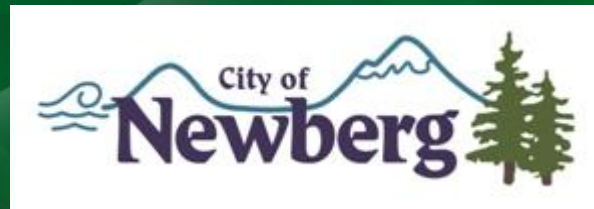
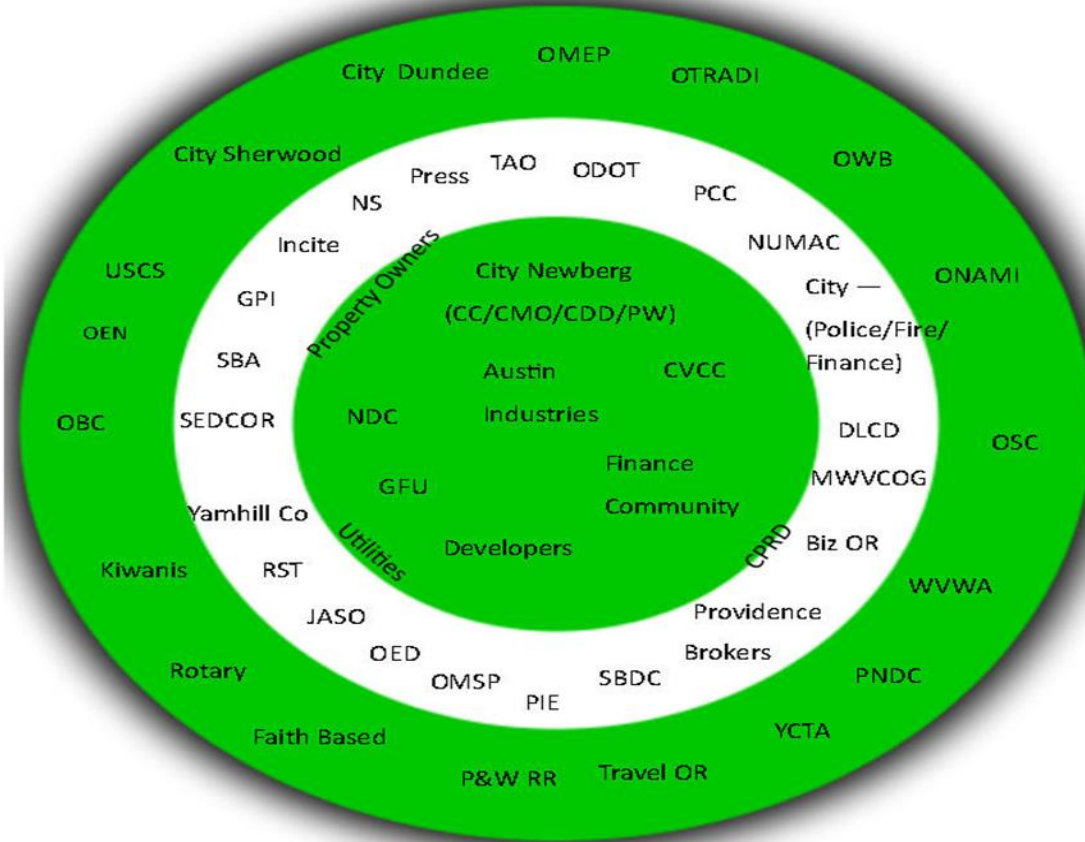


Newberg Economic Development Strategy Annual Report July 2017



EC DEV—NEWBERG ORGANIZATIONS (FUTURE)



Core — Initiator/Facilitator/Convener

Tier 2 — Quality of Life/Major Influencers/Direct Relationships

Tier 3 — Community Resources

See reverse side for
acronym full listing

3/18/16

Four Pillars of Activity

- Industrial Sector
- Commercial Sector
- Business Development & Workforce
- Tourism & Hospitality

Strategies & Actions

Strategy Type	# of Strategies	# of Actions/Strategy
Industrial Sector	9	68
Commercial Sector	7	41
Business Development & Workforce	8	80
Tourism & Hospitality	3	24

Industrial Sector Accomplishments - Strategies

Focus first year on 4 Strategies & 17 actions:

1. Diversify local economy
2. Retain & Expand Existing Industrial Businesses
3. Recruit Traded Sector Companies
4. Increase Industrial Land Supply

Industrial Sector Accomplishments – Diversify Local Economy Actions

- Identify community assets & needed assets (1.1.1)
- Identify company needs with a gap analysis (1.1.2)
- Analyze 4 traded sector industries (1.1.3)
- Conduct industry cluster analysis (1.1.4)
- Implement vertical wine integration actions (1.1.5)

Industrial Sector Accomplishments – Retention/Expansion/Recruitment Actions

- Conduct retention visits (1.2.1)
- Coordinate recruitment activities (1.3.1)
- Focus on 4 traded sector industries & supply chains (1.3.2)
- Evaluate opportunities for the 4 traded sector industries (1.3.3)
- Involve CVCC in industrial recruitment (1.3.4)
- Develop industrial broker relationships (1.3.5)
- Identify target companies & recruit F2F (1.3.6)

Industrial Sector Accomplishments – Supply of Industrial Land Actions

- Apply for UGB expansion grant (1.6.1) 
- Update Comp Plan policies (1.6.2) 
- Complete Buildable Land Inventory (1.6.3) 
- Evaluate expansion land opportunities (1.6.4) 
- Engage owners of UGB properties (1.6.5)

