

HEPPNER, OREGON

Strategic Plan for 2009-2014

November 2009 Edition



Prepared by
**The Heppner Strategic Planning
Committee**

with assistance from Morrow County,
Willow Creek Valley Economic Development Group and
Greater Eastern Oregon Development Corporation

Heppner, OREGON
(Update to the 2002-2007 Strategic Plan)

Table of Contents

I. Introduction	3
II. Vision, Mission, and Principles	4
III. Goals and Priority Strategies for 2009-20014	5
A. Residential Housing/Land.....	5
B. Business Development and Employment Opportunities.....	6
C. Education.....	8
D. Infrastructure.....	9
E. Quality of Life.....	11
F. Implementation.....	12
IV. Community Profile	13
A. Overview.....	13
B. Demography.....	14
C. Housing.....	17
D. Economic Development.....	17
E. Public Education.....	18
F. Behavioral Health Services.....	20
G. Medical Services.....	21
H. Law Enforcement.....	21
V. SWOT Analysis	
A. Strengths.....	22
B. Weakness.....	25
C. Opportunities.....	26

D. Threats.....27

Appendix

A. South Willow Creek Valley “Common Threads”, Potential Strategies and Potential
Cluster Development29

B. Participants’ List.....30

C. Acronyms.....31

i. Introduction

Nestled in the Willow Creek Valley of Eastern Oregon, Heppner is a picturesque rural community with a proud Irish heritage. Incorporated in 1887, Heppner serves as the Morrow County seat, with a majestic historic courthouse perched on a hill overlooking the town.

Heppner has a long history of community strategic planning. In September of 1990, the Oregon Economic Development Department conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. One of its recommendations was that the community develops a strategic plan to plot the course of Heppner's future. The Heppner Economic Development Corporation (HEDC), a group founded to guide job maintenance and expansion in the community, spearheaded this effort. HEDC later reorganized as Willow Creek Valley Economic Development Group (WCVEDG) to include all three communities of the Willow Creek Valley.

In the summer of **2009**, representatives from across the community formed a Strategic Planning Committee. As part of the planning process, **Heppner, Ione and Lexington will work together to identify common threads (concerns/goals/opportunities)** to advance community and economic development in southern Morrow County. These are found in Appendix A of this plan.

The Heppner Chamber of Commerce assumed responsibility for inter-communication and coordination of community development efforts with the support and assistance of the City of Heppner and the WCVEDG.

This document is an update of the 2002-2007 Heppner Strategic Plan. It has five overall goals:

- A. Heppner has an adequate stock of privately-owned and rental housing and land for residents and people seeking to move to Heppner.**
- B. Heppner has a diverse and stable economic base.**
- C. People living in Heppner have local access to life-long learning opportunities.**
- D. Heppner's public facilities and infrastructure adequately meet the needs of its population.**
- E. Heppner is a family-friendly community with a strong sense of community pride.**

Under these five goals, there are a total of **26 strategies** the community will undertake. Some of the strategies are carried over from the old plan, and others are new in response to changing needs and opportunities. These strategies have specific action items to guide responsible parties in their decision making and implementation of the strategy in order to reach these five goals.

II. Vision, Mission and Principle Statements

Overview

Members of the Heppner Strategic Planning Committee and other members of the Heppner community collaborated during the planning process to update Heppner's 2002-2007 Strategic Plan during the summer and fall of 2009. These statements reflect all aspects of life in Heppner, including job, educational and housing opportunities, infrastructure, appearance and general quality of life.

Vision Statement

The 21st Century will bring continued revitalization to Heppner, with a secure job base, an infrastructure that has kept pace with the needs of a projected population of 1,600 people by 2014, community support for local improvement projects, development of *human capital, and economic growth that is in balance with the small-town character currently in place.

*Human capital refers to the stock of skills and knowledge embodied in the ability to perform labor so as to produce economic value. It is the skills and knowledge gained by a worker through education and experience. Human capital includes training community leaders to accept responsibility for identifying and completing community projects.

Mission

Heppner's Strategic Plan identifies shared community goals, strategies, and actions that provide a clear course to achieving our vision.

Principle Statements

- Heppner's quality of life must be preserved.
- Heppner must remain a community with an emphasis on feeling safe and secure.
- Sufficient infrastructure is essential.
- Landscaping and beautification projects enhance the aesthetics of the community.
- Support "zero tolerance" activities to curb or eliminate drug abuse, alcohol abuse and child abuse for the betterment of the community.
- Local, high-quality, affordable health care remains an essential ingredient in Heppner's livability.
- Local access to higher education and quality job training enhances citizens' lives and Heppner's workforce base.
- Community support and involvement is required for successful schools.
- Public understanding of and confidence in community and economic development activities are essential to Heppner's viability.
- Involvement of the public, including youth and young adults, in community planning and decision making is critical to a balanced, cohesive present and future.
- An adequate stock of residential housing to meet existing and anticipated demand.
- A commitment to support and retain existing businesses in the community as well as the recruitment of new business to keep the business sector vibrant.

III. Goals and Strategies for 2009-2114

Heppner Strategic Committee members reviewed the previous plan, identifying progress made and the goals/actions that were accomplished. Consideration was given to the remaining goals from the Plan. Some of the goals were deleted while others were carried over into this document, and new ideas were also identified to address emerging needs and opportunities.

The committee then identified **five broad goals as general “building blocks”** for the community strategic plan: Residential Housing/Land, Business Development and Employment, Education, Infrastructure, and Quality of Life. Upon review of the previous goals and strategies, the group developed the following goals and strategies. Then, parties responsible for accomplishing the prioritized strategies were identified.

A. Residential Housing/Land Goal, Strategies and Action Items -

GOAL: AN ADEQUATE STOCK OF PRIVATELY-OWNED AND RENTAL HOUSING

STOCK AND LAND FOR PEOPLE SEEKING TO MOVE TO HEPPNER AND HEPPNER RESIDENTS.

