

NEWBERG ECONOMIC DEVELOPMENT STRATEGY

Executive Summary

March 31, 2016



THE STRATEGY

The Newberg Economic Development Strategy is based on four pillars of activity:

1. Industrial Sector
2. Commercial Sector
3. Business Development and Workforce
4. Tourism and Hospitality

Under each pillar there are identified strategies. The Industrial Sector has nine strategies, the Commercial Sector has seven strategies, Business Development and Workforce has eight strategies, and Tourism and Hospitality has three strategies. Based on the breath of activities the following have been identified as the top priorities over the next year.

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
INDUSTRIAL SECTOR												
Diversify the Local Economy - Vertical Integration of the Wine Industry	[Blue bar]											
Retention and Expansion of Existing Industrial Businesses	[Blue bar]											
Recruitment of Traded Sector Companies	[Blue bar]											
Increase the Supply of Industrial Land	[Blue bar]											
COMMERCIAL SECTOR												
Revitalization of Downtown Newberg	[Blue bar]											
Retain Existing Commercial/Retail Businesses In Newberg	[Blue bar]											
Increase the Supply of Commercial/Retail Land	[Blue bar]											
BUSINESS DEVELOPMENT AND WORKFORCE												
Establish an Innovation Accelerator	[Blue bar]											
Workforce Development	[Blue bar]											
Establish a Business Resource Center	[Blue bar]											
TOURISM AND HOSPITALITY												
Increase Tourist/Visitor Counts in Newberg	[Blue bar]											

VISION

Newberg will build on its advantageous geographic location and the capacities of its business, education, government, and community partners to become a national leader for cross industry innovation in viticulture, wine production, and high-tech manufacturing. The City’s business, educational, and built environment will support growing entrepreneurship for existing and new businesses of all types.

MISSION

Promote economic health, a higher standard of living, and quality of life through partnerships, facilitation, collaboration and community. Ensure a qualified and educated workforce; an environment of openness to business investment; programs for retention, expansion and recruitment of businesses; public investment in critical infrastructure, education, recreation and cultural capacities; metrics to measure economic activity; sustainability. Embrace diversity of all types. Leverage our location to connect Portland and Salem with North Willamette Valley's riches.

GOAL

Having a qualified and educated workforce; an environment of openness to business investment; programs for retention, expansion and recruitment of businesses; public investment in critical infrastructure; metrics to measure economic activity; all while being sustainable.