Commercial Sector Accomplishments – Strategies

Focus first year on 3 Strategies & 11 actions:

1. Revitalize Downtown Newberg
2. Retain existing commercial & retail businesses
3. Increase supply of commercial & retail land





Commercial Sector Accomplishments – Downtown Revitalization Actions

- Undertake Butler property market analysis (2.1.1) 
- Conduct Planning Commission review of draft downtown plan (2.1.2) 
- Conduct City Council review of draft Downtown Plan (2.1.3) 
- Complete Downtown Improvement Plan (2.1.4) 

Commercial Sector Accomplishments – Retain Existing Commercial & Retail Actions

- CVCC/NDC conduct survey of existing businesses (2.2.1)
- Enhance permitting (2.2.2)
- Interview exiting Newberg business (2.2.3)

Commercial Sector Accomplishments – Commercial Land Supply Actions









- Apply for grants (2.7.1) 
- Update Comp Plan policies (2.7.2) 
- Complete Buildable Land Inventory (2.7.3) 
- Evaluate expansion land opportunities (2.7.4) 

Business Development & Workforce Accomplishments – Strategies




Focus first year on 3 Strategies & 25 actions:

1. Establish an Innovation Accelerator
2. Expand Workforce Development efforts
3. Establish a Business Resource Center

BD & Workforce Accomplishments – Innovation Accelerator Actions

- Establish Board of Directors (3.2.1) 
- Establish Accelerator facility (3.2.2) 
- Create Business Plan (3.2.3) 
- Establish a Board of Advisors (3.2.4) 
- Hold Accelerator kick-off event (3.2.5) 
- Recruit, select & vet tenants (3.2.6) 
- Achieve project-to-products-to-market success (3.2.7a) 
- Arrange operational funding (3.2.7b) 

BD & Workforce Accomplishments – Workforce Development Actions

- Evaluate current and future needs (3.5.1) 
- Conduct survey of local business workforce needs & gap analysis(3.5.2-3)
- Expand *Steps Up* internship program (3.5.4)
- Connect with regional CTE resources (3.5.5) 
- Implement regional STEM Center with NSD (3.5.6)
- Expand OWEC Tasting Room Associate Hospitality Course offering (3.5.7)
- Implement mentorship program at NHS (3.5.8) 

BD & Workforce Accomplishments – Business Resource Center Actions

- Collaborate with PCC CLIMB (3.6.1)
- Conduct gap analysis & best practices research (3.6.2)
- Create business resource center website (3.6.3)
- Feasibility study/structure, etc. (3.6.4)
- In person small business development service (3.6.5)
- Student interns with local businesses (3.6.6)
- CVCC Breakfast of Champions (3.6.7)
- Mentoring programs (3.6.8)
- Integrate services with City (3.6.9)

Tourism & Hospitality Accomplishments – Strategies

Focus first year on 2 Strategies & 8 actions:

1. Increase tourism & visitor counts
2. Establish Transient Lodging Tax program

Tourism & Hospitality Accomplishments – Increase Tourists/Visitor Actions

- Enhance outreach program to tourists (4.1.1)
- Enhance signage & gateways elements (4.1.2)
- Increase advertising (4.1.3)
- Enhance pedestrian infrastructure downtown (4.1.4)
- Promote *Buy Local* program (4.1.5)
- Evaluate alternatives for mid-tier hotel (4.1.6)



Tourism & Hospitality Accomplishments – Establish Transient Lodging Tax Program

- Establish TLT workgroup(4.3.1) 
- Develop comprehensive Tourism Action Plan (4.3.2) 
- Establish Tourism Committee to determine TLT fund uses (4.3.3) 



Other Accomplishments – Industrial

- Establish relationships with other agencies & organizations (1.4.1-2)
- Conduct annual roundtable economic development summits (1.4.5)
- Make F2F presentations promoting Newberg (1.5.2)
- Gather data from regional & state agencies (1.5.5)
- Promote Enterprise Zone (1.5.6)
- Enhance relationships with regulatory agencies (1.7.1)



Other Accomplishments – Industrial

- Coordinate with Regional Solutions (1.7.2)
- Update transportation & water master plans (1.8.1) 
- Coordinate with utilities (1.8.2)
- Co-generation facility at WestRock (1.8.3)
- Update sanitary sewer master plan (1.8.4)
- Establish street maintenance fee (1.9.1) 
- Lobbying for Bypass funding (1.9.3)

Other Accomplishments – Commercial

- Inventory vacant & underutilized sites downtown (2.3.1) 
- Meet with property owners about development opportunities (2.3.3)
- Evaluate feasibility of downtown urban renewal program (2.3.6)
- Develop downtown improvement plan-
infrastructure (2.5.1) 
- Develop existing & missing business inventory (2.6.1)

Other Accomplishments – Business Development & Workforce

- Connect GFU & PCC with entrepreneurs (3.1.1) 
- Research (GFU) Buy Local programs (3.3.1) 
- Establish *Buy Local* program workgroup (3.3.2)
- Maintain downtown retail space inventory (3.4.2)
- Promote CVCC programs (3.7.1)
- Promote GFU programs (3.7.3)
- Conduct regional, semi-annual job fairs (3.7.4)
- Promote Yamhill County grant programs (3.8.3)

Other Accomplishments – Tourism & Hospitality

- Coordinate & maintain regional event calendar (4.2.3)
- Ensure coordination among all local events committees (4.2.4)

Thank You for Your Support

NEDS Core Group:

Carr Biggerstaff

Sheryl Kelsh

John Kerekanich

Mike Ragsdale

Mary Martin Miller

Jay Harris

Joe Hannan

Doug Rux