Strategies (prioritized)	Action Items
<p>#1. Conduct a housing survey, review results, and formulate a plan to improve the housing situation in Heppner.</p> <p><u>Responsible Party:</u> WCVEDG <u>Implementation Schedule:</u> Completion by December, 2010</p>	<p>a) Form an investment group to help accommodate funding to meet housing needs; based on survey results.</p> <p>b) Develop incentives for local contractors to rehabilitate or replace current/inadequate homes.</p> <p>c) Assist private developers where possible in providing more usable building lots in Heppner.</p>
<p>#2. Revitalize existing housing stock.</p> <p><u>Responsible Party:</u> City of Heppner/WCVEDG <u>Implementation Schedule:</u> Ongoing</p>	<p>a) Implement a neighborhood revitalization program.</p> <p>b) Explore possibility of tax incentives to home owners for clean-up/restoration work.</p> <p>c) Inform community of existing rehabilitation programs for qualified homeowners. Programs through CAPECO, OHCS, USDA RD and GEODC housing rehabilitation programs</p>

“Other” Residential Housing/Land Strategies (not prioritized):

1. Investigate converting the upper floor of some of the main street buildings for housing.
2. Expand Urban Growth Boundary (UGB); which could include the following activities:
 - a) Work with County to explore the possibility of expanding the Urban Growth Boundary;
 - b) Investigate zoning for small acreage ranchettes; c) promote development of a residential subdivision; d) Create zoning buffer area adjacent to the Heppner UGB; and, e) investigate creation of an Urban Renewal Agency. If implemented, City of Heppner and WCVEDG would be the responsible parties.

B. Business Development and Employment Opportunities Goal, Strategies and Action Items -

GOAL: HEPPNER HAS A DIVERSE AND STABLE ECONOMIC BASE.

Strategies (prioritized)	Action Items
<p>#1. Provide information and focus on the retention and development of small businesses in order to keep existing businesses in place, support and encourage business startup and startup activities.</p> <p><u>Responsible Party:</u> Chamber of Commerce Executive Director, Chamber Board Member, Retail Merchants, WCVEDG, BMCC, and OBDD</p> <p><u>Implementation Schedule:</u> Ongoing</p>	<ol style="list-style-type: none"> a) Provide/promote incentives. b) Explore benefits to community with the existing and emerging wind energy development in surrounding lands. <ul style="list-style-type: none"> -Cooperate with State of Oregon Wind Energy Supply Chain c) Develop a strategy to retain and enhance existing commercial/retail businesses. d) Maximize internet usage for targeting the small home business market and marketing City of Heppner as a place to work and live. <ul style="list-style-type: none"> - Develop a 10-minute Heppner DVD - Market Heppner’s point of presence on the fiber optic system - Maintain technological sufficiency for internet communication capabilities e) Educate employers about training opportunities.

<p>#2. Retain local medical facilities and services and promote the use of local services.</p> <p><u>Responsible Party:</u> City of Heppner Medical District Board, Willow Creek Valley Assisted Living Board, Medical District Administration, Clinic and Hospital Employees, WCVEDG <u>Implementation Schedule:</u> Ongoing</p>	<ul style="list-style-type: none"> a) Research a business opportunity to provide private in-home care throughout the Willow Creek Valley for people from eastern Oregon. b) Research development of an “Alzheimer’s/ Memory Care” Unit. c) Medical facilities and services are identified growth areas for Heppner and potentially for the Willow Creek Valley – develop a cluster model.
<p>#3. Promote tourism and a healthy business community.</p> <p><u>Responsible Party:</u> Heppner Chamber of Commerce, WCVEDG, City of Heppner, Morrow County <u>Implementation Schedule:</u> Ongoing</p>	<ul style="list-style-type: none"> a) Provide an index of local services and organizations so that they are well known to the majority of the community. b) Prepare a tourism-development plan to attract additional visitors to the community while preserving its historic values and quality of life; including targeting traffic on I-84. c) Promote biking (OHV/Bicycle/Motorcycle) tourism through support to local businesses to provide services and goods targeting this market. Potential Cluster development for the greater Willow Creek Valley area with an emphasis on advertising.
<p>#4. Develop a marketing plan and strategy that will promote and support small business and light industrial use of the industrial park and available sites located in Heppner, thereby providing jobs for youth and adults.</p> <p><u>Responsible Party:</u> WCVEDG, Port of Morrow, City of Heppner, Heppner Chamber, State Partners, OBDD_ <u>Implementation Schedule:</u> Ongoing</p>	<ul style="list-style-type: none"> a) Maintain relations with the Community Response Team to respond to industrial inquiries. b) Communicate with Port of Morrow to keep updated on Industrial Site and marketing strategies.

<p>#5. Promote business opportunities and “sense of community” within the Willow Creek Valley. (Heppner, Lexington & Ione communities)</p> <p><u>Responsible Party:</u> WCVEDG, City of Heppner, Ione and Lexington Partners <u>Implementation Schedule:</u> Ongoing</p>	<p>a) Explore cluster development for economic growth through the development of a combined strategic plan.</p> <p>b) Plan and implement joint community events that will serve to tie the communities together, as outlined in Appendix A.</p>

C. Education Goal, Strategies and Action Items -

GOAL: PEOPLE LIVING IN HEPPNER HAVE LOCAL ACCESS TO LIFE-LONG LEARNING OPPORTUNITIES.

Strategies (NOT PRIORITIZED)	Action Items
<p>#1. Maintain all current program offerings in the public school system, including post-secondary programs.</p> <p><u>Responsible Party:</u> Site Council Chairman, Local School Board Members, School Principal <u>Implementation Schedule:</u> Ongoing Activity</p>	<p>None identified.</p>
<p>#2. Expand access to and use of the public library in the community.</p> <p><u>Responsible Party:</u> Library Board Member, Library District Executive Director, Local Librarian, Friends of the Library, Citizen Library Supporter <u>Implementation Schedule:</u> Ongoing Activity</p>	<p>None identified.</p>
<p>#3. Provide post-secondary academic and technical education and training in Heppner.</p> <p><u>Responsible Party:</u> BMCC Board Member, BMCC Coordinator, School Principal, School District, CAPECO/WRT, Superintendent, Community Members <u>Implementation Schedule:</u> Ongoing Activity</p>	<p>Improve the education and literacy of the community through work with BMCC and CAPECO to help educate the community on available opportunities and active support of available programs.</p>

<p>#4. Continue to support the Morrow County School District efforts to meld our communities with a quality K-12 educational system that includes promoting distance education opportunities and patron involvement.</p> <p><u>Responsible Party:</u> School District, Community, BMCC, CAPECO</p> <p><u>Implementation Schedule:</u> Ongoing</p>	None identified.
<p>#5. Provide youth job creation, enhancement and retention.</p> <p><u>Responsible Party:</u> School District, Community, BMCC</p> <p><u>Implementation Schedule:</u> Ongoing</p>	a) Educate youth about employment opportunities

D. Infrastructure Goal:

GOAL: HEPPNER’S PUBLIC FACILITIES AND INFRASTRUCTURE ADEQUATELY MEET THE NEEDS OF ITS GROWING POPULATION.

