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ON THE COVER

An Applied Physics Technologies employee works on a custom cold field emitter. AP Tech is a world leading producer of commercially available thermionic, field emission and thermal field emission cathodes.

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Manufacturing growth and innovation to build stronger communities

by Patty Herzog
MEDP Executive Director

"Made in Yamhill County" 2022
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Today, A-dec serves dentists in more than 100 countries, yet still designs and manufactures products right here in Newberg. We support community and philanthropy all across the state of Oregon, with beneficiaries including libraries, arts organizations, and perhaps most significantly, schools.

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Valley's most vital and innovative industries. We focus on the region's traded sector businesses, which include (but are not limited to) firms in agriculture, food processing, manufacturing, technology development, and distribution and logistics.

To do this, we show up, we listen first, and we use our vast network of trusted partners to help transform good ideas into reality. We work alongside local governments and state agencies to attract and keep businesses in our region; these businesses will provide good jobs to local workers and stable tax revenue for local governments. Plus, we foster the next generation of homegrown entrepreneurs and future-proof our region through industry-led workforce programs.

Right now, we are very excited about the Newberg Workforce Housing Consortium and its potential to provide valuable "missing middle" housing to local workers. We believe this public-private partnership model can and will be emulated across our region.

ABISHA STONE

SEDCOR Yamhill County Economic Development Manager



626 High Street NE Suite 200 Salem, OR 503-588-6225 astone@sedcor.com

I love Yamhill County and the amazing traded sector businesses who choose to move here, build here, expand here, invest here, and make here a better place to live, work, and play. As an Economic Development Manager, my job is to be present, listen intently, and think creatively to find solutions to both long- and short-term problems. And since SEDCOR is a regional economic development organization,

I have access to a vast (and growing!) network of partners in Yamhill, Polk. and Marion Counties.

Before I started with SEDCOR, I was the Production Manager for Oregon Cherry Growers, the Vice President of Operations at Marion-Polk Food Share, and the Contract Packing Relations Manager for Truitt Brothers.

Currently, I am the President of the executive committee for Oregon AgLink, I serve as Secretary on the executive committee for Cascade Capital Funding, and I help lead the Newberg Workforce Housing Consortium.

If you are a traded sector business in any city in Yamhill County, I am excited to connect and ready to listen! Call or email.





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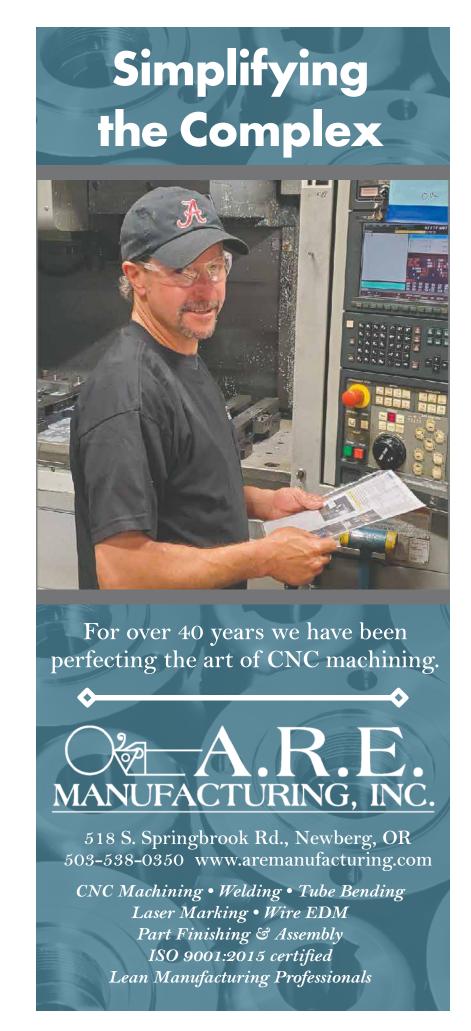


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CalPortland proudly serves the communities of McMinnville and Newberg as well as Yamhill County. Our employees are part of the local community fabric which makes this area such a great place to live and work. Our high-quality, environmentally-friendly products are produced and delivered locally with a focus on employee and public safety, implemented through our corporate safety program, "Zero Accidents for Life." Ask us about beautiful color concrete options!

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"Expect More... We Deliver!"





Manufacturing growth + innovation to build stronger communities

by Patty Herzog

MEDP Executive Director



A substation was built in 1940 by McMinnville Water & Light that helped deliver power generated from the Bonneville Dam to the city, helping meet McMinnville's ever-growing electrical generation requirements.

McMinnville: A History of Innovation:

McMinnville has a long history of innovative development. Since 1889, McMinnville Water and Light have innovated utility services with a vision for the growth and prosperity of the community. Ensuring the water and electrical needs of the community are reliably provided is achieved through innovation in technology, environmental management, and collaboration with community partners.

