



RESOLUTION No. 2019-3585

**A RESOLUTION ADOPTING THE A NEWBERG COMMUNITY PROFILE,
COMMUNITY VISION AND ACTION PLAN**

RECITALS:

1. On September 18, 2017, City Council established Priority Goal 12: Complete community visioning process and communication plan to engage Newberg residents
2. On July 16, 2019, the City Council was briefed on successful coordination efforts with the University Oregon through the Resource Assistance for Rural Environments (RARE) program to engage a RARE participant to coordinate and lead the community visioning program.
3. On July 16, 2018, staff additionally provided information on the International Association for Public Participation (IAP2) model to establish the level of public engagement to occur and to establish the core values in the practice of public participation for the community visioning program. The public engagement level identified for the Newberg Community Visioning program was level four COLLABORATE. Staff also provided a project overview to complete the visioning process.
4. On September 10, 2018, staff initiated the project conducting research on Newberg.
5. On December 17, 2018, City Council approved the Mayor's nominations for Ad Hoc Community Visioning Advisory Committee members. The Advisory Committee held biweekly meetings from December 19, 2018, to July 24, 2019, to plan for public forums, discuss community feedback and edit project documents. Three public forums took place on February 5, April 16, June 18, and August 15. The first three forums were designed to solicit feedback. The last forum was to celebrate the completion of the project. Volunteers and Staff organized the forums and attended workshops during which they drafted the documents. The workshops were held on the following dates: March 5, May 16, and July 10. Updates were presented to City Council on the following dates: February 4, March 1, June 18, and August 5.
6. On August 19, City Staff presented the Final Community Profile, Community Vision and Action Plan to City Council for acceptance.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

1. The Newberg City Council adopts aNewBERG Community Profile (Exhibit "A"), Community Vision (Exhibit "B"), and Action Plan (Exhibit "C").

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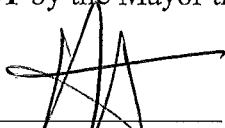
➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: August 20th, 2019.

ADOPTED by the City Council of the City of Newberg, Oregon, this 19th day of August, 2019.



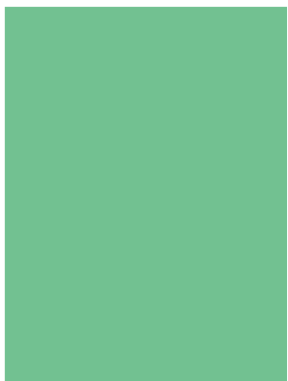
Sue Ryan, City Recorder

ATTEST by the Mayor this 22nd day of August, 2019.

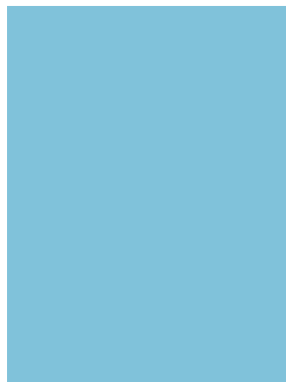


Rick Rogers, Mayor

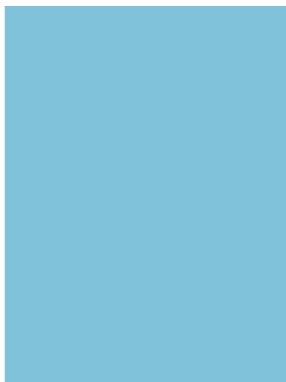
- Exhibits:
- A. Community Profile
 - B. Community Vision
 - C. Action Plan



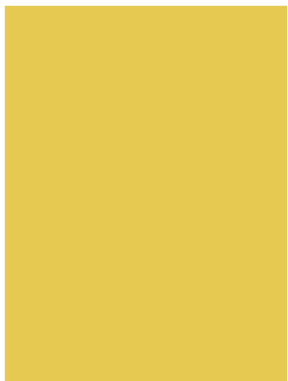
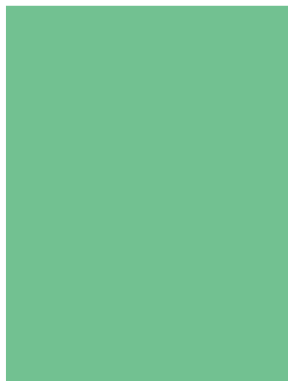
PROUD PAST. FLOURISHING FUTURE



COMMUNITY PROFILE



FEBRUARY 2019



Introduction

The City of Newberg created this document to offer a snapshot of the community as a whole. It was written with information from the most recent data and relevant plans available. Portland State University, College of Urban & Public Affairs' Population Research Center; the U.S. Census Bureau; the Ford Family Foundation; the State of Oregon Employment Department are just some of the data sources.

Tucked into 5.93 square miles¹ of Yamhill County's northeastern corner, Newberg is the county's second largest city. Over the past 50 years, its population has greatly grown because of a high standard of living; a clean, green environment; and a strong economy. Large agricultural and manufacturing sectors; education, health care and social services; and tourism lead to a household median income of over \$53,000. To prepare for the growth expected to continue, the City has created plans to meet the housing and business needs. This will help Newberg keep the small-town feel that makes it such a great place to call home while keeping a strong, local economy.

Arts, Culture, and Heritage

With farmers markets, First Friday Art walks, and festivals, Newberg is an active community.

[Newberg Public Library](#)

The Newberg Public Library loaned over 300,000 books in 2017 alone. But the 500-1,000 daily visitors (170,000+ yearly) know that books are far from the only things offered. The Library is a hub of activity. Twenty thousand people attended its 400+ events, such as Science, Technology, Engineering and Mathematics (STEM) programs; book releases; and Hispanic Heritage Month. It delivers books to those unable to leave their homes regularly and organizes a summer food program to make sure that everyone can participate. Most of the employees are Newberg residents and it has a strong group of volunteers and community partners like the Rotary Club and Newberg Public Schools. This helps keep the Library current and helpful to local residents.²

[Chehalem Cultural Center](#)

The Chehalem Cultural Center was created to “inspire and enrich lives” through the celebration of the arts, community, education and heritage.³ The building used to be a school. It is now home to an art gallery and exhibition hall, 3 art classrooms, a clay studio, a music recording studio, and a 5,200 square foot ballroom. The Center also plans to build a 250-seat theater, a conference center and a movement studio.

[Newberg Cultural District](#)

The Newberg Cultural District sits between the Cultural Center and the Newberg Public Library. It was created with the help of the City of Newberg, Chehalem Park and Recreation District, the Cultural Center and the Library, providing a space for relaxing activities. It is also great for events like Tunes on Tuesdays.

1 City of Newberg. As of 11/07/2018

2 Newberg Public Library, Know Your Local Government. Leah Griffith. 10/04/2018

3 [Chehalem Cultural Center](#), Chehalem Park & Recreation District. Accessed 10/02/2018

[Hoover-Minthorn House Museum](#)

The Hoover-Minthorn House Museum shows the role Newberg played in the nation. After his parents died, a young Herbert Hoover moved to Newberg to live with his uncle and aunt, Dr. Henry John and Laura Minthorn. Of course, this is before he became the 31st president of the United States! The Minthorns came earlier so Henry John could work as the first superintendent of Friends Pacific Academy, which is now George Fox University, a nationally-known Christian university. So the Minthorns left a legacy in Newberg and the nation as well.⁴ Museum curators have put items in the house that used to belong to the Minthorn family as well as Hoover's actual bedroom furniture set, pieces from George Fox University and local residents.

[Chehalem Valley Chamber of Commerce](#)

The Chehalem Valley Chamber of Commerce supports almost 400 area businesses from Newberg, Dundee, St. Paul and Dayton. It assists local businesses, helps those who want to start a business through the Chehalem Valley Innovation Accelerator and does business recruitment. As an active community partner, it sponsors the Newberg Fresh Truffle Marketplace, the Newberg Camellia Festival & Run/Walk, Taste Dundee and other local events.⁵ The Chamber also founded the Newberg Downtown Coalition, which continues to make life great for area residents.

[Newberg Downtown Coalition](#)

The Newberg Downtown Coalition is a volunteer organization that uses the [Main Street Approach](#) to foster community-based revitalization through physical upgrades, events and promotions.⁶ It manages the Newberg Farmers Market and supports the Holiday Tree Lighting, Art Walk and many other events. The Coalition also does business recruitment, specifically in the downtown core.⁷

Social Service Organizations

[Love INC](#)

Like the town's founders, many of Newberg's residents participate in religious services. The city is home to over 40 churches, such as Presbyterian, Seventh-day Adventist, Latter-day Saints, Catholic, and independent congregations. Twenty-four churches located in Newberg and neighboring communities work with Love in the Name of Christ (Love INC). Founded in 2004, it organizes church volunteers to use their resources and skills to uplift the community and has assisted over 3,500 families. It connects local residents to specific congregations that offer the specific services they need and helps the churches meet these needs, such as home heating, food, and medication. Love INC also offers classes for financial management, nutrition, job skills and more. Lastly, it runs the Newberg Community Shelter to offer women a safe home and help to get back on their feet.⁸

[Newberg Area Habitat for Humanity](#)

Newberg Area Habitat for Humanity is the local chapter of the global Habitat for Humanity that "brings people

4 [Hoover-Minthorn House Museum](#). Accessed 10/09/2018

5 [Chehalem Valley Chamber of Commerce](#). Accessed 10/10/2018

6 [About the Newberg Downtown Coalition](#), Newberg Downtown Coalition. Accessed 10/10/2018

7 Accomplishments. <http://www.newbergdowntown.org/accomplishments/>. Accessed 10/10/2018

8 [Loving Our Neighbors](#), LOVE, INC. Accessed 10/02/2018

together to build homes, communities and hope.” In addition to fixing and building homes, it supports fair housing policies and teaches home maintenance skills. To qualify for the home ownership program, you must have a need for a better house, be a low-income resident with the ability to pay a mortgage, and have the desire to partner with Habitat. The nonprofit also runs the Restore, which keeps good building and housing materials out of landfills by reselling them to the community at a low cost.

[Yamhill Community Action Partnership](#)

The Yamhill Community Action Partnership is a nonprofit that meets housing, energy, food and youth service needs in the county. Every year, it gives around 1,500 residents funds to pay for utilities during emergencies and makes 30 homes more energy efficient. It collects and gives away 1.5 million pounds of food to over 35 sites, including elementary schools and public housing complexes. It also helps youth between 11 and 21 years old by offering job training and placement, leadership and life skills coaching, and even housing.

Recreation

[Chehalem Park and Recreation District](#)

Phase I of the Chehalem Aquatic and Fitness Center redevelopment – which includes a new aquatic wing with dressing rooms, showers, a kiddie area, saunas, and lap lanes – shows how the Chehalem Park and Recreation District (CPRD) has grown during its 50-year history. In 1967, the District owned 14 acres of citizen-donated land and operated the City of Newberg’s outdoor pool and parks. Since then, it has grown to over 200 acres, with recreational sites in Newberg, Dundee and Yamhill County. It maintains an 18-hole golf course, walking and equestrian trails, a BMX park, a dog park and so much more. It also offers park shelters, halls, meeting rooms and event spaces for rent. The District organizes educational activities for all ages, such as summer camps and classes at the Senior Center.⁹

The District continues to expand the recreational options for residents. The Chehalem Heritage Trail Plan guides the creation of a 70-mile network to connect parks, regional trails, and historical and cultural sites. Phase II of the Aquatic Center’s redevelopment includes renovating the original building to create a gymnasium and elevated track. In September 2018, the Oregon Parks and Recreation Department chose to give CPRD \$287,000 to build Friends Park, a 9-acre neighborhood park in south Newberg. A private contractor will donate nearly \$300,000 in labor, which shows the community support for the CPRD.¹⁰

[Champoeg State Heritage Area](#)

Champoeg State Heritage Area shows Newberg’s role in Oregon history, as it is the site of the state’s first provisional government. Located on the Willamette River five miles outside of Newberg, the 622-acre area includes the Historic Butteville Store, perhaps the oldest continuously operating store in Oregon. Also, visitors can use its campground with full-hookup sites, tent sites, yurts and cabins. Each site type has at least one site accessible to those with disabilities. The grounds also include flush toilets, hot showers and a meeting hall.¹¹

9 [Chehalem Park & Recreation District](#). Accessed 10/09/2018

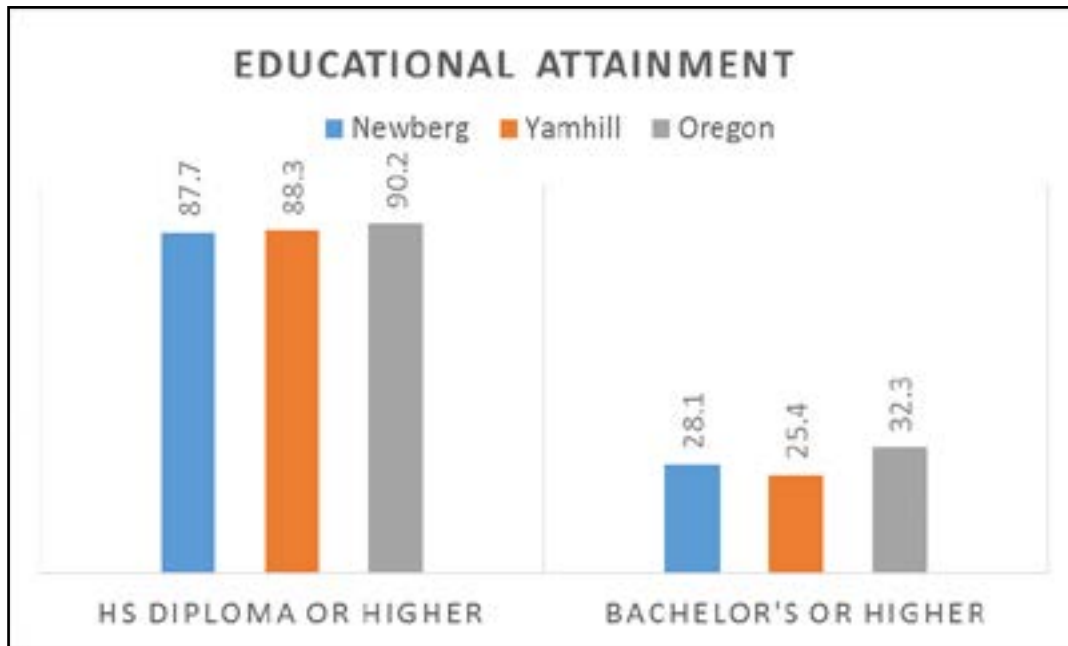
10 [The Story of Friends Park](#), Chehalem Park and Recreation District. Accessed 10/11/2018

11 [Champoeg State Heritage Area](#), Oregon State Parks. Accessed 10/09/2018

Education Attainment

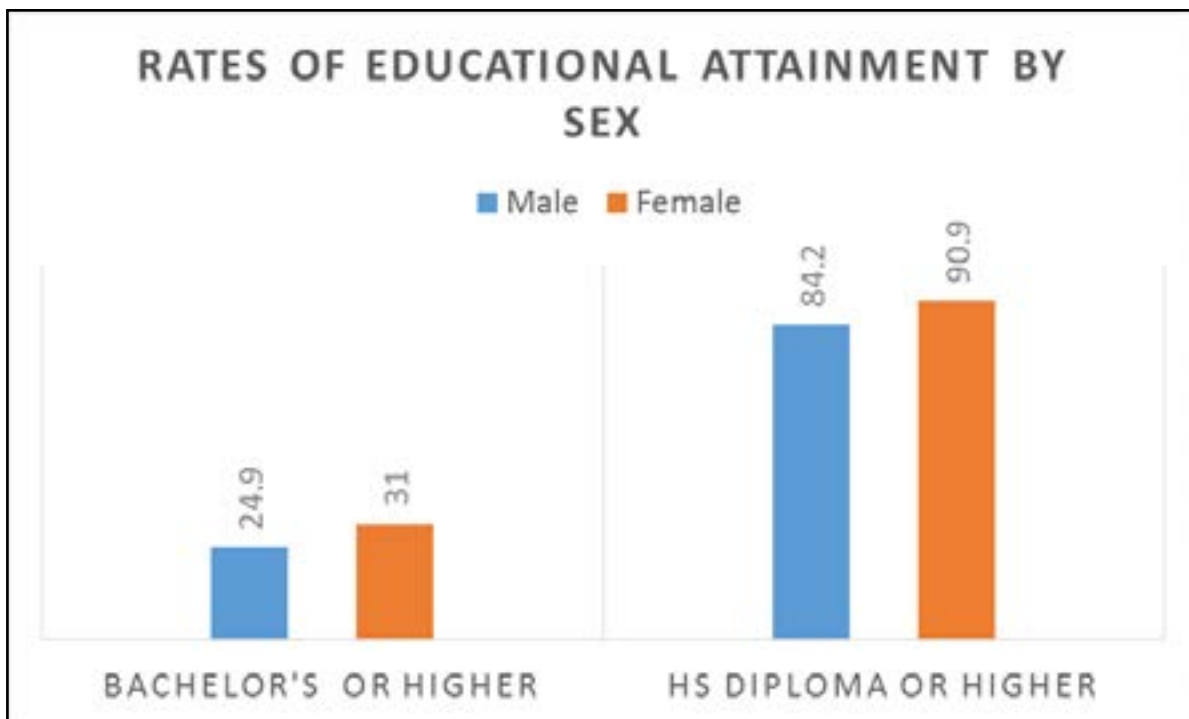
Newberg residents go to college at a slightly lower rate than state residents overall. However, the median household income is higher than that of the state as a whole. More of Newberg's residents participate in all levels of education than the county overall (see Chart 1). The Latin-American community, the city's largest community of color, obtains at least a high school diploma and at least a bachelor's degree at much lower rates than the White, non-Latin American community (rates of 43.3% and 24.4% less respectively). Chart 2 shows that women get at least a high school diploma or a bachelor's degree more often than men.

Chart 1: Educational Attainment by Region (for residents 25 years of age or older)



Source: Educational Attainment, U.S. Census Bureau,
2013-2017 American Community Survey 5-Year Estimates

Chart 2: Newberg's Educational Attainment by Sex



Source: Educational Attainment, U.S. Census Bureau,
2013-2017 American Community Survey 5-Year Estimates

Education Opportunities

From elementary school to advanced degree programs, Newberg has many educational opportunities.

[Newberg Public Schools \(SD 29J\)](#)

Newberg Public Schools (NPS) runs ten schools that serve a total of 5,000 students from Yamhill, Washington, and Clackamas Counties.¹² Chehalem Online Learning Alliance, a Grade K-8 school, gives online as well as in-person classes and offers each student a tailored learning plan.¹³ While 20% of all students are Hispanic/Latino, 91% of staff are White.¹⁴ Ever English Learners and students with special needs each make up 14% of the student population¹⁵ and 46% are economically disadvantaged.¹⁶

Beginning with its migrant preschool program, NPS strives to meet all of its students' academic needs. It offers interventions, tutoring programs and English Language Development support starting in elementary school.¹⁷ Middle and high schools host Advancement via Individual Determination (AVID), an academic success program, and offer online and mobile student classes. This has led to students achieving Standardized Achievement Test (SAT) scores higher than both state and national averages.¹⁸ In addition to support services, NPS provides various enrichment programs such as a dual language immersion program at the elementary level

12 [Quick Facts about Newberg Public Schools](#), Newberg Public Schools. Accessed 11/08/2018

13 [Chehalem Online Learning Alliance](#), Newberg Public Schools. Accessed 10/3/2018

14 Oregon At-A-Glance District Profile: Newberg SD 29J, 2017-2018, Oregon Dept. of Ed.

15 Ibid.

16 [Quick Facts about Newberg Public Schools](#), Newberg Public Schools. Accessed 11/08/2018

17 [Migrant Program](#), Newberg Public Schools. Accessed 11/08/2018.