Strategies (NOT PRIORITIZED)	Action Items
<p>#1. Maintain, upgrade and expand City infrastructure, including water, wastewater, streets, sidewalks, storm drainage, parks facility upgrade (restroom facility), and fire department expansion to meet the needs of an eventual population of 1,600.</p> <p><i>Note: With the completion of the Water Improvement Project in 2006, and the WWTF upgrade and repair completed in 2008, along with Court Street rebuild and the HB2001 projects, will have, to a large degree, accomplished this goal.</i></p> <p><u>Responsible Party:</u> Mayor, City Manager, Public Works Director, City Council Member, Planning Council Member, Utilities Commission Member</p> <p><u>Implementation Schedule:</u> As needed & funds available.</p>	Ongoing work activity.
<p>#2. Continue to reduce financial liability of flood hazard regulations.</p> <p><i>Note: Regulations of this nature are set forth by the Federal Government because it administers the “National Flood Insurance Program” (NFIP). The best that Heppner could hope to accomplish is to influence the process through engineering more cost effective alternatives. Given City resources and workload, this is highly unlikely.</i></p> <p><u>Responsible Party:</u> City Manager</p> <p><u>Implementation Schedule:</u> As required</p>	Ongoing work activity.

<p>#3. Implement infrastructure projects to meet current and future population projections of 1,600 people.</p> <p><u>Responsible Party:</u> City of Heppner <u>Implementation Schedule:</u> Based on action item.</p>	<ul style="list-style-type: none"> a) Proceed with implementation of Water System Master Plan. b) Extend sewer mains to unserved property in the city. c) Prepare Storm Drainage System Master Plan. d) Offer citizens opportunities to improve their streets through the LID process. e) Implement the Heppner Transportation System Plan
<p>#4. Ensure that the City of Heppner Wastewater Treatment Plant maintains the ability to meet standards for discharge.</p> <p><i>Note: DEQ monitors the Heppner process while the City maintains the machinery and biology.</i></p> <p><u>Responsible Party:</u> City of Heppner, DEQ <u>Implementation Schedule:</u> Ongoing</p>	<p>Ongoing work activity.</p>
<p>#5. Manage the watershed and land usage to limit destructive impacts of future floods.</p> <p><u>Responsible Party:</u> City of Heppner, SWCD District, the NRCS, ODEQ and the USDA <u>Implementation Schedule:</u> TBD</p>	<ul style="list-style-type: none"> a) <i>Ensure that the Watershed Council addresses flood concerns when considering land treatments upstream from Heppner.</i> b) <i>Ensure that the Water Control District remains active in maintaining diversion structures, terraces, and CRP land in the Shobe Creek and Hinton Creek drainages.</i> c) <i>Remove Willow Ck. from the DEQ listing of water quality limited streams (303(d) list.</i>
<p>#7. Maintain involvement in the State Highway Improvement Plan (STIP) to reinforce awareness of critical need for transportation system to South County and within the City of Heppner.</p> <p><u>Responsible Party:</u> City of Heppner <u>Implementation Schedule:</u> Ongoing</p>	<ul style="list-style-type: none"> a) Participate in STIP Process with ODOT and other entities to provide input to the decision making process.

E. Quality of Life Goal, Strategies and Action Items:

GOAL: HEPPNER IS A HEALTHY, FAMILY-FRIENDLY COMMUNITY WITH A STRONG SENSE OF COMMUNITY PRIDE.

Strategies (NOT PRIORITIZED)	Action Items
<p>#1. Provide diverse, wholesome, and fun recreational activities and facilities, including the arts.</p> <p><u>Responsible Party:</u> Chamber of Commerce, WCVEDG, City Parks Commission, School Principal, Morrow County Arts Council Member, Sheriff’s Dept., Interested Citizens, Unified Recreation District</p> <p><u>Implementation Schedule:</u> Ongoing</p>	<p>a) Produce and distribute a 10 minute DVD on Heppner.</p> <p>b) Build an amphitheater in the park to host events and activities.</p>
<p>#2. Maintain a neat, clean, and attractive community that includes programs to recognize and commemorate the community’s history, including older/historic buildings.</p> <p><u>Responsible Party:</u> City Beautification Commission Chairman, Public Works, Garden Club President, Morrow County Historical Society, Morrow County Museum</p> <p><u>Implementation Schedule:</u> Ongoing</p>	<p>a) Establish a program to recognize and commemorate the community’s historic/older buildings.</p>
<p>#3. Improve the health of our community.</p> <p><u>Responsible Party:</u> Heath District, Community</p> <p><u>Implementation Schedule:</u> Ongoing</p>	<p>a) Conduct a community needs assessment relating to healthcare and develop programs to address the issues that are highlighted in the assessment.</p> <p>b) Promote and initiate health-related education for community members.</p> <p>c) Look for opportunities to promote active and healthy lifestyles.</p> <p>d) Inform consumers encourage/incentivize local eateries to provide nutritional information on their menus.</p> <p>e) Explore the feasibility of a health co-op at the Gilliam and Bisbee building.</p>
<p>#4. As needs arise, develop and maintain a strong and</p>	

<p>responsive law enforcement and crime prevention system, including citizen participation, to curtail the growth of crime and vandalism.</p> <p>Note: The City of Heppner has not been consistent in active involvement in Community Watch Programs. These may be attributed to a low crime rate and lack of activity and reduced need to develop a Neighborhood Watch Programs.</p> <p><u>Responsible Party:</u> Morrow County Sherriff’s Office, City of Heppner, citizens <u>Implementation Schedule:</u> Ongoing</p>	<p>a) Continue to involve city police in developing the Neighborhood Watch Program.</p>
<p>#5. Continued support for seniors to mentor youth.</p> <p><u>Responsible Party:</u> Community <u>Implementation Schedule:</u> Ongoing</p>	<p>None identified.</p>
<p>#6. Increase the availability of childcare providers to meet demands, especially for night time and weekend hours.</p> <p><u>Responsible Party:</u> Community <u>Implementation Schedule:</u> Ongoing</p>	<p>None identified.</p>
<p>#7. Continue to reduce the incidence of domestic violence and child abuse and neglect.</p> <p><u>Responsible Party:</u> Law Enforcement, Community <u>Implementation Schedule:</u> Ongoing</p>	<p>None identified.</p>
<p>#8. Continue to support a plan to recruit, train and involve leaders of all ages in community affairs.</p> <p><u>Responsible Party:</u> City of Heppner, Chamber of Commerce, School District, Business Leaders, WCVEDG <u>Implementation Schedule:</u> Ongoing</p>	<p>a) Establish a community network to assist with better coordination for small community-orientated projects and leadership/organization skills.</p>

F. Implementation

The Heppner City Council will be the driving force behind the development and implementation of action plans (the “how-to” steps) for the priority strategies; however entities such as the Morrow County Health District, Heppner City Council, Heppner Planning Commission, Willow Creek Valley Economic Development Group, Heppner Chamber of

Commerce and Morrow County School District will all play important roles in implementation of action plans.

