRANTS							
Maintain awareness of funds available for ongoing development of LGMSD.	With budget restructuring, there will be a goal for a Executive Summary to be included within each monthly financial review allowing board members to more closely follow fund appropriation.	\$0.00				3.1	
Seek support from OMS, tourism, and economic development grants when relevant.	ED to continue to keep BOD abreast on grant opportunities available + timeline and reporting details.	\$0.00				3.1	
EVALUATE SPONSORSHIPS							
Create equitable sponsorship for programs and events.	ED to build spreadsheet outlining events + which business have sponsored and/or have been approached to ensure the same businesses are not continuously approached for \$\$.	\$0.00				3.1	
Establish profitable sponsorships beyond covering direct costs.	Along with Outreach, think through membership tiers & incentives.	\$0.00				3.1	
Ensure sponsorship commitments are fulfilled.	Same as above.	\$0.00				3.1	
OPERATIONAL POLICIES							
Host retreat to build organizational strength and planning. (Winter 2024)	We will look toward October/November for our board retreat.	\$300				3.2	
Establish a comprehensive operations manual that includes bylaws, operational policies, and an employee handbook.	President will take the lead on this, pulling together documentation put into place from 2023 and 2024.	\$0.00				3.2	
AUDIT OF OPERATIONS							
Assess the need for a storefront or dedicated property. Identify opportunities for shared workspace.	Discussion for LGMSD Board to have - March 2024.	\$0.00				3.2	
CIVIC ENGAGEMENT							
Staff attend a minimum of one City Council or workshop meeting monthly	Sarah to build calendar and BOD to work on rotation schedule.	\$0.00				3.3	
Executive Committee members attend a minimum of two City Council or workshop meetings annually.		\$0.00				3.3	
Staff and board regularly attend Union County Chamber networking events.		\$0.00				3.3	

# UNION COUNTY CHAMBER OF COMMERCE

Destination Marketing Organization (DMO)



## FY 2025 PROGRAM OF WORK



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## **Administration/Staff Support**

Robert Strobe – La Grande City Manager  
Caitlin Harrold – Executive Director Union County Chamber of Commerce

## **2024 UCTPAC Advisory Committee Members**

Donna Beverage – Union County Commissioner Appointee  
Nicole Howard – City of La Grande Councilor Appointee  
Mike Rysavy – Small Lodging Appointee  
Chelsea Judy – Business/Attraction Appointee  
Tyler Brooks - Union County Chamber of Commerce Appointee

# INTRODUCTION

We are thrilled to have the opportunity to showcase the City of La Grande and Union County through a strong and impactful tourism promotion campaign. Our goal is to attract more visitors to this area and make their stay enjoyable and memorable. We believe in positive economic impact and are committed to continuously improving our marketing strategies to increase the length, frequency, and quality of visits.

While the pandemic, shortages, and high fuel prices may impact travel in the coming years, we have a solid plan in place to ensure a positive economic impact throughout Union County. Our cohesive messaging and branding campaign will make the brand of Union County, OR recognizable throughout our state and beyond.

We are excited to incorporate new technologies into our marketing plans, including internet-based advertising, social media platforms, digital apps, and widgets. By increasing our brochure and guide distribution efforts, social media reach, and content updates to our website, we hope to make the exploration of La Grande and Union County as easy as possible for potential visitors.

Our commitment to showcasing all aspects of what Union County has to offer year-round supports our goal of longer stays and more dollars spent. Although the work ahead is not easy, we are committed to staying focused and within budgetary constraints, and we welcome visitors to explore the wonders of Eastern Oregon and Union County.

Thank you for your partnership and investment in the Union County Chamber of Commerce. Come, play, and stay; we look forward to seeing you soon!





## FY 25 KEY PERFORMANCE METRICS

To ensure effective tourism promotion in Union County, the FY 25 key performance metrics have been defined and are periodically reviewed in collaboration with the Union County Tourism Promotion Advisory Committee. The data collected on each metric helps guide efforts towards a diverse set of promotional strategies that maximize engagement and impact on visitor experiences.

La Grande and Union County offer a wide range of visitor experiences, including outdoor recreational activities such as hiking, camping, and backpacking, as well as a growing arts and cultural scene. The region is also rich in ag-tourism, farm-to-table events, and small businesses that contribute to its unique charm.

The data collected on each metric serves as a benchmark for program success and continual growth. By analyzing the data, the tourism industry in Union County can identify areas of improvement and make informed decisions to enhance the overall visitor experience.

Transient Room Tax Revenue

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Information Requests

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TRT Mini Grants

---

Cross Promotional Events and  
Projects

---

Website Analytics and Media  
Engagement

---

Increased Representation with  
Regional Partners

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Market Research

# #UNIONCOUNTY #CLOSERTHANYOUGHT

**Union County offers a broad range of tourist activities across four vivid seasons.**

Union County, located in the heart of the Pacific Northwest, boasts an impressive landscape featuring majestic mountains, sprawling valley farmlands, and enchanting forest scenery that appeals to visitors of all interests and abilities. With a diverse range of world-class outdoor recreational activities, Union County has something for everyone. Warm-weather activities such as hiking, biking, horseback riding, fishing, camping, golf, and bird watching are all available to visitors. Additionally, Union County offers an array of snowy adventures for visitors during winter months, including Nordic skiing, downhill skiing, snowshoeing, and snowmobile trail rides. Union County's diverse range of historic, cultural, and artistic activities cater to another type of thrill-seeker. Visitors can enjoy events and festivals throughout the year, providing ample opportunities to experience Union County's hidden treasures, historic buildings, "ancient" cemeteries, cultural offerings, and small-town charm. Cities such as La Grande, Union, North Powder, Cove, Imbler, Island City, Elgin, and Summerville welcome visitors from near and far. The Chamber is committed to enhancing its tourism promotion efforts, growing in experience, education, and sophistication to further support Union County businesses.



**Hells Canyon Scenic Byway**

**Mount Emily Recreation Area (MERA)**



## **FY25 AND BEYOND...**

The Chamber is utilizing the results of the 2020 Worthy Marketing study to develop comprehensive short-term and long-term strategies that will ensure targeted spending of marketing dollars and create even higher rates of return on investment. By using sound data and information, the Chamber aims to reduce inefficient spending and increase the effectiveness of its marketing efforts.

To achieve this goal, the Chamber plans to work with Travel Oregon and EOVA in FY25 and bring in Sparkloft Media to assist with regional social media outreach and long-term marketing planning. By using the updated style guide for Union County Tourism based on the marketing research provided, the Chamber aims to create consistency in overall messaging, look and feel.