18 [Quick Facts about Newberg Public Schools](#), Newberg Public Schools. Accessed 11/08/2018

and a middle school (STEM) program. The high school offers an alternative learning program called Catalyst, study abroad opportunities, and classes at Portland Community College. From music to sports to academic competitions, NPS has many activities in and outside of the classroom.¹⁹

[Performance Standards](#)

English Language Arts (2017-18)

- Elementary schools scored the same as last year but middle and high schools scored below last year
- Middle schools did not meet the scores for achievement or academic growth goals last year or for their 3-year average
- High school students met the score for their 3-year average

Mathematics (2017-18)

- Only elementary schools met the math standard either last year or for their 3-year average
- Non-Asian students of Color scored at least 25 points less than Asian and White students in elementary and middle school and 15 points less in high school
- Middle schools did not meet the scores for achievement or academic growth goals last year or for their 3-year average

[Veritas School](#)

Newberg offers its families private school options as well. Veritas School, a Christian grade PK-8 school, uses the Harkness Method for its 230-member student body in every class. This conversation-based teaching style focuses on creating skills in deep thinking and communication. Ranked #6 on Oregon Live's 2018 list of the state's best private schools,²⁰ the student-teacher ratio is 13-1 and commonly all of the graduates go to college.²¹

[C.S. Lewis Academy](#)

C. S. Lewis Academy is another private, Christian school in Newberg. It has an enrollment of 101 students and student-teacher ratios that range from 9:1 in elementary school to 7:1 in high school. Most students play on a sports team and participate in clubs and service projects such as food, toy and clothing drives, yard work for elderly residents, and community performances.²² It ranked 16th on Oregon Live's list of the state's best private schools.²³

[Portland Community College, Newberg Center](#)

19 2017-18 ESSA District Accountability Details Report, Oct. 24, 2018, Newberg SD 29J. Oregon Dept. of Ed.

20 [The 20 best private schools in Oregon and how much it costs to attend them](#), Oregon Live. Accessed 09/24/2018

21 [Veritas School](#), Niche. Accessed 10/02/2018

22 C.S. Lewis Academy 2018-2019 Profile.

23 [The 20 best private schools in Oregon and how much it costs to attend them](#), Oregon Live. Accessed 09/24/2018

Portland Community College, Newberg Center, offers lower-level college courses. Students may enroll in the Oregon Transfer Module, which lets them transfer to a State of Oregon community college or university. The center is located on a 16-acre site, which has an 11,000 square foot Learning Garden. It is in a LEED Platinum certified building, which is the first college building in the state that produces just as much energy as it uses because of its utilization of solar panels and energy-saving systems.²⁴ The Center provides advising, counseling, disability services and a discount of up to 100% for elderly students.

[George Fox University](#)

George Fox University is a private, Christian institution offering undergraduate, accelerated undergraduate and post-graduate degree programs.²⁵ The most popular of the more than 40 study areas are business, engineering and nursing. GFU also has nearly 50 minors, 11 masters and 5 doctoral degrees. Most of its 4,140 students attend the 106-acre campus in Newberg. The Portland Center and Salem Site focus on programming for working adults. Students get the benefit of a small university with a student-teacher ratio of 14:1. The Bruins take sports seriously, as the women's track & field team won the 2018 National Championships. Last year, GFU ranked 1st in Oregon in *Money* magazine's list of "Best College's for Your Money," and 5th best overall in the nation for Christian colleges.²⁶ The student body is committed to community involvement, volunteering 250,000 hours yearly around the region, state and world.²⁷

Population

With a population of 23,795,²⁸ the City of Newberg has grown by 7% since 2010. Newberg is growing faster than the county, the Portland Metro Area and the state. It is estimated to grow to 36,709 by 2040.²⁹ Partially because of the university, the median age is 32.7. This is six years younger than Oregon's median age.

Nearly 80% of the total population identify as "White alone, not Hispanic or Latino," which is 3% more than the state as a whole. Latin-Americans make up the next largest ethnic group at 14.5%. Almost all (90%) of these residents are of Mexican ancestry. People of "2 or More Races" make up 3.6%, while Asians make up 1.9% and Native Americans make up 1.2%. Blacks and Pacific Islanders each add under 0.2%.³⁰ Over 12% of residents older than 5 years old speak a language other than English, which is 3% higher than the state overall. There are also fewer residents born outside of the U.S. by percentage than statewide. The Latin-American population will probably increase in the next few years based on the fact that 20% of students in Newberg Public Schools identified as "Hispanic" for the last five years.^{31,32}

Households and families

24 [Newberg Center](#), Portland Community College. Accessed 09/24/2018

25 [Academics at George Fox](#), George Fox University. Accessed 09/24/2018

26 ["George Fox University ranked first in Oregon in 'Money' magazine's 'Best Colleges for Your Money' list"](#), George Fox University News Releases, July 17th 2017. Accessed 10/03/2018

27 [Community Contributions](#), George Fox University. Accessed 10/10/2018

28 Certified 2017 Population Estimates, Portland State University, College of Urban & Public Affairs: Population Research Center

29 Yamhill County Final Forecast Tables, 2018, Portland State University, College of Urban & Public Affairs: Population Research Center

30 Demographic and Housing Estimates, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

31 Oregon Dept. of Ed. Oregon Report Card: Newberg SD 29J, 2013-14 – 2016

32 Oregon At-A-Glance District Profile: Newberg SD 29J, 2017-2018, Oregon Dept. of Ed.

There are 8,126 households in Newberg. Most people (67.1%) who live with someone else live with family members, including children or spouses. The rest either live alone or with non-family members. Over 13% of heads of family households are single women, 5% more than in 2010, while only 3.7% are single men. Nearly a third (32.1%) of “householders” currently raise their own children. The average household size for home owners is 2.59, which is basically the same as in 2010. The average size for renters is 2.66.³³ The overall average size is 2.62.³⁴

Income and Poverty

Newberg’s median household income, \$56,119, is over \$3,000 more than last year but \$791 less than the state’s. Last year it was only \$195 less than the state’s. It is \$2,273 less than the county’s, and grew less over the past year.³⁵ However, while the average annual wage (2017) in Newberg, at \$42,000 is approximately \$1,000 higher than the in Yamhill County, it is over \$8,000 less than in the state and \$27,000 less than in neighboring Washington County.³⁶ The median housing cost is \$251,800, which is almost 10% more than in 2010.³⁷

Men who work full-time make \$47,161 yearly while women earn \$42,796. While the difference in pay is nearly \$1,000 less than it was last year, it is still quite large at \$4,365. This difference in pay is less than that of the state (\$9,819) and county (\$7,257). The jobs men and women have may be part of the reason. Men fill over 81% of computer, engineering and science occupations, while women work in over 70% of education, legal, community service, arts and media jobs.³⁸ However, in Polk and Yamhill Counties, when men and women do the same types of jobs, men still earn more – as high as 29% in managerial positions.³⁹

In Newberg, 17% of residents live in poverty, over 3% higher than the county rate. The percentage of single mothers with 1-2 children who live in poverty has dropped 10% since 2016. Still they are at a major risk, especially when compared with single mothers in the county and state.⁴⁰ Yamhill County has a child poverty rate of 22.5%, 17th highest in the state.

33 Selected Housing Characteristics, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

34 [QuickFacts: Newberg city, Oregon](#), US Census Bureau. Accessed 12/07/2018

35 [Data USA: Newberg, OR](#). Accessed 09/21/2018

36 Newberg Overview, Abisha Stone. 01/28/2019

37 Selected Housing Characteristics, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

38 Occupation by Sex for the Civilian Employed Population 16 Years and Over, U.S. Census Bureau, 2013-2017

American Community Survey 5-Year Estimates

39 [Data USA: Newberg, OR](#). Accessed 09/25/2018

40 Poverty Status in the Last 12 Months of Families, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Table 1: Poverty Rates

	Over all	Single Mothers*
Newberg	17.0	60.6
County	13.7	47.0
State	14.9	36.1

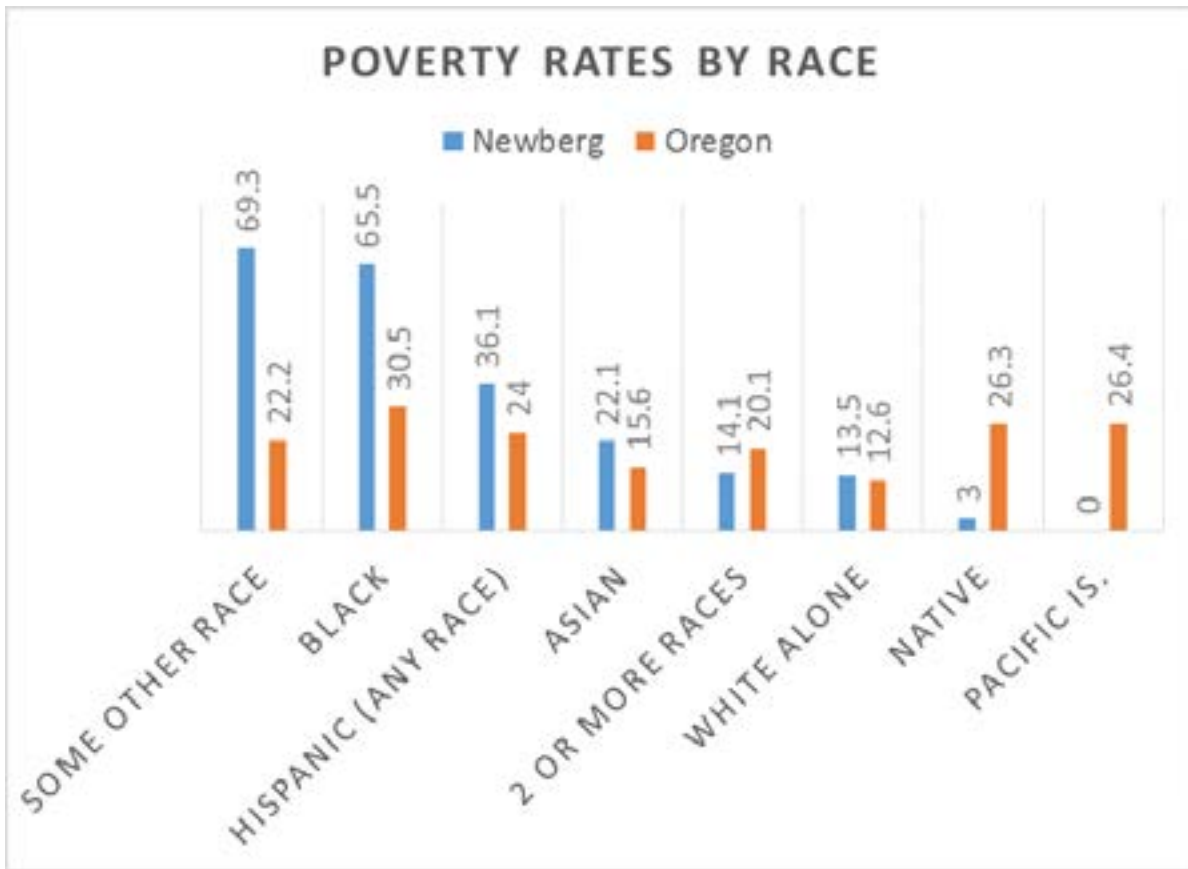
Source: Poverty Status in the Past 12 Months, U.S. Census Bureau,
2013-2017 American Community Survey 5-Year Estimates

* Families with female householder, no husband present, with 1-2 children under 18 years of age

Those who identify as Some Other Race and Black are at the highest risk of poverty by far (see Chart 3). Because Spanish is the second-most widely spoken language, the Latin American population probably makes up most of this group. While the percentage of Whites (not Hispanic) living in poverty is less than other groups. However, because they make up most of the population, they account for most of the residents living in poverty (63.7%), followed by Latin Americans of any race (32%). Also women are 60% more likely to live in poverty than men.⁴¹

41 Ibid.

Chart 3: Rates of Racial Groups below Poverty Level*



Source: Poverty Status in the Past 12 Months, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

***NOTE:** Black, Native American, Pacific Islander data is subject to potential error due to small population sizes

The chance of child abuse and neglect may increase with higher rates of poverty. However, this is not the case in Yamhill County, which is the 6th safest county for children under 18 (7.5 survivors/victims per 1,000 residents). Also, while the poverty rate is higher than the state's,⁴² the violent crime rate of Newberg-Dundee is half the state's (1.26 incidents per 1,000 residents in Newberg⁴³ to 2.64 in Oregon⁴⁴). This makes the 2-city area the 8th safest in the state.⁴⁵ Similarly, it is the 7th most food secure, with 87.5% of residents not having to worry about where their next meal will come from.⁴⁶ To help with those residents who do worry about food, the Newberg Farmers Market accepts SNAP benefits.⁴⁷

42 Poverty Status in the Past 12 Months, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

43 [Offenses Known to Law Enforcement by City, 2016: Oregon](#). Uniform Crime Reporting, Federal Bureau of Investigation

44 [Crime in the United States by State, 2016](#). Uniform Crime Reporting, Federal Bureau of Investigation

45 [Oregon's 20 Safest Cities of 2018](#). Safewise. Kemsley, Tamarra. Accessed 11/29/2018.

46 [Oregon by the Numbers](#), 2018 Ed., pages 109-111. The Ford Family Foundation.

47 [Newberg Farmers Market](#). Accessed 11/14/18

Industries

Manufacturing contributes nearly a fourth of all private employment in Newberg, which is 10% more than the state's manufacturing base.⁴⁸ This is due in large part to A-dec, the largest single employer in the county and the largest dental equipment and furniture manufacturer in the world.⁴⁹ However, metals and machining also play a role in the local manufacturing base. This diversity causes the sector to grow more slowly but also in a more stable manner, leading to lower market highs but also higher market lows.⁵⁰ George Fox University's presence boosts education and health services to comprising another fourth of Newberg's total jobs, which is also 10% more than in the state. Leisure and hospitality, the third largest contributor, has grown significantly because of the county's wine industry. With an annual wage of \$20,500, these positions, while many, pay the less than half of Newberg's overall private sector wage average.⁵¹

Between 2006 and 2017, Newberg added 1,400 jobs, an 18% increase, outpacing the state and county by 8%.⁵² In 2019, Newberg's economy will keep growing but at a slower speed. By 2027, the Mid-Willamette Valley region, is expected to see an increase in job growth of 12%, which will mean 10,400 new jobs in Newberg.⁵³⁵⁴ Manufacturing will account for 2,100 of them. It will grow throughout the region as well, which is both good and bad for Newberg. On one hand, there will be more jobs offered in Newberg. On the other, because Newberg's job growth is happening at the same time as it is in other places, the city will have to compete to hire and keep the same pool of workers.⁵⁵ Health care, which grew 32% from 2006 to 2017, will grow another 20% from 2017-2027. Leisure and hospitality, which grew 71% (550 jobs) over the last decade, will grow another 13% (1,520 jobs) during the next decade.⁵⁶

48 Newberg Overview, Abisha Stone. 01/28/2019

49 Interview: Bret Baker, 12/21/2018

50 Employment in Yamhill County: A Summary Through August 2018. O'Connor, Pat. State of Oregon Employment Dept.

51 Newberg Overview, Abisha Stone. 01/28/2019

52 Newberg Employment, Abisha Stone. 01/28/2019

53 Employment in Yamhill County: A Summary Through August 2018. O'Connor, Pat. State of Oregon Employment Dept.

54 Newberg Employment, Abisha Stone. 01/28/2019

55 Employment in Yamhill County: A Summary Through August 2018. O'Connor, Pat. State of Oregon Employment Dept.

56 Newberg Employment, Abisha Stone. 01/28/2019

Table 2: Top 10 Employers in Newberg*

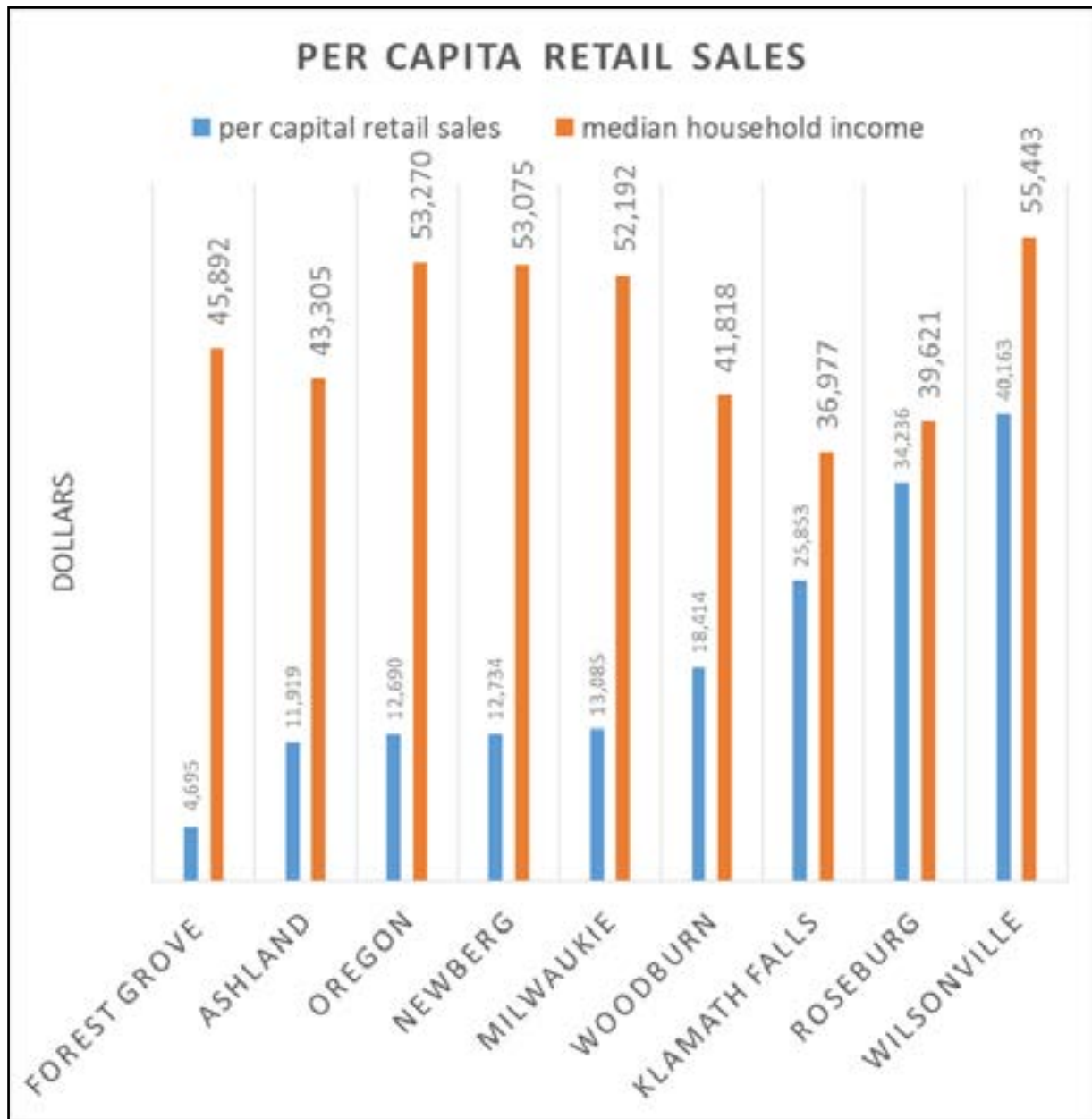
Employer	Employees	Product Description
A-dec & A-dec Global Inc	1,240	Dental equipment and furniture manufacturer
Newberg Public Schools	577	Local Public Education institution
George Fox University	569	Higher Education institution
Fred Meyer #220	280	Retail goods store
The Allison Inn & Spa	200	Luxury inn
City of Newberg	145	Local government
Friendsview Manor Inc	115	Retirement community
DCI International	111	Dental equipment and furniture manufacturer
Climax Portable Machine Tools Inc	100	Machining manufacturer
Providence Newberg Medical Center	99	Medical center

Source: Business License Information, City of Newberg

*Business License Information not up to date for Newberg businesses.

