



RESOLUTION No. 2016-3274

A RESOLUTION APPROVING THE NEWBERG ECONOMIC DEVELOPMENT STRATEGY

RECITALS:

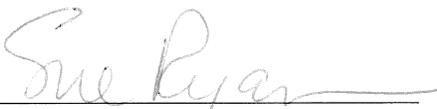
1. The Chehalem Valley Chamber of Commerce Economic Development Workgroup in coordination with the City of Newberg, Newberg Downtown Coalition, Austin Industries, George Fox University and members of the Newberg finance and development communities worked between March 2015 and March 2016 developing an economic development strategy for the Newberg community.
2. Development of the Newberg Economic Development Strategy was coordinated with over 60 organizations locally, regionally and statewide.
3. The Newberg City Council was provided a briefing on the Newberg Economic Development Strategy preparation on October 19, 2015.
4. The Newberg City Council met with the Chehalem Valley Chamber of Commerce Board of Directors, Newberg Downtown Coalition Board of Directors, Austin Industries, George Fox University and members of the Newberg finance and development community on March 28, 2016 for a briefing on the final draft Newberg Economic Development Strategy.

THE CITY OF NEWBERG RESOLVES AS FOLLOWS:

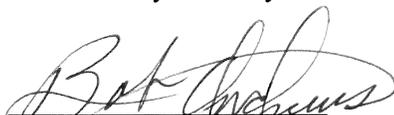
1. The Newberg City Council adopts the Newberg Economic Development Strategy as the economic development strategy document for the City of Newberg.
2. The Newberg Economic Development Strategy is hereby attached as Exhibits "A" and "B" and by this reference incorporated.

➤ **EFFECTIVE DATE** of this resolution is the day after the adoption date, which is: April 19, 2016.

ADOPTED by the City Council of the City of Newberg, Oregon, and this 18th day of April, 2016.


Sue Ryan, City Recorder

ATTEST by the Mayor this 21st day of April, 2016.


Bob Andrews, Mayor

Resolution No. 2016-3274, Exhibit "A"

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												
Retention and Expansion of Existing Industrial Businesses												
Recruitment of Traded Sector Companies												
Increase the Supply of Industrial Land												
COMMERCIAL SECTOR												
Revitalization of Downtown Newberg												
Retain Existing Commercial/Retail Businesses In Newberg												
Increase the Supply of Commercial/Retail Land												
BUSINESS DEVELOPMENT AND WORKFORCE												
Establish an Innovation Accelerator												
Workforce Development												
Establish a Business Resource Center												
TOURISM AND HOSPITALITY												
Increase Tourist/Visitor Counts in Newberg												

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)		

NEWBERG ECONOMIC DEVELOPMENT STRATEGY

March 31, 2016



TABLE OF CONTENTS

Acknowledgements	4
Primary Contributors	4
Secondary Contributors	4
Contributors	5
The Strategy	6
Vision	6
Mission	7
Goal	7
Economic Development Organizations	7
Goals/Strategies/Actions	10
Industrial Sector	10
Diversify the local economy	10
Retention and Expansion	12
Recruitment of Traded Sector	14
Participate and Partner	16
Market the Competitive Advantages	18
Increase the Supply of Industrial Land	20
Create a Cooperative Business Environment	22
Ensure Adequate Utilities	23
Improve Transportation Access	24
Commercial Sector	26
Revitalization of Downtown	26
Retain Existing Commercial/Retail Businesses	28
Redevelop Vacant and Underutilized	30
Market Vacant and/or Underutilized	31
Improve Public Infrastructure	32
Support Creation of New Retail/Commercial	33
Increase the Supply of Commercial/Retail Land	34

Business Development and Workforce	35
Foster Entrepreneurial Business Formation	35
Establish an Innovation Accelerator	37
Buy Local Campaign	39
Enhance Business Mix in Downtown	41
Workforce Development	42
Establish Business Resource Center	44
Market Employment Training Opportunities	46
Business Financing Program	47
Tourism and Hospitality	49
Increase Tourist/Visitor Counts	49
Support and Expand Events	51
Transient Lodging Tax Program	53
Appendix A – Economic Indicators	54
Appendix B – Strengths/Weaknesses/Opportunities/Threats	58

ACKNOWLEDGEMENTS

The Chehalem Valley Chamber of Commerce Economic Development Task Force and City of Newberg would like to thank the many people who helped develop Newberg's Economic Development Strategy and provided the community input and buy-in necessary to make this plan possible.

PRIMARY CONTRIBUTORS

Bob Andrews, Mayor City of Newberg
Newberg City Council – Councilors Denise Bacon, Mike Corey, Scott Essin, Stephen McKinney, Tony Rourke, Lesley Woodruff
Brett Baker, General Manager, Austin Industries
Dr. Robin Baker, President, George Fox University
Carr Biggerstaff, Past Board Chair, Chehalem Valley Chamber of Commerce
Dave Hansen, Senior Vice President/Regional Manager, Columbia Bank
Jay Harris, Public Works Director, City of Newberg
Sheryl Kelsh, President & CEO, Chehalem Valley Chamber of Commerce
John Kerekanich, Managing Partner, Newberg Ford & Chair Chehalem Valley Chamber of Commerce Economic Task Force
Mike Ragsdale, Executive Director, Newberg Downtown Coalition
Stephen A. Rhodes, City Manager Pro-Tem, City of Newberg
Doug Rux, Community Development Director, City of Newberg
Curt Walker, President, Pacific Empire Developers
Ron Wolfe, Vice President & Manager, Premier Community Bank

SECONDARY CONTRIBUTORS

Gary Allen, Managing Editor, Newberg Graphic
Don Clements, Superintendent, Chehalem Park and Recreation District
Charles Culkin, General Manager Frontier Communications, Yamhill and Southern Washington Counties, Frontier
Dr. Kym LeBlanc-Esparza, Superintendent, Newberg School District
Tess Fields, Director Government Affairs, Comcast
Tony Fraizer, Executive Director, Incite
Chad Freeman, President, Strategic Economic Development Corporation of Oregon
AJ Foscoli, Business Retention & Expansion Manager Yamhill & Polk Counties, Strategic Economic Development Corporation
Troy Gagliano, Business Development Manager, Portland General Electric
Mitchell Gee, Business Development Officer, Business Oregon
Bob Hanks, Executive Director, Portland Community College CLIMB Center for Advancement
Allen Herriges, Publisher, Newberg Graphic
Tom Hogue, Economic Development Planning Policy Analyst, Department of Land Conservation and Development

James LaBar, Mid-Valley Region Coordinator, Regional Solutions
Angela Lazarean, Regional Representative Willamette Valley, Department of Land
Conservation and Development
Matt Miller, Vice President Business Development, Greater Portland Inc.
Mary Martin Miller, Miller Consulting Group
Graham Morris, Executive Director, Japan American Society of Oregon
Newberg ABC Partners
Tim Potter, Area 1 and 3 Manager ODOT Region 2, Oregon Department of
Transportation
Stan Primozych, Vice Chair, Yamhill County Board of Commissioners
Lynn Montoya-Quinn, Director, Portland Community College Newberg Center
Waldon Riggs, Director Network Engineering, Frontier
Allen Springer, Yamhill County Board of Commissioners
Mary Starrett, Chair, Yamhill County Board of Commissioners
Sheri Stuart, Main Street Coordinator, Oregon Main Street Program, Oregon State
Parks & Recreation
Will Summers, Workforce Analyst, Oregon Employment Department
Renata Wakely, Community Development Director, Mid-Willamette Valley Council of
Governments
Lori Van Zanten, Chief Executive, Providence Newberg Hospital
Matt Zook, Finance Director, City of Newberg
Skip Newberry, President, Technology Association of Oregon
Rick Turoczy, General Manager, Portland Incubator Experiment

