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

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**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)
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
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)
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