While Newberg’s annual retail trade per capita – how much money is spent per person – was just above the state’s, it did worse than most cities with a population around the same size as Newberg (see Chart 4). The three cities with the highest retail trade values more than doubled Newberg’s. Two of those places (Klamath Falls and Roseburg) are at least 70 miles from the nearest large city. The other (Wilsonville) is closer to a big city than Newberg is. Newberg probably does better than Forest Grove and Ashland because it is farther than both of these small cities from large regional areas. When looking at income, it is clear that proximity to large cities, not income, is the deciding factor. Because Newberg is close to the largest metro area in the state, if it wants to keep more of its money in the local economy, it might think about investment in the local retail sector. However, because it is so close to Portland, it would be difficult to compete with the high number of options nearby. Newberg should also think about how the Internet is changing how people shop.

Chart 4: Per Capita Retail Sales for Cities within 2000 residents of Newberg's Population[^]



Source: Economy-Wide Key Statistics: 2012, 2012 Economic Census of the United States

* All information is retrieved from 2012

[^] Retail sales include sales shipments, receipts revenue, or business done

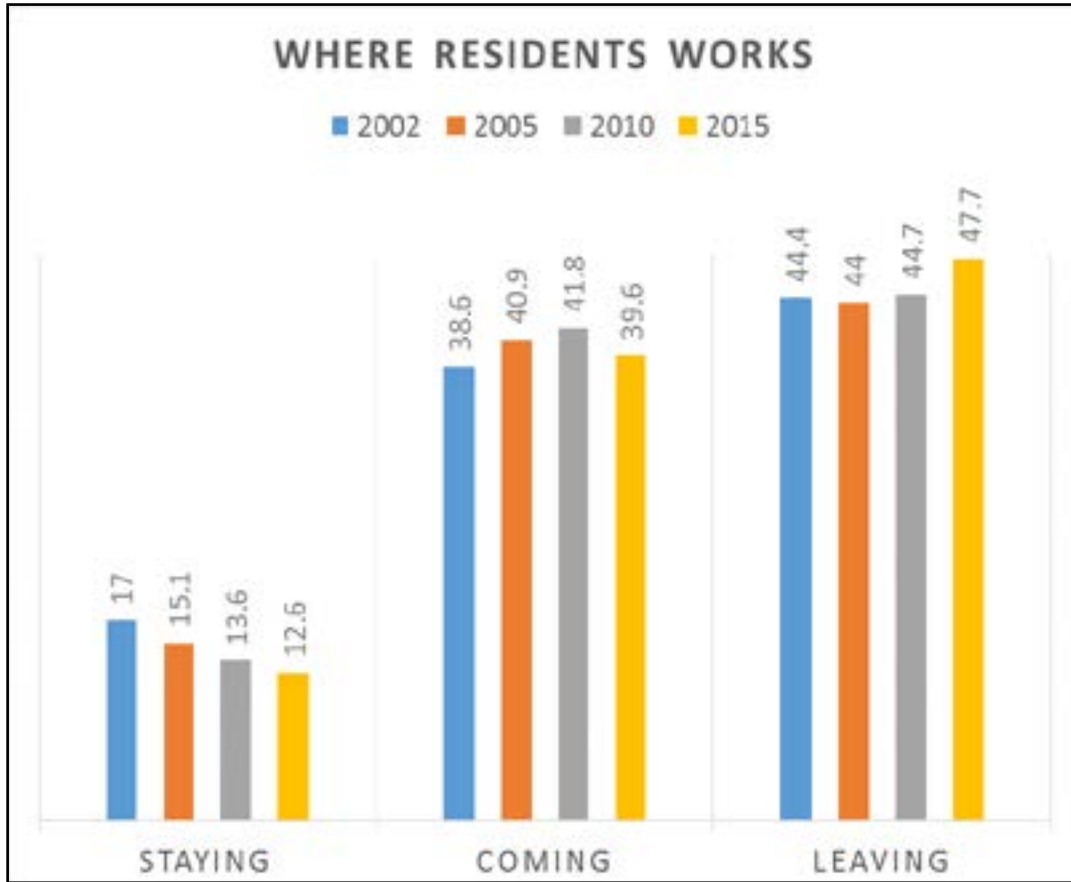
Occupations and Employment

Both Yamhill County and Oregon reached their lowest unemployment rates ever in August 2018 – 3.5% for the county and 3.8% for the state. Both are better than the nation’s rate of 3.9%. Statewide employment has been growing faster than the county since the recession. But over the last year, the county, at 3.1%, has grown more quickly than both the state (2.2%) and the nation (1.6%).⁵⁷ With a larger private sector than the state overall, Newberg has nearly 5% fewer public employees than the state as a whole.

57 Employment in Yamhill County: A Summary Through August 2018. O’Connor, Pat. State of Oregon Employment Dept., page 2

As more people and businesses come to the region, the number of Newberg residents who work in the community has also increased.⁵⁸ However, the percentage of this group has decreased overall during the last 10 years (see Chart 5). The Portland Metro Area attracts 51% of Newberg workers, a 3% increase from a decade ago. Additionally, other counties have also drawn more workers, causing the percentage of Newberg residents that work in Yamhill County to drop nearly 5% (see Chart 6).⁵⁹

Chart 5: Where Newberg Residents Go for Work

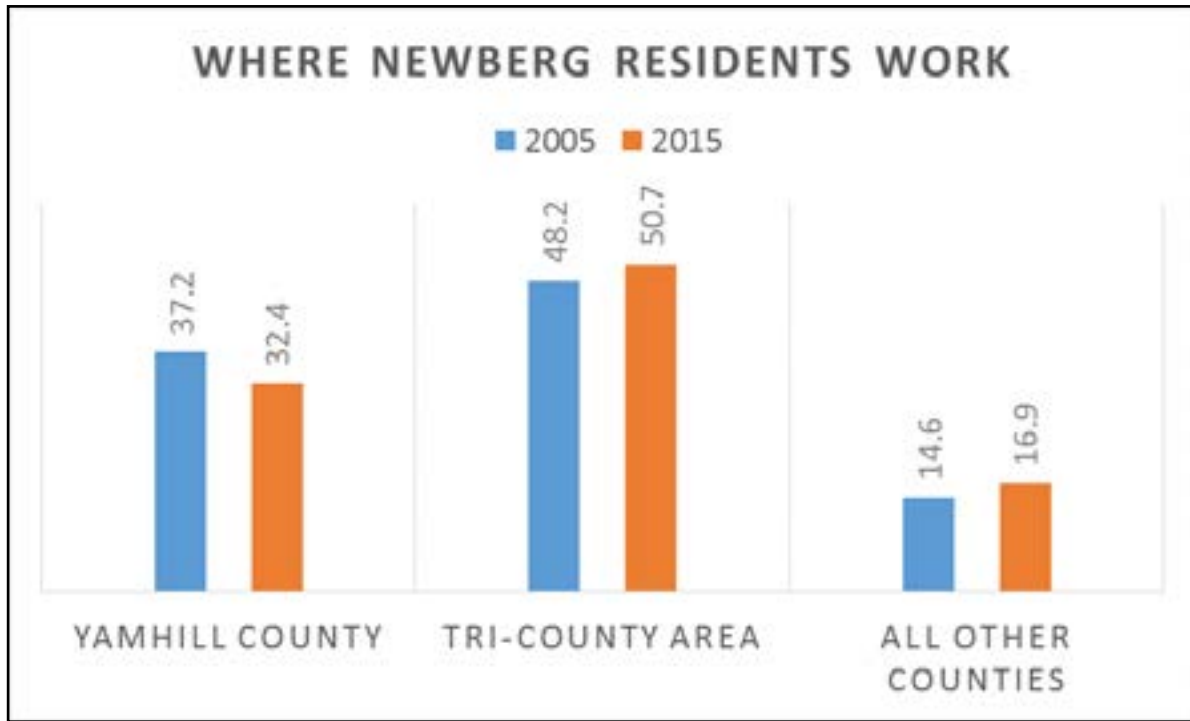


Source: OnTheMap, US Census Bureau, Center for Economic Studies, 2015. Accessed 10/30/2018

58 OnTheMap, US Census Bureau, Center for Economic Studies, 2015. Accessed 10/30/2018

59 Employment in Yamhill County: A Summary Through August 2018. O'Connor, Pat. State of Oregon Employment Depart. 10/11/2018

Chart 6: Where Newberg Residents Work by County

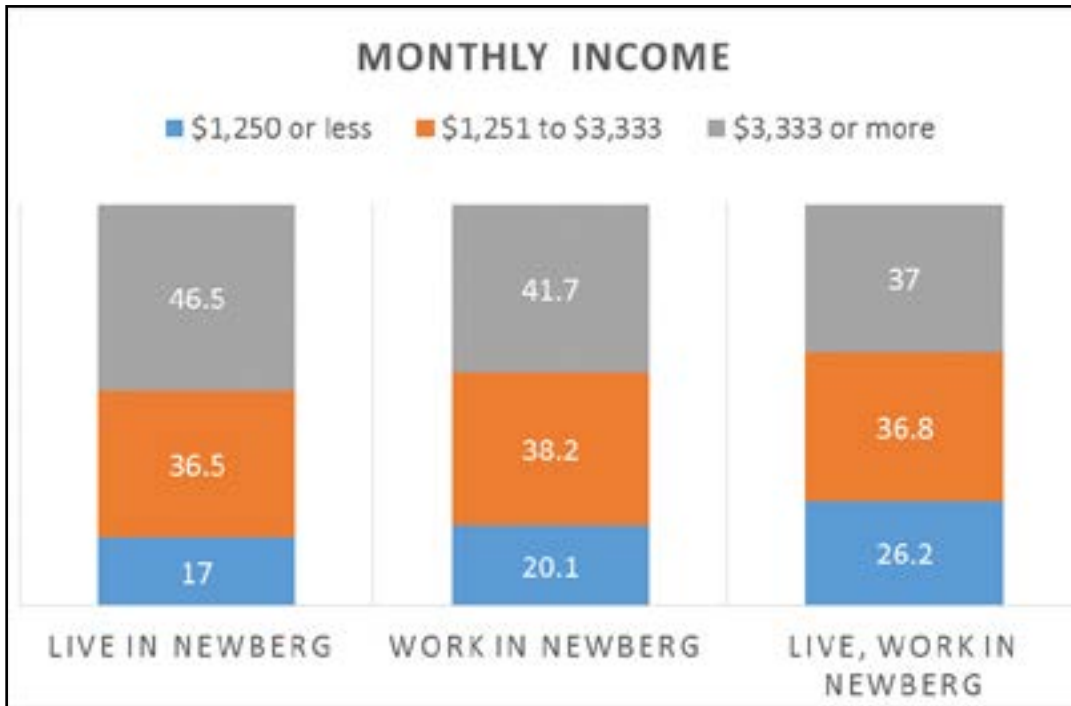


Source: Employment in Yamhill County: A Summary Through August 2018. O'Connor, Pat. State of Oregon Employment Department. 10/11/2018

Right now, Portland (8.3%), Tualatin (6%), Tigard (6%) and Beaverton (5.7%) have the largest draw on Newberg's workforce.⁶⁰ While Portland always attracts the most, the order of the rest of the cities changes often, possibly meaning there is increased economic competition throughout the metro area. This might be because of an increase in higher paying positions. Residents who leave Newberg for work typically get paid more than those who work in Newberg (see Chart 7). The fact that they commute to other communities might suggest that Newberg's high-paying employers are being outperformed by their counterparts in neighboring cities. As it is the second largest city in the county, its ability to attract workers has a large impact on the county's ability overall. While Newberg's ability to keep its residents has decreased over time, it still has much more success than its neighbors, except for McMinnville, which employs (38%) of its residents. This may be because it is larger and 15 miles farther from Portland and only 4 miles closer to Salem than Newberg.

60 [OnTheMap](#), 2015, US Census Bureau, Center for Economic Studies. Accessed 10/30/2018

Chart 7: Newberg Monthly Income



Source: OnTheMap, US Census Bureau, Center for Economic Studies, 2015. Accessed 10/30/2018

It should not be surprising that residents who leave Newberg for work tend to make more money because of our close proximity to Portland. To continue to compete with neighboring cities for our local workforce, Newberg must continue to become a place where businesses can grow. This also means that we must better train our youth for the in-demand positions local businesses look to fill. We are starting to do this in manufacturing through Newberg High School’s School to Work Program. In the program, the district will partner with local businesses to improve the career technical education curriculum.⁶¹ This will help local students and local businesses connect to each other.

Business Development

From a home-based soap company to an international dental tool manufacturer, Newberg is home to over 1,712 businesses – the second most in Yamhill County.⁶² Public, private and non-profit organizations work hard to make sure this number only goes in one direction: up.

[Newberg Economic Development Strategy \(2016\)](#)

In 2015, the Chehalem Valley Chamber of Commerce entered Newberg into America’s Best Communities, a national community grant competition, earning \$50,000 as a quarterfinalist. Newberg used these and other funds to create an economic development plan. The Plan outlines ways to use the city’s location and assets to

61 [“Peterson will lead school-to-work program,”](#) Newberg Public Schools. Accessed 09/26/18

62 Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places: 2012 Survey of Business Owners

create more local opportunities in the manufacturing, healthcare, wine, hospitality and high tech industries.⁶³ This, in turn, led to the Newberg Economic Development Strategy.⁶⁴ The Strategy has four sections – industry; commerce; business development and workforce; tourism and hospitality. The Task Force chose local organizations to lead teams to complete each of the pillars’ goals. Some of the goals have already been met, as you can see in the Economic Development Annual Reports for [2017](#) and [2018](#). For example, the Chamber of Commerce led a team that created the Chehalem Valley Innovation Accelerator to help businesses get on their feet.⁶⁵

[Chehalem Valley Innovation Accelerator](#)

Established in 2016, The Chehalem Valley Innovation Accelerator, connects people who want to start a business to organizations that can help them, like local governments, regional economic development organizations, universities, and other businesses. Chehalem VIA provides, start-up money, networking, workspace, mentoring and business development. It focuses on manufacturing, high-value agriculture and medical-dental but also connects people with organizations in other fields. In exchange for using local resources, businesses that finish the program commit to working in the Chehalem Valley for at least 2 years.⁶⁶

Housing

Newberg has a total of 8,580 housing units, and only 5.3% of them are vacant. Single-unit detached homes make up the majority of housing at 63.7%, followed by buildings with 20 or more units (6.6%) single-unit attached (e.g. triplex, rowhouse) at (6.5%). The percentage of 1-unit detached homes increased slightly over the last year while the other two housing types decreased. Forty percent of the housing stock was built after 1990, 5% more than the stock of the state, which shows that Newberg is growing faster than the state as a whole. Newberg’s median house value of \$251,800 is nearly \$15,000 less than Oregon’s. However, it grew nearly \$23,800 since last year, which is \$5,000 more than the state increase. It is closing the gap with Yamhill County, whose median property value is \$254,000.

Housing costs largely mirror the trends of the state (see Table 3). However, the income share used for rented and mortgaged housing exceeds that of the state overall, although Newberg’s median household income is more than the state’s.⁶⁷ As 28% of Newberg’s renters face a severe rent burden (pay at least half of their income on housing), the city has major housing challenges.⁶⁸ This has caused a great demand for housing-related services. Direct housing assistance (28.4%) and utilities (28.2%) are the most widely used services.⁶⁹ The City expects to complete a housing needs assessment by fall 2019, which will give direction for future development. Currently, there seems to be a great need for multi-family housing.

63 [Newberg: one of America’s Best Communities](#), Chehalem Valley Chamber of Commerce. Accessed 10/01/2018

64 Newberg Economic Development Strategy, 2016, page 4

65 Ibid., page 37

66 [Chehalem Valley Innovation Accelerator](#). Accessed 10/10/2018

67 Selected Housing Characteristics, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

68 Understanding HB 4006 (2018) New Statutory Requirements, DLCD and OHCS Webinar for Larger Cities, Sept. 21, 2018, Oregon Housing and Community Services

69 [211Info Client Contacts by Category](#), Communities Reporter, Oregon Community Foundation and the OSU Rural Studies Program. Accessed 10/05/18

Table 3: Housing Costs of City and State

Housing Type	Newberg		Oregon	
	30%+*	Median cost	30%+*	Median cost
Rental	56.3	1027	52.9	988
Owned, mortgage	37.5	1657	32.3	1594
Owned, no mortgage	16.2	522	15.4	497

Source: Selected Housing Characteristics, U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

* 30%+ means cost is at least 30% of income

Land Need and Supply

In 2004, the Newberg Planning Division did a Buildable Land Inventory of both vacant and redevelopable land within the urban growth boundary (UGB) (see Table 6). The city had a total of 778 acres of buildable land with clear designations for how the land could be used. Its urban reserve area has 467 more acres without any designations. Based on how the population was expected to grow, the city needed 13,124 housing units between 2005 and 2040. To meet this need, Newberg decreased residential lot sizes and created programs to encourage building projects that have smaller housing units.⁷⁰ As the population grows, more land will be needed for other purposes, like schools, religious practices and recreation.

The need for land for businesses is rising as well. To keep its small-town feel, Newberg will have smaller neighborhood and community shopping centers instead of larger ones. This means that it can use the smaller plots already in the UGB. Still this will not be enough to meet its needs. Newberg will also have to make and attract more family-wage jobs in areas like manufacturing.

Table 4: Summary of Buildable Lands Needed, 2004

	Future Buildable Acres Needed	
	2005 – 2025	2026 – 2040
Residential	360	1009
Commercial	6	109
Industrial	40	157
Parking	85	115
Institutions	164	233
TOTAL	655	1,623
Buildable reserve	X	467
GRANT TOTAL	655	1,156

Source: City of Newberg Comprehensive Plan, 2018, page 65

70 City of Newberg Comprehensive Plan, 2018, pages 60-61

Development Plans

Here are some plans that have been created to meet some of our land needs:

[*Newberg Downtown Improvement Plan \(2016\)*](#)

Phase I of the Newberg Dundee Bypass in 2018 greatly reduced traffic downtown. This means that the area can now be a better place for walking and biking, which will attract new businesses and help existing ones to thrive. The Newberg Downtown Improvement Plan was made to improve the good things the area already has and create a place in which people can live, shop, work and play, all mixed into the same spot. The plan was also made so that downtown would be easier to get to from the areas around it.⁷¹

[*Springbrook Master Plan \(2008\)*](#)

Springbrook Master Plan outlines a plan to make a District based on the historic Springbrook community.⁷² The District covers 450 acres of mostly agricultural land in the northern portion of the city limits. The Plan includes 1,200 housing units, from condos to houses. Walkways and trails will go through the entire area and lead to a village center that will have shops, restaurants and a gathering space. The site already includes the Allison Inn and Spa, a luxury hotel with a spa, conference rooms and a farm-to-table restaurant. Land is also set aside for a mix of housing, retail and other businesses. There is also a place for a proposed church close to where a church used to be. Fifty acres of park and open space will be spread throughout the area. Lastly, the Plan is designed for more eco-friendly living.⁷³

[*Riverfront Master Plan \(in development process\)*](#)

The Willamette River has held importance to local residents since before the city was founded.⁷⁴ The community is in the process of creating the Newberg Riverfront Master Plan to enhance the 450-acre area. Right now there is housing, open spaces and neighborhood parks as well as the WestRock Mill site (paper mill) and the Rogers Landing boat ramp and park. The Plan will recommend the right mix of business and housing with outlines for walking and biking paths that connect to other parts of the community.⁷⁵ The city expects to reveal the Plan in the summer of 2019.

[*Newberg 2030 \(in development process\)*](#)

The City is trying to expand its urban growth boundary to meet housing and business needs. Finished in 2017, Phase I included a community survey, a draft buildable lands inventory, a draft list of expansion study areas, and an action plan. During Phase II, the City will finish the inventory and choose study areas.