CONTRIBUTORS

Tom Danowski, Executive Director, Oregon Wine Board
Rob Daykin, City Administrator, City of Dundee
Todd Davidson, Chief Executive Officer & President, Travel Oregon
Terry Emery, Newberg Early Bird Rotary
Jennifer Fox, Executive Director, Oregon Transitional Research Development Institute
Joseph Gall, City Manager, City of Sherwood
Kellie Holloway, Senior International Trade Specialist, United States Commercial
Service
Sue Horstmann, Executive Director, Willamette Valley Wine Association
Dave Hunt, Chief Executive Officer & President, Pacific Northwest Defense Coalition
Jim McMaster, President, Newberg Noon Rotary
Terry Molander, President, Newberg Kiwanis
Robert D "Skip" Rung, President & Executive Director, Oregon Nanoscience &
Microtechnologies Institute
Chris Scherer, President, Oregon Manufacturing Extension Partnership
Cynthia Thompson, Transit Manager, Yamhill County Transit Area
Brenda Turner, Chief Executive Officer & President, Oregon State Chamber
Duncan Wyse, President, Oregon Business Council

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												
Retention and Expansion of Existing Industrial Businesses												
Recruitment of Traded Sector Companies												
Increase the Supply of Industrial Land												
COMMERCIAL SECTOR												
Revitalization of Downtown Newberg												
Retain Existing Commercial/Retail Businesses In Newberg												
Increase the Supply of Commercial/Retail Land												
BUSINESS DEVELOPMENT AND WORKFORCE												
Establish an Innovation Accelerator												
Workforce Development												
Establish a Business Resource Center												
TOURISM AND HOSPITALITY												
Increase Tourist/Visitor Counts in Newberg												

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.

ECONOMIC DEVELOPMENT ORGANIZATIONS

A variety of organizations are engaged in economic development activities in Newberg, or could be involved in the future. The graphics below identify organizations currently involved in economic development in Newberg and organizations that should be involved (aspirational) in the future.

CORE

Chehalem Valley Chamber of Commerce (CVCC)

George Fox University (GFU)

Newberg Downtown Coalition (NDC)

City of Newberg (City)

TIER 2

Portland Community College (PCC)

Chehalem Parks & Recreation District (CPRD)

Newberg School District (NSD)

Business Oregon (Biz OR)

Oregon Department of Transportation (ODOT)

Mid-Willamette Valley Council of Governments (MWVCOG)

Oregon Employment Department (OED)

Portland General Electric (PGE)

Northwest Natural (NWN)

Strategic Economic Development Corporation (SEDCOR)

Regional Solutions Team (RST)

Press - Newberg Graphic

Greater Portland Inc. (GPI)

Oregon Main Street Program (OMSP)

Japan American Society of Oregon (JASO)

Department of Land Conservation and Development (DLCD)

Technology Association of Oregon (TAO)

Portland Incubator Experiment (PIE)

TIER 3

Small Business Administration (SBA)

US Commercial Service (USCS)

Oregon Entrepreneurs Network (OEN)

Oregon Wine Board (OWB)

Oregon State Chamber (OSC)

Willamette Valley Wineries Association (WVWA)

Pacific Northwest Defense Coalition (PNDC)

Oregon Business Council (OBC)

Oregon Manufacturing Extension Partnership (OMEP)

Yamhill County Transit Area (YCTA)

Small Business Development Center (SBDC)

Oregon Transitional Research Development Institute
(OTRADI)

Oregon Nanoscience & Mircotechnologies Institute
(ONAMI)

Portland & Western Railroad (P&W RR)

Newberg Urban Management Area Commission
(NUMAC)

GOALS/STRATEGIES/ACTIONS

INDUSTRIAL SECTOR

Goal: Enhance industrial development capabilities and employment opportunities

Strategies:

- 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*

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Chehalem Valley Chamber of Commerce, Oregon Employment Department, US Commercial Service, OTRADI, ONAMI, Oregon Manufacturing Extension Partnership, Oregon Business Council, Yamhill County, Pacific Northwest Defense Coalition, Regional Solutions, Portland General Electric, Northwest Natural, Frontier, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Identify existing community assets and needed assets.
2. Identify needs of companies through a gap analysis.
3. Engage the Oregon Employment Department in an analysis of the four (4) traded sectors industries and targeted industries in Newberg.
4. Conduct an industry cluster analysis to identify opportunities.
5. Implement the eight actions of the vertical wine integration proposal from the America's Best Communities plan.

Mid-term Implementation (12 – 24 months):

1. Implement one or more of the vertical wine integration demonstration projects.
2. Supply chain analysis of the four (4) existing traded sector industries.
3. Conduct business mission/lessons learned trips to communities with similar targeted industries.

Long-term (24 – 36 months)

1. Re-assess the targeted industries to determine if the focus areas are on target or should be modified.
2. Supply chain analysis of the targeted traded sector industries.

Metrics & Reporting:

1. Community assets report.
2. Number of companies participating in gap analysis.
3. Report on traded sectors.
4. Report on cluster analysis.
5. Number of business expansions.
6. Number of recruited businesses.
7. Supply chain analysis report.
8. Vertical Wine Integration
 - ❖ Number of wine-industry stakeholders interviewed
 - ❖ Number of wine-industry stakeholders attending the project kick-off meeting
 - ❖ Number of endorsements or letters of interest from regional wine associations
 - ❖ Findings of the gap analysis
 - ❖ Findings of the best practices research
 - ❖ Implementation actions identified in the action plan
 - ❖ Grant(s) applied for and awarded
 - ❖ Identified demonstration project

Funding Sources (in-kind/cash)

City of Newberg, Chehalem Valley Chamber of Commerce, Oregon Employment Department, Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Portland General Electric, Northwest Natural, Frontier, Yamhill County, Industrial Brokers

Staffing Resources

City of Newberg Community Development - 0.2 FTE
Chehalem Valley Chamber of Commerce - Volunteers

1.2 ***Retention and Expansion of Existing Industrial Businesses***

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Oregon Manufacturing Extension Partnership, Chehalem Valley Chamber of Commerce, Portland Community College, Japan American Society of Oregon, Regional Solutions, Portland General Electric, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Retention visits conducted by City in coordination with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.

Mid-term Implementation (12 - 24 months)

1. Retention visits conducted by City in coordination with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
2. Leverage the Business Resource Center implementation to provide an integrated set of services from the City, Chamber and other organizations.

Long-term (24 – 36 months)

1. Retention visits conducted by City in coordination with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.

Metrics & Reporting:

1. Number of retention visits conducted annually by City.
2. Number of retention visits conducted annually by Stakeholders and Partners.
3. Number of business expansions.
4. Net employment loss/gain from expansions or business closures.
5. Annual report on retention activities including issues and findings.

Funding Sources (in-kind/cash)

City of Newberg, Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Oregon Manufacturing Extension Partnership, Chehalem Valley Chamber of Commerce, Portland Community College, Japan American Society of Oregon, Regional Solutions, Portland General Electric, Industrial Brokers

Staffing Resources

City of Newberg Community Development – 0.2 FTE

1.3 **Recruitment of Traded Sector Companies**

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Chehalem Valley Chamber of Commerce, Industrial Brokers, Japan American Society of Oregon, Regional Solutions, Portland General Electric

Actions:

Short-term Implementation (0 – 12 months):

1. City coordinates recruitment activities with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
2. Focus on the four (4) existing traded sector industries and supply chains.
3. Evaluate opportunities for the four targeted traded sector industries.
4. Develop a program for Chehalem Valley Chamber of Commerce involvement in industrial business recruitment.
5. Develop relationships and frequent communications with industrial brokerage community in the greater Portland area.
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.

Mid-term Implementation (12 - 24 months)

1. City coordinates recruitment activities with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
2. Recruitment of food processing (wine) companies and suppliers as part of vertical integration of wine industry.