The Heppner City Council will also collaborate with local community groups, regional organizations, such as the Willow Creek Valley Economic Development Group, Greater Eastern Oregon Economic Development Corporation, and state organizations such as the Oregon Business Development Department, to implement many of the strategies identified in the plan.

The Heppner City Council will also identify appropriate groups and individuals whom it would like to have endorse/support this document.

IV. Community Profile

A. Overview

Surrounded by farmlands and mountains, the community of Heppner offers a high-quality rural lifestyle. Located 47 miles from Hermiston, 67 miles from Boardman and 185 miles from Portland, Heppner is seeking to remain a quiet small town, while at the same time capitalizing on opportunities available for economic stability and controlled growth. While its traditional economic base has hit hard times, there are signs of increased diversity in economic opportunity. A strong quality-of-life attribute continues to prevail.

Traditionally, natural resources and agriculture have provided the economic base of Heppner's private industry, wheat markets continue to fluctuate from year to year and the cattle industry suffers from soft prices and environmental pressures, and the timber industry, while diversifying, remain weak.

TOURISM: - Tourism has the potential to be a growth sector for the community. Heppner is very fortunate to have a "downtown main street" and great community volunteers who care about their community. It is important to market Heppner through the best venues we can afford. The local chamber works with other area chambers, Travel Oregon, Eastern Oregon Visitors Association and Oregon's Rugged Country to communicate activities. We could attract various age groups if we had the right amenities. There are numerous restaurants in the community, but due to the economy, most are not open every day and on a consistent basis. At the current time, only the bars are open and one restaurant is open through lunch on Sunday. Heppner has experienced increased traffic with motorcycle groups, bicycle groups, visitors to our OHV Park, but main street is "closed", for the most part, on Sundays. The Chamber has been working with the local food merchants to publish days and hours of operation. A goal would be to possibly coordinate with the food vendors to be open on a rational basis on week-ends or Sundays. This would then be publicized so visitors would be able to stop and eat. The local gas station maintains long hours and capitalizes on the traffic. The motel is welcoming but it is small and can't accommodate large groups. The community has several RV (Recreational Vehicle) parks to help meet visitors needs as well as use by part-time residents.

The community needs to promote activities that develop travel routes off I-84. Since Heppner is 45 miles from the entrance of I-84, it does not get direct traffic. A plan needs to be devised to get people into our community.

Heppner needs to promote the city as a great place to visit. Both the Morrow County OHV Park and the proposed racetrack in Boardman have the potential to greatly increase visitors to the area and Heppner must be ready to capitalize on this economic development opportunity.

The Morrow County Health District through its hospital, clinic, home health, hospice, and EMS facilities and programs provides most health care in Heppner. The hospital recently remodeled its facilities in order to incorporate a long-term care facility. This service, in conjunction with the Willow Creek Terrace Assisted Living Facility, has provided the community a valuable resource in caring for elderly residents.

In spite of the challenges associated with an aging population and remoteness, Heppner's low crime, affordable housing, good schools, and an active historic downtown make Heppner a wonderful place to live and raise a family.

B. Demography

It should be noted that current demographic information specific to the city of Heppner is very limited. The primary source of such data is the Decennial Census last done in 2000 and being conducted again in 2010. In this section, 2000 statistics have been used where no later figures are available.

County-wide demographic projections are made annually by the Population Research Center at Portland State University. Some of these Morrow County demographics are included for informational purposes, but no attempt has been made to equate these county-wide numbers to possible changes in the city of Heppner.

Population

Morrow County maintained a fairly stable population for the first 70 years of the 20th Century, but is now one of the fastest growing areas of Oregon. The population more than doubled in the forty years between the 1960 and 2000 Censuses, with dramatic increases during the 1970s and 1990s. Table 1 shows the total county population at each Census since 1900, including the estimate for 2008.

Table 1

Census Year	Population	Change	% Change
1900	4,151	N/A	N/A
1910	4,357	206	4.9%
1920	5,617	676	15.5%
1930	4,941	-676	-12%
1940	4,337	-604	-12.2%
1950	4,783	446	10.3%
1960	4,871	88	1.8%
1970	4,465	-406	-8%
1980	7,519	3,054	68%
1990	7,625	106	1.4%
2000	10,995	3,370	44.2%
2008 (estimate)	12,485	1,490	13.6%

The state of Oregon’s Office of Economic Analysis has done population projections for Oregon counties through the year 2040. As shown in Table 2, Morrow County is expected to show a steady annual increase averaging almost 10%. This will bring the 2040 population to more than double what it was at the turn of the century.

Table 2

Year	Population Projections	Change	% Change
2000	10,995	N/A	N/A
2008	12,485	1,490	13.6%
2010	13,581	1,096	10.5%
2015	15,011	1,430	10.5%
2020	16,520	1,509	10.1%
2025	18,101	1,581	9.6%
2030	19,703	1,603	8.9%
2035	21,358	1,654	8.4%
2040	23,122	1,764	8.3%

The 2008 estimated population of the city of Heppner is 1,425. Although the Census has recorded ups and downs through the last century, the total number of residents has not changed dramatically since the 1900 census. Heppner experienced Oregon’s worst natural disaster when a flood devastated the city in 1903. Loss of over 250 lives accounts for the difference in population between 1900 and 1910. Table 3 shows some historical census figures.

Table 3

Census Year	Population	Change	% Change
1900	1,146	N/A	N/A
1910	880	266	-23.2%
1960	1,661	781	88.8%
1970	1,429	-232	-14%
1980	1,498	69	4.8%
1990	1,412	86	-5.7%
2000	1,395	17	-1.2%
2008 (estimate)	1,425	30	2.2%

Portland State University’s Population Research Center makes annual population estimates for all municipalities in Oregon. Although the population of Heppner dipped somewhat at the 2000 Census following the closure of the local mill, the current estimate shows that the population has rebounded and is slightly higher than determined by the 1990 Census. Table 4 shows the annual population estimates during the current decade.