71 City of Newberg Downtown Improvement Plan, 2016, pages 1-2

72 Springbrook Master Plan, 2008

73 Ibid.

74 [Back in time: Yamhill Valley – 1859](#), News Register. Accessed 09/26/2018

75 [City of Newberg Riverfront Master Plan, 2018](#), City of Newberg. Accessed 10/04/2018

[Crestview Crossing Planned Unit Development](#)

The property owner turned in plans to build 299 housing units and one commercial lot on a 33-acre area in northeast Newberg. The project will take place over the next 10 to 15 years. There will be 18 single-family homes on large lots, 230 cottage homes and 51 multi-family homes. Twelve single-family detached houses will be sold below market rate to families earning below Newberg's median income in order to add more affordable housing to the area. Nearly 4.5 acres is designated for business use. Pathways will connect open spaces, recreation areas and wetlands.⁷⁶

Infrastructure

The City of Newberg has adopted and is implementing the following infrastructure plans:

- [ADA/Pedestrian/Bike Route Improvement Plan \(2007\)](#)
- [Stormwater Master Plan \(2014\)](#)
- [Sanitary Sewer Infiltration & Inflow Study \(2015\)](#)
- [Transportation System Plan \(2016\)](#)
- [Water Master Plan \(2017\)](#)
- [Wastewater Master Plan \(2018\)](#)
- [Comprehensive Plan \(2018\)](#)

76 [Crestview Crossing PUD, received August 23, 2018, page 3](#), 3J Consulting, Inc.



PROUD PAST, FLOURISHING FUTURE

COMMUNITY VISION

AUGUST 2019



Photo: Linda Shapiro



WELCOME TO

NEWBERG

THE CAMELLIA CITY

A GREAT PLACE TO GROW



LETTER FROM THE MAYOR

Municipal government is chartered to further the desires of the residents of a town or city. In our fair city, elected officials and City staff seek to balance and prioritize conflicting demands for limited funds and often-competing desires. Given this challenging equation, how do elected officials and staff know what the desires of their residents truly are? How can these desires be prioritized and balanced? aNewBERG Community Vision tells us where Newberg residents hope to see our community in the next 20 years. If you think of this Community Visioning project as a road map for the future, the goals and desires are the destination residents seek to reach.

In these pages you will see that Newberg residents want the community to preserve livability while retaining and expanding community engagement, community leadership, cultural assets and economic development. With these clear and established goals, choices will be made to achieve the community's desires. For this reason, the work done by volunteers and City Staff is essential to the future of our community.

Without the map provided by this document, we would truly be sailing without a map, compass or sextant. Heartfelt thanks to all who participated in this project. Thank you to the small army of volunteers who made the project possible. Thank you all for sharing your thoughts, concerns and desires. Together we will reach the goals that you set forth. Newberg will continue to be a great and livable place to grow.

Thank you for caring about our home.

Sincerely,

Rick Rogers

Mayor



LETTER FROM THE **ADVISORY COMMITTEE**

This document is a culmination of the common values we as the community of Newberg hold close. We want to thank each of you who participated in the surveys, workshops, and forums leading to our shared vision. Your voices helped shape this document.

We want to thank the City Council, both past and present, along with Mayor Rogers and Mayor Andrews for entrusting the members of the Advisory Committee with overseeing the creation of Newberg's vision. We are grateful to have had this opportunity, and we all learned so much about our beloved town in the process. It was so awesome to see the commonalities in values that Newberg residents share, and at the same time so fascinating to learn the wide array of perspectives. We did our best to mold this vision in a way that would accommodate many of the unique values, while placing emphasis on those we all share.

While the vision has been created, it's only the beginning of the task at hand. We encourage you to remain engaged as Newberg works to make the vision a reality. This is a living document that will inevitably face edits, revisions, and changes over time. You are essential in ensuring that we hold true to Newberg's values.

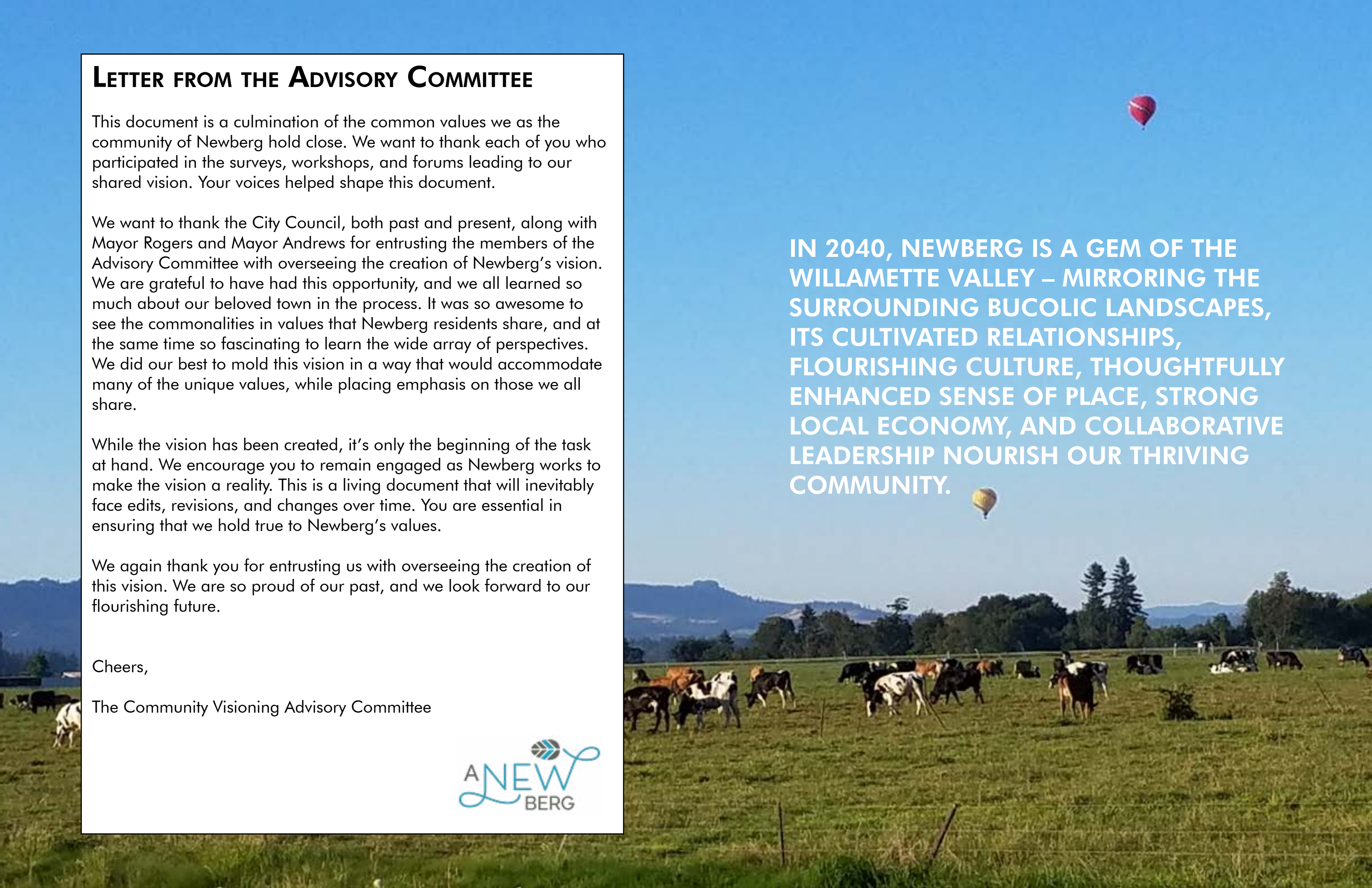
We again thank you for entrusting us with overseeing the creation of this vision. We are so proud of our past, and we look forward to our flourishing future.

Cheers,

The Community Visioning Advisory Committee



IN 2040, NEWBERG IS A GEM OF THE WILLAMETTE VALLEY – MIRRORING THE SURROUNDING BUCOLIC LANDSCAPES, ITS CULTIVATED RELATIONSHIPS, FLOURISHING CULTURE, THOUGHTFULLY ENHANCED SENSE OF PLACE, STRONG LOCAL ECONOMY, AND COLLABORATIVE LEADERSHIP NOURISH OUR THRIVING COMMUNITY.



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PROJECT INTRODUCTION

aNewBERG the community’s plan for the next 20 years. The City of Portland is in the midst of significant and rapid growth that reverberates throughout its metro area. Because of Newberg’s close proximity to Portland, it is also experiencing changes. This plan is designed to ensure that, in the midst of these changes, we keep the aspects that make Newberg such a unique and special place, while directing our transformation to become what we envision for ourselves.

The City of Newberg brought together residents, business owners, students, employees and retirees to visualize our collective future. We participated at community forums, we collaborated at workshops and we shared our thoughts on surveys and during interviews. Then we combed through diverse opinions, consolidated information and brainstormed potential strategies. In doing so, we’ve focused on 5 different topic areas that combine to create our vision for aNewBERG!

VISION FOR ANEWBERG

In 2040, Newberg is a gem of the Willamette Valley – mirroring the surrounding bucolic landscapes, its cultivated relationships, flourishing culture, thoughtfully enhanced sense of place, strong local economy, and collaborative leadership nourish our thriving community.

PARTS OF THE TOPIC AREAS

Topic Vision - what we want the topic area to look like in our community 20 years from now

Goal - what we will focus on to reach the vision

Strategy - specific objective we will complete to achieve the goal

Lead Organization - community organization that will guide the strategy

TIMELINE		
SHORT	MID	LONG
1-5 years	6-10 years	11-20 years

TOPIC AREAS



Community Engagement



Community Leadership



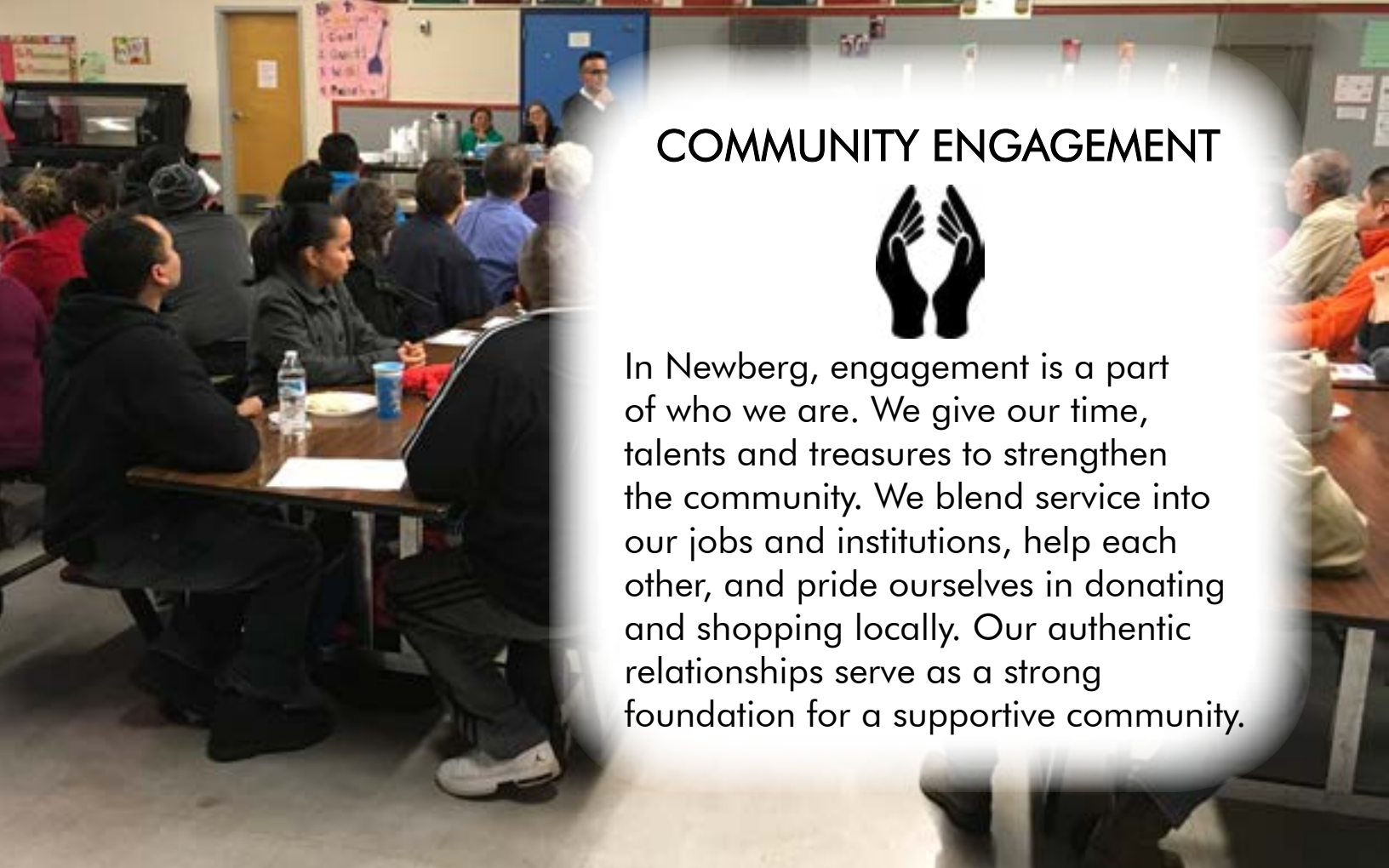
Cultural Assets



Economic Development



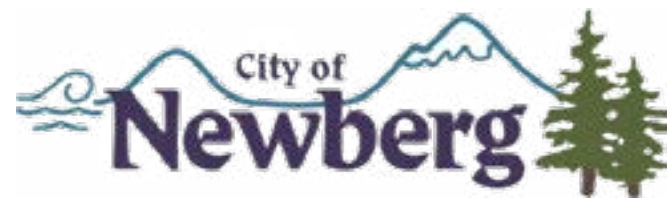
Livability & Development



COMMUNITY ENGAGEMENT



In Newberg, engagement is a part of who we are. We give our time, talents and treasures to strengthen the community. We blend service into our jobs and institutions, help each other, and pride ourselves in donating and shopping locally. Our authentic relationships serve as a strong foundation for a supportive community.



COMMUNITY ENGAGEMENT

GOAL 1: BUILD SUPPORT NETWORKS BETWEEN NEIGHBORS AND WITHIN NEIGHBORHOODS

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Create 3 block clubs* in each City Council District	City Council			
2	Create community skills/resource "e-shed" guides that map skills and/or tools and materials residents are willing to share in at least 2 block clubs	City of Newberg			
3	Create a community tool library that includes tools, books, and other materials	TBD			
4	Promote ways to access local social service resources such as 211, ADRC, YCCO, Love, INC, etc.	TBD			
5	Create an youth relationship building initiative for disengaged youth	City of Newberg			
6	Establish youth mentorship program	TBD			

*A neighborhood group that gathers to build relationships and achieve shared goals such as social gatherings, neighborhood clean-ups etc.)





COMMUNITY ENGAGEMENT

GOAL 2: PROMOTE STRONG RELATIONSHIPS AND NETWORKS BETWEEN AND AMONG INDIVIDUALS AND SOCIAL SERVICE ORGANIZATIONS IN THE WIDER COMMUNITY

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Coordinate quarterly service provider tabling events	TBD			
2 Create a brick and mortar social service resource/outreach clearinghouse	Providence Newberg Medical Center			
3 Weekly highlight of social service activities, statistics, and events (calendar)	TBD			
4 Hold quarterly leadership block club meetings	Block Clubs			

GOAL 3: DEVELOP A SPIRIT OF SERVICE THROUGHOUT THE COMMUNITY

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Create a service learning program in educational institutions	Educational Institutions			
2 Create a community-wide garden program	TBD			



Poysdorf, Austria
One of Newberg's Two Sister Cities





COMMUNITY LEADERSHIP



Our leaders come from diverse groups, backgrounds, and sectors throughout the community and surrounding region. They foster creative, two-way communications and collaborate to ensure Newberg's long-term success.



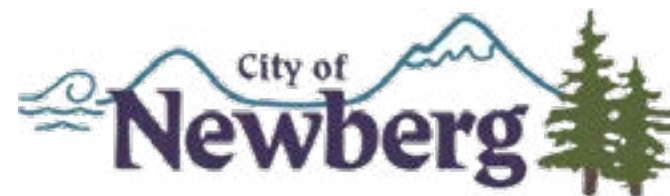
COMMUNITY LEADERSHIP

GOAL 1: IMPROVE LEADERSHIP COLLABORATION

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Identify existing and needed leadership networks and assets	TBD			
2	Increase communication and add additional assets among local leadership organizations	City of Newberg			
3	Improve the community's access to public leaders	City of Newberg			

GOAL 2: DEVELOP NEW LEADERS

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Create leadership mentorship programs that encompass all ages	Young Professionals of the Yamhill Valley			



CULTURAL ASSETS



Newberg residents take pride in all that our community offers. As a cultural hub, there is a range of accessible artistic events and recreational activities as well as many local shops and restaurants you can wander into with friends.



CULTURAL ASSETS

GOAL 1: INCREASE COMMUNITY PARTICIPATION

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Create a bilingual online master event calendar	Brandon Porter			
2	Install electronic reader board(s) connected to online master calendar	City of Newberg			
3	Improve the marketing of Newberg	City of Newberg			
4	Explore becoming a Preserve America Community	City of Newberg			
5	Explore establishing a Historic District for Downtown Newberg and the surrounding areas	City of Newberg			

GOAL 2: IMPROVE COMMUNICATIONS OF CULTURAL ACTIVITIES AND FACILITIES

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Evaluate the content and effectiveness of Yamhill County Cultural Coalition's cultural inventory	Chehalem Cultural Center			





CULTURAL ASSETS

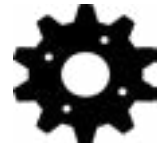
GOAL 3: EXPAND EVENTS AND OPPORTUNITIES FOR ALL

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Develop an event assessment	TBD			
2 Create event resource center/list	City of Newberg			
3 Create a public art program	City of Newberg			
4 Enhance Community Tree Lighting event	TBD			

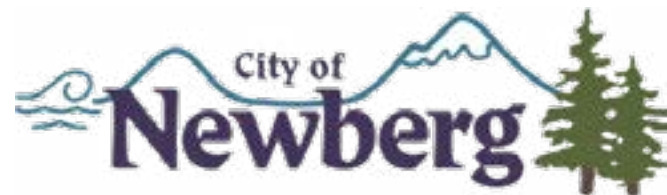




ECONOMIC DEVELOPMENT



Newberg's economy thrives by leveraging our geographic amenities and the capabilities of local businesses and organizations. We create family wage jobs through a strong business and workforce development program. We retain and attract businesses to Newberg and have a vibrant downtown.