Long-term (24 – 36 months)

1. City coordinates recruitment activities with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.

Metrics & Reporting:

1. Number of recruitment leads
2. Number of engagements by Chehalem Valley Chamber of Commerce
3. Number of contacts with brokerage community
4. Number of successes

Funding Sources (in-kind/cash)

Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Chehalem Valley Chamber of Commerce, Industrial Brokers, Japan American Society of Oregon, Regional Solutions, Portland General Electric

Staffing Resources

City of Newberg Community Development – 0.1 FTE
Industrial Brokers

1.4 ***Participate and Partner with Regional, State and Federal Organizations***

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Strategic Economic Development Corporation, Greater Portland Inc., Regional Solutions, US Commercial Service, US Economic Development Administration, Mid-Willamette Valley Council of Governments

Actions:

Short-term Implementation (0 – 12 months):

1. Build and maintain relationships with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
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.
3. Develop a “Why Newberg” marketing strategy and elevator speech to promote in the relationships.
4. Determine specifically what we would like to “ask” from players and present the information when appropriate.

Mid-term Implementation (12 - 24 months)

1. Build and maintain relationships with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
2. Conduct annual roundtable forum on economic development activities with regional, state and federal organizations.
3. Connect the organizations to the Business Resource Center as it develops.

Long-term (24 – 36 months)

1. Build and maintain relationships with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.
2. Conduct annual roundtable forum on economic development activities with regional, state and federal organizations.

Metrics & Reporting:

1. Number of contacts with Stakeholders & Partners.
2. Participants at annual roundtable forum.
3. Number of leads from Stakeholders and Partners.
4. Amount of assistance from Stakeholders and Partners.

Funding Sources (in-kind/cash)

City of Newberg, Strategic Economic Development Corporation, Greater Portland Inc., Regional Solutions, US Commercial Service, US Economic Development Administration, Mid-Willamette Valley Council of Governments

Staffing Resources

City of Newberg Economic Development – 0.05 FTE

1.5 ***Market the Competitive Advantages of Newberg to National and International Audiences***

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Chehalem Valley Chamber of Commerce, Japan American Society of Oregon, Newberg Graphic, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Define and identify target audiences for marketing.
2. Make specific face-to-face presentations.
3. Research and identify Newberg’s competitive advantages.
4. Analyze existing data and develop strategies for industrial recruitment marketing material.
5. Coordinate data gathering and marketing material with Strategic Economic Development Corporation, Greater Portland Inc., Mid-Willamette Valley Council of Governments and other entities.
6. Promote the Newberg Enterprise Zone program through marketing material and face-to-face discussions.
7. Promote existing financial incentive programs (local and state) marketing material and face-to-face discussions.
8. Distribute marketing material (e.g. web, social media, trade shows, and international tours).

Mid-term Implementation (12 - 24 months)

1. Develop community profile to place on Greater Portland Inc. web site.
2. Coordinate marketing material with Strategic Economic Development Corporation, Greater Portland Inc., Mid-Willamette Valley Council of Governments and other entities.
3. Promote the Business Resource Center and its resources through appropriate websites including the City and the Chamber.

Long-term (24 – 36 months)

1. Coordinate marketing material with Strategic Economic Development Corporation, Greater Portland Inc., Mid-Willamette Valley Council of Governments and other entities.
2. Disseminate Newberg specific marketing material.

Metrics & Reporting:

1. Report on competitive advantages.
2. Type of marketing material produced.

3. Number of Enterprise Zone packets distributed.
4. Track where marketing material is distributed.
5. Develop target lists and track activity by specific target.

Funding Sources (in-kind/cash)

City of Newberg, Business Oregon, Strategic Economic Development Corporation, Greater Portland Inc., Chehalem Valley Chamber of Commerce, Japan American Society of Oregon, Newberg Graphic, Industrial Brokers

Staffing Resources

City of Newberg Economic Development – 0.05 FTE

1.6 ***Increase the Supply of Industrial Land***

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Department of Land Conservation and Development, Business Oregon, Chehalem Valley Chamber of Commerce, Newberg Urban Management Area Commission, Newberg Community, Newberg Downtown Coalition, Oregon Department of Transportation, Regional Solutions, Yamhill County, City of Dundee, Friends of Yamhill County, 1000 Friends of Oregon, Oregon Legislature, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Apply for grant(s) to evaluate expanding the urban growth boundary.
2. Update Comprehensive Plan Policies.
3. Complete Buildable Lands Inventory.
4. Evaluate expansion land opportunities.
5. Identify the expansion properties.
6. Engage the owners of the targeted property in the effort.

Mid-term Implementation (12 - 24 months)

1. Identify needed infrastructure and financing for the infrastructure.
2. Expand the Urban Growth Boundary.
3. Identify shovel ready sites.
4. Tell the story of the expansion to build community support for future expansions.

Long-term (24 – 36 months)

1. Monitor land absorption to determine next horizon for urban growth boundary expansion.

Metrics & Reporting:

1. Number of grants applied for and awarded.
2. Completion of Comprehensive Plan Policies.
3. Completion of Buildable Lands Inventory.
4. Number of shovel ready sites.
5. Acres of land added to the UGB for industrial development.

Funding Sources (in-kind/cash)

City of Newberg, Department of Land Conservation and Development, Business Oregon, Chehalem Valley Chamber of Commerce, Newberg Urban Management Area Commission, Newberg Community, Newberg Downtown Coalition, Oregon Department of Transportation, Regional Solutions, Yamhill County, Industrial Brokers

Staffing Resources

City of Newberg Community Development – 0.3 FTE

1.7 Create a Cooperative Business Environment with Regulatory Agencies

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Regional Solutions, Mid-Willamette Valley Council of Governments, Yamhill County, State Agencies

Actions:

Short-term Implementation (0 – 12 months):

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.
2. Coordinate with Regional Solutions on community economic development needs.
3. Consider a city position that provides coordination services with outside regulatory agencies.
4. Follow-up interviews with expansion and new industrial developments.

Mid-term Implementation (12 - 24 months)

1. Enhance city permitting processes.
2. Follow-up interviews with expansion and new industrial developments.

Long-term (24 months – 36 months)

1. Continue enhancing city permitting process.

Metrics & Reporting:

1. Number of contacts with State Agencies.
2. Number of interviews with expansion and new industrial developments.
3. Quantify and report on the amount and quality of the assistance from targeted agencies.

Funding Sources (in-kind/cash)

City of Newberg, Regional Solutions, Mid-Willamette Valley Council of Governments, Yamhill County, State Agencies

Staffing Resources

City of Newberg Community Development – 0.05 FTE

1.8 *Ensure Adequate Utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to Support Industrial Growth*

Project Lead:

City of Newberg – Public Works

Stakeholders & Partners:

Portland General Electric, Northwest Natural, Frontier, Comcast, Bonneville Power Administration, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Update master plans for transportation and water.
2. Coordinate with Portland General Electric, Northwest Natural, Frontier and Comcast on utility infrastructure capacities and locations. Inventory gaps or weaknesses in systems.
3. Evaluate cogeneration opportunities with WestRock.

Mid-term Implementation (12 - 24 months)

1. Update sanitary sewer master plan.
2. On-going coordination with utility companies.

Long-term (24 – 36 months)

1. Update necessary master plans every ten (10) years (transportation, water, sanitary sewer, storm drainage).
2. On-going coordination with utility companies.
Enhance accessibility to high-speed fiber.

Metrics & Reporting:

1. Completion date of transportation and water master plans.
2. Completion date of sewer master plan.
3. Number of coordination meetings with utility companies.

Funding Sources (in-kind/cash)

City of Newberg, Portland General Electric, Northwest Natural, Frontier, Comcast, Bonneville Power Administration, Industrial Brokers

Staffing Resources

City of Newberg Public Works – 0.2 FTE
City of Newberg Community Development – 0.1 FTE

1.9 ***Improve Transportation Access for Industrial Land***

Project Lead:

City of Newberg – Public Works - Engineering Services/Community Development

Stakeholders & Partners:

Oregon Legislature, Oregon Department of Transportation, Yamhill County, Marion County, Portland & Western Railroad, Chehalem Valley Chamber of Commerce, Yamhill County Transit Area, Yamhill County Parkway Committee, Oregon Congressional delegation, Federal Highway Administration, Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Evaluate and establish a street maintenance fee program.
2. Update the Transportation System Plan to include focus on needed improvements to existing/future industrial area access/freight routes.
3. Coordinate with the Parkway Committee to lobby the Oregon Legislature for funding/construction of the East leg of the Newberg/Dundee bypass.