The Chamber recognizes that a consistent ad style across print, social media, website, and digital marketing is crucial for creating a well-rounded and broad-based marketing strategy. By partnering with Sparkloft Media, the Chamber aims to create a brand experience that fosters initial curiosity and improves retention of previous visitors. The goal is to ensure that marketing investments produce the desired results.

To encourage local merchants to invest in the visitor experience, it is important to increase their understanding of the positive impact tourism has on Union County. In 2021, Union County received \$41.4 million in direct travel spending, marking a 72.5% YoY increase. Therefore, Union County should focus on attracting more tourism-related businesses and attractions, with additional hotel inventory being the top priority.

To achieve this, Union County should establish clear goals and tangible performance metrics during FY25, which will direct growth for increased travel to the region. Through targeted marketing, locals, tourists, and merchants should be informed about what makes Union County unique and sets it apart from neighboring regions. This will attract both new and returning visitors.

\* <https://www.travelstats.com/impacts>

# AND NOW FOR THE NUMBERS...

Year to Date - February 2024 vs February 2023									
	Supply			Demand			Revenue		
	2024	2023	% Chg	2024	2023	% Chg	2024	2023	% Chg
<b>United States</b>	329,462,653	327,573,922	0.6	181,913,966	184,148,733	-1.2	27,716,402,880	27,157,602,602	2.1
<b>Pacific</b>	48,305,437	47,885,896	0.9	28,547,613	28,595,371	-0.2	5,371,616,294	5,363,909,201	0.1
<b>Union County, OR</b>	29,205	31,152	-6.3	10,478	12,329	-15.0	1,024,831	1,187,823	-13.7

The Oregon Tourism Commission, dba Travel Oregon, and the Smith Travel Research report the latest occupancy rates for Union County monthly.

Union County/La Grande is looking forward to an increase of room inventory 2024 as a new hotel is being built.

**(5101.00) Tourism Marketing Other**

This budget line item represents an exciting opportunity to invest in multiple areas that are a priority for tourism promotion in FY25. We plan to leverage the power of "Your Stories" on Travel Oregon, influencer marketing initiatives (in partnership with EOVA), and organize media market stays (also in collaboration with EOVA). We'll also be collaborating with Union, Wallowa, and Baker counties to update the Hells Canyon Scenic Byway map and brochure with the latest and greatest assets along the route. Additionally, this budget will allow us to boost social media efforts related to this project, and Travel Oregon will even feature the updated brochure on their website. It's a truly exciting opportunity to showcase the beauty and uniqueness of our region to a wider audience!

- FY 23 Budget: \$10,000
- FY 24 Budget: \$4,123
- FY 24 YTD (Feb. 2024): \$1,884
- **FY 25 Requested Budget: \$4,123**

**(5110) Fulfillment**

City Councilors and County Commissioners, we have some exciting updates on our marketing and tourism initiatives. In FY22, we increased our budget to \$7500, and in FY23 we added an additional \$5000 to increase the print run of our Adventure Guide by 30%, reaching a total of 15,000 copies. We're also expanding our distribution by 30% with the addition of two new brochures. Our targeted demographic is interested in outdoor activities and touring, with a focus on landmarks, historic sites, and state and national parks.

We're seeing an increasing number of requests for information on La Grande and Union County, indicating a growing interest in visiting our region. We're also noticing a surge in visitors seeking all-inclusive relocation guides for additional information on Union County.

Our efforts are paying off, with the Adventure Guide becoming a sought-after resource for visitors. We're fulfilling local business requests to become distribution points for the guide, and since January 2022, most local hotels, AirBnBs, and other businesses are proudly distributing it.

We believe that with these initiatives, we can increase the frequency and length of visits from our targeted demographic and attract even more visitors to our beautiful region. Thank you for your support in making these plans a reality.

**FULFILLMENT REQUESTS**

The Union County Chamber of Commerce receives requests for visitor information via email, telephone, in-person, and website inquiries.

Visitor Requests Comparison				
	FY 22	FY 23	FY 24 (March 2024)	FY 25 est.
Walk-In	783	826	628	1,000
Telephone	706	737	564	1,000
Maps Distributed	5,000	5,000	5,000	5,000
Magazines Distributed	10,000	15,000	15,000	15,000

- FY 23 Budget: \$7,500
- FY 24 Budget: \$7,500
- FY 24 YTD (Feb. 2024): \$2,264
- **FY 25 Requested Budget: \$7,500**

The Union County Chamber of Commerce contracts fulfillment through Certified Folder\* via yearly fulfillment contracts. Certified Folder delivers our materials throughout Oregon, Washington, Idaho, and Northern California. Adding additional distribution points and bumping the amount of Adventure Guides printed, hopefully to capture the increase in travel this year. Continuing the ongoing goal to have 100% fulfillment and distribution of materials. A small reserve at the Chamber office for local fulfillment and website requests will be maintained.

*\*The Certified Folder contract is for a calendar year and invoices are typically received in April and are not reflected during the time of Program of Work preparation (see Appendix II for additional information on Certified Folder fulfillment).*

## (5114) Marketing Firm/Content Creation

# SPARKLOFT

Having a consistent advertising style across all platforms is crucial for building brand recognition and establishing a strong marketing presence. This is where a professional marketing firm can be incredibly valuable. By working under the contract between Sparkloft Media and EOVA, the Union County Chamber can acquire updated content assets at a reduced rate compared to contracting individually.

In addition to providing access to updated assets, a marketing firm can also help the Chamber to stay on top of current trends and changes in the industry. This ensures that advertising campaigns are always up-to-date and effective. With their expertise and knowledge, a marketing firm can help businesses navigate the ever-evolving landscape of advertising and ensure that their campaigns are successful.

In short, hiring a Sparkloft Media to establish a consistent and effective advertising style that resonates with the target audience and builds brand recognition. With the help of Sparkloft the Chamber will stay ahead of the competition and ensure our advertising campaigns are always successful. It's a smart investment in the long-term success of our tourism efforts.

- FY 23 Budget: \$0
- FY 24 Budget: \$15,000
- FY 24 YTD (Feb. 2024): \$0.00
- **FY 25 Budget Request: \$15,000**

## ADDITIONAL CONTENT DEVELOPMENT...

### (5116) Website Maintenance & Development

In 2021, the Chamber of Commerce launched a revised travel and chamber dual website. However, our current website does not match the standard of other Chamber/DMO websites in terms of driving traffic and providing updated and accurate information, itineraries, and relevant travel information. We need a website makeover in FY25 to ensure that it is user-friendly and reflects the best practices of other Chamber/DMOs. The website will also feature an accurate and up-to-date event listing that is easy to find. We pay for this website update through a monthly fee added to our GrowthZone contract, we should not incur additional costs. However, we have allocated funds in this line item to ensure that our website matches the quality of other Chamber/DMOs, such as Wallowa County ([www.wallowacountychamber.com](http://www.wallowacountychamber.com)) and the redesigned Visit Baker County website ([www.visitbaker.com](http://www.visitbaker.com)).