McMinnville Industrial Promotions was formed in 1953 and has attracted innovative companies to the community and industrial development that has provided economic development benefits for generations. Known locally as the "9 in '69" campaign, MIP volunteers successfully recruited nine new industries to McMinnville, including Cascade Steel Rolling Mills and Skyline Mobile Homes.

Economic Development Built on Innovation

nnovation is the result of entrepreneurs and companies creating new or improved ideas, products, services, technologies, or processes that result in consumer demand or provide solutions to economic, social, and environmental challenges. The most successful innovators create positive economic benefits in the communities where these companies operate. Policymakers and local government leaders around the country are developing innovation districts or centers looking to spur economic growth, increase family-wage jobs, and foster entrepreneurship in their communities. Examples of successful innovation centers have resulted in diversified economic development, provided collaborative spaces for research and development facilities, and have attracted, retained, and trained a highly skilled workforce.

In the Brookings report, The Rise of Innovation Districts: A New Geography of Innovation in America, Bruce Katz, and Julie Wagner make the case that innovation districts have the unique potential to spur productive, inclusive, and sustainable economic development. Katz and Wagner found that "...during times of sluggish growth, Innovation Districts provide a strong foundation for the creation and expansion of firms and jobs by helping companies, entrepreneurs, universities, researchers, and investors – across sectors and disciplines – co-invent and co-produce new discoveries for the market." Successful innovation centers feature a campus-like built environment that provides a mixed development of innovative companies, research and development facilities, commercial services, and some include residential.

Innovation Plan for the Future

Oregon has limited availability of industrial property for development. Maximizing the creation of high-wage jobs on each acre of designated industrial land has become a crucial metric for McMinnville's economic development leaders. One concept identified by community leaders that maximize the number of high-wage jobs within a limited land footprint is an Innovation Center. The proposed concept as envisioned in McMinnville would capitalize on community assets including the municipal airport, reliable and cost-effective utilities, and a quality of life that is unparalleled in the country.

In January 2018, McMinnville community members initiated an extensive planning process to develop the MacTown 2032 Strategic Plan. Over 138 community members participated in committees, public meetings, surveys, interviews, and focus groups to identify goals and objectives for the city in several focus areas from City Governance

Capacity to Community Safety and Resiliency. One of the focus areas is Economic Prosperity with a goal to, "Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors."

To achieve this goal several objectives were identified, some include:

- Accelerate growth in living wage jobs across a balanced array of industry sectors.
- 2. Improve systems for economic mobility and inclusion.
- 3. Foster opportunities in technology and entrepreneurship.
- 4. Locate higher job density activities in McMinnville.

McMinnville is looking to communities around the country that have achieved positive economic impact from the development of innovation districts in reaching the economic prosperity goals of MacTown 2032. In Katz and Wagner's report, they describe innovation districts as, "...geographic areas where leading-edge anchor institutions and companies cluster and connect with startups, business incubators, and accelerators."

Example: Skysong Innovation Center

The design elements common to innovation districts include a physically compact design with walkable trail systems connecting buildings and park-like features, access to public transit, wired for access to technology, and offering a mixed-use of housing, office, and retail to meet the needs of the district's workforce. Innovation districts are altering how people and firms determine where they will locate and are finding reimagined spaces between shaping economies, placemaking, and community networking, according to Katz and Wagner.

One example of a highly successful Innovation Center is Skysong, The Arizona State University Scottsdale Innovation Center. The SkySong website described the innovation center as a 42-acre mixed-use development designed to:

Create an ecology of collaboration and innovation among high-profile technology enterprises and related researchers.

- Advance global business objectives of on-site enterprises.
- Raise Arizona's profile as a global center of innovation through the co-location of ASU's strategic global partners; and
- Create a unique regional economic and social asset.

SkySong utilizes a mixed-used development that comprises five multi-tenant office buildings, retail, a hotel, a multifamily residential development, and two parking garages. Before the development of the innovation center, the site was a defunct shopping center in southern Scottsdale, Arizona. It is now a premier example of a key economic development driver for the city, region, and state.

As with any visionary project, SkySong overcame numerous obstacles in the past 15 years including lack of freeway access, the decline in the area surrounding the development, scrutiny from some members of the community about the development's vision, and the recession of 2008 and other market fluctuations. SkySong is now seen as a successful example of a thriving innovation district that has revitalized the area and had a significant economic impact. A 2021 economic impact summary report estimates the Skysong innovation center's annual impact at 9,350 total jobs, \$584.4 million in wages, and \$1.3 billion in economic activity.

Although McMinnville's innovation center vision has obstacles similar to those faced in the development of Skysong, community leaders are hopeful. Heather Richards, Planning Director with the City of McMinnville points out, "The development of an Innovation Center is such an exciting opportunity for McMinnville. It's an idea that helps us to build upon all the great efforts and traits of our business community that thrive on entrepreneurship and community stewardship."



Chapul Farms outside of McMinnville designs, builds, and operates modular insect farms that turn organic waste into high-value food and agricultural products as a model of circular food systems of the future.