Table 4

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008
Population	1,395	1,390	1,410	1,410	1,420	1,420	1,415	1,415	1,425

Age

It should be noted that the latest statistics on age groups in Heppner are from the 2000 Census. More timely numbers will be available when the 2010 Census is completed. The 1990 Census data gave Heppner’s median age as 38 years. By 2000, the median age was 42 years. Census data for 2000 further notes Heppner’s change in age distribution with an increase of 6% in the population between ages 45 and 65+ over that ten-year period. Though the percentage of the population between ages 5 and 19 remained stable, the prime working age population (between the ages of 20-44) percentage declined by 3%. As noted in Table 5, these statistics support the observation by many community members that more “seniors” reside in the Heppner community than 10 years ago. The decline in the number of people in the “20-44” age group further demonstrates the impact on the community when a major local employer closes.

Table 5

Age Distribution	1990	Percentage of total population	2000	Percentage of total population
65+	255	18%	283	20%
45-64	303	21%	383	25%
20-44	459	33%	390	28%
5-19	300	21%	291	21%
Under 5	95	7%	83	6%

C. Housing

As mentioned in the housing goal, WCVEDG is taking the lead on determining true need of housing, what type of housing and opportunities to increase the rental housing market. A rental survey is being sent to landlords who rent homes, apartments, duplexes or any other property. Heppner is currently getting requests for 3 bedroom, 2 bath homes, duplexes, or town houses to accommodate families. Heppner does not have enough properties to accommodate the people whom would like to rent while looking for a home to purchase. Once the survey is completed and reviewed, it is planned to form an investment group to help accommodate funding. One option the investment group would explore is to “fix” existing substandard homes that are difficult to sell or rent. This would help meet the existing and projected housing market demands.

In 2000, Heppner had about 660 households. When the 2010 census is available, a more accurate number will be known. The Lakeview Heights subdivision is growing, with homes built on 17 of the 24 lots. The subdivision, completed in 1996, features a view of the Willow Creek Reservoir and overlooks the hillsides of Heppner. At over 10,000 sq. ft., the lots are considerably larger than average for the city. The subdivision is not connected to the city, as one must leave the city limits and travel state and county highways for access.

A buildable-lands inventory in Heppner in the early 1990’s concluded that only about 48 acres had potential for development. This property is presently not served by city services. Nearly all of the easily-developed bottomland in the City has been developed. Steep slopes surround the City on all sides, making the expansion of the City extremely difficult. More homes in Heppner are owner-occupied than the stage average – about 70% as compared to 63% statewide. The median cost of Heppner homes has increased from \$37,100 in 1990 to \$78,4000 in 2000.

D. Economic Development

The Willow Creek Valley Economic Development Group was formed in 1999. Formerly the Heppner Economic Development Committee, WCVEDG changed its name and purpose to better serve all communities in Willow Creek Valley – Ione, Lexington, and Heppner. Its purpose is to promote economic stability and growth in the Valley, provide housing opportunities, secure family wage jobs, and promote livable and active communities in Willow Creek Valley.

The traditional economic base of private industry in Heppner has been natural resources and agriculture. The distorted world market contributes to an already volatile market where farmers and ranchers are mere price-takers. For years wheat has been less the \$4 a bushel. However, in recent past years, prices shot up as high as \$10 a bushel. Poor yields in recent years in countries such as Australia; rising demand from Asian countries experiencing strong economic growth, and the government’s incentive for U.S. farmers to plant corn for ethanol may have had some effect on the rise of wheat prices in 2008. But farmers are spending more

as fuel and fertilizer costs go up. Prices for 2009 did not stay as high and in Morrow County they averaged just over \$5 a bushel.

Conservation programs still play a large role in the revenue for county producers. Total government payments account for nearly half of total gross income. It's likely this trend will continue for years to come.

As noted in past planning, the cattle industry continues to remain in a prolonged state of soft prices. In addition to soft prices for beef, continuing expanded environmental pressures have decreased the rancher's ability to graze cattle on public land without a substantial increase in cost.

The timber industry, once a mainstay of the Oregon economy, has seen a dramatic decline.. Logs and lumber are transported on a global scale, making the long-term outlook for the local timber industry less than prosperous; however timber management, harvesting and processing will continue to play an important role in Morrow County and surrounding lands.

Heppner and the Willow Creek Valley have visitor opportunities waiting to be launched, especially for people wishing to take short trips and escape from metropolitan areas. Visitors have discovered the area through events such as St. Patrick's Day weekend, Fair and Rodeo, hunting and fishing seasons and the Blue Mountain Scenic Byway. Opportunities exist to bring families to Heppner year round, thus enhancing the region's economy and adding to the Valley's diversity. The area offers visitors camping, fishing, hunting, hiking, boating, mushrooming, huckleberry picking, astronomy, ATV-riding, snowmobile trails, cross-country skiing, golfing, swimming, bowling and cycling. The visitor-friendly Main Street takes visitors back to a time when life moved at a slower pace. They have the opportunity to tour the historic courthouse, explore the Morrow County Heritage and Agricultural Museums, the walking tour route, and patronize the local shops. There are additional possibilities for marketing the visitor industry through training, awareness and enhancement of existing opportunities.

The impacts of the proposed racetrack in the Boardman area on the Heppner community are not yet entirely known. Both community leaders and residents are closely following the project developments.

E. Public Education

Heppner's public K-12 schools are in the Morrow County School District. The district citizens have a long tradition of supporting their schools and school programs. The citizens also generously support local fund-raising activities, both financially and through personal involvement. The district passed two building bonds in recent history to provide for modern facilities. Both Heppner Elementary and Heppner Jr/Sr High School have done well on the State Report Card, scoring either strong or exceptional since the state started rating schools.. In 2003, Ione separated from the Morrow County School District and formed its own

independent school district. Opportunities for joint cooperation on educational and activities programs for the two school districts have been implemented where possible.

In this area of education in the 2000 Census data, Heppner residents fare better than the Morrow County residents; 86% of Heppner population 25 years and older have high school diplomas, compared to the County's 74%; 18% of Heppner's population holds a college degree, while 11% of the County's population holds a college degree. The level of educational attainment in a community can help to better understand educational issues that the community faces and assist in making decisions that will fit the community.

The district provides a wide variety of curricular offerings to students, including programs for special-needs students and talented and gifted students, along with a well documented distance-learning program. The Umatilla-Morrow Education Service District provides essential special-education services, including those for preschool. The Morrow County School District has high-speed internet access in all of the public schools along with wireless access within each building.