INDUSTRIAL SECTOR

GOAL: Enhance industrial development capabilities and employment opportunities

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
1.1	Diversify the local economy by building on the four (4) key existing traded sector industries of Advanced Manufacturing, Technology, Agriculture and Wood Products; while targeting High Tech Manufacturing, General Manufacturing, Aviation related industry and Food/Beverage Processing						
Actions	1. Identify existing community assets and needed assets.	√			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	2. Identify needs of companies through a gap analysis.	√			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	3. Engage the Oregon Employment Department in an analysis of the four (4) traded sectors industries and targeted industries in Newberg.	√			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OTRADI, ONAMI, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	4. Conduct an industry cluster analysis to identify opportunities.	√			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	5. Implement the eight actions of the vertical wine integration proposal from the America's Best Communities plan.	√			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	6. Implement one or more of the vertical wine integration demonstration projects.		√		City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	7. Supply chain analysis of the four (4) existing traded sector industries and targeted industries.		√		City	Biz OR, SEDCOR, GPI, CVCC, OED, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	8. Conduct business/lessons learned trips to communities with similar targeted industries.			√	City	Biz OR, SEDCOR, GPI	Staff
	9. Re-assess the targeted industries to determine if the focus areas are on target or should be modified.			√	City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	10. Supply chain analysis of the targeted traded sector industries.			√	City	Biz OR, SEDCOR, GPI, OED	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
1.2	Retention and Expansion of Existing Industrial Businesses						
Actions	1. Retention visits conducted by City in coordination with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.	√	√	√	City	Biz OR, SEDCOR, GPI, OMEP, CVCC, PCC, JASO, RS, PGE, Industrial Brokers	Staff
	2. Leverage the Business Resource Center implementation to provide an integrated set of services from the City, Chamber and other organizations.		√		City	Biz OR, SEDCOR, GPI, OMEP, CVCC, PCC, JASO, RS, PGE, Industrial Brokers	Staff
1.3	Recruitment of Traded Sector Companies						
Actions	1. City coordinates recruitment activities with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.	√	√	√	City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	Staff
	2. Focus on the four (4) existing traded sector industries and supply chains.	√			City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	Staff
	3. Evaluate opportunities for the four targeted traded sector industries.	√			City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	Staff
	4. Develop a program for Chehalem Valley Chamber of Commerce involvement in industrial business recruitment.	√			City	CVCC	Staff
	5. Develop relationships and frequent communications with industrial brokerage community in the greater Portland area.	√			City	Industrial Brokers	Staff
	6. Identify target companies and sectors and include face to face recruitment visits with targeted companies. I.e. travel to the Silicon Valley if appropriate.	√			City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	Staff
	7. Recruitment of food processing (wine) companies and suppliers as part of vertical integration of wine industry.		√		City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	Staff
1.4	Participate and Partner with Regional, State and Federal Organizations						
Actions	1. Build and maintain relationships with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.	√	√	√	City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff
	2. Build relationships with organizations such as Oregon Business Council, Oregon Nanoscience & Mircotechnologies Institute, Pacific Northwest Defense Coalition, Oregon Transitional Research Development Institute, Technology Association of Oregon, and others.	√			City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff
	3. Develop a "Why Newberg" marketing strategy and elevator speech to promote in the relationships.	√			City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff
	4. Determine specifically what we would like to "ask" from players and present the information when appropriate.	√			City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff
	5. Conduct annual roundtable forum on economic development activities with regional, state and federal organizations.		√	√	City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff
	6. Connect the organizations to the Business Resource Center as it develops.		√		City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
1.5	Market the Competitive Advantages of Newberg to National and International Audiences						
Actions	1. Define and identify target audiences for marketing.	√			City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	Staff
	2. Make specific face-to-face presentations.	√			City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	Staff
	3. Research and identify Newberg's competitive advantages.	√			City	Biz OR, SEDCOR, GPI	Staff
	4. Analyze existing data and develop strategies for industrial recruitment marketing material.	√			City	Biz OR, SEDCOR, GPI	Staff
	5. Coordinate data gathering and marketing material with Strategic Economic Development Corporation, Greater Portland Inc., Mid-Willamette Valley Council of Governments and other entities.	√	√	√	City	Biz OR, SEDCOR, GPI, MWVCOG	Staff
	6. Promote the Newberg Enterprise Zone program through marketing material and face-to-face discussions.	√			City	Biz OR, SEDCOR, GPI, Industrial Brokers	Staff
	7. Promote existing financial incentive programs (local and state) marketing material and face-to-face discussions.	√			City	Biz OR, SEDCOR, GPI, MWVCOG	Staff