ECONOMIC DEVELOPMENT

GOAL 1: ENHANCE INDUSTRIAL DEVELOPMENT CAPABILITIES AND OPPORTUNITIES

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Assess the local economy by building on the four (4) key existing traded sector industries of Advanced Manufacturing, Technology, Agriculture and Wood Products; while targeting Traded Sector High Tech Manufacturing, General Manufacturing, Aviation related industry and Food/Beverage Processing	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
2	Retention and expansion of existing industrial businesses	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
3	Recruitment of traded sector companies	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
4	Participate and partner with regional, state, and federal organizations	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
5	Recruitment of traded sector companies	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
6	Increase the supply of industrial and commercial/retail land	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
7	Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
8	Improve transportation access for industrial land	City of Newberg			

ECONOMIC DEVELOPMENT

GOAL 2: ENHANCE COMMERCIAL DEVELOPMENT CAPABILITIES AND OPPORTUNITIES

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Retain existing commercial/retail businesses in Newberg	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Redevelop vacant and underutilized commercial/retail sites	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Support creation of new retail/commercial businesses	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 3: CREATE A PREMIER BUSINESS AND WORKFORCE DEVELOPMENT PROGRAM

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Foster entrepreneurial business formation	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
2	Maintain the Chehalem Valley Innovation Accelerator	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
3	Enhance business mix in Downtown Newberg	Realtors		<input type="checkbox"/>	<input type="checkbox"/>
4	Improve workforce development	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
5	Enhanced Chehalem Valley Chamber of Commerce resources	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
6	Market employment training opportunities to employers and employees	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
7	Create business financing program	Chehalem Valley Chamber		<input type="checkbox"/>	<input type="checkbox"/>
8	Leverage the region's educational opportunities to support workforce development	TBD		<input type="checkbox"/>	<input type="checkbox"/>

ECONOMIC DEVELOPMENT

GOAL 4: COMPLETE FUNDING, ADMINISTRATIVE, AND ORGANIZATIONAL ACTIONS FOR NEWBERG DOWNTOWN IMPROVEMENT PLAN

	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Create an Urban Renewal District	City of Newberg	<input type="checkbox"/>		
2	Create an Economic or Business Improvement District	City of Newberg	<input type="checkbox"/>		
3	Create development funding tools	City of Newberg	<input type="checkbox"/>		
4	Complete regulatory improvements	City of Newberg	<input type="checkbox"/>		
5	Develop downtown partnership	City of Newberg	<input type="checkbox"/>		
6	Create the Downtown Development Ombudsperson position	Newberg Downtown Coalition	<input type="checkbox"/>		
7	Develop parking management plan	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	

GOAL 5: MAKE NEWBERG / CHEHALEM VALLEY A REGIONAL, NATIONAL & INTERNATIONAL TOURIST DESTINATION

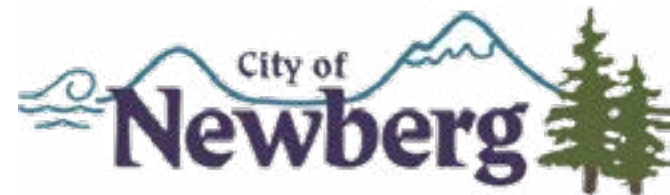
	STRATEGY	LEAD ORGANIZATION	TIMELINE		
			SHORT	MID	LONG
1	Develop a Vision for Newberg as a tourist destination	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Increase and maintain support for tourism organizations in Newberg	Chehalem Valley Chamber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Increase tourist/visitor counts in Newberg	Visit Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Continue Transient Lodging Tax Program	Visit Newberg	<input type="checkbox"/>		



LIVABILITY & DEVELOPMENT



Newberg is a well-planned community where the built environment blends seamlessly into surrounding, natural landscapes. Our small-town character, accessibility and affordability create a sense of belonging where individuals, families, and people of all ages love to live, work, and play.



LIVABILITY & DEVELOPMENT

GOAL 1: BLEND THE BUILT ENVIRONMENT WITH SURROUNDING NATURAL LANDSCAPE

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Develop a community aesthetic based on history and natural environment	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
2 Explore creating a scenic byway between Sherwood and McMinnville	City of Newberg		<input type="checkbox"/>	

GOAL 2: IMPROVE MULTI-MODAL TRANSPORTATION

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Complete ADA Spot Improvement Program projects for Primary Critical Routes to improve walkability in accordance with the Newberg Transportation System Plan	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
2 Complete bicycle lanes and lane treatments along planned routes established by the Newberg Transportation System Plan	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	
3 Complete the Chehalem Heritage Trails Phase 1 Master Plan	Chehalem Park & Recreation District	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Explore regional mass transit options	TBD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Institutionalize engagement in Complete Streets practices	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Explore creating a separated multimodal/bike path from Sherwood to McMinnville	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Increase awareness of multi-modal transportation options	City of Newberg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

🏠 LIVABILITY & DEVELOPMENT

GOAL 3: IMPROVE HOUSING AFFORDABILITY

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Evaluate zoning changes, fees, and permitting processes for housing	City of Newberg	<input type="checkbox"/>		
2 Explore creating incentives to encourage alternative housing	City of Newberg	<input type="checkbox"/>		
3 Increase access to affordable means of home preservation and maintenance	City of Newberg	<input type="checkbox"/>		



🏠 LIVABILITY & DEVELOPMENT

GOAL 4: COMPLETE NEWBERG DOWNTOWN IMPROVEMENT PLAN

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Implement gateway projects	City of Newberg			
2 Implement First Street improvement projects	City of Newberg			
3 Implement Hancock Street Reinvention Projects	City of Newberg			
4 Implement East End/Gateway District Project	City of Newberg			
5 Implement West End/Mill District Project	City of Newberg			
6 Implement Second Street Mixed-use District Projects	City of Newberg			
7 Implement Civic/Cultural Corridor Projects	City of Newberg			
8 Implement Catalyst Development Projects	City of Newberg			
9 Implement North-South Connections Projects	City of Newberg			
11 Create three temporary outdoor social interactive community spaces within the downtown area	Newberg Downtown Coalition			
10 Enhance events areas/districts*	City of Newberg			

*Strategy is not in the Newberg Downtown Improvement Plan



🏠 LIVABILITY & DEVELOPMENT

GOAL 5: IMPROVE INFRASTRUCTURE

STRATEGY	LEAD ORGANIZATION	TIMELINE		
		SHORT	MID	LONG
1 Increase the supply of industrial and commercial/retail land	City of Newberg		<input type="checkbox"/>	
2 Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth	City of Newberg		<input type="checkbox"/>	
3 Improve transportation access for industrial land	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>
4 Develop infrastructure communications plan to keep community informed about project progress	City of Newberg		<input type="checkbox"/>	<input type="checkbox"/>



IMPLEMENTATION STRATEGY

COMMUNITY VISIONING ADVISORY COMMISSION

City Council's adoption of the Community Visioning Program is the official beginning of aNewBERG. The City will continue to provide the organizational structure to assist community partners in achieving our goals, by establishing a permanent Community Visioning Advisory Commission.



Suggested Commission Members

- 1 member from a lead organization from each Topic Area (5 total)
- High school or college student
- City Council liaison

VISIONING UPDATES

In years 5 and 10, the Commission will use community feedback to update the Goals and Strategies to make sure the Vision continues to meet the needs and desires of Newberg. In 15 or 20 years, the Commission will complete another visioning process by engaging in another Community Visioning Program.



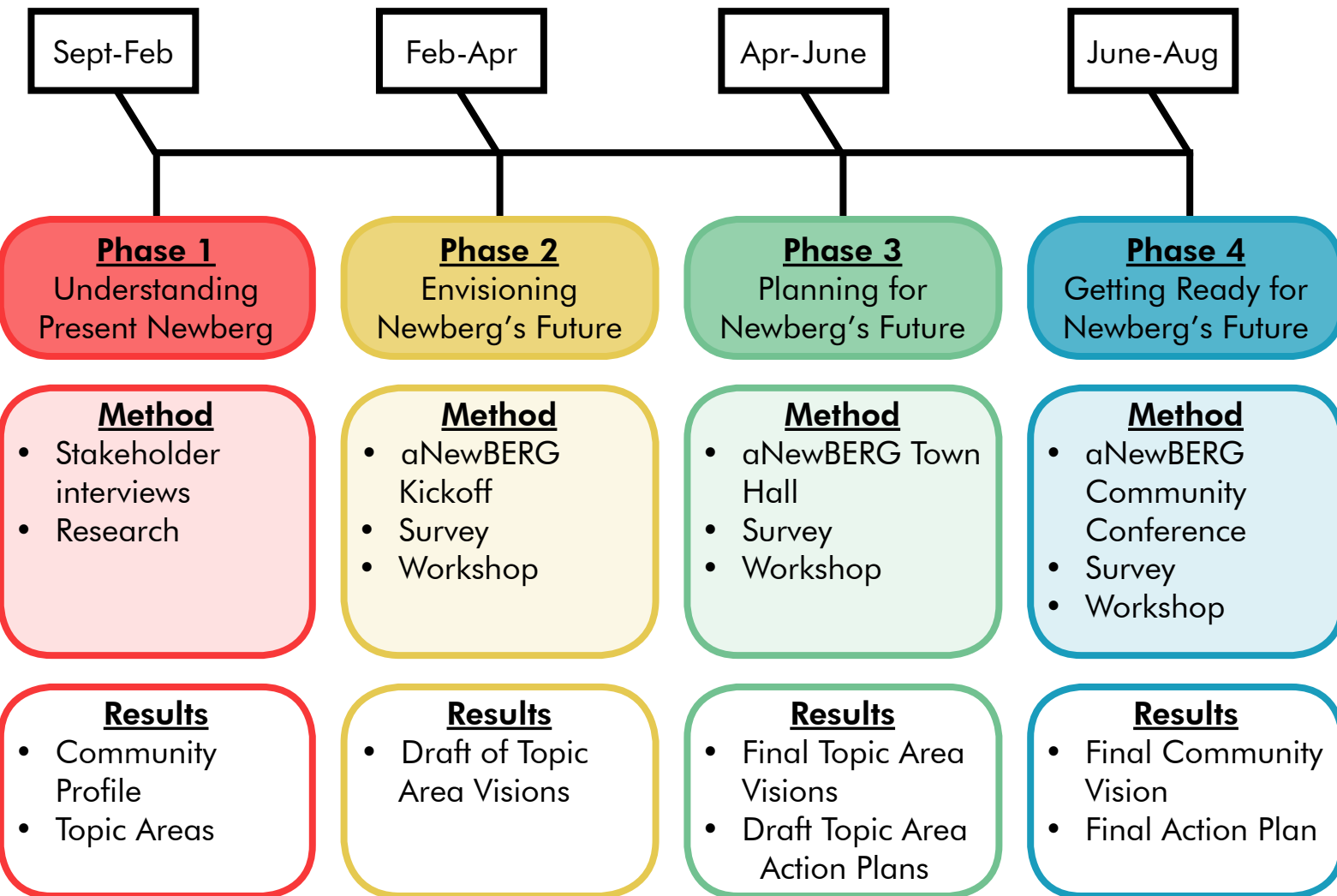
Suggested Commission Responsibilities

- Meet on a quarterly or as necessary
- Surveying lead organizations to review project progress
- Draft yearly progress reports
- Assist lead and partner organizations with strategy implementation
- Create recommendations to integrate the Community Visioning Program into all community activities and developments
- Host an annual aNewBERG Bash to celebrate successes

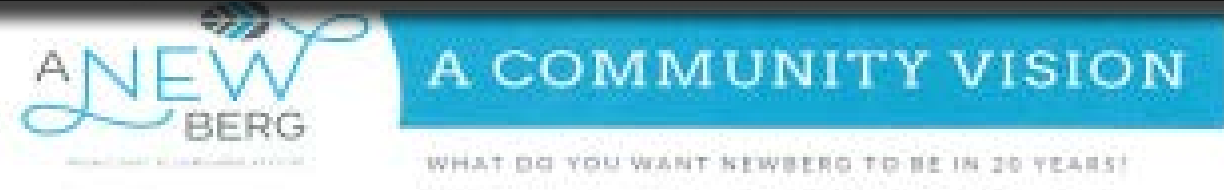


PROJECT BACKGROUND

On September 18, 2017, Newberg City Council adopted a City Council Goal 12: Complete community visioning process and communication plan to engage Newberg residents. City Staff designed the project using the International Association for Public Participation Level 4: Collaborate (Public Participation Goal: to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution). The City contracted with the University of Oregon to receive applicants for the Community Visioning Coordinator position in the Community Development Department to manage the community visioning project for 11 months. The University's Institute for Policy Research and Engagement operates AmeriCorps' Resource Assistance for Rural Environments program (RARE), whose purpose is to provide organizations that serve rural communities with a short-term staff member to complete specific projects. The project began on September 8, 2018 and ended on August 15, 2019. aNewBERG ended with the last community forum, aNewBERG Bash, during which the finalized Community Vision was revealed to the community before being sent to City Council for approval.



Draw your favorite thing in Newberg



My house



Photo: Catherine Thomas

OUTREACH EFFORTS

City staff, advisory committee members, volunteers and community members all played key roles in our outreach efforts. We put community forum and survey flyers in coffee shops, restaurants, grocery stores and businesses, on readerboards around town, and in all of the e-newsletters we could find. We also made announcements at civic meetings and community events, and on social media. Understanding that not everyone is always able to get involved as much as they would like to for many different reasons, we tried to make participation as easy as possible. You could take the survey on paper, on your computer or even on your smartphone.



1261
Total
Survey Responses

145
Total
Event Attendance

OVERVIEW

- 6 Newsletters
- 9 Social Media and Websites
- 20 Civic/Business Meeting Announcements
- 2 Newspapers
- 52 Posters and Flyers Locations
- 7 Tabling Events
- 4 Readerboards
- 3 Community Events



POSTERS & FLYERS

- A Family Place Relief Nursery
- Antonia Crater Elementary School
- Avamere Retirement Community
- Azalea Gardens Mobile Manor
- Chapters Books and Coffee
- Chehalem Cultural Center
- Chehalem Valley Middle School
- Cherry Hill Apartments
- City Center Food Mart
- Coffee Cat
- Coffee Cottage
- Critter Cabana
- Edwards Elementary School
- El Sol Maya
- First Street Pub
- Fred Meyer
- Friendsview Retirement Community
- George Fox University Intercultural Resource Center
- Gonzalez Panadería
- Grocery Outlet
- Haworth Apartments
- Jac's Hometown Deli
- Jem 100
- Joan Austin Elementary School
- Lucky Finds Thrift and Gift
- Mabel Rush Elementary School

- Mini Market El Tala
- Mountainview Middle School
- Nap's Thriftway
- Newberg ACE Hardware
- Newberg Bakery
- Newberg Catalyst High School
- Newberg Coin Laundry
- Newberg Faith in Action
- Newberg FISH
- Newberg High School
- Newberg Love In the Name of Christ
- Newberg Meals on Wheels
- Newberg Public Library
- Papa Murphy's Take 'N' Bake Pizza
- Portland Community College, Newberg Center
- Pulp & Circumstance
- Pregnancy and Counseling Info Center
- Safeway
- Social Goods
- Starbucks
- Vittoria Apartments
- Youth Outreach
- Zion Lutheran Church
- 1st Street Laundromat
- 2nd Street Community Church

TABLING EVENTS

- Camellia Festival
- George Fox University
- Newberg High School
- Chehalem Watershed Symposium
- Newberg High School Post-Secondary Career Fair
- Providence Newberg Medical Center Healthy Aging Series
- Public Works Day

MEETINGS & PROGRAMS

- Brews and Business
- Chehalem Valley Chamber of Commerce Greeters
- Deskins Commons/Vittoria Apartments
- Dundee Community Center Community Meal
- Ewing Young Elementary School Library Program
- George Fox University Third Cultural Kids Club
- Mountainview Middle School Parent-Teachers Meeting
- Newberg Area Historical Society
- Newberg Christian Church Community Meal
- Newberg Citizenship Class
- Newberg City Club
- Newberg City Council
- Newberg High School Ecology Class
- Newberg High School Movimiento Estudiantil Chicanx de Aztlán
- Newberg High School Student Council
- Newberg Kiwanis Club
- Newberg Ministerial Association
- Newberg Noon Rotary
- Newberg Public Library Movie Afterhours
- Newberg Rotary Early Birds
- Newberg School District Latino Parents Meeting
- Newberg Service Integration Team
- Newberg Veterans Coffee
- St Michael's Episcopal Church Spanish Mass
- St. Peter's Catholic Church Community Meal
- River St. Church of God Community Meal
- Young Professionals of the Yamhill

- Valley
- 123 Andrés Concert

SOCIAL MEDIA & EMAILS

- aNewBERG Project Email Subscribers
- City of Newberg
- Chehalem Property Management
- Mexican Folkloric Ballet Group
- Newberg Affordable Housing Commission
- Newberg Citizen's Rates Review Committee
- Newberg City Council
- Newberg-Dundee Police Department
- Newberg en Acción
- Newberg Historic Preservation Commission
- Newberg Housing Needs Assessment Ad Hoc Committee
- Newberg Old Fashioned Festival
- Newberg Parents and Friends of Lesbians and Gays
- Newberg Peace & Justice
- Newberg Planning Commission
- Newberg Public Library Instagram
- Newberg Public Library Board
- Newberg Traffic Safety Commission
- Newberg 2030 Affordable Housing Commission
- NextDoor
- Progressive Yamhill
- The BERG
- Unidos Bridging Community
- YamCo Watch
- Young Professionals of the Yamhill Valley Facebook

NEWSLETTERS

- A-dec
- Chehalem Property Management
- Chehalem Valley Chamber of Commerce
- Newberg Kiwanis Club
- Newberg Noon Rotary
- Newberg School District e-Friday Folder
- Newberg Service Integration Team

READERBOARDS

- Chehalem Park & Recreation District Senior Center
- Chehalem Park & Recreation District Aquatic Center
- Lewis Audio Visual
- Newberg ACE Hardware
- Newberg Public Safety Building

PRESS RELEASES

- Newberg Graphic
- News Register
- KLYC Radio 1260



SPECIAL THANKS

From helping get the word out, to hosting workshops and forums, to drafting the documents, it truly takes a community to raise a vision. Thanks to all those who devoted their time, talents and treasures to make Newberg even better. It truly could not have been done without you.



NEWBERG CITY COUNCIL

Bob Andrews, Mayor (former)
Denise Bacon
Mike Corey
Scott Essin (former)
Stephanie Findley

Elizabeth Curtis Gemeroy
Elise Yarnell Hollamon
Stephen McKinney (former)
Rick Rogers, Mayor

COMMUNITY VISIONING COMMUNITY CORPS

COMMUNITY ENGAGEMENT

Anne Delano
Todd Engle
Shelley Hannan
Julie Luedtke
Ruth Stokesbary
Julie Walsh

COMMUNITY IDENTITY

Lindsay Estep
Loni Parrish
Brandon Porter
Patty MacIntyre
Keshia Owens, Facilitator
Karyn Wells

COMMUNITY LEADERSHIP

E.C. Bell
Ajelet Fonseca
Nathan Lawler
Mitzi Martinez
Rosa Olivares, Facilitator

CULTURAL ASSETS

Korie Buerkle
John Bridges
Joe Hannan
Kennedy Rainey
Britta Stewart, Facilitator
Margaret Talt
Riley Wood

ECONOMIC DEVELOPMENT

Carr Biggerstaff
Shannon Buckmaster
Brian Casey
Caleb Lippard, Facilitator
Mike Ragsdale
Cindy Riggs
Colum Riley
Sam Rinkes
Abisha Stone

LIVABILITY & DEVELOPMENT

Jack Barnes
Debra Buerkle
Louise Clements
Shannon Eoff
Philip Higgins
Rob Leslie
Marie Maxwell
Brittany Magallanes
Brett Musick, Facilitator
Gene & Rebecca Piro
Janine Saxton
Corinne Waterbury

COMMUNITY VISIONING ADVISORY COMMITTEE

Denise Bacon, City Council Liaison
Tiona Cage
Lacey Carroll
Stephanie Findley, City Council Liaison
Sarah Hadley
Miriam Hall
Cyrus Ireland
Patrick Johnson, City Council Liaison

Julie Marshall
Julia Martinez-Plancarte
Suzanne Meenahan
Lynn Montoya-Quinn
Joe Morelock
Brandon Porter, Vice Chair
Kate Gregory-Jennings, Chair

CITY OF NEWBERG STAFF

- Dawn Karen Bevill, Administrative Assistant
- Korie Buerkle, Assistant Director
- Cheryl Caines, Senior Planner
- Brian Casey, Police Chief
- Jason Dorrell, Information Technologist
- Michele Faber, Office Manager
- Joseph Fabley, Information Technologist
- Karan Frketich, Administrative Assistant
- Joe Hannan, City Manager
- Jay Harris, PE., Public Works Director
- Chris Hege, Information Technologist
- Dan Keuler, Senior Accountant
- Amanda Lamb, Children's Librarian
- Anna Lee, SHRM-SCP – IPMA-SCP, Human Resources Director
- Keith Leonard, AICP, Associate Planner
- Caleb Lippard, Assistant Finance Director
- Bobbie Morgan, Planning Secretary
- Brett Musick, Senior Engineer
- Rosa Olivares, Community Engagement Specialist
- Keshia Owens, Assistant Planner
- Ian Rodriguez, Information Technologist
- Doug Rux, AICP, Community Development Director
- Sue Ryan, City Recorder
- Robin Steele, Paralegal
- Greg Stiffler, Information Technologist
- Truman Stone, City Attorney
- Russ Thomas, Public Works Maintenance Superintendent
- Bayoan Ware, Community Visioning Coordinator
- Matt Zook, Finance Director