- FY 23 Budget: \$5,000
- FY 24 Budget: \$3,500
- FY 24 YTD (Feb. 2024): \$2,140
- **FY 25 Budget Request: \$8,500**



### **(5124) Cooperative Advertising**

This budget line item will be refocused toward local tourism-based businesses that may be looking for assistance in advertising and event/attraction in Union County that will impact tourism in Union County. In the past this line item has been used to match advertising funds for attractions such as Anthony Lakes, Buffalo Peak Golf Course and other similar attractions.

- FY 23 Budget: \$7,500
- FY 24 Budget: \$2,500
- FY 24 YTD (Feb. 2024): \$0.00
- **FY 25 Budget Request: \$2,500**

### **(5128) Radio Advertising**

The Chamber is maintaining the \$1000 budget projection for continued radio advertising. Radio advertising is more localized and targeted for local residents or tourists already in the area. The Chamber could look to expand its reach for events but would require a larger study to find profitable opportunities.

- FY 23 Budget: \$1,000
- FY 24 Budget: \$1,000
- FY 24 YTD (Feb. 2024): \$0.00
- **FY 25 Budget Request: \$1,000**

### **(5130) Online Advertising**

The Chamber looks to increase our online presence through social media ad boosting. The Chamber maintains many social media sites including Facebook with over 4,100 active followers, Instagram, Twitter, and LinkedIn. In order to increase the social media footprint and followers, the Chamber of Commerce will be working with Sparkloft Media under a contract with EOVA to maximize our reach and ensure the highest ROI possible.

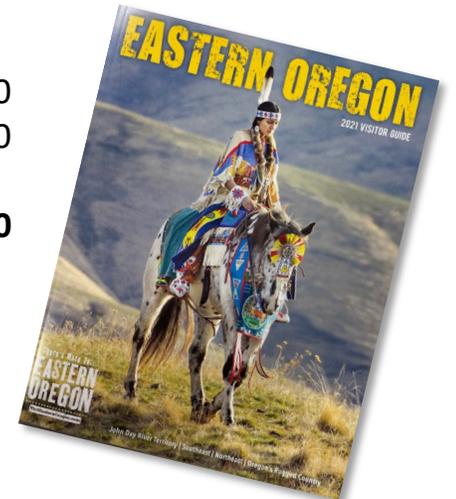
Portland, Seattle, Salem, Eugene, Yakima, Boise, will be our target markets for our social media ad boosting. Strategic details including seasonality, frequency and distribution will be further developed as the process moves forward. The content for our social media posts will be developed with Sparkloft to ensure the highest quality content gets created and gets the most reach for the investment. The strategy is tourism centric and highlights different as well as seasonal activities through social media carousels ad social ads.

- FY 23 Budget: \$15,000
- FY 24 Budget: \$15,000
- FY 24 YTD (Feb. 2024): \$0.00
- **FY 25 Budget Request: \$15,000**

### **(5133) Advertising – Eastern Oregon Visitors Association Guide**

For FY24, the Union County Chamber of Commerce placed a 1/2 page ad in the Eastern Oregon Visitor Guide. For FY25, Union County will continue to place the larger ½ page ad. This is in-line with other counties in Eastern Oregon and the ads they are placing in this widely distributed guide.

- FY 23 Budget: \$2,500
- FY 24 Budget: \$4,000
- FY 24 YTD (Feb. 2024): \$0.00
- **FY 25 Budget Request: \$4,000**



## (5132) Print Advertising

The Chamber of Commerce will continue to invest in various advertising mediums, both traditional and digital, to promote Union County. We will work with our marketing/design team at Sparkloft Media to create more consistent ads. Sparkloft will also help us place ads in travel-centric magazines with high return on investment (ROI). We will update the ad mix 2-3 times per year to keep it fresh and seasonally relevant, while also allowing for the rotation of ads to maximize their usage. This approach ensures that we get the best value for our money, including the advantage of filling ad space at reduced rates.

We will continue our partnership with the Eastern Oregon Visitors Association and the Travel Oregon Visitors Guide, which provide regional/state-wide coverage in print advertising. In addition, we will increase our presence in Statehood Media's 1859/1899 magazines, which have wide distribution in hotels and travel centers in Oregon and Washington. We will also utilize various other printing resources such as Northwest Travel & Life Magazine, EOVA Visitors Guide, Travel Oregon Visitors Guide, The Entertainer, Outdoors NW, Oregon Golf, and the Union County Visitors Guide and NE Oregon's Magazine (both at no cost to the Union County Chamber). Each media source has a different target audience, which allows us to focus our ads and maximize ROI.

We recognize that print advertising is still an effective medium for selling Union County and for planning potential visitors' trips. Therefore, we will maintain high levels of print advertising while also embracing digital advertising to ensure that we reach a wider audience.



- FY 23 Budget: \$10,000
- FY 24 Budget: \$7,500
- FY 24 YTD (Feb. 2024): \$6,564
- **FY 25 Budget Request: \$7,500**

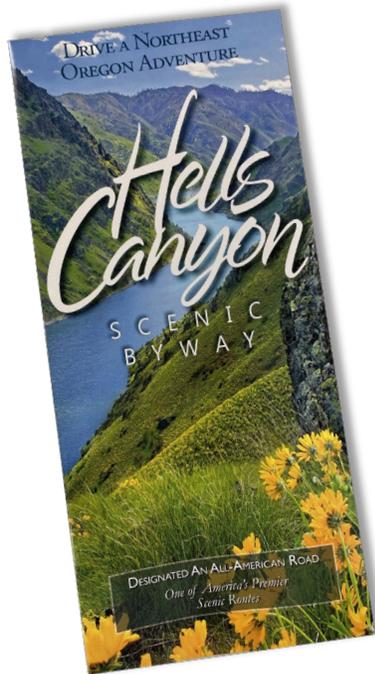


## (5134) Print Collateral

For FY 25, the budget line item will be utilized for printing content created at the Union County Chamber of Commerce. This also covers any brochures that may need to be reprinted and are not covered under any grant funding from Travel Oregon.

Some additional examples due for reprinting: Farm Trail Brochure, MERA Recreation Guide, Union County Maps, etc.