Chapul Farms:

Pat Crowley is the founder and CEO of Chapul Farms, building and scaling modular insect farms. His diverse career path has had a singular focus on ensuring food and water availability to future generations, with previous positions as a climate modeler, hydrologist, and agronomist for state and federal agencies. He founded Chapul (the first edible cricket protein company in the US) in 2012 as a way to create a pull-through demand for the growth of the insect agriculture industry. Chapul Farms' mission is to increase biodiversity within agriculture, leveraging insects as a gateway to beneficial microbial ecosystems that are essential to regenerative farming, and most terrestrial ecosystems on the planet. More information can be found at chapulfarms.com/.

CONTINUED >>>>>



Northwest UAV President Chris Harris describes the inner workings of a NW-44 engine, which was designed and built completely in house.



Above: The aviation professionals of Phenix Solutions guides a tour through their 3,000-square-foot office and production headquarters, which opened in McMinnville in March 2022. **Below:** Northwest Rapid Manufacturing President Heather Harris next to an industrial 3D printer housed at the McMinnville plant



Example: Northwest UAV Campus

McMinnville has an emerging innovation cluster of hi-tech companies within historically robust agriculture and tourist-based economy. The State of Oregon Employment Department data shows that since 2001, Yamhill County has increased by 1,783 agriculture and hospitality employees. During the same time, employers have added 968 manufacturing employees. The addition of an innovation center will attract a diversity of employment sectors, foster entrepreneurship, and create additional economic activity throughout the community.

Northwest UAV (NWUAV) in McMinnville is an example of private sector development of an innovation center – collocated, collaborative companies within a campus environment. Chris Harris began innovating his garage 15 years ago and has grown NWUAV and attracted complementary companies in the unmanned systems industry. With a focus on the future of unmanned systems, NWUAV is developing hydrogen fuel power and continues to innovate the industry to expect and exceed aviation-grade standards. The success of NWUAV has attracted other companies located at the campus that share resources including 3-D printing parts and creatively overcome workforce shortages by sharing engineering staff.

NWUAV Innovation Campus Companies:

Phenix Solutions: Phenix Solutions, Inc. is a new arrival to Yamhill County and is located in Building G on the 10 ac. NWUAV campus. Phenix has developed a large cargo/utility Remote Piloted Aircraft (RPA) capable of transporting up to 2,000 lbs. of cargo and can be equipped with specialized mission equipment for aerial firefighting, agricultural spray, and granular application. Phenix will be performing flight testing of the RPA at the FAA FAST Drone Test Flight facility managed by NWUAV located near Perrydale, OR. in the fall of 2022. Phenix currently has 10 employees and is pursuing Government Contracts and FAA Certification of its aircraft. https://www.phenixuas.com/

NW Rapid Manufacturing: NW Rapid is a woman-owned company in the tech industry utilizing 3D printing to design well-built prototypes and parts for the unmanned systems industry. NW Rapid prints a variety of carbon fiber, polystyrene, aluminum-, glass-, or fiber-filled parts, and are most well-known for tough, durable nylon components that can go directly from machines to use in the field. https://www.nwrapidmfg.com/

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Innovation Center Assets

Another benefit of innovation centers identified in Katz and Wagner's report is providing opportunities to address rising social inequality through expanding employment and educational opportunities for disadvantaged populations. Innovation centers also provide efficient land use, reducing extensive sprawl with the potential for a higher density of jobs created per acre.

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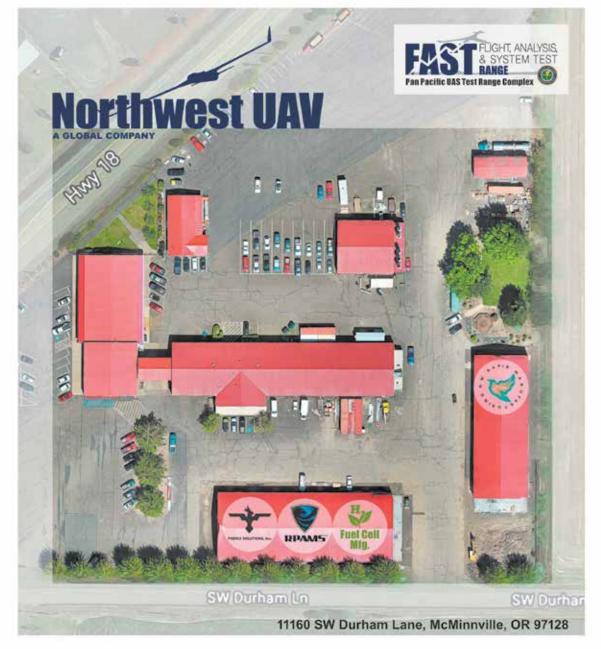
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Buildable: High Impact Opportunity Project

Miles Oliveira is the Business Development Manager for Buildable, a Custom Software Development firm based in McMinnville, Oregon. He is passionate about solving problems through technology enablement for companies large and small. He is always looking for new ways to solve problems, new technologies to implement, and the next big idea that leads to the best return on investment for his clients.