COMMUNITY ORGANIZATIONS

- Chehalem Cultural Center: Sean Andries, Andrew Keyser
- Chehalem Park & Recreation District: Kat Ricker, Kayla McElligott
- Chehalem Valley Chamber of Commerce: Patty Musick
- George Fox University: Ashley Lippard, Jenny Elsey, Breana Trejo-Quibelan, Ross Kohl, Barbi Doran, Grace Tissell, Bryce Coefield
- Newberg Noon Rotary: Omthippiyum Sukheenai
- Newberg Kiwanis: Jack Maxwell III
- Newberg High School Movimiento Estudiantil Chicana/o de Aztlán
- Newberg High School Student Council: Holly Miele
- Newberg School District: Rena Kusters, Peter Siderius, Quentin Comus, Mark Brown
- Newberg Rotary Earlybirds: Kari Fahrenkopf
- Newberg Veterans of Foreign Wars: Louie Nuno
- Jem 100
- Young Professionals of the Yamhill Valley: Kristen Stoller
- Youth Outreach: Mark Bartlett

STAKEHOLDER INTERVIEWS

- Sean Andries
- Denise Bacon
- Brett Baker
- C.E. Bell
- Lori Bergen
- Carr Biggerstaff
- Shannon Buckmaster
- Tiona Cage
- Jessica Cain
- Don Clements
- Brian Casey
- Alvin Elbert
- Todd Engle
- Shannon Eoff
- Ivan Estrada
- Auggie Gonzalez
- Kate Gregory-Jennings
- Leah Griffith
- Sarah Hadley
- Les Hallman
- Miriam Hall
- Kristen Horn
- Dennie Houle
- Cyrus Ireland
- Patrick Johnson
- Dennis Lewis
- Sarah Luna-Grider
- Julie Marshall
- Julia Martinez Plancarte
- Suzanne Meenahan
- Chris Murphy
- Lynn Montoya Quinn
- Joe Morelock
- Loni Parrish
- Brandon Porter
- Mike Ragsdale
- Om Thippayaphorn Sukheenai
- Mary Starrett
- Britta Stewart
- Abisha Stone
- Rachel Thomas
- April Wassei
- Karyn Wells
- Ron Wolfe

ADVERTISEMENT INTERVIEWS

- Anna Alsager
- Arvin Gambaer
- Anthony Hunt
- Steven Kristoff
- Sylvia Garcia Ruiz
- Karen Diaz

PHOTO CREDITS

- [Swirling Mist](#) (Valley) by Linda Shapiro
- [Newberg, Oregon](#) (Coffee Cat) by M. L. O'Brien
- My House by Catherine Thomas
- [Untitled](#) (River) by David Nelson
- City of Newberg



Photo: David Nelson



Resolution No.
2019-3585
Exhibit "C"



ACTION PLAN

AUGUST 2019





ACTION PLAN

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- 42 - Livability & Development**

ORGANIZATION LIST		Key	CE	CL	CA	ED	LD
1	Ace Hardware, Newberg	ACE	✓				
2	A-dec	A-dec	✓	✓			
3	Aging and Disability Resource Connection	ADRC	✓				
4	Affordable Housing Commission	AHC					✓
5	Allison Inn & Spa	AIS					
6	Anvil Academy	Anvil	✓				
7	ARE Manufacturing	ARE		✓			
8	Avamere	Avamere					✓
9	Bacon, Denise	Bacon	✓				
10	Big Brothers Big Sisters of America	BBBS	✓				
11	Business Oregon	Biz OR				✓	✓
12	Block Clubs	Block Clubs	✓				
13	Black, Adam	Black			✓		
14	Bonneville Power Administration	BPA					✓
15	Industrial Brokers	Brokers				✓	
16	Newberg, City of	City	✓	✓	✓	✓	✓
17	City Club, Newberg	City Club		✓			
18	Community And Shelter Assistance of Oregon	CASA					✓
19	Chehalem Cultural Center	CCC	✓	✓	✓	✓	✓
20	Community Emergency Response Team	CERT					✓
21	Clackamas Community College	CLCC				✓	
22	CLIMB Center, Portland Community College	CLIMB				✓	
23	Comcast Telecommunications Company	Comcast					✓
24	Congress, US	Congress					✓
25	Army Corps of Engineers, US	Corps					✓
26	(City) Council - City of Newberg	Council	✓				
27	Chehalem Parks & Recreation District	CPRD	✓	✓	✓	✓	✓
28	C.S. Lewis Academy	CSLA	✓	✓			
29	Chahalem Valley Chamber of Commerce	CVCC	✓	✓	✓	✓	✓
30	Chehalem Valley Innovation Accelerator	CVIA	✓			✓	
31	Chemeketa Community College	CHCC				✓	
32	Dayton, City of	Dayton			✓		✓
33	Dept. of Land Conservation and Development	DLCD				✓	✓
34	Dundee, City of	Dundee			✓		✓
35	Economic Development Administration	EDA				✓	
36	Department of Energy	Energy					✓

CE	Community Engagement	CA	Cultural Assets	LD	Livability & Development
CL	Community Leadership	ED	Economic Development		

ORGANIZATION LIST		Key	CE	CL	CA	ED	LD
37	Energy Trust of Oregon	Energy Trust					✓
38	Express Employment Professionals	Express				✓	
39	Federal Highway Administration	FHWA					✓
40	Ford Family Foundation	FFF	✓	✓			
41	Finance Community	Finance				✓	
42	FISH Emergency Service, Newberg	FISH	✓				
43	Frontier Communications	Frontier				✓	✓
44	Friends of Yamhill County	FYC	✓				✓
45	Friendsview Retirement Community	Friendsview	✓				✓
46	George Fox University	GFU	✓	✓	✓	✓	✓
47	Greater Portland Inc.	GPI				✓	
48	(Newberg) Graphic	Graphic	✓		✓	✓	
49	Habitat for Humanity, Newberg	Habitat	✓				✓
50	Historic Preservation Committee	HPC					✓
51	Housing Authority of Yamhill County	HAYC	✓				✓
52	Incite, Inc	Incite				✓	
53	Innovate Oregon	Innovate OR				✓	
54	Innovate Yamhill County	Innovate YC				✓	
55	Japan American Society of Oregon	JASO				✓	
56	Kiwanis, Newberg	Kiwanis	✓	✓	✓	✓	
57	KLYC Radio	KLYC		✓			
58	Lafayette, City of	Lafayette			✓		✓
59	Lutheran Community Services	LCS	✓				
60	Library, Newberg Public	Library	✓	✓	✓		✓
61	Legislature, Oregon State	Legislature					✓
62	Love in the Name of Christ, Newberg Area	Love INC	✓	✓			
63	Marshall, Julie	Marshall			✓		
64	Marion County	MC					✓
65	McMinnville, City of	McMinnville					✓
66	Meals on Wheels	Meals	✓				
67	McMinnville Economic Development Part.	MEDP				✓	
68	Newberg Ministerial Association	Ministers	✓	✓			
69	Hoover-Minthorn House Museum	Museum			✓		✓
70	Mid-Willamette Valley Council of Governments	MWCOG				✓	
71	Newberg Area Historical Society	NAHS			✓		✓
72	Newberg Cultural District Board	NCBD		✓	✓	✓	✓

CE	Community Engagement	CA	Cultural Assets	LD	Livability & Development
CL	Community Leadership	ED	Economic Development		

ORGANIZATION LIST		Key	CE	CL	CA	ED	LD
73	Newberg Downtown Coalition	NDC		✓	✓	✓	✓
74	Newberg School District	NSD	✓	✓	✓	✓	✓
75	Newberg Urban Management Area Commission	NUMAC					✓
76	Nuttree Ranch Mobile Estates	Nuttree					✓
77	Nurturing Newberg	Nurture	✓				
78	North Valley Friends Church	NVFC	✓				
79	Northwest Natural Gas	NWN				✓	✓
80	Oregon Business Council	OBC				✓	
81	Oregon Department of Transportation	ODOT				✓	✓
82	Oregon Employment Department	OED				✓	
83	Oregon Entrepreneurs Network	OEN				✓	
84	Oregon Department of State Lands	ODSL					
85	Oregon Business Council	OBC				✓	
86	Oregon Housing and Community Services	OHCS					✓
87	Oregon Manufacturing Extension Partnership	OMEP				✓	
88	Oregon Main Street Program	OMSP				✓	
89	Oregon Nanoscience & Microtechnologies Inst.	ONAMI				✓	
90	Oregon State Chamber of Commerce	OSC				✓	
91	Oregon Tourism Commission	OTC					✓
92	Oregon Translational Research Development Inst.	OTRADI				✓	
93	Oregon Wine Board	OWB				✓	
94	Pollinate Flowers	Pollinate	✓				✓
95	Pacific Power	Pacific					✓
96	Portland Community College, Newberg Center	PCC	✓	✓		✓	
97	Portland General Electric	PGE				✓	✓
98	Portland Incubator Experiment	PIE				✓	
99	Pacific Northwest Defense Coalition	PNDC				✓	
100	Providence Newberg Medical Center	PNMC	✓	✓			
101	Brandon Porter	Porter			✓	✓	
102	City of Poysdorf, Austria	Poysdorf				✓	
103	Portland & Western Railroad	PWRR					✓
104	News Register	Register	✓				
105	Newberg Rotary Early Bird/Noon Rotary	Rotary	✓	✓	✓	✓	
106	Regional Solutions	RS				✓	✓
107	Small Business Administration	SBA				✓	
108	Small Business Development Center	SBDC				✓	

CE	Community Engagement	CA	Cultural Assets	LD	Livability & Development
CL	Community Leadership	ED	Economic Development		

ORGANIZATION LIST		Key	CE	CL	CA	ED	LD
109	Southeast STEM Center, Portland Com. College	SE STEM				✓	
110	Strategic Economic Development Corporation	SEDCOR				✓	
111	Sherwood, City of	Sherwood					✓
112	State Historic Preservation Office	SHPO					✓
113	Social service organizations	Services	✓	✓			
114	Soroptimist International of Chehalem Valley	Soroptimist	✓				
115	Technology Association of Oregon	TAO				✓	
116	Tualatin Valley Fire and Rescue	TVFR		✓			
117	Newberg Thrift	Thrift	✓				
118	Travel Oregon	TO				✓	
119	Traffic Safety Commission	TSC					✓
120	US Commercial Service	USCS				✓	
121	Unidos Bridging Communities, McMinnville	Unidos		✓			
122	United Way	United	✓				
123	Urban Renewal Area Board	URAB					
124	Visit McMinnville	Visit Mac			✓		
125	Visit Newberg	Visit			✓	✓	✓
126	Veritas School	Veritas		✓			
127	Washington County	WC				✓	✓
128	Wellness Collective	Wellness	✓				
129	WestRock	WestRock					✓
130	USDA Food and Nutrition Service	WIC	✓				
131	Wilco Farm Store	Wilco	✓				
132	Woodworking organizations	Woodwork					
133	Willamette Valley Wineries Association	WVWA				✓	
134	Willamette Workforce Partnership	WWP				✓	
135	Yamhill County	YC	✓	✓		✓	✓
136	Yamhill Community Action Partnership	YCAP	✓	✓			✓
137	Yamhill County Employer Council	YCEC				✓	
138	Yamhill County Care Organization	YCCO	✓	✓			
139	Yamhill County Parkway Committee	YCPC					✓
140	Yamhill County Transit Area	YCTA					✓
141	Young Professionals of the Yamhill Valley	YPros	✓	✓			
142	2nd st Community Drop-In Center	2nd St	✓				
143	1000 Friends of Oregon	1000F					✓

CE	Community Engagement	CA	Cultural Assets	LD	Livability & Development
CL	Community Leadership	ED	Economic Development		

Sample Action Plan Page

Cultural Assets

Goal 1: Increase community participation

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 1.1: Create a bilingual online master event calendar						
1 Identify organization that will host and maintain calendar	Brandon Porter	Newberg Graphic, Adam Black				

KEY

Topic Vision: What the topic area will look like in 20 years (next page)

Goal: How we will reach the vision

Strategy: Objective to achieve the goal

Action : Specific step to complete the strategy

Lead*: Organization that will guides the strategy

Support*: Organization that provides assistance to the Lead

Short: Short-term goal to be completed in 1-5 years

Mid: Mid-term goal to be completed in 6-10 years

Long: Long-term goal to be completed in 11-20 years

: Check box (multiple boxes means it is a continual program or how much time it will take to complete)

Details: Extra information or explanation of the Actions

C: Organizations to contact - **Ex:** Example - **N:** Notes

*Lead and Support Organizations are suggested, meaning that they have not yet been asked to participate in any role by the City

Community Engagement Vision



In Newberg, engagement is a part of who we are. We give our time, talents and treasures to strengthen the community. We blend service into our jobs and institutions, help each other, and pride ourselves in donating and shopping locally. Our authentic relationships serve as a strong foundation for a supportive community.

Goal 1: Build support networks between neighbors and within neighborhoods

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 1.1: Create 3 block clubs* in each City Council District							
1	Identify pilot neighborhood (leader(s) who are willing to do it)	City	City Council				N: Feedback and refinement
2	Create a “block club” meeting, during which a “history” document is created and updated regularly	City					N: Build in for adjustment and flexibility
3	Recruit other stakeholders (continual)	Block Clubs					
4	Hold monthly meetings with the goal of completing 2 projects for the year	Block Clubs	City				Ex: Christmas light decoration contest, ice cream social, service day, tactical urbanism
5	Use documentation and research to draft a guide on creating a block club in Newberg	Block Clubs					
6	City holds a “best new block club” competition with wins an activity prize at next event	City	Block Clubs, relevant community organizations				N: winning prize library reading club, tractor at next outdoor event

*Block Club: neighborhood group that gathers to build relationships and achieve shared goals such as social gatherings, neighborhood clean-ups etc.

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.2: Create a community skills/resource “e-shed” guide that maps skills, tools, and/or materials residents are willing to share in at least 2 Block Clubs

1	Conduct a “neighbor needs” survey to learn resources/skills members would like access to	Block Clubs					N: Tool library, donate used tools to it
2	Conduct an “I can” survey to learn the resources/skills available (record contact information)	Block Clubs					C: Wilco, ACE
3	Create a database (online and printed) of resources available	Block Clubs					C: Wilco, ACE Ex: Next door app, closed facebook group

Strategy 1.3: Create a community tool library that includes tool, books, and other materials

1	Recruit volunteers to organize the tool library	TBD	City, Block Clubs				C: Habitat (lead) Wilco, ACE, Kiwanis, Rotary, GFU, NSD
2	Secure a central location	CPRD	Anvil, City, Block Clubs, Woodwork				C: CPRD (lead), Wilco, ACE
3	Conduct a tool, book, and other materials donation campaign	TBD	City, Block Clubs, Anvil, Woodwork				C: Habitat (lead), Wilco, ACE, CPRD, Habitat, Friendsview
4	Create a database (online and printed) of resources available	Library	City, Block Clubs				
5	Recruit volunteers to staff the library for 2 2-hour shifts weekly	Block Clubs	NSD				C: Love INC, Kiwanis, Rotary, GFU, NSD, Friendsview Ex: Green Lents Tool Library

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 1.4: Promote ways to access local social service resources such as 211, ADRC, YCCO, Love, INC, etc.							
1	Engage with local service organizations and governments to create a comprehensive directory	TBD	NSD, Wellness, City				C: Love INC (lead) United, PCC, GFU, YCCO-SIT, CVCC, N: United Way is 211 organizer Ex: 211, ADRC, YCCO
Strategy 1.5: Create a relationship building initiative for disengaged youth							
1	Create a task force	City	Wellness, NSD				C: CSLA, GFU N: Consider Catalyst High School
2	Conduct a gap analysis to determine reasons for disengagement	Task Force					
3	Implement activities and/or skills workshops identified by the task force	Task Force	Wellness, NSD, City				C: CSLA, GFU Ex: Ropes course, scavenger hunts, projects
4	Incentivize participation	Task Force	Businesses, NSD, City, Wellness				C: Kiwanis, Rotary, CSLA, GFU, Soroptimist, CVCC Ex: prizes
Strategy 1.6: Establish a youth mentorship program							
1	Identify mentorship programs and interested local organizations	TBD	Council, CVIA, City, Services, Bacon, NSD, Businesses				C: BBBS, GFU - social work (lead), Kiwanis, Rotary, Love INC, CVCC, YC, YCCO, Bacon
2	Initiate program	TBD	Same as previous				C: Same as previous
3	Evaluate and improve program	TBD	Same as previous				C: Same as previous

Goal 2: Promote strong relationships and networks between and among individuals and social service organizations in the wider community

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 2.1: Coordinate quarterly service provider tabling events						
1 Recruit service provider organizations	TBD	Library				C: HAYC (lead), NCDB, YCCO-SIT, GFU, United
2 Create a task force to coordinate events	Task Force	Library				C: HAYC, NCDB, YCCO-SIT, GFU, United, CPRD
Strategy 2.2: Create a brick and mortar social service resource/outreach clearinghouse						
1 Create a task force to research successful clearinghouses	PNMC	PNMC, Services, Tiny Home Community, YCAP				C: WIC, LCS, 2nd St, Love INC, YCCO
2 Conduct a feasibility study	PNMC	Same as previous				C: Same as previous
3 Create a budget	PNMC	Same as previous				C: Same as previous
4 Secure funding	PNMC	Same as previous				C: Same as previous
5 Secure location	PNMC	Same as previous				C: Same as previous N: Build or renovate building
6 All organizations move to new location/have annex space	PNMC	Same as previous				C: Same as previous

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 2.3: Weekly highlight of social service activities, statistics, and events (calendar)							
1	Recruit a lead organization	City	NSD				C: GFU (lead)
2	Create online fill-out form: list of upcoming events, stats, name, contact info	TBD	City, YCAP, NSD, Library				C: GFU (lead), Ashley Lippard, Computer Science, NHS graphic design team, CPRD, YCPH, YCCO-SIT
3	Distribute form to interested parties	TBD					C: GFU (lead)
4	Send info to news outlets and organizations that manage electronic readerboards	TBD					C: GFU (lead), Graphic, Register, CVCC, Meals
5	Review and improve outreach methods	TBD					C: GFU (lead) Ex: social media
Strategy 2.4: Hold quarterly leadership block club meetings							
1	Select/nominate 1 block club to organize meetings for the calendar year	Block Club(s)	City				C: Nurture N: recruit at PTAs, neighborhood picnics, potlucks, wineries-funding, party-kid friendly
2	Lead block club hosts inaugural meeting, during which a hosting rotation is developed	Block Club(s)	City,				C: Nurture, FFF N: Review Yamhill-Carlton community events
3	Nominate a block club to organize meetings during the following year	Block Club(s)	City				C: Nurture

Goal 3: Develop a spirit of service throughout the community

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 3.1: Create a service learning program in educational institutions							
1	Create a Service Learning Ad Hoc Committee	NSD	YCCO-SIT, City				C: GFU (co-lead), PCC (co-lead), YCCO
2	Create service learning plan: requirements, duration, time frame, allowed projects, documentation, reflection, evaluation	NSD	City, Love INC, FISH, Thrift, SIT, YCCO, FYC, City, YC				C: GFU (co-lead), PCC (co-lead), Love INC, FISH, Thrift, YCCO-SIT, FYC, YC, Pollinate
3	Designate service learning coordinator(s)	NSD	Same as previous				C: Same as previous
4	Conduct a semester pilot program	NSD	Same as previous				C: Same as previous N: Consider adding recognition and contextualized learning Ex: Asuza Pacific University , Maryland Public Schools
5	Modify service learning plan	NSD	Same as previous				C: Same as previous
6	Initiate school/district-wide program	NSD	Same as previous				C: Same as previous

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 3.2: Create a community-wide garden program							
1	Create a Community Garden Committee	TBD	NSD, local farms				C: YCMG (lead), OSU (lead), Love INC, Pollinate, Ministers, YCCO, FISH, Heart to Heart Farms, Mustard Seed Farms
2	Map community gardens in designated areas throughout the city, including sites of current gardens and potential new sites	TBD	City, YCAP				C: YCMG (lead), GFU, FISH, Head Start, NVFC, Pollinate
3	Create a charter/purpose for the program	TBD	YCAP				C: Same as previous
4	Create implementation plan: funding structure, land acquisition plan for new sites, timeline for build out, programming	TBD	YCAP				C: YCMG (lead), Love INC, Ministers, YCCO, Kiwanis, Rotary, Wilco, ACE, FISH
5	Complete the implementation of the plan	TBD	YCAP				C: Same as previous

Community Leadership Vision



Our leaders come from diverse groups, backgrounds, and sectors throughout the community and surrounding region. They foster creative, two-way communications and collaborate to ensure Newberg's long-term success.



