

ECONOMIC DEVELOPMENT ACTION PLAN

Goal 1: Enhance industrial development capabilities and opportunities

	Strategies	Timeline			Lead	Support	Details
		Short-term (1-5 years)	Mid-term (6-10 years)	Long-term (11-20 years)			
1.1	Assess the local economy by building on the four (4) key existing traded sector industries of Advanced Manufacturing, Technology, Agriculture and Wood Products; while targeting Traded Sector High Tech Manufacturing, General Manufacturing, Aviation related industry and Food/Beverage Processing						
Actions	1. Identify needs of companies through a gap analysis	x			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	
	2. Engage the Oregon Employment Department in an analysis of the traded sectors industries and targeted industries in Newberg	x			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OTRADI, ONAMI, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	
	3. Conduct an industry cluster analysis to identify opportunities to encourage vertical integration of industries	x			City	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	
	4. Evaluate options for an Urban Renewal Area (URA), Business Improvement District (BID), or Economic improvement District (EID)	x			City	NDC, CVCC, Brokers, Finance, OMSP	
	5. Supply chain analysis of the existing traded sector industries and targeted industries	x			City	Biz OR, SEDCOR, GPI, CVCC, OED, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	
	6. Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	x	x	x	CVIA	Chehalem Valley Chamber of Commerce, City of Newberg, SEDCOR,	
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	x	x	x	City	Biz OR, SEDCOR, GPI, OMEP, CVCC, PCC, JASO, RS, PGE, Industrial Brokers	
1.3	Recruitment of traded sector companies						
Actions	1. City coordinates recruitment activities with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc	x	x	x	City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	
	2. Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses.	x	x		City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	

	3. Develop a program enabling Chehalem Valley Chamber of Commerce to play role of spokesperson in industrial business recruitment		x	x	City	CVCC	
	4. Develop relationships and frequent communications with industrial brokerage community in the greater Portland area	x	x	x	City	Industrial Brokers	
	5. Recruit food processing (wine) companies and suppliers as part of vertical integration of wine industry	x	x		City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	
1.4	Participate and partner with regional, state and federal organizations						
Actions	1. Build relationships with organizations such as Oregon Business Council, Oregon Nanoscience & Microtechnologies Institute, Pacific Northwest Defense Coalition, Oregon Translational Research Development Institute, Technology Association of Oregon, and others.		x	x	City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG	
	2. Participate in roundtable forums.	x	x	x	SEDCOR		
1.5	Develop and implement marketing program to attract industrial companies						
Actions	1. Define and identify target audiences for marketing.		x		City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	
	2. Research and identify Newberg's competitive advantages.		x		City	Biz OR, SEDCOR, GPI	
	3. Analyze existing data and develop strategies for industrial recruitment marketing material.		x		City	Biz OR, SEDCOR, GPI	
	4. Coordinate data gathering and marketing material with Strategic Economic Development Corporation, Greater Portland Inc., Mid-Willamette Valley Council of Governments and other entities		x		City	Biz OR, SEDCOR, GPI, MWVCOG	
	5. Make specific face-to-face presentations	x	x	x	City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	
	6. Promote the Newberg Enterprise Zone program through marketing material and face-to-face discussions	x	x	x	City	Biz OR, SEDCOR, GPI, Industrial Brokers	
	7. Promote existing financial incentive programs (local and state) marketing material and face-to-face discussions	x	x	x	City	Biz OR, SEDCOR, GPI, MWVCOG	
	8. Distribute marketing material (e.g. web, social media, trade shows, and international tours)	x	x	x	City	Biz OR, SEDCOR, GPI, MWVCOG	
	9. Develop community profile to place on Greater Portland Inc. website.	x			City	GPI	
1.6	Increase the supply of industrial and commercial/retail land						
Actions	See Livability & Development Action Plan Goal 7.1						

	Ensure adequate utilities (water, sewer, storm draining, electricity, natural gas and telecommunications) to support industrial growth						
1.7							
Actions	See Livability & Development Action Plan Goal 7.2						
	1.8						
	Improve transportation access for industrial land						
Actions	See Livability & Development Action Plan Goal 7.3						
Goal 2: Enhance commercial development capabilities and opportunities							
	Strategies	Timeline			Lead	Support	Details
		Short-term (1-5 years)	Mid-term (6-10 years)	Long-term (11-20 years)			
	2.1						
	Revitalization of downtown Newberg through programming						
Actions	1. Organize local contractor and architect group to work with building and land owners in the downtown area to build/remodel buildings to better support commercial businesses	x			City	NDC	
	2. Secure funds for downtown improvement implementation.	x	x	x	City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	
	3. Implement recommendations from the <u>Newberg Downtown Improvement Plan (see Livability and Development Action Plan)</u> .	x	x	x	City	NDC, CVCC, CPRD, Kiwanis, Rotary, DLCD, ODOT, Brokers, Finance, OMSP	
	4. Evaluate options for an Urban Renewal Area (URA), Business Improvement District (BID), or Economic improvement District (EID).	x			City	NDC, CVCC, Brokers, Finance, OMSP	
	5. Hold a community ideation event to determine how to create year-round, usable outdoor space in downtown.				NDC	City, CHCC, CDB	
	6. Attract a mid-level hotel to the area.	x	x		City	NDC, CVCC, Brokers, Finance	
	7. Increase downtown housing.	x	x	x	City	NDC, CVCC, OMSP, Brokers, Finance	
	2.2						
	Retain existing commercial/retail businesses in Newberg						
Actions	1. Chehalem Valley Chamber of Commerce and Newberg Downtown Coalition survey/interview existing businesses in downtown to establish business needs and develop appropriate programs	x	x		CVCC	NDC, City, Brokers	
	2. Enhance the quality of permitting services from the City of Newberg	x			CVCC	City, NDC	
	3. Interview businesses exiting Newberg	x	x	x	CVCC	NDC, City, Brokers	
	2.3						
	Redevelop vacant and underutilized commercial/retail sites						