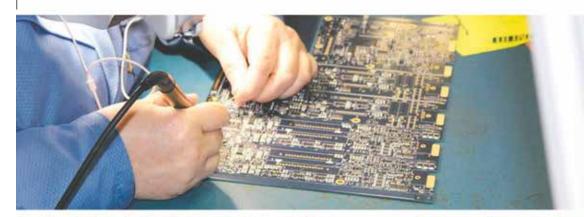
In 2020, Business Oregon awarded OregonERP, a project developed by McMinnville-based software company Buildable and in conjunction with local economic development groups (OMEP, SEDCOR, MEDP), \$211,250 in High Impact Opportunity Project (HIOP) grant funding. The funds were used to complete the final two phases of development, including implementation, marketing, and commercialization.

Open source software, allows anyone with the source code to inspect, modify, and enhance the program. Enterprise Resource Planning (ERP) software is an integrated system businesses use to manage internal and external resources, including assets, cash flow, materials, human resources, and more. An open-source ERP made available to regional manufacturers offers a competitive advantage. https://www.buildableworks.com/about

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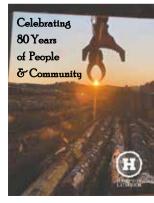


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the community by raising donations for schools and special projects, and donate hundreds of volunteer hours. We're proud local supporters of the Grand Sheramina Food Bank, Julliette's House, Tina Miller Center, Henderson House, Boy Scouts, Tree of Giving, and local FFA programs and youth sports. Headquartered in Portland, Hampton operates ten sawmills in Oregon, Washington and British Columbia, and markets wood products all over the world. All of Hampton Forestlands are certified by the Sustainable Forestry Initiative (SFI), an independent, nonprofit organization that promotes sustainable forest management. SFI certified forests play an important role in water conservation, wildlife habitat, and climate solutions.

MONASTERY CAKES

Trappist Abbey



9200 NE Abbey Road Carlton, OR Bindery: 503-852-0106 Bakery: 503-852-0105 trappistbakery.com

Three well-known cakes, marketed all over the country, are made right here in the Yamhill Valley.

Since 1982, the Trappist Abbey has created delicious fruitcakes, date nut cakes and tropical dessert cakes that retail in many fine food catalogs. Trappist Abbey fruitcakes are traditional dark old-style cakes packed with pineapple, cherries, walnuts and pecans.

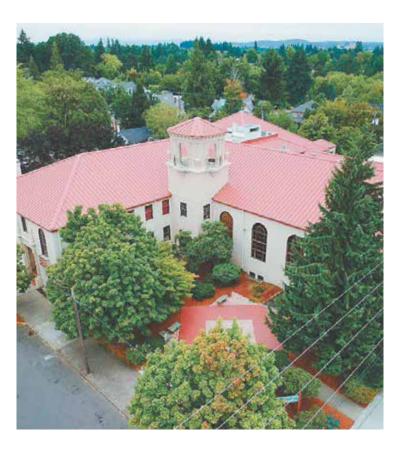
Soaked in fine brandy and perfectly aged, these cakes are full of flavor. Date nut cakes are a rich cake made from tree-ripened California dates, fresh walnuts, pecans, cashews and ginger, soaked in fine brandy and aged to perfection.

The abbey's tropical dessert cakes are rich, old-world flavored rum cakes, textured with papaya, mango, pineapple, almonds and macadamia nuts. In addition to its beloved cakes, the abbey also features Monastery Creamed Honey, a book bindery and commercial wine warehousing services.

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Referrals have always been our primary source of new business, and we are proud to have a reputation our clients can pass along.

Fifty-four years of successful practices has afforded Washington Roofing Company the ability to be dedicated to giving back to the community. We respect and value our ties to our community, our customers and associates. Visit our facility and you will find a crew of people in which we support their professional and personal development.

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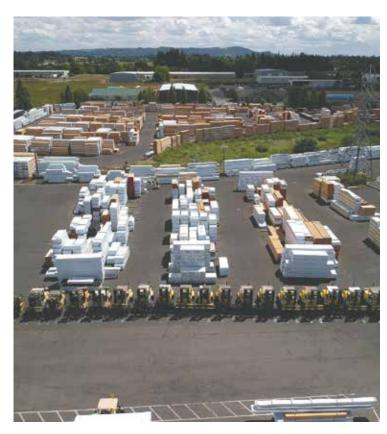
Even after six consecutive record breaking years, Freelin-Wade continues to grow. More than 115 employees now call Freelin-Wade home and they are looking for more, versatile teammates to join their familu!



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When properly managed, wood is an excellent sustainable and renewable resource, providing both healthy environments and an exceptional building material. With this in mind, Elk Creek Forest Products is committed to providing lumber and timbers from many of the Northwest's finest sawmills.