The District's K-12 curriculum meets state requirements for public schools. Graduation requirements exceed the minimum requirements required for Oregon public high schools. Heppner has a high graduation rate, with a high percentage of students attending continuing education programs following graduation. In 2008, Heppner High School had a 100 percent graduation rate, with 87% of the students continuing their educational program at a two- or four-year institution of higher learning.

On the 2007 State Report Card, Heppner Jr/Sr High School received an exceptional school rating, the highest rating provided in the state report card system, whereas, Heppner Elementary was a two year exceptional school in both 2005 and 2006.

In addition to the K-12 school system, Blue Mountain Community College (BMCC), located in Pendleton, serves the area by offering credit and non-credit programs to area residents.

Community-interest classes are offered by BMCC in the Heppner, Lexington, and Ione areas during fall, winter, and spring terms. Generally, these classes include computer, small business development, job skills (such as resume writing and food handler), personal enrichments, and craft courses.

Many residents in our area are following the trend of taking distance education credit classes. Campus-wide, almost 350 students per term sign up for one or more of the 45 classes offered. These classes are offered in several forms, such as online, interactive television, or the more traditional tape and correspondence method. Growth in distance education has been phenomenal in the last ten years. Many in education feel the distance education trend will continue upward as strides in technology are made. At BMCC, the limiting factors for distance education classes are time and money. However, many of the instructors and administrators are committed to increasing the offerings and will continue to look for ways to do so.

Approximately 37 students in grades 7-12 are currently being home schooled in Heppner, Lexington, and Ione. These students represent 16 families. A local home-school support group has been in existence for the past 10 years. During that time, the number of home school families has remained relatively constant. The local support group sponsors activities and events for home -school students. A number of home-school students also participate in public school sports and band classes. The number of home-school students in Heppner, Lexington, and Ione will probably remain fairly constant during the next three to five years.

F. Behavioral Health Services

Alcohol abuse and illicit drug use, as well as other mental health challenges, frequently result in substantial disruptions in family, work, and personal life. Parents who are significantly abusing substances simply are not as available to their children and may present significant risks through criminal activity, exposure to violence, and neglectful or abusive behavior. Substance abuse and the need for mental health services have been rising in Morrow County along with the increase in population. At the same time, available mental health counseling and other services have been increasing to keep pace.

Full services for mental-health and developmental-disability services are available throughout the county. Community Counseling Solutions provides the services through its home office in Heppner and an office in Boardman. Services include alcohol and drug evaluation and assessment, individual and group counseling, psychotherapy and education, case management, referral to medical providers for medications and medication management, crises services, and referral when necessary to facilitate stabilization. Other services include active alcohol-and-drug-prevention and early-intervention programs as well as batterers' intervention services and groups. Twenty-four-hour crisis calls are accessed through 911, with a mental health counselor available or on call at all times.

Currently in the construction stage is Lakeview Heights, a secure residential treatment facility that will provide comprehensive services to 8 individuals with a mental illness. The majority of the individuals who will be placed at Lakeview Heights will have been residing at the state hospital and it has been determined that they are ready for a lower level of care, or step down placement. Comprehensive services will include psychiatric assessment and ongoing follow up, medication management, skills training, individual, group and family therapy, equine assisted therapy, etc.

Lakeview Heights will also have a crisis respite area for two individuals. This is in addition to the 8 comprehensive beds. Crisis/respite is for individuals from our community or region who are at risk of hospitalization and it has been determined that this level of care will likely mitigate the need for a higher level of care. Individuals will typically stay in crisis/respite for up to 72 hours receiving services that will assist them in getting stabilized.

It is anticipated that this facility will employ approximately 15 full time individuals. These positions will include a nurse, administrator, assistant administrator, cook, clerical and several residential associates. Hiring of the personnel will begin in July/August through December 2009. The anticipated opening date of the facility is January 2010.

G. Medical Services

In Heppner, the Morrow County Health District provides a multi-service hospital, three physicians, a physician's assistant, diagnostic services, a certified Rural Health Clinic, a private pharmacy, ambulance services, a long-term care wing within the hospital, hospice care, and home health. The hospital has attained critical access designation and maintains a level IV trauma emergency department which provides critical care at all hours. The pharmacy received "Critical Access Pharmacy" designation in 2009; which provides needed pharmaceutical services. There is also a private dentist, chiropractor, massage therapist and optometrist serving the area.

Although the Health District has faced financial difficulties in the past, the support of citizens within the community and the recent passage of a levy have allowed the district to continue to provide essential medical care throughout the county. The District has addressed many difficult issues, including the need for subsidized health care to other county areas. Although controversial within the Heppner area, this has fostered support within the northern communities to insure that their health-care needs are met.

H. Law Enforcement

The Morrow County Sheriff's Department provides law enforcement services for the City of Heppner.

Typically, the law enforcement community will see increases in criminal activity in economically hard times. With the very high unemployment rate in the state, as well as Morrow County, Heppner is already experiencing this trend. Unfortunately, economic hard times severely affect law enforcement budgets. Efforts to cut costs to meet shrinking budgets can affect the ability of law enforcement to do its job.

The district attorney was unable to maintain the domestic violence/child abuse detective position in the Sheriff's Office. The grant for a second prosecutor also went away. The Sheriff's Office was able to fund a general detective position and this investigator has been actively involved in investigating child abuse and domestic violence cases. Other deputies are also actively involved in investigating child abuse and domestic violence cases as well. The District Attorney has also been able to fund a second attorney to assist in prosecuting child abuse and domestic violence cases. These actions have helped significantly in child abuse/domestic violence cases.

The Sheriff's Office information is regularly supplied at monthly chamber of commerce meetings. The Sheriff regularly attends the senior citizen lunches and speaks with the seniors on an individual basis about issues relevant to them. Sheriff Office personnel regularly walk a foot patrol of the downtown area, speaking with owners and citizens. It appears the citizens have access to Sheriff's Office personnel to discuss issues of interest or concern. The Sheriff's office is available to speak to any community or school group that wishes to sponsor an informational meeting on subjects of interest

V. **STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS: SWOT ANALYSIS**

A SWOT Analysis as a means of evaluating what a community views as its particular advantages and obstacles. It looks first at the internal positive and negative elements found in a community, or its strengths (S) and weaknesses (W). It then examines some of the external factors, or those over which the community has no direct control. These are the opportunities (O) and threats (T).

A. Strengths

Attractive downtown

Heppner 's main street was modernized by the Oregon Department of Transportation in 1997 and is attractive with pedestrian bump-out crosswalks, decorative lamp posts, floral displays, trees, and a replica of the City logo imbedded in the main intersection.