Actions	1. Maintain and promote inventory of available, underutilized, and vacant retail, commercial and industrial space on website	x			City	CVCC, NDC, Brokers, Finance	
	2. Work with partners to market sites	x	x		City	CVCC, NDC, Brokers, Finance	
	3. Meet with property owners on development and redevelopment opportunities	x	x	x	City	CVCC, NDC, Brokers, Finance	
	4. Develop a program for possible property assemblage		x		City		
	5. Enhance existing or create new incentive packages		x		City	CVCC, NDC, Finance	
	6. Develop supportive zoning such as rezoning to have commercial space at street level and professional space above	x			City	CVCC, NDC, Brokers, Finance	
	7. Update inventory of vacant and underutilized sites	x	x	x	City	CVCC, NDC, Brokers, Finance	
2.4	Support creation of new retail/commercial businesses						
Actions	1. Business inventory identifying what we have for businesses and what is missing.	x	x	x	CVCC	City, Brokers, Finance, Property Owners, NDC	
	2. Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	x			CVIA	Chehalem Valley Chamber of Commerce, City of Newberg, SEDCOR,	
	3. Encourage/recruit activity-based businesses such as youth entertainment	x				City, Brokers, Finance, Property Owners, NDC	Ex: arcade, laser tag
	4. Establish a low interest loan program.	x			CVCC	City, Brokers, Finance, Property Owners, NDC	
	5. Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses.	x	x		City	Biz OR, SEDCOR, GPI, CVCC, JASO, RS, PGE, Industrial Brokers	
	6. Maintain and publish data on vacant office, industrial buildings and land.				CVCC	City, Brokers, Finance, Property Owners, NDC	
	7. Expand the Urban Growth Boundary to support additional commercial land supply.	v			City	CVCC, Brokers, Finance, Property Owners, NDC	
2.5	Increase the supply of commercial/retail land						
Actions	See Livability & Development Action Plan Goal 7.4						
Goal 3: Create a premier business and workforce development program							
	Strategies	Timeline			Lead	Support	Details
		Short-term (1-5 years)	Mid-term (6-10 years)	Long-term (11-20 years)			
3.1	Foster entrepreneurial business formation						
Actions	1. Foster connections between George Fox University and Portland Community College and entrepreneurs.	x			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	
	2. Turn the Chamber into a regional Business Resource Center.	x			CVCC		

	3. Establish the Chehalem Valley Entrepreneurs Network	x			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB Center, MWVCOG, SBA	
	4. Coordinate with Launch Mid-Valley	x	x	x	CVCC		
	5. Coordinate and sponsor an annual regional economic development summit with partners such as SEDCOR, MEDP, etc.	x	x	x	CVCC		
3.2	Maintain the Chehalem Valley Innovation Accelerator						
Actions	1. Recruit, vet and select tenants.	x	x	x	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	
	2. Achieve projects-to-products-to-market successes.	x	x	x	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	
	3. Maintain operational funding for the accelerator.	x	x	x	CVCC		
	4. Promote and market the Accelerator through the Business Resource Center, City, Chamber, Newberg Downtown Coalition websites, and George Fox University, PIEPDX, and other channels.	x	x	x	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	
	5. Move the accelerator to a permanent facility.	x			CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	
	6. Integrate the Accelerator with George Fox University Engineering & Innovation Center and other local makerspace(s).	x					
3.3	Enhance business mix in Downtown Newberg						
	1. Plan and implement ongoing marketing and recruitment of businesses to downtown	x	x	x	Brandon Porter, LLC (Realtors), NDC, CVCC, City	NDC, CVCC, City LLP Properties, Brokers, Finance	
3.4	Improve workforce development						
Actions	1. Interview local companies' management teams and conduct surveys to determine current and future workforce needs.	x	x	x	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City, SEDCOR, YCEC, WWP	
	2. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services	x	x	x	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Building collaborative industry relationships (medical, financial, bankers, IT.Tech) through forums.
	3. Identify and establish sources of funding to assist in developing local workforce	x			CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Extend opportunities for local students to earn technical degrees within the region.
	4. Create skill development programs for industries that have workforce gaps	x	x	x	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, Innovate Yamhill County, City	