Launched in 2001 by Brett Slaughter as Elk Creek Sales, a singleperson operation, it quickly grew and in 2007 Brett Slaughter and Mark Kelly founded Elk Creek Forest Products. Under their direction, the business has grown into a well-respected local company, employing over 90 staff. Elk Creek Forest Products is a full service distribution and lumber processing merchant with a yard and processing facility stocked with over 20 million board feet of premium lumber and timbers. The company's product line ranges from green framing lumber to carefully kiln dried timbers and is available FSC certified.

Elk Creek stocks full units of most traditional sizes of lumber in both Full Sawn Rough (FSR) and Surfaced (S4S) textures and has extensive experience in providing custom net sizes. Certified graders ensure that grades and quality are consistent throughout while sales and production staff service both national and international accounts.

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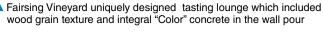
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At SEDCOR, our job is to find, create, and cultivate opportunity so Willamette Valley businesses and communities can thrive. We show up where we're needed most. We listen in order to fully understand the problems we're trying to solve. Then, we work with our vast 40-year network of trusted partners to transform good ideas into reality.



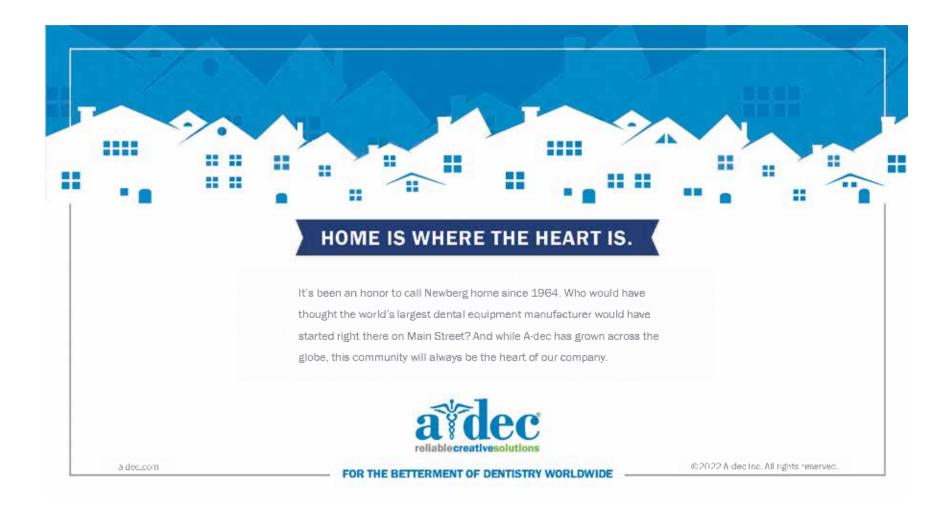






We find, create, and cultivate opportunity for the Willamette Valley's most vital and innovative industries.

sedcor.com







A Mac High student welds the corner for the new McMinnville High School sign at Solid Form Fabrication in McMinnville.



A 2018 grant allowed George Fox University students to devise projects that provide technical assistance to small farmers and rural businesses.

Innovation centers bring together a mix of physical, economic, and networking assets. Physical assets can include land, buildings, technology, and access to machinery to support the development and commercialization of products. The Oregon Manufacturing Innovation Center (OMIC) in Scappoose, Oregon is one example. OMIC and a team of over 40 company partners, utilize technology and highly specialized machinery in subtractive and additive metal research and development. The center provides access statewide to companies and entrepreneurs innovating in metal parts manufacturing. Physical assets of innovation centers can be public and privately-owned spaces that include buildings, open spaces, streets, and infrastructure designed to provide connectivity, collaboration, and innovation.

The Economic Assets of an Innovation Center, according to Katz and Wagner, are the firms, institutions, and organizations that drive, cultivate, or support an innovation environment. The supporting framework that enables innovation to grow is a community-specific approach to meeting the needs of companies and entrepreneurs. In the Skysong innovation center example, economic assets are a public, private, and university economic development

Launch Mid-Valley: is a regional collaborative unearthing innovative resources to help launch startups and support growth businesses. The LAUNCH Mid-Valley partners are Marion, Polk, & Yamhill Counties, City of Dallas, City of Independence, City of Newberg, City of Salem, City of Woodburn, Chemeketa Small Business Development Center (SBDC), McMinnville Economic Development Partnership (MEDP), and SEDCOR. LAUNCH Mid-Valley is always seeking business-savvy individuals with a passion for entrepreneurship to help support programming in the region. Whether it is through business mentoring, being a guest speaker, sharing a success story, joining a panel, or offering a workshop in a specialty area of expertise, LAUNCH Mid-Valley is searching for creative collaborations for future events and programming. Visit www.launchmidvalley.org.

Startup Bootcamp: LAUNCH Mid-Valley co-hosted a 3-day intensive with the McMinnville Economic Development Partnership from February 28 to March 1, 2020. This Bootcamp used lean startup strategies to help entrepreneurs and businesses level up and grow their business ideas.