	8. Distribute marketing material (e.g. web, social media, trade shows, and international tours).	√			City	Biz OR, SEDCOR, GPI, MWVCOG	Staff
	9. Develop community profile to place on Greater Portland Inc. web site.		√		City	GPI	Staff
	10. Promote the Business Resource Center and it's resources through appropriate websites including the City and the Chamber.		√		City	CVCC	Staff
	11. Disseminate Newberg specific marketing material.			√	City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, MWVCOG, Industrial Brokers	Staff
1.6	Increase the Supply of Industrial Land						
Actions	1. Apply for grant(s) to evaluate expanding the urban growth boundary.	√			City	DLCD, RS, Oregon Legislature	Staff
	2. Update Comprehensive Plan Policies.	√			City	DLCD, Biz OR, CVCC, FYC, 1000 Friends, Industrial Brokers	Staff
	3. Complete Buildable Lands Inventory.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, NDC, ODOT, RS, YC, Dundee, FYC, 1000 Friends, , Industrial Brokers	Staff
	4. Evaluate expansion land opportunities.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, NDC, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Industrial Brokers	Staff
	6. Engage the owners of the targeted property in the effort.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, Industrial Brokers	Staff
	7. Identify needed infrastructure and financing for the infrastructure.		√		City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, , ODOT, RS, YC, FYC, 1000 Friends, Oregon Legislature, Industrial Brokers	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	8. Expand the Urban Growth Boundary.		√		City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, NDC, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Oregon Legislature, Industrial Brokers	Staff
	9. Identify shovel ready sites.		√		City	DLCD, Biz OR, ODOT, RS, YC, Industrial Brokers	Staff
	10. Tell the story of the expansion to build community support for future expansions.		√		City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, NDC, ODOT, RS, YC, Dundee, Oregon Legislature, Industrial Brokers	Staff
	11. Monitor land absorption to determine next horizon for urban growth boundary expansion.			√	City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, NDC, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Oregon Legislature, Industrial Brokers	Staff
1.7	Create a Cooperative Business Environment with Regulatory Agencies						
Actions	1. Build and enhance relationships with State agencies such as Oregon Department of Transportation, Oregon Department of Environmental Quality, Oregon Department of State Lands, Oregon Department of Energy, Oregon Water Resources Department, Oregon Building Codes Division and Oregon Employment Department.	√			City	RS, MWVCOG, YC, State Agencies	Staff
	2. Coordinate with Regional Solutions on community economic development needs.	√			City	RS	Staff
	3. Consider a city position that provides coordination services with outside regulatory agencies.	√			City	Biz OR, SEDCOR, GPI, CVCC	
	4. Follow-up interviews with expansion and new industrial developments.	√	√	√	City	Biz OR, SEDCOR, GPI, CVCC	Staff
	5. Enhance city permitting processes.		√	√	City	YC, ODOT, DSL, CORPS	Staff
1.8	Ensure Adequate Utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to Support Industrial Growth						
Actions	1. Update master plans for transportation and water.	√			City	ODOT, DLCD, Industrial Brokers	Staff
	2. Coordinate with Portland General Electric, Northwest Natural, Frontier and Comcast on utility infrastructure capacities and locations. Inventory gaps or weaknesses in systems.	√			City	PGE, NWN, Frontier, Comcast, BPA, Industrial Brokers	Staff
	3. Evaluate cogeneration opportunities with WestRock.	√			City	WestRock, PGE, BPA	Staff
	4. Update sanitary sewer master plan.		√		City	DLCD	Staff
	5. On-going coordination with utility companies.		√	√	City	PGE, NWN, Frontier, Comcast, BPA, Industrial Brokers	Staff
	6. Update necessary master plans every ten (10) years (transportation, water, sanitary sewer, storm drainage).			√	City	PGE, NWN, Frontier, Comcast, BPA, Industrial Brokers	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	7. Enhance accessibility to high-speed fiber.			√	City	Frontier, Comcast, others	Staff
1.9	Improve Transportation Access for Industrial Land						
Actions	1. Evaluate and establish a street maintenance fee program.	√			City	ODOT, CVCC	Staff
	2. Update the Transportation System Plan to include focus on needed improvements to existing/future industrial area access/freight routes.	√			City	ODOT, YC, MC, WRR, CVCC, YCPC, Industrial Brokers	Staff
	3. Coordinate with the Parkway Committee to lobby the Oregon Legislature for funding/construction of the East leg of the Newberg/Dundee bypass.	√			City	YCPC, Legislature, ODOT, YC, MC, CVCC, Congress, FHWA	Staff
	4. Work with stakeholders to obtain funding for the east leg of the Newberg-Dundee Bypass from Oregon Highway 219 to Oregon Highway 99W.		√		City	Legislature, ODOT, YC, MC, CVCC, YCPC, Congress, FHWA, Industrial Brokers	Staff
	5. Evaluate rail service capabilities (freight & commuter).			√	City	PWRR, YC, ODOT	Staff
	6. Enhance transit service for industrial businesses.			√	City	Legislature, ODOT, YC, CVCC, YCTA	Staff
	7. Work with stakeholders to construct the east leg of the Newberg-Dundee Bypass from Oregon Highway 219 to Oregon Highway 99W.			√	City	Legislature, ODOT, YC, MC, CVCC, YCPC, Congress, FHWA	Staff
	8. Work with organizations towards a funding source for the I-5/Ehlen Road interchange at Exit 278 (Donald/Aurora Exit) improvements.			√	City	Legislature, ODOT, YC, MC, CVCC, YCPC, Congress, FHWA	Staff
	9. Coordinate with Oregon Department of Transportation and Marion County 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, MC, YCPC	Staff
	10. Coordinate with Oregon Department of Transportation and the Oregon congressional delegation on transportation funding sources.			√	City	ODOT, Legislature, Congress, FHWA, YC, MC, YCPC, CVCC	Staff