- FY 23 Budget: \$0
- FY 24 Budget: \$5,000
- FY 24 YTD (Feb. 2024) \$3,964
- **FY 25 Budget Request: \$5,000**



## Membership

Active membership and representation on a variety of tourism-focused organizations and boards across the State of Oregon is critical to ensure successful inclusion of La Grande and Union County in tourism promotion projects throughout Oregon and beyond. The more actively the Chamber engages with different organizations, the more readily it can access new and upcoming projects. Membership is most effective when full participation in these organizations is pursued. Continuing these active relationships is a part of the overall marketing strategy.



## (5145.02) Oregon Destination Association - \$300

The Oregon Destination Association (ODA, formerly Oregon Destination Marketing Organization, ODMO) is a statewide network of convention, visitor bureaus and chamber of commerce directors who share a common interest in the vision and vitality of Oregon's travel industry. ODA members are the direct link between tourism-related business services, and other important entities such as the Oregon Tourism Commission, dba Travel Oregon. As such, ODA is the leading voice of the tourism industry in Oregon.

**(5145.04) Oregon Tour and Travel Alliance - \$225**

The Oregon Tour and Travel Alliance (OTTA) is an independent nonprofit membership organization working in partnership with Travel Oregon to increase packaged travel to Oregon. OTTA is a professional association comprised of companies from across the state partnering together to ensure members are highly visible at annual conventions, marketplaces, and trade shows.



**(5145.06) Oregon Festivals & Events Association – \$125**

Promotional assistance is provided to more than 1,200 Oregon events through the OFEA's annual Oregon Events Calendar magazine. Free copies are distributed to more than 90,000 readers through visitor bureaus, chambers of commerce and other public outlets. Event listings from the calendar are also posted on Travel Oregon's website. Membership to this organization is an extremely useful tool, if properly prioritized, as member organizations are responsible for inputting events into OFEA's database for promotion and use.

**(5145.08) Eastern Oregon Visitor Association (EOVA) - \$2,000**

As a member of EOVA and a Destination Marketing Organization (DMO), the Union County Chamber of Commerce works cooperatively with ten other counties in Eastern Oregon, enabling the Chamber to build vigorous regional relationships and robust promotions. This “Sustaining Level” membership fee increased from \$1,500 to \$2,000 in FY 2020; however, maintaining at the Sustaining Level allows the Union County Chamber Executive Director to serve as a DMO voting member on the Board of Directors, which allows for increased representation and inclusion in regional projects and promotions.



**(5145.11) Western Association of Chamber Directors (Tourism) - \$350**

Being a member of the Western Association of Chamber Executives (WACE) can be beneficial for the Union County Chamber of Commerce in several ways:

1. **Networking:** WACE is a professional association for chamber executives and staff members from 19 western states. By being a member, the Union County Chamber of Commerce can network with other chamber professionals from across the region, share best practices, and learn about new trends and ideas in the field.
2. **Professional Development:** WACE provides a variety of training and professional development opportunities for chamber executives and staff members. By being a member, the Union County Chamber of Commerce can access these resources and improve their skills and knowledge in areas such as marketing, event planning, advocacy, and leadership.
3. **Advocacy:** WACE advocates for policies that support economic growth and development across the western region. By being a member, the Union County Chamber of Commerce can participate in this advocacy and help shape policies that benefit their community.
4. **Resources:** WACE provides a variety of resources and tools for chamber professionals, such as research reports, templates, and marketing materials. By being a member, the Union County Chamber of Commerce can access these resources and use them to improve their operations and serve their members more effectively.

Overall, being a member of WACE can help the Union County Chamber of Commerce connect with other chamber professionals, access training and professional development opportunities, participate in regional advocacy efforts, and access resources and tools to improve their operations.



## Conferences/Travel/Professional Development - \$7,500

The Chamber has consulted with numerous peers in our industry to identify the most relevant and impactful events to attend and the most valuable training opportunities available.

Attending these events and engaging in ongoing professional development is critical to staying at the forefront of our industry and continuing to provide exceptional service to our members and clients. Thank you for your continued support and investment in our staff's ongoing growth and development.

- FY 23 Budget: \$3,000
- FY 24 Budget: \$7,500
- FY 24 YTD (Feb. 2024): \$942
- **FY 25 Budget Request: \$7,500**

## (5700) Special Projects - \$30,000

As we look ahead to FY 25, there are many exciting projects that we would like to explore. One such project is the upgrading of the I-84 road sign. This sign is a crucial entry point to our community and upgrading it with a clear message and better lighting can make a significant impact on the number of visitors that we attract to our area.

Furthermore, the Union County Chamber of Commerce is continuously building our asset library to better showcase the unique beauty and attractions of our community. As necessary, funds from this budget line could be used to add new assets to our inventory, helping us to promote our community more effectively and remain a top tourist destination.

The budget line for marketing and advertising is a critical investment in the future success of our community. By continuing to allocate funds to this area, we can ensure that we stay competitive and continue to attract visitors to our area.



- FY 23 Budget: \$25,000
- FY 24 Budget: \$30,000
- FY 24 YTD (Feb. 2024): \$0
- **FY 25 Budget Request: \$30,000**

# STRATEGIES GOING FORWARD...

The Chamber recognizes the importance of implementing effective strategies to drive visitations to La Grande and Union County. This includes developing strategic partnerships, creating new attractions, installing cohesive way-finding signage, providing grant funding for business support, and more. By continually analyzing and updating a comprehensive strategic plan, the Chamber is able to take a proactive approach to promoting tourism and maximizing the economic benefits it can bring to the area. The marketing plan serves as the initial step towards a more extensive plan for attracting and retaining visitors to Union County.



## Short-term 1-12 months



- Continue to grow the website events calendar to show upcoming events
- Continue to grow What's Up in Union County Facebook (currently over 3000 users)
- Continued expansion of media assets (photos and video) to showing outdoor activities, Agri-tourism, festivals and other events
- Working with Sparkloft Media (EOVA) to continue to update our social media assets and continue to grow our photo, video, and other assets

## Mid-term 12-36 months



- Work with current attractions and events to develop a more cohesive strategy to attract more visitors to Union County
- Continue to expand the reach of the Visitor Adventure guide into new untapped regions – using marketing research as the guide
- Continue website development and expansion using additional media assets, SEO analytics, and consistent theming throughout the site
- Work with the City/County to try and put together a plan for additional hotel inventory (beyond the new Hampton Inn) for City of La Grande and Union County

## Long-term 36+ months



- Develop a strategy to get the visitor/event center out closer to I-84
- Work to develop better county-wide street lighting/signing to key attractions (EOU) and historic districts
- Develop a strategy to keep all of the travelers on I-84 and the 250,000+ each year that simply pass through on the way to Wallowa County

# Appendix I

In FY2020-2021, the Chamber contracted with Worthy Marketing Consulting undergoing an extensive marketing research and audit project to identify target marketing audiences, highest-ranked assets to promote, and the most effective methods of marketing to ensure reach to these markets. Included below are highlights of information from this research project.