Mid-term Implementation (12 – 24 months):

1. Work with stakeholders to obtain funding for the east leg of the Newberg-Dundee Bypass from Oregon Highway 219 to Oregon Highway 99W.

Long-term Implementation (24 – 36 months):

1. Evaluate rail service capabilities (freight & commuter).
2. Enhance transit service for industrial businesses.
3. Work with stakeholders to construct the east leg of the Newberg-Dundee Bypass from Oregon Highway 219 to Oregon Highway 99W.
4. Work with organizations towards a funding source for the I-5/Ehlen Road interchange at Exit 278 (Donald/Aurora Exit) improvements.
5. 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.
6. Coordinate with Oregon Department of Transportation and the Oregon congressional delegation on transportation funding sources.

Metrics & Reporting:

1. Type of street maintenance program and annual funding.
2. Annual street maintenance projects completed.
3. Transit route modifications to serve industrial businesses.
4. Actions and activities undertaken to advance east leg of Newberg-Dundee Bypass.
5. Actions and activities undertaken to I-5/Ehlen Road interchange at Exit 278 (Donald/Aurora Exit) improvements.

6. Funds allocated from outside sources for transportation improvements benefiting industrial businesses.

Funding Sources (in-kind/cash)

City of Newberg, Oregon Legislature, Oregon Department of Transportation, Yamhill County, Marion County, Portland & Western Railroad, Chehalem Valley Chamber of Commerce, Yamhill County Transit Area, Yamhill County Parkway Committee, Oregon Congressional delegation, Federal Highway Administration, Industrial Brokers

Staffing Resources

City of Newberg Public Works – Engineering Services – 0.1 FTE
City of Newberg Community Development – 0.1FTE

COMMERCIAL SECTOR

Goal: Enhance commercial development capabilities and employment opportunities

Strategies:

2.1 *Revitalization of Downtown Newberg*

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, Chehalem Parks and Recreation District, Newberg Kiwanis, Newberg Rotary, Oregon Department of Land Conservation and Development, Oregon Department of Transportation, Faith Based, Commercial Brokers, Finance Community, Oregon Main Street Program

Actions:

Short-term Implementation (0 – 12 months):

1. Perform a Market Analysis on the Butler property.
2. Planning Commission public hearing on the draft Newberg Downtown Improvement Plan.
3. City Council public hearing on the draft Newberg Downtown Improvement Project and adoption process.
4. Complete the Newberg Downtown Improvement Plan.

Mid-term Implementation (12 – 24 months):

1. Secure funds for downtown improvement implementation.
2. Implement recommendations from the Newberg Downtown Improvement Plan.
3. Evaluate options for an Urban Renewal Area (URA), Business Improvement District (BID), or Economic improvement District (EID).
4. Research best practices from comparable sized cities on downtown development activities.

Long-term Implementation (24 – 36 months):

1. On-going implementation of recommendations from the Newberg Downtown Improvement Plan.
2. Attract a mid-level hotel to the area.
3. Increase downtown housing.

Metrics & Reporting:

1. Findings of the Newberg Downtown Improvement Project plan.
2. Findings of the Butler Property market analysis.
3. Increases in retail sales, pedestrian counts, transient lodging taxes, and other activity levels.
4. Grant(s) applied for and awarded.
5. Infrastructure improvements, public/private investment, or other projects implemented as a result of the process.
6. Projects annually implemented from Newberg Downtown Improvement Plan.

Funding Sources (in-kind/cash)

City of Newberg, Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, Chehalem Parks and Recreation District, Newberg Kiwanis, Newberg Rotary, Oregon Department of Land Conservation and Development, Oregon Department of Transportation, Faith Based, Commercial Brokers, Finance Community, Oregon Main Street Program, Downtown Property Owners.

Staffing Resources

City of Newberg - 0.2 FTE
Newberg Downtown Coalition
Chehalem Valley Chamber of Commerce

2.2 Retain Existing Commercial/Retail Businesses In Newberg

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

Newberg Downtown Coalition, City of Newberg, Commercial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Chehalem Valley Chamber of Commerce and Newberg Downtown Coalition survey/interview existing businesses in downtown to establish business needs and develop appropriate programs.
2. Enhance the quality of permitting services from the City of Newberg.
3. Interview businesses exiting Newberg.

Mid-term Implementation (12 – 24 months):

1. Enhance the quality of permitting services from the City of Newberg.
2. Interview businesses exiting Newberg.
3. Leverage the development of the Business Resource Center to provide integrated set of services from the City, Chamber and other organizations.

Long-term Implementation (24 – 26 months):

1. Newberg downtown Coalition survey/interview existing businesses in downtown to establish business needs and develop appropriate programs.
2. Chehalem Valley Chamber of Commerce and Newberg Downtown Coalition survey/interview existing businesses in downtown to establish business needs and develop appropriate programs.
3. Enhance the quality of permitting services from the City of Newberg.
4. Interview businesses exiting Newberg.

Metrics & Reporting:

1. Business needs survey.
2. Number of programs established.
3. Track timelines for processing permits and applications.
4. Business exit interviews.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, City of Newberg, Commercial Brokers

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff, Volunteers, Interns

Newberg Downtown Coalition

City of Newberg Community Development – 0.02 FTE

2.3. *Redevelop Vacant and Underutilized Commercial/Retail Sites*

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Commercial Brokers, Finance Community

Actions:

Short-term Implementation (0 – 12 months):

1. Inventory vacant and underutilized sites.
2. Work with partners to market sites.
3. Meet with property owners on development and redevelopment opportunities.

Mid-term Implementation (12 – 24 months):

1. Develop a program for possible property assemblage.
2. Enhance existing or create new incentive packages.
3. Evaluate the feasibility of an urban renewal program downtown.
4. Update inventory vacant and underutilized sites.
5. Work with partners to market sites.
6. Meet with property owners on development and redevelopment opportunities.

Long-term Implementation (24 – 36 months):

1. Update inventory vacant and underutilized sites.
2. Work with partners to market sites.
3. Meet with property owners on development and redevelopment opportunities

Metrics & Reporting:

1. Buildable Lands Inventory
2. Marketing material produced.
3. Number of meetings held annually with property owners.
4. Number of new or revised financial incentive programs.
5. Success of establishing an urban renewal district downtown.

Funding Sources (in-kind/cash)

City of Newberg, Valley Chamber of Commerce, Newberg Downtown Coalition, Commercial Brokers, Finance Community, Property Owners

Staffing Resources

City of Newberg Community Development - 0.1 FTE

2.4 Market Vacant and/or Underutilized Commercial/Retail Sites

Project Lead:

Commercial Brokers

Stakeholders & Partners:

Chehalem Valley Chamber of Commerce, City of Newberg, Newberg Downtown Coalition

Actions:

Short-term Implementation (0 – 12 months):

1. Brokerage community to develop a robust marketing program.
2. Establish a list of desired business types to market to.
3. Launch the marketing program.

Mid-term Implementation (12 – 24 months):

1. 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.
2. Continue marketing program.

Long-term Implementation (24 – 36 months):

1. Continue marketing program.

Metrics & Reporting:

1. List of desired business types to attract.
2. Number of marketing opportunities distributed.
3. Number of successful developments.

Funding Sources (in-kind/cash)

Commercial Brokers, Chehalem Valley Chamber of Commerce, City of Newberg, Newberg Downtown Coalition, Property Owners

Staffing Resources

Commercial Brokers
City of Newberg Community Development – 0.02 FTE

2.5 Improve Public Infrastructure in Downtown Newberg

Project Lead:

City of Newberg – Community Development/Public Works

Stakeholders & Partners:

Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, Oregon Department of Transportation, Mid-Willamette Valley Council of Governments, Business Oregon, Portland General Electric, Northwest Natural, Frontier, Commercial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Complete the Newberg Downtown Improvement Plan.