COMMERCIAL SECTOR

GOAL: Enhance commercial development capabilities and employment opportunities

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
2.1	Revitalization of Downtown Newberg						
Actions	1. Perform a Market Analysis on the Butler property.	√			City	NDC, CVCC, CPRD, DLCD, ODOT, OMSP	Staff
	2. Planning Commission public hearing on the draft Newberg Downtown Improvement Plan.	√			City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	3. City Council public hearing on the draft Newberg Downtown Improvement Project and adoption process.	√			City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	4. Complete the Newberg Downtown Improvement Plan.	√			City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	5. Secure funds for downtown improvement implementation.		√		City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	6. Implement recommendations from the Newberg Downtown Improvement Plan.		√		City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	7. Evaluate options for an Urban Renewal Area (URA), Business Improvement District (BID), or Economic improvement District (EID).		√		City	NDC, CVCC, Brokers, Finance, OMSP	Staff
	8. Research best practices from comparable sized cities on downtown development activities.		√		City	NDC, CVCC, OMSP, DLCD	Staff
	9. On-going implementation of recommendations from the Newberg Downtown Improvement Plan.			√	City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	Staff
	10. Attract a mid-level hotel to the area.			√	City	NDC, CVCC, Brokers, Finance	Staff
	11. Increase downtown housing.			√	City	NDC, CVCC, OMSP, Brokers, Finance	Staff
2.2	Retain Existing Commercial/Retail Businesses in Newberg						
Actions	1. Chehalem Valley Chamber of Commerce and Newberg Downton Coalition survey/interview existing businesses in downtown to establish business needs and develop appropriate programs.	√		√	CVCC	NDC, City, Brokers	Staff, Volunteers, Interns
	2. Enhance the quality of permitting services from the City of Newberg.	√	√	√	CVCC	City, NDC	Staff, WATF
	3. Interview businesses exiting Newberg.	√	√	√	CVCC	NDC, City, Brokers	Staff
	4. Leverage the development of the Business Resource Center to provide integrated set of services from the City, Chamber and other organizations.		√		CVCC	City, NDC	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
2.3	Redevelop Vacant and Underutilized Commercial/Retail Sites						
Actions	1. Inventory vacant and underutilized sites.	√			City	CVCC, NDC, Brokers, Finance	Staff
	2. Work with partners to market sites.	√	√	√	City	CVCC, NDC, Brokers, Finance	Staff
	3. Meet with property owners on development and redevelopment opportunities.	√	√	√	City	CVCC, NDC, Brokers, Finance	Staff
	4. Develop a program for possible property assemblage.		√		City		Staff
	5. Enhance existing or create new incentive packages.		√		City	CVCC, NDC, Finance	Staff
	6. Evaluate the feasibility of an urban renewal program downtown.		√		City	CVCC, NDC, Brokers, Finance	Staff
	7. Update inventory of vacant and underutilized sites.		√	√	City	CVCC, NDC, Brokers, Finance	Staff
2.4	Market Vacant and/or Underutilized Commercial/Retail Sites						
Actions	1. Brokerage community to develop a robust marketing program.	√			Brokers	CVCC, City, NDC	Staff
	2. Establish a list of desired business types to market to.	√			Brokers	CVCC, City, NDC	Staff
	3. Launch the marketing program.	√			Brokers	CVCC, City, NDC	Staff
	4. Establish processes and programs for connecting the brokerage community to lead sources (e.g. businesses, individuals, service organizations, etc.) using the Business Resource Center as a hub.		√		Brokers	CVCC, City, NDC	Staff
	5. Continue marketing program.		√	√	Brokers	CVCC, City, NDC	Staff
2.5	Improve Public Infrastructure in Downtown Newberg						
Actions	1. Complete the Newberg Downtown Improvement Plan.	√			City	NDC, CVCC, ODOT, MWVCOG, Biz OR, PGE, NWN, Frontier, Brokers	Staff
	2. Implement recommendations for the Newberg Downtown Improvement Plan.		√	√	City	CVCC, NDC, ODOT, PGE, NWN, Frontier, Brokers	Staff
2.6	Support Creation of New Retail/Commercial Businesses						
Actions	1. Business inventory identifying what we have for businesses and what is missing.	√			CVCC	City, Brokers, Finance, Property Owners, NDC	Staff, interns
	2. Streamlining City permitting processes.	√			CVCC	City, Brokers, Finance, Property Owners, NDC	Staff, WATF
	3. Establish a low interest loan program.	√			CVCC	City, Brokers, Finance, Property Owners, NDC	Staff
	4. Establish business startup assistance program as a part of the Business Resource Center implementation.		√		CVCC	City, Brokers, Finance, Property Owners, NDC	Staff
	5. Maintain and publish data on vacant office, industrial buildings and land.			√	CVCC	City, Brokers, Finance, Property Owners, NDC	Staff, interns
	6. Expand the Urban Growth Boundary to support additional commercial land supply.			√	City	CVCC, Brokers, Finance, Property Owners, NDC	Staff
2.7	Increase The Supply of Commercial/Retail Land						
Actions	1. Apply for grant(s) to evaluate expanding the urban growth boundary.	√			City	DLCD, Biz OR	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	2. Update Comprehensive Plan Policies.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Brokers	Staff
	3. Complete Buildable Lands Inventory.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Brokers	Staff
	4. Evaluate expansion land opportunities.	√			City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Brokers	Staff
	5. Expand the Urban Growth Boundary.		√		City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Brokers	Staff
	6. Monitor land absorption to determine next horizon for urban growth boundary expansion.			√	City	DLCD, Biz OR, CVCC, NUMAC, Newberg Community, ODOT, RS, YC, Dundee, FYC, 1000 Friends, Brokers	Staff