The Bootcamp was designed to encourage and inspire new entrepreneurial efforts in the tri-county area. The weekend included four key-note speakers, with topics ranging from "How to Launch a Startup" with Deven Paolo, owner of Solid Form Fabrication; to "Access to Early Stage Capital" with Himalaya Rao, Fund Manager. Attendees were encouraged to pitch their business ideas at the start of the weekend activities, from there ten different entrepreneurial teams were formed.

The first place prize was awarded to Hellocare, bringing experienced caregivers into the homes of independent-minded seniors. With one-to-one care, daily activities are customized to individual abilities and preferences resulting in a high level of customization not possible in facilities www.hellocareinyourhome.com

The second place prize was awarded to Sustainable Rituals, offering a convenient and enjoyable way to foster eco-friendly purchasing habits, one refillable container at a time with a bulk refilling shop for household essentials and personal care products. https://www.sustainablerituals.com/

Third place was awarded to Jamii Coffee, empowering rural Kenyan communities through sustainable trade of coffee to the US. www.jamiicoffee.com

Pub talks:

Ag Tech: Entrepreneurs in the Ag/Tech industry gathered to learn about regenerative farming, ERPNext, and the NW Ag Innovation Hub.

Boss Ladies: Women entrepreneurs shared their stories of success, struggles, and what they learned along the way.

Coffee Club for Startups: Monthly networking group specifically geared towards entrepreneurs and new businesses. Meets the third Tuesday of the month at Alt Coworking in McMinnville. More information is available at https://www.launchmidvalley.org/resources



Students from McMinnville High School's Engineering & Aerospace Sciences Academy demonstrate a hover craft they built during a science fair.

model driven by Arizona State University, University Realty LLC, the City of Scottsdale, and the master developer Plaza Companies. McMinnville's innovation center will require a similar public, private, educational institution, and economic development partnership. In addition, economic assets require services for residents and workers in the district. These services are developed to meet the needs of the innovators, employees, researchers, and corporate executives working at an innovation center that create a vibrant, world-class work environment.

Networking assets are critical to the success of innovation districts. The connections created through collaboration between companies, entrepreneurs, educational institutions, government, and non-profits create shared resources and strengthen opportunities for innovation. Yamhill County networking assets supporting innovators include incubators and accelerators like Chehalem Valley Innovation Accelerator (Chehalem VIA), local high school programs such as McMinnville High School Engineering & Aerospace Sciences Academy (EASA), job training offered through Chemeketa Community College, and Linfield University advancing skill sets for the innovation economy.

Supporting networking opportunities for entrepreneurs and innovators are achieved through organizations such as Launch Mid-Valley, to provide opportunities for entrepreneurs to form new partnerships and gain business start-up knowledge. Events such as the 2020 Startup Boot Camp provide networking opportunities within the community and connect local entrepreneurs with resources and access to investors through a regional Venture Catalyst.

State Designated Regional Innovation Hubs

The development of an innovation center in McMinnville, as the Skysong example demonstrates, has many partners from public, private, non-profit, philanthropic, and educational institutions. Business Oregon has developed the 10-year Innovation Plan to guide investment in regional innovation hubs and spur investment in innovation throughout the state.

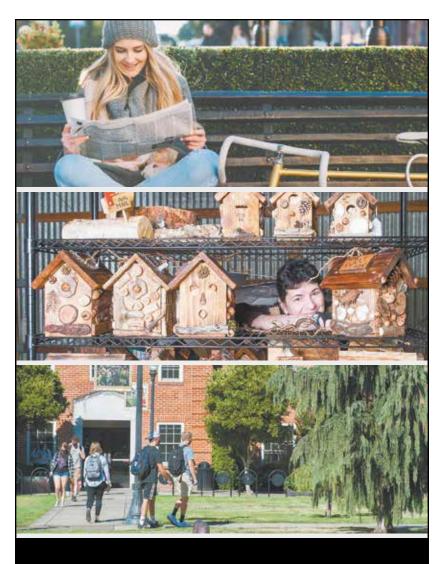
Recently, MEDP has partnered with SEDCOR, a regional economic development partner serving Yamhill, Polk, and Marion counties, to apply for a regional innovation hub planning grant from Business Oregon. The grant was awarded to SEDCOR who will provide connectivity and coordination with core partners. MEDP and the City of McMinnville will together with the regional planning effort for the ongoing feasibility and development associated with the McMinnville Innovation Center, a key objective identified in McMinnville's recently adopted MAC Town 2032 Economic Development Strategic Plan.

The planning process will involve a team of partners including the Small Business Development Center, Chemeketa Community College, Willamette Workforce Partnership, Oregon Manufacturing Extension Partnership, Mid-Willamette Valley Council of Governments, McMinnville Economic Development Partnership, Chehalem Valley Innovation Accelerator, George Fox University, OSU Advantage Accelerator, OSU Extension, Linfield University, Indy Commons/Indy Idea Hub, Advanced Economic Solutions, Latino Business Alliance, MAPS Credit Union (CDFI), Willamette University/Willamette MBA, and Western Oregon University.