Mid-term Implementation (12 – 24 months):

2. Implement infrastructure recommendations from the Newberg Downtown Improvement Plan.

Long-term Implementation (24 – 36 months):

3. Implement infrastructure recommendations from the Newberg Downtown Improvement Plan.

Metrics & Reporting:

1. Number of projects implemented annually.
2. Number of funding applications submitted per year.
3. Meetings with Infrastructure Finance Authority on funding opportunities.

Funding Sources (in-kind/cash)

City of Newberg, Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, Oregon Department of Transportation, Mid-Willamette Valley Council of Governments, Business Oregon, Portland General Electric, Northwest Natural, Frontier, Property Owners, Commercial Brokers

Staffing Resources

City of Newberg Community Development – 0.05 FTE
City of Newberg Public Works – 0.05 FTE

2.6 Support Creation of New Retail/Commercial Businesses

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

City of Newberg, Commercial Brokers, Finance Community, Property Owners, Newberg Downtown Coalition

Actions:

Short-term Implementation (0 – 12 months):

1. Business inventory identifying what we have for businesses and what is missing.
2. Streamlining City permitting processes.
3. Establish a low interest loan program.

Mid-term Implementation (12 – 24 months):

1. Establish business startup assistance program as a part of the Business Resource Center implementation.

Long-term Implementation (24 – 36 months):

1. Maintain and publish data on vacant office, industrial buildings and land.
2. Expand the Urban Growth Boundary to support additional commercial land supply.

Metrics & Reporting:

1. Number of new businesses started.
2. Number of new businesses assisted.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, City of Newberg, Commercial Brokers, Finance Community, Property Owners

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff and Interns
City of Newberg Community Development – 0.03 FTE

2.7 Increase The Supply of Commercial/Retail Land

Project Lead:

City of Newberg – Community Development

Stakeholders & Partners:

Department of Land Conservation and Development, Business Oregon, Chehalem Valley Chamber of Commerce, Newberg Urban Management Area Commission Newberg Community, Oregon Department of Transportation, Regional Solutions, Yamhill County, City of Dundee, Friends of Yamhill County, 1000 Friends of Oregon, Commercial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Apply for grant(s) to evaluate expanding the urban growth boundary.
2. Update Comprehensive Plan Policies.
3. Complete Buildable Lands Inventory.
4. Evaluate expansion land opportunities.

Mid-term Implementation (12 - 24 months)

1. Expand the Urban Growth Boundary.

Long-term (24 – 36 months)

1. Monitor land absorption to determine next horizon for urban growth boundary expansion.

Metrics & Reporting:

1. Number of grants applied for.
2. Completion of Comprehensive Plan Policies
3. Completion of Buildable Lands Inventory

Funding Sources (in-kind/cash)

City of Newberg, Department of Land Conservation and Development, Business Oregon, Chehalem Valley Chamber of Commerce, Newberg Urban Management Area Commission Newberg Community, Oregon Department of Transportation, Regional Solutions, Yamhill County

Staffing Resources

City of Newberg Community Development – 0.2 FTE

BUSINESS DEVELOPMENT AND WORKFORCE

Goal: Create a premier business and workforce development program

Strategies:

3.1 Foster Entrepreneurial Business Formation and Growth

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

City of Newberg, Newberg Downtown Coalition, George Fox University, Portland Community College, Chehalem Park and Recreation District, Finance Community, Portland Community College CLIMB Center, Mid-Willamette Valley Council of Governments, Small Business Administration

Actions:

Short-term Implementation (0 – 12 months):

1. Foster connections between George Fox University and Portland Community College and entrepreneurs.
2. Develop a Business Resource Center.
3. Connect financing programs such as Small Business Administration and Mid-Willamette Valley Council of Governments with entrepreneurs.
4. Market the Newberg Economic Development Revolving Loan program.

Mid-term Implementation (12 - 24 months)

1. Establish the Chehalem Valley Entrepreneurs Network.

Long-term (24 – 36 months)

1. Establish an angel funding program.

Metrics & Reporting:

1. Number of new businesses started.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, City of Newberg, Newberg Downtown Coalition, George Fox University, Portland Community College, Chehalem Park and Recreation District, Finance Community, Portland Community College CLIMB Center, Mid-Willamette Valley Council of Governments, Small Business Administration

Staffing Resources

Chehalem Valley Chamber of Commerce - Staff
City of Newberg Community Development – 0.02 FTE

3.2 *Establish an Innovation Accelerator*

Project Lead:

Chehalem Valley Chamber of Commerce/Accelerator Advisory Board

Stakeholders & Partners:

George Fox University; Portland Community College, Technology Association of Oregon; Portland Incubator Experiment; various technology-driven wineries; and other local and regional businesses, Chehalem Parks and Recreation District, City of Newberg

Actions:

Short-term Implementation (0 – 12 months):

1. Establish Board of Directors to oversee operations and organization.
2. Establish an accelerator facility (temporary or startup).
3. Create a business plan with help from experts such as PIE, TAO, etc.
4. Establish a Board of Advisors to review, select, coach/mentor/advise tenants.
5. Hold an accelerator kick-off meeting with stakeholders from key industries and funding sources such as angels and venture capitalists.
6. Recruit, vet and select tenants.
7. Achieve projects-to-products-to market successes.

Mid-term Implementation (12 – 24 months):

1. Promote and market the Accelerator through the Business Resource Center, City, Chamber, Newberg Downtown Coalition websites, and George Fox University, PIEPDX, and other channels.

Long-term Implementation (24 – 36 months):

1. Move the accelerator to a permanent facility.
2. Integrate the Accelerator with George Fox University's Collaboratium and other local makerspace(s).

Metrics & Reporting:

1. Number of stakeholders attending accelerator kick-off meeting
2. Findings of the feasibility study
3. Set up a temporary accelerator facility
4. Accelerator business plan
5. Number of businesses using the accelerator
6. Identified demonstration project
7. In-kind funds raised

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce/Accelerator Advisory Board, George Fox University; Portland Community College, Chehalem Parks and Recreation District, City of Newberg

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff and Volunteers
Accelerator Advisory Board - Volunteers
City of Newberg Community Development – 0.02 FTE

3.3 **Buy Local Campaign**

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

Newberg Downtown Coalition, Newberg commercial businesses, and the City of Newberg

Actions:

Short-term Implementation (0 – 12 months):

1. Chehalem Valley Chamber of Commerce engages George Fox University for research for a buy local program.
2. Chehalem Valley Chamber of Commerce meets with the Newberg Downtown Coalition Merchants Committee and other businesses and review program.
3. Implement and promote the program with a focus on educating the community about benefits, use, etc.
4. Extend the Buy Local program to Dundee and the rest of the valley.
5. Monitor and improve as necessary.

Mid-term Implementation (12 months - 24 months)

1. Evaluate if eScripts is a viable tool and / or find equivalent tools.
2. Work with Rural Studies program at Oregon State University to develop reporting mechanism by business that will measure success of program over time. (i.e. zip code collection by merchants, percent sales growth of business. In addition Oregon State University could conduct trade analysis that looks at current tail pull factors and improvement over time.
3. Promote the program and its success to local and non-local market segments through the Business Resource Center, the City's website, etc.

Long-term (24 month – 36 months)

1. Work with City of Newberg to develop a purchasing program that provides preference to local vendors.

Metrics & Reporting:

1. Number of businesses participating in Buy Local program and their success ratings/feedback through annual surveys.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, Newberg Downtown Coalition, Newberg commercial businesses

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff and Volunteers
Newberg Downtown Coalition
City of Newberg – 0.02 FTE

3.4 Enhance Business Mix in Downtown Newberg

Project Lead:

Newberg Downtown Coalition

Stakeholders & Partners:

Chehalem Valley Chamber of Commerce, City of Newberg, LLP Properties, Brokerage Community, Industrial and Commercial Brokers, Financial Community, City of Newberg

Actions:

Short-term Implementation (0 – 12 months):

1. Conduct a market analysis, including an inventory of the existing business mix to determine missing retail needs.
2. Maintain inventory of available retail space.
3. Establish marketing and recruitment program.