BUSINESS DEVELOPMENT AND WORKFORCE

Goal: Create a premier business and workforce development program

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
3.1	Foster Entrepreneurial Business Formation and Growth						
Actions	1. Foster connections between George Fox University and Portland Community College and entrepreneurs.	√			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
	2. Develop a Business Resource Center.	√			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
	3. Connect financing programs such as Small Business Administration and Mid-Willamette Valley Council of Governments with entrepreneurs.	√			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
	4. Market the Newberg Economic Development Revolving Loan program.	√			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
	5. Establish the Chehalem Valley Entrepreneurs Network.		√		CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
	6. Establish an angel funding program.			√	CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	Staff
3.2	Establish an Innovation Accelerator						
Actions	1. Establish Board of Directors to oversee operations and organization.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, Volunteers
	2. Establish an accelerator facility (temporary or startup).	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, Volunteers
	3. Create a business plan with help from experts such as PIE, TAO, etc.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, Volunteers
	4. Establish a Board of Advisors to review, select, coach/mentor/advise tenants.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, Volunteers
	5. Hold an accelerator kick-off meeting with stakeholders from key industries and funding sources such as angels and venture capitalists.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, Volunteers
	6. Recruit, vet and select tenants.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	IA BOD, BOA
	7. Achieve projects-to-products-to-market successes.	√			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	BOD, BOA, Tenants