Visual appearance

*Statewide recognition and awareness of community
Due to its unique history, culture, and recreational opportunities, Heppner has a high degree of statewide recognition.*

County seat

Quality water – basalt aquifer

Built-in physical restraints against sprawl and overgrowth

The narrow canyon location of the City, combined with the nearby exclusive farm use of agricultural lands on the edges of the town, makes a compact and centralized community.

Broad base of public (state agencies, federal agencies, school district, and county offices) and private (commercial, natural resources, manufacturing, and services) employment

In addition to Morrow County governmental employment, Heppner has public sector employment with the Morrow County School District, the State of Oregon, and the United States government. Private employment is provided in the commercial/retail, farming, timber, manufacturing and service elements of the local economic mix. Columbia Basin Electric Cooperative, Morrow County Grain Growers and Bank of Eastern Oregon are three of the major employers.

High-quality workforce

The local employees of retail stores are of high quality with good work ethics, which translates into good customer service.

Wide range of services and small businesses

Available services include legal, insurance, banking, real estate, cosmetology/ barbing, and pharmacy. A full range of service trades are available for maintenance and repair needs including carpentry, plumbing, electrical, furnace, automotive mechanic, automotive body, excavation, as well as general building and concrete contractors.

Sale and new business venture for Industrial Park

The Kinzua mill site is now property of the Port of Morrow and provides an industrial site with potential for small manufacturing business development.

Commitment to providing community youth with opportunities

Through school, 4-H, league ball, and church activities, community youth have a variety of ways to occupy their time.

Well-established events such as St. Patrick's Day, Rodeo, County Fair for locals and visitors

Traditional, annual events include the St. Patrick's Day Celebration in March, the Celebrate Historic Heppner event in June, and the Oregon Trail Pro Rodeo and Morrow County Fair in August.

Recreational opportunities for locals and visitors; including Willow Creek Reservoir for fishing and boating activities

Diverse opportunities for recreation in the area include camping, hunting, fishing, snowmobiling, ATV (all-terrain vehicle) riding, cross-country skiing, 9-hole golfing, bowling, swimming at the Aquatic Center, and a variety of ball fields; including basketball, baseball and tennis courts. Proximity to recreation areas-OHV/Cutsforth and Anson Wright parks, Bull Prairie, etc

Sense of culture and history

The history of Heppner is notable for its pioneer farming activity, the 1903 flood disaster, major fires affecting the downtown area, and its community resiliency in the face of various challenges. The Irish and the other immigrant nationalities, including Scotch, Swedish, and Germans, give Heppner a distinctive character.

Opportunities for community residents to become involved in community

There is a strong sense of volunteerism, community support, involvement and camaraderie.

Medical facilities and skilled medical providers; including an acute care hospital with a swing bed and long term care facility, home health, and Hospice and medivac site.

The Morrow County Health District, the Pioneer Memorial Hospital and Clinic and local doctors and dentists provide a full range of basic health service.

Strong sense of place

Heppner has a very strong identity and "sense of place" as a community.

Good education system

The local schools have achieved a high rating in the State of Oregon's Annual Report Card.

Friendly people and welcoming atmosphere

The citizens of Heppner are well known for their openness, compassion, and friendliness. Heppner has become a tourism destination site and is popular among bicyclists and motorcyclists as an event venue location.

Senior housing options; including an Assisted Living Facility and Senior housing apartments

The St. Patrick's Senior Center and the Willow Creek Terrace Assisted Living Facility provide a full range of senior-housing options with the active support, including numerous volunteer activities, of the community and neighboring towns.

Availability of variety of goods and services

The compact downtown commercial/retail district includes a full range of basic goods and services. Most storefronts are occupied and businesses are in full operation.

Proactive leadership

Elected and appointed community leaders have provided proactive, progressive efforts to keep Heppner moving forward.

Adequate infrastructure

Water, sewer, streets, sidewalks, fire protection, and buildable lots (residential and commercial) are sufficient to sustain the target population of 1,600 residents.

Buildable properties

A combination of in-fill properties and subdivision properties provide a sufficient quantity of residential lots for the foreseeable future.

Quality highway system

State and county highways are of good quality and provide adequate connections to surrounding towns and cities.

Safe community environment – low crime rate

The low crime rate and interdependence of community members make Heppner one of the safest communities in Eastern Oregon in which to live and raise families. In emergency situations where law enforcement is needed immediately and travel time is an issue for the "on-duty" officers, "off-duty" local officers will be contacted to respond and will become "on duty" for the specific incident.

Media and Internet availability

Radio, television, and both weekly and daily newspapers are readily available. Access to the internet is a service with increasing capacity for information and connectivity to others which will continue to provide opportunities for growth.

Strong chamber presence**Youth activities**

4H, Little League, youth basketball, volleyball, football, tennis, golf, FFA, outdoor recreation and swimming

Sidewalks

Safe walking year round – maintained for safety.

Skilled retirees active in community projects and volunteers work**Diversity of small businesses in arts and crafts**

A wide range of small businesses serves the hobby interests of people involved in basketry, ceramics, woodworking, quilting, general sewing, and painting.

B. Weaknesses**Reluctance to assume leadership positions**

Over-commitment by leadership can result in burn-out; however, in general, good community leadership.

Lack of trained workforce to draw from

The status of available workforce has been reduced as a number of residents have moved away or are now commuting to employment in north Morrow and west Umatilla Counties.

Green algae issue at Willow Creek Dam (currently being addressed by Corp of Engineers)**Aging population**

The median age of the population is increasing accompanied by a reduction of young adults and school age people in the demographic mix. This causes concern for future leadership positions.

Lack of geographic opportunity for growth and/or expansion of community limits

Due to flood plain and flood way restrictions, rather limited space is available for development of new, additional business and commercial sites.

Retention of existing retail businesses – owners are aging

Some businesses do not have a clear path into the future for continuation.

Lower value properties lead to lower assessed property valuation

Some buildings are in poor/rundown condition which contribute to the lower assessed property values. Though commercial buildings are generally in good-to-excellent conditions, many low-value residential properties are in poor condition.

Low Tax Base

Heppner has one of the highest consolidated tax rates of all municipalities in Oregon. The low property tax base and significant public facilities deficiencies combine to create this situation.

Lack of diversified tax base

Lack of private sector enterprise and aging commercial and residential property suppress the tax base and constrains the taxing capability for sustaining public services.

Lack of local numbers through cell phone providers**C. Opportunities****Industrial Park development**

The former Kinzua mill site, now owned by the Port of Morrow, is being developed and marketed as an industrial site for small manufacturers and “green” industries.