Mid-term Implementation (12 - 24 months)

1. Establish a dedicated space for food carts.
2. Promote development of vacant parcels to expand retail and office business opportunities.
3. Continue marketing and recruitment program.
4. Establish a position in the Business Resource Center.

Long-term (24 – 36 months)

1. Work with City of Newberg and Chehalem Valley Chamber of Commerce to develop the Butler property.
2. Continue marketing and recruitment program.

Metrics & Reporting:

1. Development Code Update to allow food carts.
2. Number of new businesses in downtown area

Funding Sources (in-kind/cash)

Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, City of Newberg, Property Owners, Industrial and Commercial Brokers, Financial Community

Staffing Resources

Newberg Downtown Coalition
City of Newberg Community Development – 0.02 FTE

3.5 **Workforce Development**

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners Support:

George Fox University, Portland Community College, Newberg School District, Incite, Oregon Employment Department, Portland Community College CLIMB Center, SE Stem Center, Innovate Oregon, City of Newberg

Actions:

Short-term Implementation (0 – 12 months):

1. Evaluate current and future needs.
2. Conduct a survey of local businesses' workforce needs.
3. Conduct a gap analysis.
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.
5. Connect to regional technical programs such as Innovate Yamhill County and create new programs as needed.
6. Implement the SE STEM Center "Oregon Connections" database with local businesses and schools.
7. Expand Tasting Room Associate Course from one to three classes.

Mid-term Implementation (12 months - 24 months)

1. Establish mentoring programs at the high school level.
2. Extend the Chamber of Commerce internship to run year-round.
3. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services.
4. Extend opportunities for local students to earn technical degrees within the region.
5. Implement employability soft skills curriculum into Newberg School District.
6. Build and leverage best practices from organizations like American Association of Chamber Executives.

Long-term (24 – 36 months)

1. Promote a community-based, inclusive, world-class education system that attends to needs of all students from cradle, to career, to grave.

Metrics & Reporting:

1. Number of businesses participating in the workforce needs survey.
2. Findings of the workforce needs survey.
3. Findings of the gap analysis.
4. Number of students enrolled in the Chamber of Commerce internship program.

5. Estimated total return on investment for interns.
6. Number of courses (credit and non-credit) offered at the Portland Community College Newberg Center.
7. Number of college-credit courses offered at the high school level.
8. Number of students enrolled in tasting room course at the Chamber of Commerce.
9. Number of George Fox Students who stay in the community after graduation.
10. High school graduation rates.
11. Number of high school students that pursue post graduate education (trade school, community college, university).

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, George Fox University, Portland Community College, Newberg School District, Incite, Oregon Employment Department, Portland Community College CLIMB Center, City of Newberg

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff + PT/FTE
City of Newberg Community Development – 0.02 FTE

3.6 Establish Business Resource Center

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

Portland Community College; George Fox University; City of Newberg; Newberg Downtown Coalition; Mid-Willamette Valley Council of Governments, other local businesses, Portland Community College CLIMB

Actions:

Short-term Implementation (0 – 12 months):

1. Collaborate with Portland Community College CLIMB to fund a staff person.
2. Conduct a gap analysis and best practices research.
3. Create a Business Resource Center website.
4. Perform a feasibility study to determine operating structure, space, staffing, focus, linkages, and revenue structure.
5. Provide in-person small business development services.
6. Connect student interns with local businesses.
7. Chehalem Valley Chamber of Commerce Outreach (e.g. Breakfast for Champions, Customer Service, wine industry, etc.)
8. Develop mentoring programs from existing business owners.
9. Integrate services with the City of Newberg.

Mid-term Implementation (12 – 24 months):

1. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services.
2. Apply for funding/grants to expand operations and/or hire a full-time employee.
3. Integrate goals and purpose with the Accelerator, GFU, PCC, Chemeketa, and regional and state organizations.

Long-term Implementation (24 – 36 months):

1. Move the Business Resource Center to a permanent facility.
2. Expand the facility, operations and services as needed.

Metrics & Reporting:

1. Findings of the gap analysis
2. Business Resource Center website
3. Number of visitors to the Business Resource Center website
4. Findings of the feasibility study
5. Hiring one or more full or part-time staff persons
6. Number of students connected to internships through the Resource Center
7. Funding applications to organizations such as Economic Development Administration or US Department of Agriculture

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, Portland Community College; George Fox University; City of Newberg; Newberg Downtown Coalition; Mid-Willamette Valley Council of Governments, other local businesses, PCC CLIMB

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff + PT/FTE
City of Newberg Community Development – 0.02 FTE

3.7 Market Employment Training Opportunities to Employers and Employees

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

George Fox University, Portland Community College, Incite, Oregon Employment Department, Chemeketa Community College, Express Professionals, McMinnville Chamber of Commerce

Actions:

Short-term Implementation (0 – 12 months):

1. Promote Chehalem Valley Chamber of Commerce programs.
2. Promote Portland and Chemeketa Community College programs.
3. Promote George Fox University programs.
4. Create Semi-annual job fairs co-sponsored Chehalem Valley Chamber of Commerce, McMinnville Area Chamber of Commerce and Oregon Employment Department.
5. Identification of training opportunities based on employer needs.
6. Promote Incite job training programs.

Mid-term Implementation (12 - 24 months)

1. Fund a FTE dedicated to expansion of workforce development programs that serve new and existing businesses.
2. Integrate workforce services with the Business Resource Center.

Long-term (24 – 36 months)

1. Three-year review and evaluation of programs and progress.

Metrics & Reporting:

1. Number of businesses participating in programs listed above.
2. Business survey results n workforce readiness (suggest every two years).

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, George Fox University, Portland Community College, Incite, Oregon Employment Department

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff + PF/FTE

3.8 Business Financing Program

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

City of Newberg, Newberg Downtown Coalition, Mid-Willamette Valley Council of Governments, Finance Community, Small Business Administration, Commercial and Industrial Brokers

Actions:

Short-term Implementation (0 – 12 months):

1. Connect businesses and entrepreneurs with local lending institutions.
2. Make the Business Resource Center a repository of business financing alternatives including regional, state, national and industry specific sources.
3. Promote Yamhill County small and large grant programs to local businesses.

Mid-term Implementation (12 - 24 months)

1. Establish a regional angel funding program to support the Accelerator as well as other business, promoted through the Business Resource Center.
2. 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.

Long-term (24 – 36 months)

1. Bring the Economic Development Revolving Loan Fund loan program currently managed by the Mid-Willamette Valley Council of Governments back to Newberg.
2. Expand Economic Development Revolving Loan Fund.
3. Modify requirements in the Economic Development Revolving Loan Fund program to increase accessibility to small businesses.

Metrics & Reporting:

1. Increase promotion of programs through lead and support agencies.
2. Number of loans issued.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, City of Newberg, Newberg Downtown Coalition, Mid-Willamette Valley Council of Governments, Finance Community, Small Business Administration, Commercial and Industrial Brokers

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff + PT/FTE
City of Newberg Community Development – 0.03 FTE

TOURISM AND HOSPITALITY

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

Strategies:

4.1 *Increase Tourist/Visitor Counts In Newberg*

Project Lead:

Chehalem Valley Chamber of Commerce

Stakeholders & Partners:

City of Newberg, Oregon State Chamber, Travel Oregon, Oregon Wine Board, Willamette Valley Winery Association, Industrial and Commercial Brokers, the Newberg Downtown Coalition

Actions:

Short-term Implementation (0 – 12 months):

1. Enhance Newberg Downtown Coalition outreach program to tourists.
2. Enhance signage and gateway elements in the downtown area for tourists and visitors.
3. Increase advertising and public relations dollars.
4. Enhance pedestrian infrastructure downtown (e.g. lighting, trash, benches, etc.).
5. Promote the Buy Local program.
6. Evaluate alternatives for a mid-tier hotel.