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	8. Promote and market the Accelerator through the Business Resource Center, City, Chamber, Newberg Downtown Coalition websites, and George Fox University, PIEPDX, and other channels.		√		CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, BOD, BOA, Tenants, Volunteers
	9. Move the accelerator to a permanent facility.			√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff, IA Team
	10. Integrate the Accelerator with George Fox University's Collaboratium and other local makerspace(s).			√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	BOD, BOA
3.3	Buy Local Campaign						
Actions	1. Chehalem Valley Chamber of Commerce engages George Fox University for research for a buy local program.	√			CVCC	NDC, Businesses, City, GFU	Staff, Intern(s)
	2. Chehalem Valley Chamber of Commerce meets with the Newberg Downtown Coalition Merchants Committee and other businesses and review program.	√			CVCC	NDC, Businesses, City, GFU	Staff, Volunteers
	3. Implement and promote the program with a focus on educating the community about benefits, use, etc.	√			CVCC	NDC, Businesses, City	Staff, Volunteers
	4. Extend the Buy Local program to Dundee and the rest of the valley.	√			CVCC	NDC, Businesses, City	Staff, Volunteers
	5. Monitor and improve as necessary.	√			CVCC	NDC, Businesses, City	Staff, Volunteers
	6. Evaluate if eScripts is a viable tool and / or find equivalent tools.		√		CVCC	NDC, Businesses, City	Staff
	7. Promote the program and its success to local and non-local market segments through the Business Resource Center, the City website, etc.		√		CVCC	NDC, Businesses, City	Staff
	8. Work with City of Newberg to develop a purchasing program that provides preference to local vendors.			√	CVCC	City	Staff
3.4	Enhance Business Mix in Downtown Newberg						
Actions	1. Conduct a market analysis, including an inventory of the existing business mix to determine missing retail needs.	√			NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff
	2. Maintain inventory of available retail space.	√			NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff
	3. Establish marketing and recruitment program.	√			NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff
	4. Establish a dedicated space for food carts.		√		NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff
	5. Promote development of vacant parcels to expand retail and office business opportunities.		√		NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff
	6. Continue marketing and recruitment program.		√	√	NDC	CVCC, City, LLP Properties, Brokers, Finance	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	7. Establish a position in the Business Resource Center.		√		NDC	CVCC, City	Staff
	8. Work with City of Newberg and Chehalem Valley Chamber of Commerce to develop the Butler property.			√	NDC	CVCC, City, Brokers, Finance	Staff
3.5	Workforce Development						
Actions	1. Evaluate current and future needs.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	2. Conduct a survey of local businesses' workforce needs.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	3. Conduct a gap analysis.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	4. Scale-up the Chamber of Commerce Steps Up internship program with help from George Fox University, Newberg High School, Portland Community College and Chemeketa CTE.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	5. Connect the regional technical such as Innovate Yamhill County and create new programs as needed.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	6. Implement the SE STEM Center "Oregon Connections" database with local businesses and schools.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	7. Expand Tasting Room Associate Course from one to three classes.	√			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff
	8. Establish mentoring programs at the high school level.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	9. Extend the Chamber of Commerce internship to run year-round.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	10. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	11. Extend opportunities for local students to earn technical degrees within the region.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	12. Implement employability soft skills curriculum into Newberg School District.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	13. Build and leverage best practices from organizations like American Association of Chamber Executives.		√		CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
	14. Promote a community-based, inclusive, world-class education system that attends to needs of all students from cradle, to career, to grave.			√	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Staff + PT/FTE
3.6	Establish Business Resource Center						
Actions	1. Collaborate with Portland Community College CLIMB to fund a staff person.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	2. Conduct a gap analysis and best practices research.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	3. Create a Business Resource Center website.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	4. Perform a feasibility study to determine operating structure, space, staffing, focus, linkages, and revenue structure.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	5. Provide in-person small business development services.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	6. Connect student interns with local businesses.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	7. Chehalem Valley Chamber of Commerce Outreach (e.g. Breakfast for Champions, Customer Service, wine industry, etc.)	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	8. Develop mentoring programs from existing business owners.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	9. Integrate services with the City of Newberg.	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff
	10. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services.		√		CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff + PT/FTE
	11. Apply for funding/grants to expand operations and/or hire a full-time employee.		√		CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff + PT/FTE
	12. Integrate goals and purpose with the Accelerator, GFU, PCC, Chemeketa, and regional and state organizations.		√		CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff + PT/FTE
	13. Move the Business Resource Center to a permanent facility.			√	CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff + PT/FTE
	14. Expand the facility, operations and services as needed.			√	CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	Staff + PT/FTE
3.7	Market Employment Training Opportunities to Employers and Employees						
Actions	1. Promote Chehalem Valley Chamber of Commerce programs.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	2. Promote Portland and Chemeketa Community College programs.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	3. Promote George Fox University programs.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	4. Create Semi-annual job fairs co-sponsored Chehalem Valley Chamber of Commerce, McMinnville Area Chamber of Commerce and Oregon Employment Department.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	5. Identification of training opportunities based on employer needs.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	6. Promote Incite job training programs.	√			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff
	7. Fund a FTE dedicated to expansion of workforce development programs that serve new and existing businesses.		√		CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff + PT/FTE