According to **Longwoods 2017 Eastern Region Visitor Report**, the majority of our travelers are:

**25-44 years old**  
**Married / Not families**  
**Travel as a group of 2-3**, esp. with spouse

They are coming from:

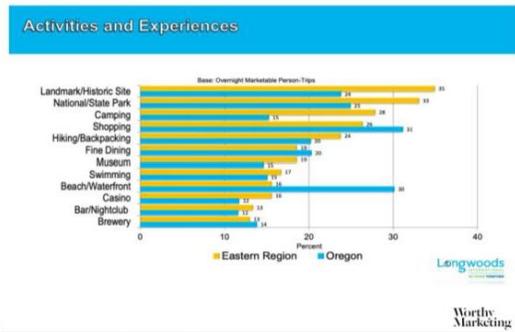
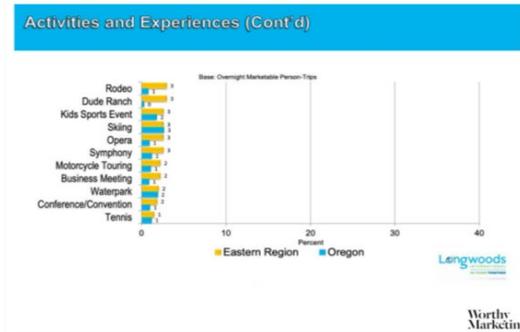
**Portland, OR**  
**Yakima, WA**  
**Seattle-Tacoma, WA**  
**Eugene, OR**  
**Boise, ID**

They are coming for:

**Touring & Outdoors**

And the following activities:

**Landmark/Historic Site**  
**National/State Park**  
**Camping**  
**Shopping**  
**Hiking/Backpacking**



**Develop a 3-tier strategy**

**Travel Oregon presence**  
 Add and update destination content on their website, uplevel Union County events and attractions to be featured on Eastern Oregon regional page, two featured "Our Story, Everywhere" newsletters to Travel Oregon subscribers

**Outreach to OR & WA outdoor enthusiasts**  
 Create @NortheasternOregon social media presence and target top-performing posts to this audience, one "Our Story, Everywhere" newsletters should be focused on outdoor recreation in Union County

**Stay visible to surrounding communities**  
 Use event content, outdoor recreation, unique lodging and dining attractions via social media to target visitation and spend from the surrounding area

**Website & Social Media**  
 Establish Union County positioning  
 This informs imagery selection for all marketing efforts and how we write about the Union County and Northeastern Oregon experience

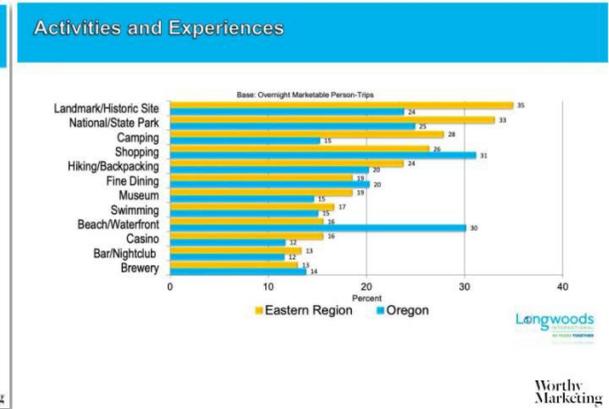
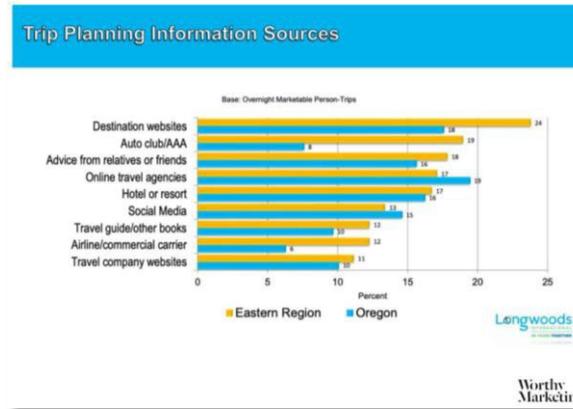
**Integrate OTIS**  
 As we update and evolve Union County offerings and determine its positioning, this tool is a one-stop-shop for updating our web content & Travel Oregon pages

**Claim @NortheasternOregon**  
 Use this handle to inspire visitation to Union County and share content creation costs with Baker & Willows counties

**Minimize Print Advertising**  
 Shift from print to digital newsletters  
 Our younger audience finds inspiration more often in digital outreach, such as "Our Story, Everywhere" via Travel Oregon

**Focus on social media**  
 Instead of one ad trying to cover many topics, let social media content promote proven destination selling points and be targeted to our audience

**Add digital drivers**  
 Once there is new content on VisitUnionCounty.org, explore digital ad campaigns, SEO, and SEM as ways to funnel visitors to your website and stores



Will most likely travel:  
**July-September**  
**April-June**

And will plan prior to traveling for:  
**1 month or less**  
**6-12 months**

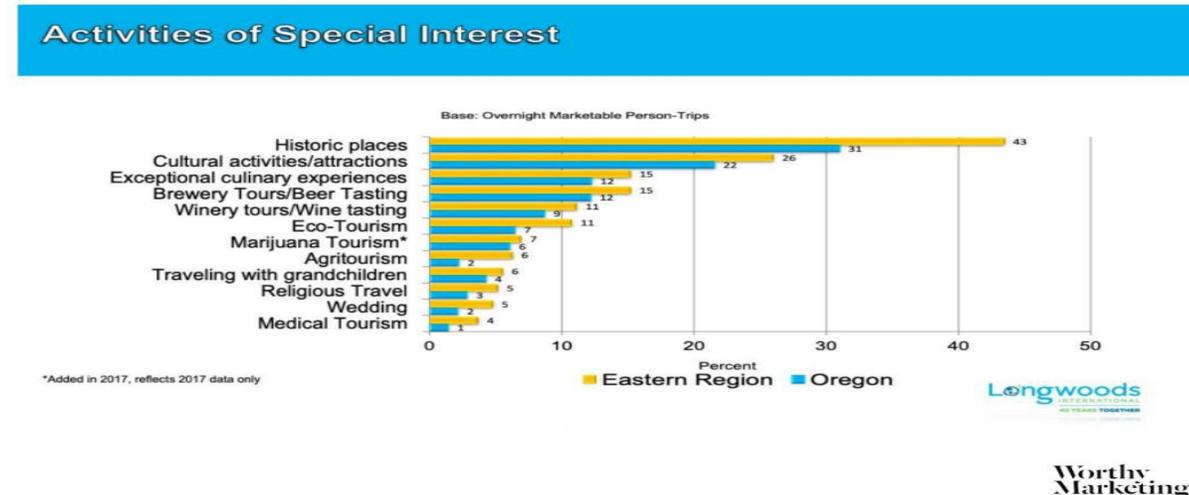
Trip planning sources:  
**Destination websites**  
**Word-of-mouth**  
**Social media**

Near-Term Tactics  
 3-15 months  
**Update VisitUnionCounty.org**

**Navigation** needs to address residents and travelers on the website.

At this time, there is not enough traffic to the website to merit a standalone tourism website.