Mid-term Implementation (12 - 24 months)

1. Recruit a mid-tier hotel to the valley.
2. Create a regional marketing campaign that promotes Newberg and the valley as a destination location.
3. 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.
4. Establish annual reporting on tourism activities.

Long-term (24 – 36 months)

1. Expand the regional marketing campaign that promotes Newberg and the valley as a destination visit into a national/international campaign.
2. Three-year review and evaluation of programs and progress.
3. Continue annual reporting on tourism activities.

Metrics & Reporting:

1. Transient Lodging Taxes collected.
2. Visitor counts in the Visitor Center.
3. Website metrics on the Chehalem Valley Chamber of Commerce Visitor site.
4. Growth in Direct to Consumer wine sales in Yamhill County.

Funding Sources (in-kind/cash)

Chehalem Valley Chamber of Commerce, City of Newberg, Oregon State Chamber, Travel Oregon, Oregon Wine Board, Willamette Valley Winery Association, Industrial and Commercial Brokers

Staffing Resources

Chehalem Valley Chamber of Commerce – Staff + PT/FTE, Volunteers, Contractor

4.2 Support and Expand Events That Increase Activity in Downtown Newberg Year Around

Project Lead:

Newberg Downtown Coalition

Stakeholders & Partners:

Chehalem Valley Chamber of Commerce, City of Newberg, Chehalem Parks and Recreation District, Chehalem Cultural Center, Willamette Valley Winery Association

Actions:

Short-term Implementation (0 – 12 months):

1. Evaluate the impact of existing events.
2. Design a coordinated event marketing program.
3. Coordinate events calendars.
4. Existing Events:
 - i. Artwalk
 - ii. Trick or Treat Street
 - iii. Holiday Market
 - iv. Retail Events
 - v. Oktoberfest
 - vi. Chehalem Cultural center events
 - vii. Tunes on Tuesday's
 - viii. Downtown Newberg First Friday's
 - ix. Farmers Market
 - x. Old Fashioned Festival
 - xi. Special Olympics
 - xii. Lavender Festival
 - xiii. Brews & BBQ
 - xiv. Truffle Festival
 - xv. Camellia Festival
5. Evaluate redesigning Francis Square as an event venue.
6. Chehalem Valley Chamber of Commerce conduct two Job Fair's annually.

Mid-term Implementation (12 – 24 months):

1. Evaluate expanding the number of events and activities.
2. Establish a Chehalem Valley wine festival.
3. Continue the build-out of the Newberg Cultural District as a premier event venue.
4. Establish a classic car/concourse de elegance.
5. Chehalem Valley Chamber of Commerce conduct two Job Fair's annually.

Long-term Implementation (24 – 36 months):

1. Chehalem Valley Chamber of Commerce conduct two Job Fair's annually.

Metrics & Reporting:

1. Track attendance at events.

Funding Sources (in-kind/cash)

Newberg Downtown Coalition, Chehalem Valley Chamber of Commerce, City of Newberg, Chehalem Parks and Recreation District, Chehalem Cultural Center, Willamette Valley Winery Association

Staffing Resources

Newberg Downtown Coalition – Staff + PT/FTE

4.3 **Transient Lodging Tax Program**

Project Lead:

City of Newberg – City Manager’s Office

Stakeholders & Partners:

Chehalem Valley Chamber of Commerce, George Fox University, Allison Inn & Spa, Providence Newberg Medical Center, Chehalem Cultural Center, Anam Cara Cellars, Premier Community Bank, Pulp & Circumstance, Newberg Ford, Austin Industries, The Painted Lady Restaurant

Actions:

Short-term Implementation (0 – 12 months):

1. Establish transient lodging tax workgroup on uses of Transient Lodging Tax.
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.

Mid-term Implementation (12 - 24 months)

1. Establish annual reporting on tourism activities.

Long-term (24 – 36 months)

1. TBD

Metrics & Reporting:

1. Transient Lodging Taxes collected.
2. TBD after Action Plan is developed.

Funding Sources (in-kind/cash)

City of Newberg, Chehalem Valley Chamber of Commerce, George Fox University, Allison Inn & Spa, Providence Newberg Medical Center, Chehalem Cultural Center, Anam Cara Cellars, Premier Community Bank, Pulp & Circumstance, Newberg Ford, Austin Industries, The Painted Lady Restaurant

Staffing Resources

City of Newberg - .3 FTE

APPENDIX A

Newberg's population has grown faster than the county, the Portland MSA, and the state. Yamhill County's population is predicted to grow faster than the Portland 3-county area and the state over the next 40 years.

AVERAGE POPULATION GROWTH PER YEAR, 1990-2013

Source: US Census 1990 SF1 Table NP1, 2000 Table DP-1, and ACS 5-year estimates 2013 Table B01003.

2.3% Newberg	1.8% Yamhill Co.	1.7% Portland MSA	1.3% Oregon
------------------------	----------------------------	-----------------------------	-----------------------

Newberg has a younger population than the county or the state.

MEDIAN AGE, 2013

Source: US Census ACS 5 year estimates, 2013 Table S0101.

32.3 Newberg	37.7 Yamhill Co.	38.7 Oregon
------------------------	----------------------------	-----------------------

Newberg lags behind Oregon in higher education attainment.

HIGHER EDUCATIONAL ATTAINMENT OF THE POPULATION AGE 25 AND OLDER, 2013

Source: US Census ACS 5 year estimates, 2013 Table S2301

27% Newberg	23% Yamhill Co.	30% Oregon
-----------------------	---------------------------	----------------------

Newberg has a relatively large Latino population.

71 percent of Newberg's non-white population is Hispanic or Latino.

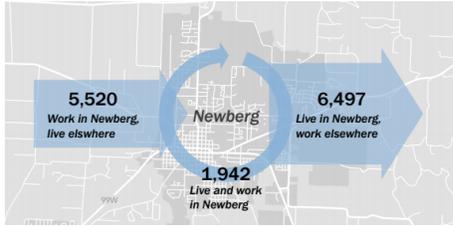
PERCENTAGE OF THE POPULATION THAT IS HISPANIC OR LATINO, 2013

Source: US Census ACS 5-year estimates 2009-2013 Table DP05.

14.4% Newberg	14.9% Yamhill Co.	11.9% Oregon
-------------------------	-----------------------------	------------------------

COMMUTING CHARACTERISTICS

EMPLOYMENT INFLOW AND OUTFLOW, 2012
Source: US Census OntheMap Data, 2012



The majority of Newberg residents work outside of the City.

Only 23 percent of Newberg's residents both live and work in the community.

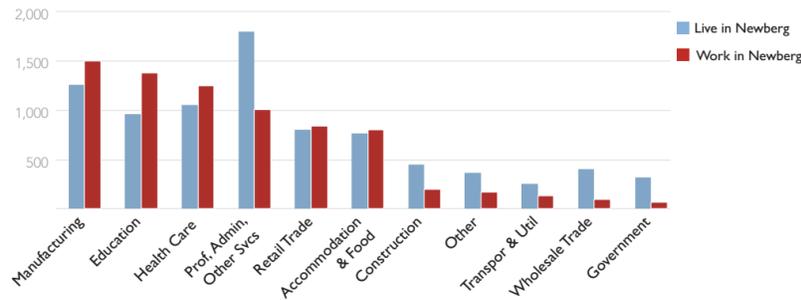
PERCENT OF NEWBERG RESIDENTS THAT WORK OUTSIDE THE CITY, 2013
Source: US Census OntheMap Data, 2012



The majority of Newberg's residents who work outside of Newberg commute to the Portland Metropolitan Area.

JOB BY INDUSTRY FOR WORKERS EMPLOYED IN NEWBERG AND WORKERS WHO LIVE IN NEWBERG, 2012

Source: US Census OntheMap Data, 2012



Disparities exist between people who live in Newberg and people who work in Newberg.