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	8. Integrate workforce services with the Business Resource Center.		√		CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff + PT/FTE
	9. Three-year review and evaluation of programs and progress.			√	CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	Staff + PT/FTE
3.8	Business Financing Program						
Actions	1. Connect businesses and entrepreneurs with local lending institutions.	√			CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	Staff
	2. Make the Business Resource Center a repository of business financing alternatives including regional, state, national and industry specific sources.	√			CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	Staff
	3. Promote Yamhill County small and large grant programs to local businesses.	√			CVCC	City, NDC, Brokers	Staff
	4. Establish a regional angel funding program to support the Accelerator as well as other business, promoted through the Business Resource Center.		√		CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	Staff + PT/FTE
	5. Evaluate non-traditional financing programs such as Kick Starter, Crowd Supply, etc. Promote them and provide advisory services as needed through the Accelerator and Business Resource Center.		√		CVCC	City, NDC, Brokers	Staff + PT/FTE
	6. Bring the Economic Development Revolving Loan Fund loan program currently managed by the Mid-Willamette Valley Council of Governments back to Newberg.			√	CVCC	City, MWVCOG	Staff + PT/FTE
	7. Expand Economic Development Revolving Loan Fund.			√	CVCC	City, Finance, Brokers	Staff + PT/FTE
	8. Modify requirements in the Economic Development Revolving Loan Fund program to increase accessibility to small businesses.			√	CVCC	City, NDC, Finance, SBA, Brokers	Staff + PT/FTE

TOURISM AND HOSPITALITY

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

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
4.1	Increase Tourist/Visitor Counts In Newberg						
Actions	1. Enhance Newberg Downtown Coalition outreach program to tourists.	√			CVCC	NDC	Staff
	2. Enhance signage and gateway elements in the downtown area for tourists and visitors.	√			CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff
	3. Increase advertising and public relations dollars.	√			CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff
	4. Enhance pedestrian infrastructure downtown (e.g. lighting, trash, benches, etc.).	√			CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff
	5. Promote the Buy Local program.	√			CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff, Volunteers
	6. Evaluate alternatives for a mid-tier hotel.	√			CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff, Volunteers
	7. Recruit a mid-tier hotel to the valley.		√		CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff, Volunteers
	8. Create a regional marketing campaign that promotes Newberg and the valley as a destination location.		√		CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff, Contractor
	9. Work with major businesses, George Fox University, Sportsman Airpark, the Allison Inn & Spa, local major wineries, and other national/international sources of potential visitors to increase out-of-region destination traffic.		√		CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff + PT/FTE
	10. Establish annual reporting on tourism activities.		√		CVCC	City, OSC, TO, OWB, WVWA, NDC	Staff + PT/FTE
	11. Expand the regional marketing campaign that promotes Newberg and the valley as a destination visit into a national/international campaign.			√	CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff + PT/FTE
	12. Three-year review and evaluation of programs and progress.			√	CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff + PT/FTE
	13. Continue annual reporting on tourism activities.			√	CVCC	City, OSC, TO, OWB, WVWA, Brokers, NDC	Staff + PT/FTE
4.2	Support and Expand Events that Increase Activity in Downtown Newberg Year Around						
Actions	1. Evaluate the impact of existing events.	√			NDC	CVCC, City, CPRD, CCC	Staff
	2. Design a coordinated event marketing program.	√			NDC	CVCC, City, CPRD, CCC, WVWA	Staff
	3. Coordinate events calendars.	√			NDC	CVCC, City, CPRD, CCC, WVWA	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term (0-12) months	Mid-term (12-24) months	Long-term (24-36) months			
	4. Existing Events: Artwalk, Trick or Treat Street, Holiday Market, Retail Events, Oktoberfest, Chehalem Cultural center events, Tunes on Tuesday's, Downtown Newberg First Friday's Farmers Market, Old Fashioned Festival, Special Olympics, Lavender Festival, Brews & BBQ, Truffle Festival, Camellia Festival	√			NDC	CVCC, City, CPRD, CCC, WVWA	Staff
	5. Evaluate redesigning Francis Square as an event venue.	√			NDC	CVCC, City, CPRD, CCC, WVWA	Staff
	6. Chehalem Valley Chamber of Commerce conduct two Job Fair's annually.	√	√	√	NDC	CVCC, City, CPRD, CCC, WVWA	Staff + PT/FTE
	7. Evaluate expanding the number of events and activities.		√		NDC	CVCC, City, CPRD, CCC, WVWA	Staff + PT/FTE
	8. Evaluate expanding the number of events and activities.		√		NDC	CVCC, City, CPRD, CCC, WVWA	Staff + PT/FTE
	9. Continue the build-out of the Newberg Cultural District as a premier event venue.		√		NDC	CVCC, City, CPRD, CCC, WVWA	Staff + PT/FTE
	10. Establish a classic car/concourse de elegance.		√		NDC	CVCC, City, CPRD, CCC, WVWA	Staff + PT/FTE
4.3	Transient Lodging Tax Program						
Actions	1. Establish transient lodging tax workgroup on uses of Transient Lodging Tax.	√			City	CVCC, GFU, AIS, PNMC, CCC, Anam Cara Cellars, Premier Community Bank, Pulp & Circumstance, Newberg Ford, Austin Industries, The Painted Lady Restaurant	Staff
	2. Engage consultant to develop a comprehensive Tourism Action Plan that encompasses the existing Visitor Center as well as new marketing initiatives funded by the 2014 increases in Transient Lodging Tax.	√			City	CVCC, GFU, AIS, PNMC, CCC, Anam Cara Cellars, Premier Community Bank, Pulp & Circumstance, Newberg Ford, Austin Industries, The Painted Lady Restaurant	Staff
	4. TBD			√	City		Staff