Development of recreational opportunities

Recreational opportunities for hunting, fishing, all terrain vehicle (ATV) riding, motorcycling, bicycling, horseback riding, snowmobiling, cross-country skiing, golfing, and hiking abound in Heppner and the surrounding areas.

Development of new housing for quality rentals to meet current and projected needs

The Lakeview Heights subdivision, the potential subdivision site on the Robinson property east of town, and in-fill lots, provide locations for further residential construction. Current stocks of residential apartments are adequate. Residential rental homes, including duplex, four-plexes and condominiums are in short supply.

Housing rehabilitation programs

Housing rehabilitation programs sponsored by Morrow County and the City are creating the opportunity to upgrade the community’s residential housing inventory for qualified homeowners.. With the assistance of CAPECO, GEODC and WCVEDG, the programs can be utilized to benefit the community.

Development of visitor industry

The tourism element in the local economic mix provides many possibilities for enhancement, marketing, and continued promotion of the visitor industry.

Use of the Lexington Airport for air travel

The airport at Lexington, ten miles from Heppner, is adequate for current needs but is underutilized.

Opportunities for enhancing community input in the decision-making process

Support activities that promote a welcoming atmosphere and recognize community involvement.

Out-of-area employment commute

Increasing numbers of residents obtain employment outside the city in order to continue residing in Heppner.

D. Threats (external constraints)

State urban-oriented rules and regulations

State and federal regulations designed to govern urban areas are ill suited to Heppner's rural character.

Lack of local control of educational funding and mandated standards

Due to the state education budget using much of the state's budget, schools never really know how much money the state will release to K-12 education over a two year biennium. That being noted, the tax-payers of Morrow County helped pass a \$560,000 serial levy to help maintain vital services to our students and communities. The Federal Government has mandated certain quality assurances in our schools through the No Child Left Behind Act, and both schools in Heppner are meeting the requirements of federal accountability.

Geographic isolation and transportation costs

Heppner's remote location and geographic isolation result in increased transportation costs businesses pass on to consumers. Higher transportation costs also hurt new business recruitment. Highways are in good condition; however, distance from other transportation modes causes high costs for moving goods.

Flood mapping and zone restrictions

Flood-zone restrictions in the canyon floor seriously constrain community development.

General lack of funding and unfunded mandates

Low commodity prices

Suppressed prices for grain, livestock, and forest products have an adverse effect on the local economy, as is cyclic and dependant on the national and global economy.

Federal restraints on logging

Restrictions on forest management driven by the political power of environmental organizations have drastically impacted the area's forest products industry.

Restraints on resource management by environmental groups

Land-use regulations designed for preservation of Western Oregon agricultural land are markedly dysfunctional in the Heppner area of Eastern Oregon.

APPENDIX

A. South Willow Creek Valley “Common Threads”, Potential Strategies, and Potential Cluster Development	29
B. Participant’s List.....	30
C. Acronyms.....	31

A. SOUTH WILLOW CREEK VALLEY “COMMON THREADS”, POTENTIAL STRATEGIES AND POTENTIAL CLUSTER DEVELOPMENT

Below are common threads and potential “clusters” for the South Willow Creek Valley:

1. Housing: Provide adequate and affordable **housing** to meet existing needs and future demand in each community.
2. Utilize Modern **Technology** to promote area - improve or create websites for each community and promote the “community niche”.
3. **Green Energy** Development – be proactive to develop green energy development in the South Willow Creek Valley, e.g. Wind farms, Bio fuels.
4. Medical Services and Providers: Promote and support the local **medical services and providers** in developing healthier communities.
5. Tourism/Marketing: Work together to promote local events and recreational opportunities to promote increased **tourism** by developing combined **marketing strategies**; e.g., OHV Park, Motorcycle and Bicycle groups, Outdoor and Seasonal Recreation.
6. Encourage joint education programs by Ione and Morrow County School Districts.

Note: Information below is provided by the State of Oregon for existing clusters in Oregon

What are business clusters?

Oregon defines **clusters** as groups of companies that interact based on systemic relationships among firms and organizations in a region. These relationships are based on common or complementary products, production processes, core technologies, natural resource requirements, skill requirements and/or distribution channels. Clusters are geographically bound and defined by transportation systems, and are linked to the social and cultural values of their communities.

Where are clusters located?

Business clusters are located all around the state and can be small or large. The size of the business is irrelevant—clusters can be composed of all sizes of companies.

Why are clusters important?

Cluster and sector strategies build on existing economic development efforts and strengthen Oregon's economy by clearly defining needs. These strategies enable the state to provide a more comprehensive and coordinated package of services to businesses. State agencies can provide better service by:

- 1) Linking workforce and economic development policy;
- 2) Providing important coordination mechanisms for training; and,
- 3) Regulatory and product development efforts.

B. PARTICIPANTS' LIST

Individuals listed below attended one or more strategic planning meetings:

Dave DeMayo

Jeff Bailey

Les Paustian

Sammarra D Van Doorn

Judy Buschke

Molly Rhea

Michael Blauer

Ann Murray

Rod Wilson

Dale Bates

Sheryll Bates

JoAnn Burleson

Daye Stone

Shirlee Sweigart

Rick Minster

Leann Rea

John Kilkenny

John Edmundson

Betsy Anderson

C. ACRYONYMS

BMCC	Blue Mountain Community College
CAPECO	Community Action Program of East Central Oregon
CRP	Conservation Reserve Program
DEQ	Oregon Department of Environmental Quality
FEMA	Federal Emergency Management Agency
GEODC	Greater Eastern Oregon Development Corporation
HEDC	Heppner Economic Development Corporation
K-12	Kindergarten through 12 th Grade
LID	Local Improvement District
MDC	Morrow Development Corporation
NFIP	National Flood Insurance Program
NRCS	Natural Resources Conservation Service
OBDD	Oregon Business Development Department
ODOT	Oregon Department of Transportation
OHCS	Oregon Housing & Community Services
OHV	Off Highway Vehicle
STIP	Statewide Transportation Improvement Program
SWCD	Soil and Water Conservation District
SWOT	Strengths, Weaknesses, Opportunities and Threats
TBD	To be Determined
USDA	United States Department of Agriculture
USDA RD	United States Dept. of Agriculture Rural Development
UGB	Urban Growth Boundary
WCVEDG	Willow Creek Valley Economic Development Group
WWTF	Waste Water Treatment Facility
WRT	Workforce Response Team