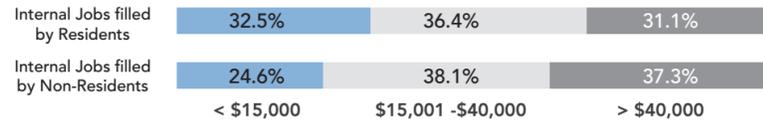
Residents who live in Newberg (blue) are more likely to work in the service sector than those who work in Newberg but are not residents (red). In addition, those who commute outside of Newberg tend to work in high paying sectors such as professional, administration, and other services.

WORKFORCE AND INDUSTRY CHARACTERISTICS

Disparities exist between people who live in Newberg and people who work in Newberg.

ANNUAL INCOME DISTRIBUTION FOR WORKERS EMPLOYED IN NEWBERG, 2012

Source: U.S. Census OntheMap Data, 2012



The majority of businesses in Newberg are small.

97 percent of all firms in Newberg employ less than 950 people.

AVERAGE NUMBER OF WORKERS PER FIRM, 2013

Source: Quarterly Census of Employment and Wages, 2013

12.3
Newberg

11.3
Yamhill Co.

7.3
Dundee

Newberg has almost twice as many jobs in manufacturing relative to the nation.

PERCENT OF JOBS IN MANUFACTURING, 2013

Source: Quarterly Census of Employment and Wages, 2013; US Bureau of Labor Statistics, 2013

21.1%
Newberg

23.0%
Yamhill Co.

12.4%
Oregon

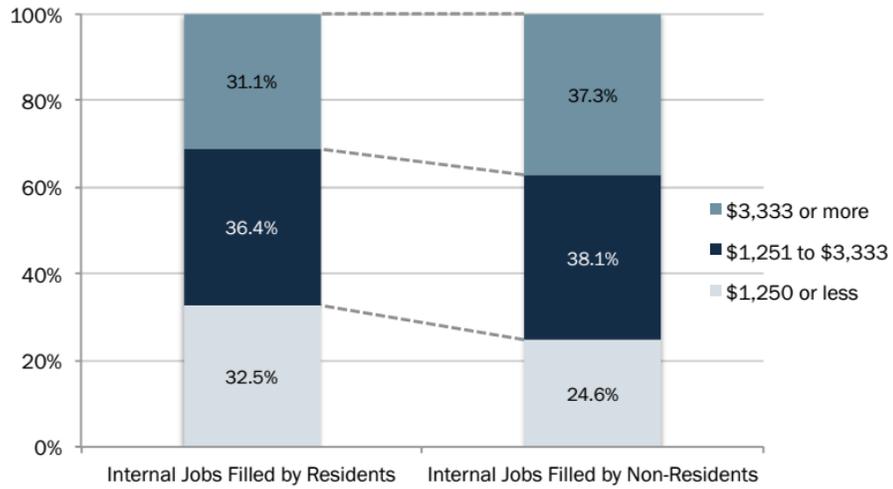
10.6%
United States

Disparities exist between people who live in Newberg and people who work in Newberg.

Residents who work in Newberg on average have a lower monthly salary and are more likely to work in the service sector than those who work in Newberg but are not residents.

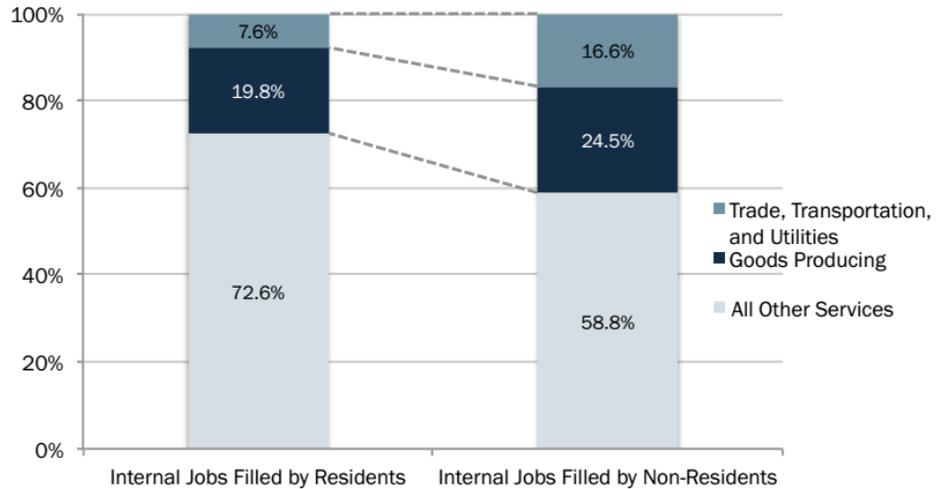
Monthly Income Distribution of Workers Employed in Newberg, 2012

Source: US Census OnTheMap Data, 2012.



Industry Sector of Workers Employed in Newberg, 2012

Source: US Census OnTheMap Data, 2012.



APPENDIX B

STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS

STRENGTHS

1. Cheaper Power
2. Affordable industrial land
3. Good K-12 schools
4. Surrounding wineries/vineyards
5. Sense of community
6. Supportive community
7. Reasonable real estate values
8. Accessible city services
9. Sense of place (identity)
10. Available rail service
11. Good housing supply
12. Strong agricultural base
13. Community events
14. Good work ethic
15. Available assisted/retirement centers
16. Stable healthcare services
17. Good park system
18. Highway crossroads (Hwy 99W/219/240)
19. Good higher education (George Fox University/Portland Community College)
20. Good water quality
21. Chehalem Cultural Center
22. Faith based organizations
23. Access to recreational opportunities
24. Allison Inn & Spa
25. Gateway to wine country
26. Water quantity
27. Sportsman Air Park
28. Safe community
29. Public safety
30. Temperate climate
31. Proximity to Portland Metro area
32. Water recreational resource (Willamette River)
33. Aquatic facility

WEAKNESSES

1. Distance from Portland
2. Distance from I-5
3. Lack of industrial building space
4. Lack of shopping variety/ Lack of retail diversity
5. Lack of industrial land
6. Lack of affordable housing for lower income families
7. Lack of commercial land
8. Lack of destination conference center
9. Lack of multi-family housing
10. Traffic congestion on 99W
11. Public transit
12. Aging/undersized infrastructure
13. Lack of local family wage jobs
14. Lower educational statistics (graduation rate)
15. Lack of vacant rental residential housing
16. Lack of mid-tier lodging
17. Lack of tourist services/amenities

OPPORTUNITIES

1. Newberg as a distinctive community
2. Quality K-12 education
3. George Fox University and Portland Community College academic resources
4. Revitalization of downtown
5. Riverfront development
6. Expanded wine tourism
7. Entrepreneurial business incubator
8. Workforce Center of Excellence
9. Regional Business Resource Center
10. Completion of Newberg-Dundee By-pass
11. Expanded recreational opportunities
12. Wine industry tech center
13. Mid-level hotel development
14. Expanded community events
15. Springbrook Properties modification of master plan to respond to community needs and desires
16. Downtown core development and/or redevelopment
17. Multi-story buildings downtown
18. Construction of east leg of the Newberg-Dundee Bypass
19. Residential and commercial land held by a small group of individuals

THREATS

1. Traffic congestion – 99W/Springbrook Road
2. Relocation of industrial traded sector businesses out of the community
3. Proximity to Portland area amenities/business services
4. Become a bedroom community to Portland
5. Disproportionate population exodus every morning
6. Financial capability to install necessary public infrastructure
7. Financial capability to maintain public infrastructure
8. Community stagnation due to inadequate residential, commercial, industrial land supply
9. Quality of education (includes statewide)
10. The State's inability to resolve the land use system
11. Inability of Yamhill County to provide service needs (infrastructure)
12. Inability of Yamhill County to provide appropriate urban services
13. Residential and commercial land held by a small group of individuals