	5. Implement skill development programming at different education (i.e. K-12, tech schools, community colleges, universities) and professional levels (i.e. businesses, business associations, other organizations, and government)	x	x	x	CVCC	GFU, PCC, NSD, Incite, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City	Adapt Chehalem Valley Chamber of Commerce intern program with partners to address workforce development; Chamber coordinate with Newberg Public Schools to Implement employability soft skills curriculum into Newberg School District; Build and leverage best practices from organizations like American Association of Chamber Executives
	3.5 Enhanced Chehalem Valley Chamber of Commerce resources						
Actions	1. Develop mentoring programs from existing business owners.	x			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	
	2. Integrate services with the City of Newberg.	x			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	
	3. Apply for funding/grants to expand operations and/or hire a full-time employee.	x			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	
	4. Integrate goals and purpose with the Accelerator, GFU, PCC, Chemeketa, and regional and state organizations.	x			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	
	5. Expand the facility, operations and services as needed.	x	x		CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB Center	
	3.6 Market employment training opportunities to employers and employees						
Actions	1. Develop a marketing strategy to promote all workforce training programs	x			CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	e.g. CVCC, ARE, PCC, CCC, GFU, A-dec, NHS, Willamette Workforce Partnership, etc.
	2. Create and maintain a list of all workforce training programs in the region	x	x	x	CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	
	3. Fund a FTE dedicated to expansion of workforce development programs that serve new and existing businesses	x	x	x	CVCC	GFU, PCC, Incite, OED, CCC, Express Professionals, McM Chamber	
	3.7 Create business financing program						
Actions	1. Connect businesses and entrepreneurs with local lending institutions.	x			CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	
	2. Create and maintain a repository of business financing alternatives including regional, state, national and industry specific sources.	x	x	x	CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	
	3. Promote Yamhill County small and large grant programs to local businesses.	x	x	x	CVCC	City, NDC, Brokers	
	4. Establish a regional angel funding program to support the Accelerator as well as other business, promoted through the Business Resource Center.	x			CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	
	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.	x			CVCC	City, NDC, Brokers	

	6. Bring the Economic Development Revolving Loan Fund loan program currently managed by the Mid-Willamette Valley Council of Governments back to Newberg.	x			CVCC	City, MWVCOG	
	7. Expand Economic Development Revolving Loan Fund.	x			City	Finance, Brokers	
	8. Modify requirements in the Economic Development Revolving Loan Fund program to increase accessibility to small businesses.	x			City	NDC, Finance, SBA, Brokers	
	Leverage the region's educational opportunities to support workforce development						
3.8							
	1. Recruit quality Community College resources for the community (e.g. Chem CC)	x			PCC	CHCC, City	
	2. Take advantage of regional and statewide resources to encourage and enhance STEM and CTE initiatives in K-12 education (e.g. Innovate Oregon)	x			NSD	Innovate OR, GFU, Innovate YC	Connect the regional technical groups such as Innovate Yamhill County and create new programs as needed; evaluate if GFU Graduate program can be used for Business Resource Center
Goal 4: Make Newberg / Chehalem Valley a regional, national & international tourist destination							
	Strategies	Timeline			Lead	Support	Details
		Short-term (1-5 years)	Mid-term (6-10 years)	Long-term (11-20 years)			
	4.1	Develop a Vision for Newberg as a tourist destination					
Actions	1. Conduct a SWOT analysis of Newberg and Chehalem Valley's amenities	x			Visit Newberg	NDC, OSC, TO, OWB, WVWA, Chamber, CPRD	
	2. Create a Newberg Strategic Tourism Plan that aligns the region's resources and attracts a diverse tourist population	x			Visit Newberg	NDC, OSC, TO, OWB, WVWA, Chamber, CPRD	
	3. Implement Newberg Strategic Tourism Plan	√	√	√	City	Visit Newberg, CVCC, CCC, NDC	
	4. Create and expand a regional, national, and international marketing campaign that promotes Newberg and the valley as a tourist destination	x	x	x	Visit Newberg	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	Support Visit Newberg outreach programs to tourists.
	4.2	Increase and maintain support for tourism organizations in Newberg					
Actions	1. Continue providing Visitor Center functions-ongoing; continue quarterly and annual reporting per contract with the City.	x	x	x	CVCC	City	
	2. Increase advertising and public relations dollars	x	x		Visit Newberg	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	
	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	x	x		Visit Newberg	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	

4.3	Increase tourist/visitor counts in Newberg						
	1. Recruit a mid-tier hotel to the valley	x			City	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	
	2. Establish annual reporting on tourism activities	x	x	x	Visit Newberg	City, OSC, TO, OWB, WVWA, NDC, CVCC	
	3. Three-year review and evaluation of programs and progress	x	x	x	Visit Newberg	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	
4.4	Transient Lodging Tax Program						
	1. Develop and put on community education programs about TLT taxes and their use.	x			Visit Newberg	City, OSC, TO, OWB, WVWA, Brokers, NDC, CVCC	
	2. Coordinate with Visit Newberg on tourism marketing and promotion activities.	x			City	CVCC, NDC	

Acronyms

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

NDC - Newberg Downtown Coalition

1000 Friends - 1000 Friends of Oregon