Additionally, most travelers do not search for destinations by county. Our job is to supply good information for those who do find us.



## Appendix II

The Chamber has engaged the services of Certified Folder Display Service, Inc. to disseminate the annual Union County Visitors Guide magazine and maps to various regions, including Washington, Oregon, Idaho, and parts of Northern California. In response to future requirements, Certified Folder has the potential to extend its reach to other markets.

**CERTIFIED**  
FOLDER DISPLAY  
SERVICE, INC.

**PROVIDING HELPFUL  
VISITOR INFORMATION**

**Professional Brochure Distribution  
since 1899!**

**800.799.7373**  
[www.certifiedfolder.com](http://www.certifiedfolder.com)

**On the Road**  
➤ 21,000 brochure display racks throughout North America  
Hotels, motels, car rental offices, visitor centers, airports, restaurants,  
military bases, corporations, industrial plants, sporting goods  
stores, chambers of commerce, campgrounds, RV parks, state  
and national parks

**On the Internet**  
➤ [VisitorTips.com](http://VisitorTips.com) – an international travel resource website  
Accommodations, attractions, activities, dining, entertainment,  
shopping, tours, transportation, and visitor service

**Programs**

- Visitor Marketing
- Winter/Summer Sports
- WA State Ferry/BC Ferries
- Brochure Design/Print
- Corporate/Industrial
- California Welcome Center
- Internet Marketing
- Custom Publishing & Advertising

Design/Marketing

CALIFORNIA  
WELCOME  
CENTER  
OXNARD

Images: A woman looking at brochures, a boat on the water, a sign for the California Welcome Center in Oxnard, a man holding a brochure, a delivery van, and a large rack filled with various brochures.

## Appendix III

It is important to have consistent advertising styles across all platforms to build brand recognition and establish a strong marketing presence. This is where hiring a professional marketing firm can be invaluable.

A marketing firm can work with businesses to develop a consistent advertising style that resonates with the target audience and effectively communicates the brand message. This style can then be applied across all advertising channels, from print ads to digital campaigns.

Consistency in advertising style not only helps to build brand recognition but also creates a sense of professionalism and reliability, which can be especially important in the tourism industry. When visitors see consistent and well-designed advertising, it conveys a sense of trust and credibility that can encourage them to visit the area.

A marketing firm can also help businesses stay on top of current trends and changes in the industry, ensuring that advertising campaigns are always up-to-date and effective. With their expertise and knowledge, a marketing firm can help businesses navigate the ever-evolving landscape of advertising and ensure that their campaigns are successful.

In short, hiring a marketing firm can help businesses establish a consistent and effective advertising style that resonates with the target audience and builds brand recognition. With the help of a marketing firm, businesses can stay ahead of the competition and ensure that their advertising campaigns are always successful.



**Travel the Seasons. Passport to Endless Adventure.**  
**A Lifetime of Memories.**  
**VISITUNIONCOUNTY.ORG - 541.963.8588**



**TRAVEL THE SEASONS**  
**VISITUNIONCOUNTY.ORG - 541.963.8588**



**TRAVEL THE SEASONS**  
**VISITUNIONCOUNTY.ORG**  
**541.963.8588**

The advertisement features three distinct promotional cards for Union County, Oregon. Each card includes a circular logo with a star and the text 'UNION COUNTY OREGON' and 'PASSPORT TO ENDLESS ADVENTURE'. The top card promotes 'Travel the Seasons' with a phone number and website. The middle card promotes 'TRAVEL THE SEASONS' with a phone number and website. The bottom card also promotes 'TRAVEL THE SEASONS' with a phone number and website. The cards are set against a background of scenic photos related to outdoor recreation in the area.





## OUR ROLE

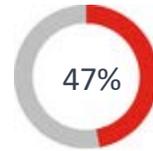
- *Ensure the website is kept up-to-date and engaging to attract visitors*
- *Promote tourism, tourist activities, and attractions in the area*
- *Provide networking and educational opportunities to members*
- *Assist in distributing Transient Tax Grants to local businesses*
- *Design and distribute updated visitor and relocation directories*
- *Foster understanding and support for the local business community and their needs*
- *Offer promotional and educational opportunities to local businesses*
- *Continuously work to attract new businesses and support the expansion of existing ones*
- *Maintain a clean visitor and information center; staffed by qualified personnel to assist guests*



Increase in  
consumer  
favorability



Increase in  
local  
reputation



Increase in  
customer  
awareness



Likelihood  
of future  
patronage

# JOINT MEMORANDUM OF AGREEMENT

UNION COUNTY; CITY OF LA GRANDE; UNION COUNTY CHAMBER OF COMMERCE  
JOINT MEMORANDUM OF AGREEMENT

This Memorandum of Agreement (hereinafter referred to as MOA), entered into this 7<sup>th</sup> Day of June, 2023, by and between the City Council of the City of La Grande, an Oregon municipal corporation (hereinafter referred to as CITY), the Union County Board of Commissioners, (hereinafter referred to as COUNTY), and the Union County Chamber of Commerce, (hereinafter referred to as CHAMBER), for the purpose of agreeing on overall tourism activities and promotion efforts benefiting Union County and the City of La Grande:

## WITNESSETH

Whereas, COUNTY and CITY desire to jointly fund tourism promotion for the City of La Grande and Union County; and,

Whereas, CHAMBER, a nonprofit organization under IRS Section 501(c) 6, is charged with promoting tourism for Union County and the City of La Grande; and,

Whereas, it is the mutual desire of the Parties to jointly pursue increased tourism activity in Union County and the City of La Grande; and,

Whereas, the Parties further desire to establish through this MOA specific goals and expectations in regard to the promotion and marketing of Union County and the City of La Grande.