McMinnville's innovation center development will require similar partnerships by connecting local, regional, and state resources to leverage public funding for infrastructure development, private investment in the creation of highwage jobs, and educational institutions providing training programs for highly skilled workforce. The results of a visionary partnership will be a successful innovation center providing economic prosperity for years to come in McMinnville, Yamhill County, the mid-Willamette Valley region, and Oregon.

A strong advocate of the McMinnville innovation center concept, Councilor Chris Chenoweth, said, "We have the chance to build upon our tradition of agricultural and manufacturing industry to develop an Innovation Center of entrepreneurial businesses that will start and grow in McMinnville sharing ideas, technology, and resources."

For more information on McMinnville's plans for an innovation center please contact MEDP at 503-474-6814 or email info@mcminnvillebusiness.com or the City of McMinnville at 503-434-7311 or email planning@mcminnvilleoregon.gov.



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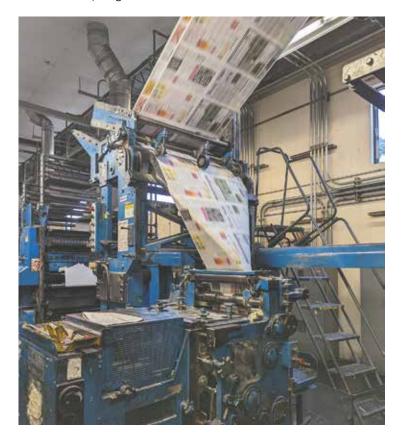
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Local residents frequently interact with products made at Oregon Lithoprint, Inc. (OLI), even if they don't realize it. For example, the pages in this magazine were run through our Goss Community Press and stitched and trimmed in the bindery, both located in our 35,000-square-foot facility in the McMinnville industrial park.

Printing is more than putting ink on paper. It is an opportunity to tell your story and establish your identity. It's an opportunity to create something that gets attention and provokes reaction. It also remains a tried-and-true method to distribute vital information to large populations, from voters' pamphlets to parks and recreation activity guides to community newspapers and much more.

Our customers range from Fortune 500 companies, to state and local governments to small-town art magazines. Whatever your printing needs, we can help you produce a high quality publication on time and on budget.

OLI's in-house bindery and mailing facility can ensure the lowest shipping costs possible and total control over every phase of a project. And its creative services team can design, sell and publish any type of directory, catalog or other specialty publication.

Oregon Lithoprint, Inc. was created in 1963 as a sister corporation to the News-Register Publishing Co., which has been owned by the Bladine family since 1928. The two companies merged in 1983, with Oregon Lithoprint surviving as corporate name and web printing operation, and News-Register Publishing Co. identifying the newspaper operation.



How McMinnville Economic Development Partnership is working for you.

The work we do helps bring new businesses to town, creates more living wage jobs, and helps sustain economic vitality in the community. At **MEDP**, we are promoting our city to potential businesses looking to relocate, helping support existing businesses who are expanding, and working with entrepreneurs who are just starting.

Our doors are open to anyone with questions about starting, locating, expanding, or running a business in McMinnville. A majority of our programming efforts center around four strategic goals to help ensure that McMinnville remains a great place to grow businesses. Give us a call today to learn more about what we do, and how we can help.

MEDP'S STRATEGIC GOALS:



BUSINESS RETENTION & EXPANSION: A critical element of any economic development plan is a healthy business community that includes both existing, active businesses plus opportunities for new businesses to establish. MEDP has implemented a formal BR&E program which acts as a catalyst for our other strategic goals. Research has shown that when the existing business community functions effectively it can be responsible for as much as 80% of new employment in the community.

WORKFORCE DEVELOPMENT: One of the most important goals for a community is to develop and grow its workforce. Our internship programs McMinnville WORKS and Career Bound connect local businesses to talented young professionals through project based internship opportunities. These unique programs also focus on professional development opportunities, networking, and civic engagement to help young professionals discover why McMinnville is a great place to grow.

BUSINESS ATTRACTION: The attraction of new businesses and investment is significant to a community's economic vitality and fiscal sustainability. New business and investment attraction to McMinnville is necessary to offset cyclical changes in our economy. Our business attraction efforts are driven by targeted industries and BR&E efforts. We want to attract businesses into the community that will enable our current businesses to thrive.

INNOVATION DEVELOPMENT: To succeed in a global economy, cities and regions must provide necessary support to create a strong innovation environment. Innovative business formation or creation is now seen as a necessity of modern economic development. MEDP can assemble a strong support network of services for small businesses, startups, and entrepreneurs.



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Type A Press / The Bindery



628 NE Fourth Street McMinnville, OR chelsey@typeapress.com 971-237-1400 typeapress.com

"I have always loved paper and ink," Chelsey Nichol says. Chelsey's family business is printing. In 2010 she started her personal business, Type A Press, a letterpress printing operation.