Goal 1: Leaders collaborate regularly

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 1.1: Identify existing and needed leadership networks and assets						
1 Conduct a leadership mapping exercise to identify all existing leadership organizations' structures, roles, and skills	TBD	NSD, PNMC, City, Ypros				C: CVCC (lead), GFU, Veritas, CSLA, PCC, A-dec, NDC, ARE, YC, CPRD, Rotary, Kiwanis, City Club, YCCO, Love INC, Ministers, Unidos
Strategy 1.2: Increase communication and add additional assets among local leadership organizations						
1 Conduct a gap analysis using the leadership map	City	NSD, A-dec, PNMC, YPros				C: CVCC, GFU, Veritas, CSLA, PCC, A-dec, NDC, ARE, YC, CPRD, Rotary, Kiwanis, City Club, YCCO, Love INC, Ministers, Unidos
2 Major community organizations, districts, government, business, and education leaders meet at least semi-annually to share their ongoing efforts, identify collaboration opportunities, and problem-solve	City	Same as previous				C: Same as previous
3 Develop needed and future leadership networks in missing or underrepresented sectors in the community	City	Same as previous				C: Same as previous

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.3: Improve the community's access to public leaders

1	Conduct meet and greet events in corresponding districts/areas	City				C: CVCC, GFU, PCC, KLYC
2	Televisе public meetings and create a way to remotely participate in meetings	City	NSD, Library			C: CPRD, NCDB, KLYC N: City youtube channel, Youtube Live; rent out video recorder, create naming standard, distribute video
3	Divide meeting recordings (i.e video, audio) into sections according to topic	City	NSD, Library			
4	Update all public agency websites to improve user experience and access to staff contact information and common community inquiries	City	NSD, Library, other public agencies			C: CPRD
5	Improve access to public meetings by considering childcare, times of meetings, bilingual support, ADA accommodations, place of meeting	City	NSD, Library, other public agencies			C: CPRD
6	Have bilingual support to increase diversity of audience or community participation	City	NSD, Library, other public agencies			C: CPRD



Goal 2: Develop new leaders

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 2.1: Create leadership mentorship programs that encompass all ages							
1	Identify current leadership programs	Ypros	NSD				C: CVCC, Rotary, GFU, Veritas, CSLA, FFF, YCAP, Kiwanis
2	Identify gaps in leadership programs	Ypros	Same as previous				C: Same as previous
3	Establish partnerships that represent a diversity of sectors to create a leadership development framework	Ypros	Same as previous				C: Same as previous
4	Create program expectations	Ypros	Same as previous				C: Same as previous
5	Create initial, intermediate, and final assessment tool for mentors and participants	Ypros	Same as previous				C: Same as previous
6	Begin program	Ypros	Same as previous				C: Same as previous
7	Assess and improve program	Ypros	Same as previous				C: Same as previous
8	Integrate new leaders into leadership roles AND positions	Ypros	City, CPRD, TVFR, NSD, Services, Businesses, Library, Non-profits				C: CPRD, Kiwanis, Rotary, CVCC, CCC, NCDB
9	Encourage regular rotation between leadership groups, teams, boards, etc.	Ypros	Same as previous				C: Same as previous

Cultural Assets Vision



Newberg residents take pride in all that our community offers. As a cultural hub, there is a range of accessible artistic events and recreational activities as well as many local shops and restaurants you can wander into with friends.

Goal 1: Increase community participation

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 1.1: Create a bilingual online master event calendar						
1 Identify organization that will host and maintain calendar	Porter	Black				C: YCCC, Graphic, Lafayette, Dundee, Dayton, Visit, Visit Mac Ex: City, NSD, CCC, or library calendars
2 Hold a meeting with organizations with existing calendars	Porter	Black				C: Same as previous
3 Identify Spanish translator	Porter	Black				Ex: http://www.tvcreates.org/
4 Create calendar protocol and posting procedure	Porter	Black				
5 Create funding mechanism	Porter	Graphic, Black				C: Graphic N: Consider posting cultural events only
Strategy 1.2: Install electronic readerboard(s) connected to online master calendar						
1 Identify public and private locations	City	Library, NSD				C: GFU, Rotary, Kiwanis, CVCC
2 Secure funding	City	Same as previous				C: Same as previous N: CCC willing to help if funding provided
3 Purchase and install readerboard	City	Same as previous				C: Same as previous
4 Develop a process for posting	City	Same as previous				C: Same as previous

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.2: ...Continued

5	Coordinate with other organizations that manage readerboards	City	Library, NSD, business and institutions with readerboards				C: Same as previous N: CCC interested in learning more
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Strategy 1.3: Improve the marketing of Newberg

1	Contact Visit Newberg to determine feasibility of marketing Newberg as the Camellia City and its arts, culture, heritage and tourist opportunities	City	Museum				C: Visit, CVCC, NAHS, CPRD, Rotary
2	If feasible, create a marketing plan	TBD					N: Visit (lead)

Strategy 1.4: Explore becoming a Preserve America Community

1	Approve an ad hoc committee through City Council	City					
2	Research the program	City					
3	Make a recommendation to City Council	City					

Strategy 1.5: Explore establishing a Historic District for Downtown Newberg and the surrounding areas

1	Present previously accomplished work on this to Historic Preservation Commission and Newberg Area Historical Society	City					C: NDC
2	Integrate Newberg Area Historical Society historic signage program into current efforts	City					C: NDC, NAHS
3	Make a recommendation to City Council	City					C: NDC

Goal 2: Improve communications of cultural activities and facilities

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 2.1: Evaluate the content and effectiveness of Yamhill County Cultural Coalition’s cultural inventory						
1 Assemble group to evaluate inventory	CCC	City				C: YCCC, Visit
2 Meet with YCCC	CCC					C: Visit
3 Evaluate if YCCC’s inventory will be effective for Newberg	CCC					C: YCCC
4 If effective, develop and implement appropriate strategy	CCC					

Goal 3: Expand events and opportunities for all

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 3.1: Develop an event assessment						
1 Survey groups who host events to determine why or why not they are successful	TBD	City, Library				C: CPRD (lead), CVCC (lead), Ypros (lead)
2 Identify measurables (elements that impact a person’s decision to attend an event and what makes their time there worthwhile)	TBD	Library				C: Same as previous Ex: pre/during/post-event-parking, marketing, outreach, accessibility
3 Analyze survey data	TBD					C: Same as previous

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 3.1: ...Continued

4	Make recommendations	TBD				C: Same as previous
5	Share with relevant organizations	TBD				C: Same as previous

Strategy 3.2: Create event resource center/list

1	Using survey results, determine what elements lead people to engage in an event	City				C: CPRD (lead)
2	Compile list of resources that will help groups implement these elements in their events	TBD				
3	Determine how to distribute this list	TBD				N: physical location with staff member to help, website with list of important elements, and additional resources
4	Distribute list/open resource center	TBD				

Strategy 3.3: Create a public art program

1	Form an ad hoc committee to develop a public art policy that results in more public art	City				
2	Develop city policy of grant writing for public art	City	Ad hoc committee			
3	Explore creating a 1% for art program	City				
4	Develop public art program	TBD	Artists			
5	Explore urban renewal district for public art	City				

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 3.3: ...Continued

6	Identify locations for art and artistic activity	TBD	Artists				N: Activities may include visual art, performing art, (i.e. theater or music), and community art events
7	Identify and support artists to produce art	TBD	Businesses, City				
8	Maintain public art	City	Artists				

Strategy 3.4: Enhance Community Tree Lighting event

1	Create a procedure to consistently plan and execute event	TBD					C: NCDB (lead), GFU
2	Use Event Assessment as a guide to create additional activities at event	TBD	Marshall				C: CPRD (lead)

Economic Development Vision



Newberg's economy thrives by leveraging our geographic amenities and the capabilities of local businesses and organizations. We create family wage jobs through a strong business and workforce development program. We retain and attract businesses to Newberg and have a vibrant downtown

Goal 1: Enhance industrial development capabilities and opportunities

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 1.1: Assess the local economy by building on the four (4) key existing traded sector industries of Advanced Manufacturing, Technology, Agriculture and Wood Products; while targeting Traded Sector High Tech Manufacturing, General Manufacturing, Aviation related industry and Food/Beverage Processing							
1	Identify needs of companies through a gap analysis	SEDCOR	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, PNDC, RS, PGE, NWN, Frontier, Brokers				C: YC
2	Engage the OED in an analysis of the traded sector industries and targeted industries in Newberg	City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OTRA-DI, ONAMI, OMEP, OBC, PNDC, RS, PGE, NWN, Frontier, Brokers				C: YC
3	Conduct an industry cluster analysis to identify opportunities to encourage vertical integration of industries	City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, PNDC, RS, PGE, NWN, Frontier, Brokers				C: YC
5	Conduct a supply chain analysis of the existing traded sector industries and targeted industries	City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, PNDC, RS, PGE, NWN, Frontier, Brokers				C: YC
6	Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	CVIA	CVCC, City, SEDCOR				

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.2: Retention and expansion of existing industrial businesses

1	Retention visits conducted by City in coordination with Biz Or, SEDCOR, and GPI	City	Biz OR, SEDCOR, GPI, OMEP, CVCC, JASO, RS, PGE, Brokers				C: PCC
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Strategy 1.3: Recruitment of traded sector companies

1	City coordinates recruitment activities with Biz Or, SEDCOR, and GPI	City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Brokers				
2	Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses	City	Same as previous				
3	Develop a program enabling CVCC to play role of spokesperson in industrial business recruitment	City	CVCC				
4	Develop relationships and frequent communications with industrial brokerage community in the greater Portland area	City	Brokers				
5	Recruit food processing (wine) companies and suppliers as part of vertical integration of wine industry	City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Brokers, Poysdorf				

Strategy 1.4: Participate and partner with regional, state and federal organizations

1	Build relationships with organizations such as OBC, ONAMI, PNDC, OTRADI, TAO, and others	City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG, OBC, ONAMI, PNDC, OTRADI, TAO				
2	Participate in roundtable forums	SEDCOR					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 1.5: Recruitment of traded sector companies

1	Define and identify target audiences for marketing	City	Biz OR, SEDCOR, GPI, CVCC, Brokers				C: Graphic
2	Research and identify Newberg's competitive advantages	City	Biz OR, SEDCOR, GPI				
3	Analyze existing data and develop strategies for industrial recruitment marketing material	City	Same as previous				
4	Coordinate data gathering and marketing material with SEDCOR, GPI, MWVCOG, and other entities	City	SEDCOR, GPI, MWVCOG				
5	Make specific face-to-face presentations	City	Biz OR, SEDCOR, GPI, CVCC, JASO, Brokers				C: Graphic
6	Promote the Newberg Enterprise Zone program through marketing material and face-to-face discussions	City	Biz OR, SEDCOR, GPI, Industrial Brokers				
7	Promote existing financial incentive programs (local and state), marketing material, and face-to-face discussions	City	Biz OR, SEDCOR, GPI, MWVCOG				
8	Distribute marketing material	City	Biz OR, SEDCOR, GPI, MWVCOG				Ex: web, social media, trade shows, and international tours
9	Develop community profile to place on GPI website	City	GPI				

Strategy 1.6: Increase the supply of industrial and commercial/retail land

1	See Livability & Development Action Plan Goal 5.1						
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Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.7: Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth

2	See Livability & Development Action Plan Goal 5.2					
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Strategy 1.8: Improve transportation access for industrial land

1	See Livability & Development Action Plan Goal 5.3					
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Goal 2: Enhance commercial development capabilities and opportunities

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 2.1: Retain existing commercial/retail businesses in Newberg

1	CVCC and NDC survey/interview existing businesses in downtown to establish business needs and develop appropriate programs	CVCC	NDC, City, Brokers			
2	Enhance the quality of permitting services for businesses from the City	City	NDC, CVCC			
3	Interview businesses exiting Newberg	CVCC	NDC, City, Brokers			

Strategy 2.2: Redevelop vacant and underutilized commercial/retail sites

1	Maintain and promote inventory of available, underutilized, and vacant retail, commercial and industrial space on website	City	CVCC, NDC, Brokers, Finance			
2	Work with partners to market sites	City	Same as previous			

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 2.2: ...Continued

3	Meet with property owners on development and redevelopment opportunities	City	Same as previous				
4	Develop a program for possible property assemblage	City					
5	Enhance existing or create new incentive packages	City	CVCC, NDC, Finance				
6	Update inventory of vacant and underutilized sites	City	NDC, CVCC, OMSP, Brokers, Finance				

Strategy 2.3: Support creation of new retail/commercial businesses

1	Create business inventory identifying what we have for businesses and what is missing	CVCC	City, Brokers, Finance, Property Owners, NDC				
2	Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	CVIA	CVCC, City, SEDCOR				
3	Encourage/recruit activity-based businesses such as youth entertainment	City	Brokers, Finance, Property Owners, NDC				Ex: arcade, laser tag
4	Establish a low interest loan program	City	CVCC, Brokers, Finance, Property Owners, NDC				
5	Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses	City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Brokers				
6	Maintain and publish data on vacant office, industrial buildings, and land	City	CVCC, Brokers, Finance, Property Owners, NDC				

Goal 3: Create a premier business and workforce development program

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	
Strategy 3.1: Foster entrepreneurial business formation						
1 Foster connections between GFU and PCC and entrepreneurs	CVCC	City, NDC, Finance, CLIMB, MWVCOG, SBA				C: CPRD, PCC, GFU
2 Turn CVCC into a regional Business Resource Center	CVCC					
3 Establish the Chehalem Valley Entrepreneurs Network	CVCC	City, NDC, Finance, CLIMB, MWVCOG, SBA				C: CPRD, PCC, GFU
4 Coordinate with Launch Mid-Valley	SEDCOR	CVCC, City				C: Launch Mid-Valley
5 Coordinate and sponsor an annual regional economic development summit with partners such as SEDCOR, MEDP, etc.	SEDCOR	MEDP, CVCC				
Strategy 3.2: Maintain the Chehalem Valley Innovation Accelerator						
1 Recruit, vet, and select tenants	CVCC	TAO, PIE, technology-driven wineries, other local and regional businesses, City				C: GFU, PCC, CPRD
2 Achieve projects-to-products-to-market successes	CVCC	Same as previous				C: Same as previous
3 Maintain operational funding for the CVIA	CVCC					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 3.2: ...Continued							
4	Promote and market the CVIA through the Business Resource Center, City, CVCC, NDC websites, and GFU, PIE, and other channels	CVCC	TAO, PIE, NDC, PIE, technology-driven wineries, other local and regional businesses, City				C: GFU, PCC, CPRD
5	Move the accelerator to a permanent facility	CVCC	Same as previous				C: Same as previous
6	Integrate the CVIA with GFU Engineering & Innovation Center and other local makerspace(s)	CVCC					C: GFU, CPRD
Strategy 3.3: Enhance business mix in Downtown Newberg							
1	Plan and implement ongoing marketing and recruitment of businesses to downtown	Realtors	NDC, CVCC, City, LLP Properties, Brokers, Finance				
Strategy 3.4: Improve workforce development							
1	Interview local companies' management teams and conduct surveys to determine current and future workforce needs	CVCC	NSD, Incite, OED, Innovate OR, City, SEDCOR, YCEC, WWP				C: GFU, PCC, SE STEM, CLIMB
2	Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services	CVCC	NSD, Incite, OED, Innovate OR, City				C: GFU, PCC, SE STEM, CLIMB N: Building collaborative industry relationships (medical, financial, bankers, IT, Tech) through forums

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 3.4: ...Continued

3	Identify and establish sources of funding to assist in developing local workforce	CVCC	Same as previous				C: Same as previous N: Extend opportunities for local students to earn technical degrees within the region
4	Create skill development programs for industries that have workforce gaps	CVCC	NSD, Incite, OED, Innovate OR, Innovate YC, City				C: Same as previous
5	Implement skill development programming at different educational levels (i.e. K-12, tech schools, community colleges, universities) and professional levels (i.e. businesses, business associations, other organizations, and government)	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB, Innovate OR, City				C: Same as previous N: Adapt CVCC intern program with partners to address workforce development; CVCC coordinate with NSD to implement employability soft skills curriculum into NSD; Build and leverage best practices from organizations like American Association of Chamber Executives

Strategy 3.5: Enhance Chehalem Valley Chamber of Commerce resources

1	Develop mentoring programs from existing business owners	CVCC	City, NDC, MWVCOG, Businesses				C: PCC, GFU, CLIMB
2	Coordinate services with the City	CVCC	Same as previous				C: Same as previous
3	Apply for funding/grants to expand operations and/or hire a full-time employee	CVCC	Same as previous				C: Same as previous

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 3.5: ...Continued							
4	Integrate goals and purpose with the CVIA, GFU, PCC, CHCC, and regional and state organizations	CVCC	City, NDC, MWVCOG, CVIA, Businesses				C: PCC, GFU, CLIMB, CHCC
5	Expand the facility, operations, and services as needed	CVCC	City, NDC, MWVCOG, Businesses				C: PCC, GFU, CLIMB
Strategy 3.6: Market employment training opportunities to employers and employees							
1	Track and promote workforce training programs	CVCC	Incite, OED, Express				C: GFU, PCC, CLCC Ex: CVCC, ARE, PCC, CLCC, GFU, A-dec, NSD, WWP, etc.
2	Fund a full-time employee dedicated to expansion of workforce development programs that serve new and existing businesses	CVCC	Same as previous				C: GFU, PCC, CLCC
Strategy 3.7: Create business financing program							
1	Create and maintain a repository of business financing alternatives and connect businesses and entrepreneurs with local lending institutions	SEDCOR	City, NDC, MWVCOG, Finance, SBA, Brokers				
2	Promote Yamhill County small and large grant programs to local businesses	CVCC	City, NDC, Brokers				
3	Establish a regional angel funding program to support the CVIA as well as other businesses, promoted through the CVCC	CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers				

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 3.7: ...Continued

4	Evaluate non-traditional financing programs such as Kick Starter, Crowd Supply, etc. Promote them and provide advisory services as needed through the CVIA and the CVCC	CVCC	City, NDC, Brokers				
5	Bring the Economic Development Revolving Loan Fund loan program currently managed by the MWVCOG back to Newberg	City	City, MWVCOG				
6	Expand Economic Development Revolving Loan Fund	City	Finance, Brokers				
7	Modify requirements in the Economic Development Revolving Loan Fund program to increase accessibility to small businesses	City	NDC, Finance, SBA, Brokers				

Strategy 3.8: Leverage the region's educational opportunities to support workforce development

1	Recruit quality Community College resources for the community (Ex: CHCC)	TBD	City				C: PCC (lead), CHCC
2	Take advantage of regional and statewide resources to encourage and enhance Science, Technology Engineering, and Math (STEM) and Career Technical Education (CTE) initiatives in K-12 education	NSD	Innovate OR, Innovate YC				C: GFU N: Connect the regional technical groups such as Innovate YC and create new programs as needed; evaluate if GFU Graduate program can be used for a Business Resource Center

Goal 4: Complete funding, administrative, and organizational actions for Newberg Downtown Improvement Plan