ORGANIZATIONS

Allison Inn & Spa (AIS)	Oregon Employment Department (OED)
Business Oregon (Biz OR)	Oregon Entrepreneurs Network (OEN)
Bonniveville Power Adminsitration (BPA)	Oregon Department of Transportation (ODOT)
Chehalem Valley Chamber of Commerce (CVCC)	Oregon Legislature (Legislature)
Chehalem Parks & Recreation District (CPRD)	Oregon Main Street Program (OMSP)
City of Newberg (City)	Oregon Manufacturing Extension Partnership (OMEP)
City of Dundee (Dundee)	Oregon Nanoscience & Mircotechnologies Institute (ONAMI)
Clackamas Community College (CCC)	Oregon State Chamber (OSC)
Department of Land Conservation and Development (DLCD)	Oregon Transitional Research Development Institute (OTRADI)
Economic Development Adminstration (EDA)	Oregon Wine Board (OWB)
Federal Highway Administration (FHWA)	Pacific Northwest Defense Coalition (PNDC)
Finance Community (Finance)	Portland Community College (PCC)
Friends of Yamhill County (FYC)	Portland Community College CLIMB Center (CLIMB Center)
Frontier Communications (Frontier)	Portland General Electric (PGE)
George Fox University (GFU)	Portland Incubator Experiment (PIE)
Greater Portland Inc. (GPI)	Portland & Western Railroad (PWR)
Incite, Inc (Incite)	Providence Newberg Medical Center (PNMC)
Japan American Society of Oregon (JASO)	Regional Solutions (RS)
Marion County (MC)	Small Business Administration (SBA)
McMinnville Chamber of Commerce (MCM Chamber)	Small Business Development Center (SBDC)
Mid-Willamette Valley Council of Governments (MWVCOG)	Strategic Economic Development Corporation (SEDCOR)
Newberg Downtown Coalition (NDC)	Travel Oregon (TO)
Newberg Graphic (Graphic)	Technology Association of Oregon (TAO)
Newberg Kiwanis (Kiwanis)	US Commercial Service (USCS)
Newberg Rotary Early Bird/Noon (Rotary)	US Army Corps of Engineers (Corps)
Newberg School District (NSD)	Willamette Valley Wineries Association (WVWA)
Newberg Urban Management Area Commission (NUMAC)	Yamhill County (YC)
Northwest Natural (NWN)	Yamhill County Parkway Committee (YCPC)
Oregon Business Council (OBC)	Yamhill County Transit Area (YCTA)
Oregon Department of State Lands (DSL)	1000 Friends of Oregon (1000 Friends)
Oregon Entrepreneurs Network (OEN)	