NOW, THEREFORE, based on the mutual covenants set forth in this MOA, the Parties agree to the following terms and conditions:

### Section 1. Term, Duration, and Termination.

This MOA shall be in effect from July 1, 2023 through June 30, 2026, with funding for the fiscal year beginning each July 1, to be determined during the budget hearing processes of COUNTY and CITY. Any Party, with or without cause, upon written notification presented to all other Parties on or before April 1, of any fiscal year, may terminate this agreement effective at 5:00 P.M. on June 30 of that same fiscal year.

### Section 2. Duties and Responsibilities.

A. Union County Chamber of Commerce (CHAMBER) shall:

1. Perform Tourism Promotion Services as described in this MOA and the approved annual Program of Work. Said services shall include, but are not limited to:
  - i. Operating a visitors' center at least Monday through Friday from 8:30 a.m. to 4:30 p.m. year-round and during major events including but not limited to the following events:
    1. EOU Week of Welcome
    2. EOU Homecoming
    3. EOU Graduation
    4. Eastern Oregon Beer Festival
    5. Union County Farm Crawl
  - ii. Producing and distributing promotional brochures and other printed information.

- iii. Maintaining at least one alternate offsite location in downtown La Grande for the placement of promotional brochures and other printed materials which is open on Saturdays and posting signage at the visitors' center to direct visitors to the alternate location(s) (currently Red Cross Drug Store and Blue Mountain Outfitters).
- iv. Operating a web site that promotes La Grande and Union County.
- v. Developing and implementing an annual Program of Work for the marketing and promotion of La Grande and Union County in consultation with the Union County Tourism Promotion Advisory Committee (UCTPAC). Such consultation shall include a formal recommendation from the UCTPAC regarding the program. The program shall provide promotional efforts for Chamber and non-Chamber members alike. Said program for each fiscal year beginning shall be submitted to the CITY and COUNTY not later than April 30 for review and approval.
- vi. Presenting to the CITY on or before April 30 and COUNTY on or before the first County Commissioners meeting in May of each year an operating budget in conjunction with the marketing and promotion program submission.
- vii. Providing measureable results for the investment made in tourism marketing and promotion. The following agreed upon measurements shall be used as a primary tool for determining funding for the duration of this agreement.
  1. Transient Room Tax Revenues.
  2. Cooperative Ad participation—dollars invested and partner participation.
  3. Website hits.
  4. Requests for information that require responses—mailed packets, e-mailed packets.
  5. Retail Sales. (a sub-group will work on a sample group to gather data from)
  6. Events that include overnight stays to the extent that the information is provided to the Chamber. (for example: TRT Grant funded events)
- viii. Serving as a liaison between the tourism stakeholders such as: Union County Board of Commissioners; the City of La Grande; local, regional, and state-level tourism organizations; lodging providers/operators in La Grande and throughout Union County; local tourism-related businesses such as restaurants, gas stations, and retail; local and regional economic development organization, La Grande Main Street Downtown.
- ix. Implementing appropriate tourism elements of the currently adopted economic development plans of Union County and City of La Grande.
- x. Appoint one voting member and one alternate member of the UCTPAC. The voting member and alternate shall be members of the Union County Chamber of Commerce Board of Directors, normally the President or Vice President of the Chamber Board.

B. The City of La Grande (CITY) shall:

1. Appoint three voting members of the UCTPAC, including one City Councilor. The City may assign a second Councilor as an alternate voting member.
2. Assign the City Manager or his designee to provide staff support to UCTPAC.
3. Provide to CHAMBER funding for tourism promotion an amount to be determined by the Budget Committee and City Council during the normal budget adoption process.

C. Union County Board of Commissioners (COUNTY) shall:

1. Appoint three voting members of the UCTPAC, including one County Commissioner. The County may assign a second Commissioner as an alternate voting member.
2. Provide to CHAMBER funding for tourism promotion an amount to be determined by the Budget Committee and Board of County Commissioners during the normal budget adoption process.

Section 4. Amendments and Assignments. Amendments to this Joint MOA must be mutually agreed upon by and between the Parties to this MOA and in a writing executed with the same formalities of this MOA. This MOA is binding on the heirs, successors and assigns of the Parties hereto and may only be assigned by any party by first obtaining the written consent of the other Party or Parties.

Section 5. Special Circumstances. The Chamber agrees to provide notice to the City and County within five (5) days of the Chamber being made aware of any allegations of fraud, financial misconduct, theft, embezzlement and/or any other claims of misuse of funds by its employees, agents and assigns that could lead to criminal charges involving the funds provided by the City and/or County under this Agreement. Notice shall be provided to the City Manager and County Administrator. The City and County agree to keep any information received from the Chamber confidential during the pendency of any law enforcement investigation.

UNION COUNTY CHAMBER OF COMMERCE

  
\_\_\_\_\_  
Scott Newman  
Chamber Director

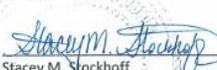
CITY OF LA GRANDE

  
\_\_\_\_\_  
Justin B. Rock  
Mayor

UNION COUNTY

  
\_\_\_\_\_  
Paul Anderes  
Chair

ATTEST:

  
\_\_\_\_\_  
Stacey M. Stockhoff  
City Recorder

<b>Tourism Budget</b>		<b>FY25 Budget</b>	<b>Projected FY24</b>	<b>FY24 Year to Date</b>	<b>Revised FY24 (7.23)</b>	<b>FY 24 Budget - Adopted 4.18.23</b>
<b>4100-00 Operating Cash</b>						
4102-00	Interest Income	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
4106-00	TRT La Grande	\$23,398.00	\$118,078.00	\$118,078.00	\$118,078.00	\$118,078.00
4108-00	TRT Union County	\$60,000.00	\$60,000.00	\$44,025.00	\$60,000.00	\$60,000.00
4210-00	Misc. Income					
4200-00	Visitors Guide					
4204-00	Advertising/Publicity Income					
4204-02	Advertising Coop Income					
4999-00	Unclassified Income					
<b>Total 4100-10 Operating Cash</b>		<b>\$83,399.00</b>	<b>\$178,079.00</b>	<b>\$162,104.00</b>	<b>\$178,079.00</b>	<b>\$178,079.00</b>
4209-00	Royalty Income	\$0.00	\$3,322.92	\$3,322.92	\$2,500.00	\$2,500.00
		<b>\$83,399.00</b>	<b>\$181,401.92</b>	<b>\$165,426.92</b>	<b>\$180,579.00</b>	<b>\$180,579.00</b>
<b>5100-00 Tourism Marketing Program</b>						
5101-00	Tourism Marketing Other	\$4,123.00	\$4,123.00	\$1,884.50	\$4,123.00	\$10,000.00
5110-00	Fulfillment	\$7,500.00	\$7,500.00	\$2,264.79	\$7,500.00	\$7,500.00
5114-00	Marketing Firm/Content Creatio	\$15,000.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00
5116-00	Website Maintenance & Dev.	\$8,500.00	\$3,500.00	\$2,140.36	\$3,500.00	\$3,500.00
5124-00	Cooperative Advertising	\$2,500.00	\$2,500.00	\$0.00	\$2,500.00	\$2,500.00
5128-00	Radio Advertising	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00
5130-00	Online Advertising	\$15,000.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00
5132-00	Print Advertising Total	\$7,500.00	\$7,500.00	\$6,564.43	\$7,500.00	\$7,500.00
5133-00	Advertising- NE Oregon	\$4,000.00	\$3,860.00	\$0.00	\$4,000.00	\$4,000.00
5134-00	Print Collateral	\$5,000.00	\$5,000.00	\$3,964.16	\$5,000.00	\$5,000.00
<b>Total 5100 Tourism Marketing Program</b>		<b>\$70,123.00</b>	<b>\$33,983.00</b>	<b>\$16,818.24</b>	<b>\$65,123.00</b>	<b>\$71,000.00</b>
<b>5145-00 Memberships</b>						
5145-02	Oregon Destination Marketing O	\$300.00	\$300.00	\$0.00	\$300.00	\$300.00
5145-04	Oregon Tour and Travel Alliance	\$225.00	\$225.00	\$225.00	\$225.00	\$225.00
5145-06	Oregon Festivals and Events Ass	\$125.00	\$125.00	\$0.00	\$125.00	\$125.00
5145-08	EOVA Membership	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	\$2,000.00
5145-11	Western Association of Chambe	\$350.00	\$350.00	\$0.00	\$350.00	\$350.00
5145-14	Misc Memberships	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	\$1,000.00
<b>Total 5145-00 Memberships</b>		<b>\$4,000.00</b>	<b>\$4,000.00</b>	<b>\$225.00</b>	<b>\$4,000.00</b>	<b>\$4,000.00</b>
<b>5600-00 Administrative</b>						
5601-00	Employee Benefits (IRA)	\$2,100.00	\$700.00	\$264.12	\$2,100.00	\$2,100.00
5602-00	Executive Director	\$38,000.00	\$24,500.00	\$18,341.58	\$38,000.00	\$38,000.00
5605-00	Media and Outreach Coordinato	\$15,250.00	\$12,000.00	\$8,220.25	\$15,250.00	\$15,250.00
5606-00	Operations Administrator	\$5,100.00	\$10,000.00	\$7,077.88	\$5,100.00	\$5,100.00
5608-00	Payroll Taxes	\$7,000.00	\$7,000.00	\$4,083.61	\$7,000.00	\$7,000.00
5609-00	Health Stipend	\$6,500.00	\$5,000.00	\$2,908.99	\$6,500.00	\$6,500.00
5650-08	Staff Meals	\$200.00	\$200.00	\$18.00	\$200.00	\$200.00
5650-10	Staff Training	\$200.00	\$200.00	\$0.00	\$200.00	\$200.00
<b>Total 5600-00 Administrative</b>		<b>\$74,350.00</b>	<b>\$59,600.00</b>	<b>\$40,914.43</b>	<b>\$74,350.00</b>	<b>\$74,350.00</b>
<b>5610-00 Operations</b>						
5614-00	Subscriptions	\$200.00	\$0.00	\$0.00	\$200.00	\$200.00
5616-00	Rent	\$4,800.00	\$4,800.00	\$3,200.00	\$4,800.00	\$4,800.00
5618-00	Misc. Expense	\$50.00	\$0.00	\$0.00	\$50.00	\$50.00
5620-00	Postage	\$100.00	\$119.75	\$119.75	\$100.00	\$100.00
5622-00	Copies & Supplies	\$100.00	\$50.00	\$11.52	\$100.00	\$100.00
5624-00	Accounting & Bookkeeping	\$2,900.00	\$2,900.00	\$2,484.74	\$2,900.00	\$2,900.00
5626-00	Telephone/Internet	\$750.00	\$750.00	\$253.63	\$750.00	\$750.00
5628-00	Insurance	\$1,300.00	\$1,300.00	\$894.50	\$1,300.00	\$1,300.00
5634-00	Facility Maintenance / Supplies	\$750.00	\$300.00	\$85.00	\$750.00	\$750.00
5636-00	General Supplies / Office	\$3,500.00	\$3,500.00	\$3,080.48	\$3,500.00	\$3,500.00
5638-00	Equipment Maint. & Repair	\$500.00	\$0.00	\$0.00	\$500.00	\$500.00
5640-00	Electricity	\$750.00	\$750.00	\$342.18	\$750.00	\$750.00
<b>Total 5610-00 Operations</b>		<b>\$15,700.00</b>	<b>\$14,469.75</b>	<b>\$10,471.80</b>	<b>\$15,700.00</b>	<b>\$15,700.00</b>
5612-00	Conferences/Travel/Professional Dev	\$7,500.00	\$3,000.00	\$942.33	\$7,500.00	\$7,500.00
5700-00	Special Project Expenses	\$30,000.00	\$0.00	\$0.00	\$30,000.00	\$30,000.00
5706-00	Mini-Grant Allocations (TRT Grants)	\$25,000.00	\$25,000.00	\$0.00	\$25,000.00	\$25,000.00
5707-00	TRT Discretionary Funds	\$1,500.00	\$1,721.81	\$1,721.81	\$1,500.00	\$1,500.00
5900-00	Contingency	\$10,000.00	\$0.00	\$0.00	\$10,000.00	\$10,000.00
		<b>\$238,173.00</b>	<b>\$141,774.56</b>	<b>\$71,093.61</b>	<b>\$233,173.00</b>	<b>\$239,050.00</b>
		<b>-\$154,774.00</b>	<b>\$39,627.36</b>	<b>\$94,333.31</b>	<b>-\$52,594.00</b>	<b>-\$60,971.00</b>
<b>Beginning Cash on Hand</b>		<b>\$298,388.48</b>	<b>\$258,761.12</b>	<b>\$258,761.12</b>	<b>\$258,761.12</b>	<b>\$258,761.12</b>
<b>Projected COH end of FY25</b>		<b>\$143,614.48</b>	<b>\$298,388.48</b>	<b>\$353,094.43</b>	<b>\$206,167.12</b>	<b>\$197,790.12</b>