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 4.1: Create an Urban Renewal District							
1	Conduct an Urban Renewal Feasibility study	City	NDC, CVCC				
2	Create an Urban Renewal district and board	City					
3	Create an Urban Renewal Plan and Report	URAB	NDC, CVCC				
4	Form an Urban Renewal District	URAB	NDC, CVCC				
Strategy 4.2: Create an Economic or Business Improvement District							
1	Contact business and property owners	City	NDC, CVCC, Brokers, Finance, OMSP				
2	Establish an Economic or Business Improvement District (EID/BID)	City	NDC, CVCC				
Strategy 4.3: Create development funding tools							
1	Create a Vertical Housing Program	City	NDC				
2	Create a Multi-Unit Housing Tax Exemption Program	City	NDC				
3	Establish new Market Tax Credits	City, Developer	City, NDC				
4	Participate in the EB-5 Immigrant Investor Program	Developer					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 4.3: ...Continued							
5	Establish a Construction Excise Tax	City					
Strategy 4.4: Complete regulatory improvements							
1	Engage property owners	City					
2	Update Comprehensive Plan and policies	City					
3	Update Zoning and Development Code	City					
4	Prepare M-5 (craft industrial) design guidelines	City					
Strategy 4.5: Develop downtown partnership							
1	Identify and recruit potential Partnership members	City					
2	Support and guide the Downtown Partnership	City					
Strategy 4.6: Create the Downtown Development Ombudsperson position							
1	Identify funding and host organization for position	NDC	City				
2	Recruit and hire for the position	NDC	City				
Strategy 4.7: Develop parking management plan							
1	Establish guiding principles for parking	City	NDC				
2	Establish a parking working group	City	NDC				
3	Amend code and develop guidelines for shared parking	City	NDC				
4	Simplify on-street stay time allowances	City	NDC				

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 4.7: ...Continued							
5	Upgrade on-street signage and striping	City	NDC				
6	Create parking brand	City	NDC				
7	Upgrade public lots	City	NDC				
8	Improve private surface parking	City	NDC				
9	Create East/West Gateway Communication System	City	NDC				
10	Add bike parking at strategic locations	City	NDC				
11	Identify off-street shared-use opportunities	City	NDC				
12	Collect parking data	City					
13	Conduct business-to-business outreach and communication	NDC	City				
14	Explore and develop funding options	City	NDC				
15	Identify and procure long-term parking assets	City	NDC				

Goal 5: Make Newberg / Chehalem Valley a regional, national & international tourist destination

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 5.1: Develop a Vision for Newberg as a tourist destination							
1	Implement and refresh Newberg Strategic Tourism Plan	City	CVCC, NDC				C: Visit, CCC
2	Create and expand a regional, national, and international marketing campaign that promotes Newberg and the valley as a tourist destination	TBD	City, OSC, TO, OWB, WWA, Brokers, NDC, CVCC				C: Visit (lead) N: Support Visit outreach programs to tourists
Strategy 5.2: Increase and maintain support for tourism organizations in Newberg							
1	Continue providing Visitor Center functions; continue quarterly and annual reporting per contract with the City	CVCC	City				
2	Increase advertising and public relations dollars	Visit	City, OSC, TO, OWB, WWA, Brokers, NDC, CVCC				
3	Work with major businesses, GFU, Sportsman Airpark, AIS, local major wineries, and other national/international sources of potential visitors to increase out-of-region destination traffic	Visit	City, OSC, TO, OWB, WWA, Brokers, NDC, CVCC				C: GFU, AIS

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 5.3: Increase tourist/visitor counts in Newberg							
1	Recruit a mid-tier hotel to the valley	City	City, OSC, TO, OWB, WWVA, Brokers, NDC, CVCC				
2	Establish annual reporting on tourism activities	Visit	City, OSC, TO, OWB, WWVA, NDC, CVCC				
3	Conduct a 3-year review and evaluation of programs and progress	Visit	City, OSC, TO, OWB, WWVA, Brokers, NDC, CVCC				
Strategy 5.4: Continue Transient Lodging Tax Program							
1	Develop and put on community education programs about TLT taxes and their use	Visit	City, OSC, TO, OWB, WWVA, Brokers, NDC, CVCC				N: how TLT tax works, diversity of local tourist opportunities, how tourism affects community amenities, city's role in tourism, including contracts
2	Coordinate with Visit Newberg on tourism marketing and promotion activities	City	CVCC, NDC, Visit				

Livability & Development Vision



Newberg is a well-planned community where the built environment blends seamlessly into surrounding, natural landscapes. Our small-town character, accessibility and affordability create a sense of belonging where individuals, families, and people of all ages love to live, work, and play.

Goal 1: Blend the built environment with surrounding natural landscape

Action Plan	Lead	Support	Timeline			Details	
			Short	Mid	Long		
Strategy 1.1: Develop a community aesthetic based on history and natural environment							
1	Identify a task force	City	Museum, City, HPC, NDC				C: CPRD, GFU, NAHS, Pollinate
2	Create a vision document and ordinances to ensure that open space community developments blend with natural landscape	Task Force	Museum, City, HPC, NDC				C: Same as previous N: Exploring becoming a Tree City
3	Use landscape aesthetic to define the downtown area	Task Force					
4	Explore creating an Urban Forestry Program	City	Museum, City, HPC, NDC				C: CPRD, GFU, NAHS, Pollinate
5	Explore creating a Heritage Tree Program	City	Same as previous				C: Same as previous
6	Explore funding options for the preservation of historic homes and architecture	City	Same as previous				C: Same as previous
7	Create beautification projects along pedestrian routes connecting popular attractions	Task Force	City, ODOT, property owners				C: Same as previous

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 1.2: Explore creating a scenic byway between Sherwood and McMinnville

1	Learn steps to develop a scenic byway	City	NSD, Dundee, ODOT, FHWA, OTC				C: Sherwood, Dayton, Lafayette, McMinnville 1000F, FYC, CPRD, YC, WC
2	Contact support partners to develop a task force	City	Same as previous				C: Same as previous
3	Secure project funding	Task Force					
4	Create a Corridor Management Plan	Task Force					

Goal 2: Improve multi-modal transportation

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 2.1: Complete ADA Spot Improvement Program projects for Primary Critical Routes to improve walkability in accordance with the Newberg Transportation System Plan

1	Prioritize projects in the ADA Spot Improvement Program	City	ODOT				
2	Create implementation plan based on funding scenario	City	ODOT				
3	Secure funding for and implement ADA Spot Improvement Program projects	City	ODOT				
4	Explore adding pedestrian walkway at strategic locations along Highway 99W east of downtown Newberg	City	ODOT				Ex: HAWK or RRFB pedestrian signals, painted crosswalks

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 2.2: ...Coontinued

5	Create a city/citizen program to fix/develop sidewalks	City	NSD, ODOT				C: GFU, NDC, PCC
6	Explore setting appropriate speed limits that reflect car and pedetrian volumes	City	ODOT				

Strategy 2.2: Complete bicycle lanes and lane treatments along planned routes established by the Newberg Transportation System Plan

1	Address drainage grates and other obstacles	City	ODOT				
2	Decide on and implement bicycle boulevard applications	City	ODOT				Ex: pavement markings, intersection treatments, traffic calming, traffic diversion
3	Decide on and implement roadside treatments	City	ODOT				Ex: Filter strips and swales

Strategy 2.3: Complete the Chehalem Heritage Trails Phase 1 Master Plan

1	Build planned trails as funding becomes available	CPRD	City, property owners, ODOT				N: Bob and Crystal Rilee Park, Central Newberg Trail, Dayton Avenue Trail, Dundee to River Trail, Willamette Riverfront Trail, Chehalem Creek Trail, Hess Creek Corridor Trail, Hawthorth-Springbrook Trail
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Strategy 2.4: Explore regional mass transit options

1	Amend the Comprehensive Plan to align with the YCTA Plan	City					
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Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 2.4: ...Continued

2	Identify additional potential public transit routes to surrounding communities	TBD	City, Assisted living, businesses				C: YCTA (lead), Friends-view, Avamere
3	Construct bus stop shelters with seating and route maps at all stops	TBD	Same as previous				C: Same as previous
4	Create an advertising program to advertise on bus stop shelters	TBD	Same as previous				C: Same as previous
5	Educate business community on public transit and provide opportunity to participate in federal public transit incentive programs	TBD	Same as previous				C: Same as previous

Strategy 2.5: Institutionalize engagement in Complete Streets practices

1	Ensure that all new development has sidewalks, bike lanes where appropriate, drainage, planting strips, and public transportation marking where appropriate	City					
2	Inventory and confirm locations where complete streets do not exist	City	TSC				
3	Prioritize the list of streets that will become complete streets	City	TSC				

Strategy 2.6: Explore creating a separated multimodal/bike path from Sherwood to McMinnville

1	Create a task force	City	Dundee, ODOT, Property Owners				C: Lafayette, McMinnville, Dayton, Lafayette, YC, WC, CPRD
2	Decide on project feasibility, including potential routes	Task Force	Same as previous				C: Same as previous
3	Secure funding	Task Force					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 2.6: ...Continued							
4	Construct path	Task Force					
Strategy 2.7: Increase awareness of multi-modal transportation options							
1	Create a Safe Routes to School program	City	ODOT, CVCC, NSD, Nuttree				C: CVCC, GFU, Avamere, Friendsview, CPRD (Senior Center)
2	Create a multi-modal access guide providing information on how to access specific destinations with an emphasis on bicycling, walking and transit	City	ODOT, NSD, Nuttree				C: CVCC, GFU, Avamere, Friendsview, Visit
3	Tourist safe routes guide	City	Same as previous				C: Same as previous
4	Explore implementing TravelSmart programming to encourage environmentally friendly ways to travel	City	Same as previous				C: Same as previous

Goal 3: Improve housing affordability

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 3.1: Evaluate zoning changes, fees, and permitting processes for housing							
1	Evaluate establishing a mandated maximum lot size standard	City					
2	Evaluate establishing minimum density standards	City					
3	Evaluate expanded cluster development standards including cottage housing ordinance	City					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 3.1: ...Continued

4	Evaluate Reduced / Waived Building Permit fees, Planning fees, or SDCs	City				
5	Evaulate simplifying permitting process	City				
6	Encourage cottage/tiny homes	City				

Strategy 3.2: Explore creating incentives to encourage alternative housing

1	Create a task force	City	AHC, OHCS, YCAP, Developers				C: Habitat, HAYC, CASA
2	Supplement master plan for residential/mixed-use residential zoning with innovative, locally-appropriate ideas	Task Force					Ex: evaluate expanding density bonuses; establish vertical housing tax abatement district; establish an affordable housing tax abatement; reduced/waived building permit fee, planning fees, or SDCs; collaboration /partnerships for tiny houses/affordable housing in single family zones; Create programs to incentivize ADU development; Investigate expansion of mixed-use development around the perimeter of downtown
3	Develop a tax structure to better support multi-family and higher density housing development	Task Force					

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 3.3: Increase access to affordable means of home preservation and maintenance							
1	Work with Energy Trust and others to implement energy audits and weatherization in buildings	City	HPC, Energy, Pacific Power, NWN, Energy Trust				
2	Compile a list of resources for improving historic homes including financial resources, material sources, and contractors	HPC	City				C: CVCC
3	3. Investigate creation of city incentives for historically appropriate exterior renovations in residential buildings	TBD	City				C: SHPO (lead or support), HPC (lead or support)

Goal 4: Complete Newberg Downtown Improvement Plan

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 4.1: Implement gateway projects in accordance with the Newberg Downtown Improvement Plan							
1	Develop a Streetscape, Wayfinding, and Gateway Plan to identify types and locations for streetscape features, wayfinding markers, gateways, and other components of the pedestrian realm	City	NDC, GFU, ODOT, Services				C: GFU
2	Initiate West End and Northwest Gateway pilot projects in order to build momentum, interest, and support for downtown improvement activities	City	Same as above				C: GFU

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 4.2: Implement First Street improvement projects in accordance with the Newberg Downtown Improvement Plan

1	Resolve policy/analysis issues	City	ODOT				
2	Create road diet/design agreement	City	ODOT				Ex: protected bike lanes, outdoor seating for businesses, enhanced beautification
3	Pursue Oregon Freight Advisory Commission and Oregon Transportation Commission approvals	ODOT	City, NDC				
4	Create design and programming	ODOT	Same as previous				
5	Determine project limits/phasing	ODOT	Same as previous				
6	Complete design and construction	ODOT	Same as previous				

Strategy 4.3: Implement Hancock Street Reinvention Projects in accordance with the Newberg Downtown Improvement Plan

1	Resolve policy/analysis issues	City	ODOT				
2	Create road diet/design agreement	City	ODOT				Ex: protected bike lanes, outdoor seating for businesses, enhanced beautification
3	Pursue Oregon Freight Advisory Commission and Oregon Transportation Commission approvals	ODOT	City, NDC				
4	Create design and programming	ODOT	Same as previous				
5	Determine project limits/phasing	ODOT	Same as previous				
6	Final design and construction	ODOT	Same as previous				

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 4.4: Implement East End/Gateway District Project in accordance with the Newberg Downtown Improvement Plan

1	Engage property owners	City	NDC, Property Owners				
2	Engage developers	City	Same as previous				
3	Create district vision and strategy	City	Same as previous				
4	Amend vision with action plan	City	Same as previous				

Strategy 4.5: Implement West End/Mill District Project in accordance with the Newberg Downtown Improvement Plan

1	Engage property owners	City	NDC, Property Owners				
2	Engage developers	City	Same as previous				
3	Create district vision and strategy	City	Same as previous				
4	Amend vision with action plan	City	Same as previous				

Strategy 4.6: Implement Second Street Mixed-use District Projects in accordance with the Newberg Downtown Improvement Plan

1	Engage property owners	City	NDC, Property Owners				
2	Conduct infill housing demonstration project	City	Same as previous				
3	Complete 2nd Street improvement design & construction	City					

Strategy 4.7: Implement Civic/Cultural Corridor Projects in accordance with the Newberg Downtown Improvement Plan

1	Appoint task force	City	NDC				C: NCDB, CPRD
2	Coordinate activities with other strategies	Task Force	City				
3	Begin fundraising activities	Task Force	City				

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 4.7: ...Continued

4	Howard Street festival design and construction	City	NDC, Property Owners				C: NCDB, CPRD
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Strategy 4.8: Implement Catalyst Development Projects in accordance with the Newberg Downtown Improvement Plan

1	Engage Downtown Catalyst Project Program	City	NDC				
2	Conduct Butler property development	City	NDC				
3	Explore post office re-use	City	NDC				
4	Recruit hotel developer	City	Brokers, Property Owners				

Strategy 4.9: Implement North-South Connections Projects in accordance with the Newberg Downtown Improvement Plan

1	North-South refinement study	City	NDC				
2	Connectivity demonstration projects	City	NDC				
3	Engage in discussions with railroad owners and railroad users	City	NDC, ODOT, others				
4	Trolley feasibility study	City	Same as previous				
5	Identify funding	City	Same as previous				
6	Project development	City	Same as previous				

Strategy 4.11: Create three temporary outdoor social interactive community spaces within the downtown area in accordance with the Newberg Downtown Improvement Plan

1	Research other successful projects in comparable communities around region or state	NDC	Block clubs, City, Nuttree				C: GFU, Avamere, Friendsview,
2	Create a task force to optimize locations	NDC	Same as previous				C: Same as previous

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 4.10: ...Continued							
3	Hold a community ideation event to determine how to create year-round, usable outdoor space in downtown	NDC	City				C: CHCC, NCDB
4	Develop supportive zoning such as rezoning to have commercial space at street level and professional space above	City	CVCC, NDC, Brokers, Finance				
5	Recruit volunteers to construct and deconstruct project	Task force	Block clubs, City, NDC				C: GFU, Avamere, Friendsview
6	Review success of project and consider permanence	Task force	Same as previous				
Strategy 4.11: Enhance events areas/districts							
1	Create task force to lead coordination of event areas/districts	City	NDC				C: CPRD, NCDB, CVCC, CCC
2	Determine existing adequate electrical capabilities of outdoor event locations	Task force	Same as previous				C: Same as previous
3	Build covered areas at outdoor event locations	Task force	Same as previous				
4	Pursue collaborative/shared use of existing parking	Task force	Same as previous				
5	Explore public parking options to support local events	Task force	Same as previous				

Goal 5: Improve infrastructure

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	
Strategy 5.1: Increase the supply of industrial and commercial/retail land							
1	Apply for grant(s) to evaluate expanding the Urban Growth Boundary	City	DLCD, RS, Legislature				
2	Update Comprehensive Plan Policies	City	DLCD, Biz OR, Brokers				C: CVCC, FYC, 1000F
3	Complete Buildable Lands Inventory	City	DLCD, Biz OR, NUMAC, Newberg Community, ODOT, RS, Dundee, Brokers				C: NDC, CVCC, 1000F, FYC, YC
4	Evaluate expansion land opportunities	City	Same as previous				C: Same as previous
5	Conduct land use education campaign to increase citizen support for industrial land rezoning	City	Newberg Community, Brokers				C: FYC
6	Engage the owners and neighbors of the targeted property	City	DLCD, Biz OR, NUMAC, Newberg Community, Brokers				C: CVCC
7	Identify needed infrastructure	City	DLCD, Biz OR, NUMAC, Newberg Community, ODOT, RS, Legislature, Brokers				C: CVCC, FYC, 1000F, YC
8	Identify financing for infrastructure	City	Same as previous				C: CVCC, FYC, 1000F

Action Plan		Lead	Support	Timeline			Details
				Short	Mid	Long	

Strategy 5.1: ...Continued

9	Expand the Urban Growth Boundary	City	DLCD, Biz OR, NUMAC, Newberg Community, NDC, ODOT, RS, Dundee, Legislature, Brokers				C: CVCC, FYC, YC, 1000F
10	Identify shovel ready sites	City	DLCD, Biz OR, ODOT, RS, Brokers				C: YC
11	Tell the story of the expansion to build community support for future expansions	City	DLCD, Biz OR, NUMAC, Newberg Community, NDC, ODOT, RS, Dundee, Legislature, Brokers				C: CVCC, YC
12	Monitor land absorption to determine next horizon for Urban Growth Boundary expansion	City	Same as previous				C: CVCC, FYC, 1000F

Strategy 5.2: Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth

1	Coordinate with PGE, NWN, Frontier and Comcast on utility infrastructure capacities and locations. Inventory gaps or weaknesses in systems	City	PGE, NWN, Frontier, Comcast, BPA, Industrial Brokers				
2	Evaluate cogeneration opportunities with WestRock	City	WestRock, PGE, BPA				
3	Update necessary master plans every 10 years	City	PGE, NWN, Frontier, Comcast, BPA, Industrial Brokers				Ex: transportation, water, sanitary sewer, storm drainage
4	Enhance accessibility to high-speed fiber	City	Frontier, Comcast, others				

Action Plan	Lead	Support	Timeline			Details
			Short	Mid	Long	

Strategy 5.3: Improve transportation access for industrial land

1	Update the Transportation System Plan to include focus on needed improvements to existing/future industrial area access/freight routes	City	ODOT, PWRR, CVCC, Brokers				C: Y, MC, YCPC
2	Support Parkway Committee to complete the Bypass	City					
3	Evaluate rail service capabilities (freight & commuter)	City	PWRR, ODOT				C: YC
4	Enhance transit service for industrial businesses	City	Legislature, ODOT, CVCC				C: YC, YCTA
5	Coordinate with ODOT and MC to transfer jurisdiction of Highway 219 from the McKay Road to Woodburn to Marion County and ODOT to acquire McKay-Ehlen Road to I-5	City	ODOT				C: MC, YCPC
6	Coordinate with Oregon Department of Transportation and the Oregon congressional delegation on transportation funding sources	City	ODOT, Legislature, Congress, FHWA				C: CVCC, YC, MC, YCPC

Strategy 5.4: Develop infrastructure communications plan to keep community informed about project progress

1	Update City website to make key information more available and user-friendly	City	Library, NSD				C: GFU
2	Create and display infrastructure online	City	Library, NSD				C: GFU N: Transportation, waste water, ODOT, CERT, stormwater, etc.