Her letterpress business was born from her family business. "We had a letterpress sitting in our warehouse for decades, and I always thought it would be neat to learn to use it," Chelsey says.

She built her skills, and discovered a gift for setting type. Chelsey and her press produce custom pieces of art in the form of letterpress greeting cards, invitations and business cards—anything with paper and ink. That love of paper and ink includes consuming as well as producing.

As a youngster, she wanted to be a book editor or own a bookstore. As an adult, she reads whenever she can.

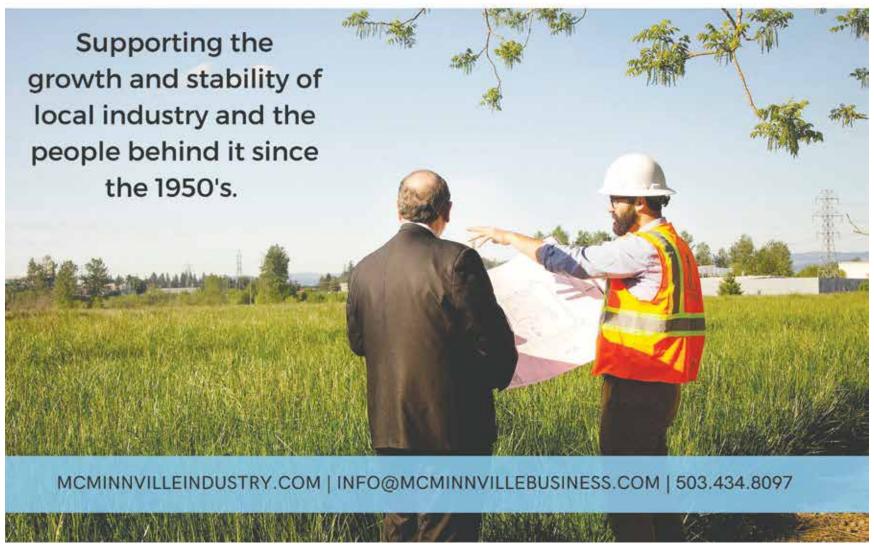
Type A Press has now expanded with a gift and clothing line inspired by Chelsey's love of her hometown. The products are designed locally and printed by Chelsey and her husband Brent.



For over 40 years we have been perfecting the art of CNC machining. By using our Paint by Numbers quality system we are able to break down complex designs into a sequence of steps that can be streamlined into our production line and efficiently delivered to your hands. Every part and project receives the attention of our highly skilled machinists who build repeatable and scalable processes that ensure efficiency, on-time delivery, and up-time of your line. With extensive experience ranging from the dental and high-tech automation industries to components for hydraulic systems and recreational gear, we welcome the opportunity to help you create your products right here in the Willamette Valley.

Looking for a new career? ARE does not require any machining experience. We look for candidates with strong math skills, mechanical reasoning aptitude, and a good work ethic. Check our website for open positions and hiring details







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2706 NE Rivergate Street McMinnville, OR info@teamsolidform.com 503-435-1400 teamsolidform.com

If you need something custommade from metal, chances are Solid Form can help. On an average day at the McMinnville

firm, the customer service team can be found consulting with architects, wineries, manufacturers, and contractors while the drafting/design team transforms everything from napkin sketches to engineered drawings into flawless CAD renderings.

The waterjet will be busily cutting while material is machined, formed, fabricated, and finished into countertops, railing, signs, furniture, range hoods, gates, stairs, and sinks for on-site fabrications, installations, and deliveries. The Paolo brothers attribute their success to a commitment to involve Solid Form craftsmen at every stage of each project from initial consultation to completed installation, ensuring that finished products always exceed the customer's expectations.

COMPOST, BARK, ROCK AND SOIL BLENDS

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2200 NE Orchard Avenue McMinnville, OR 503-434-1671 recology.com

Recology sees a world without waste. Our compost and bark products demonstrate our commitment to the best

and highest use of all resources by utilizing mixed organics that are diverted from landfills to produce nutrient-rich soil amendments.

Recology products are created from diverse feedstocks made to meet the needs of individual growers. We also provide consultation services to customers who wish to optimize their soil amendment blend with minerals and other supplements. Browse our website or contact Recology to obtain more information about the products and consulting services we provide.

"We produce some of the highest quality compost in the valley," said Nick Olheiser, operations supervisor at Recology. "Our compost promotes healthy plant life in vineyards, nurseries, farmland, gardens and yards all over the county."

Recology composts are manufactured to the highest standards of the U.S. Composting Council Seal of Testing Assurance program (STA) and the Organic Material Review Institute (OMRI).

RUBBER PRODUCTS

Ultimate Rubber



904 NE 10th Avenue McMinnville, OR 503-472-4691 ultimaterb.com

With its west coast operations in McMinnvile, Ultimate Rubber has emerged as a global leader in recycled rubber technologies.

It started in 1985 as one man's vision: Ron Bogh wanted to keep used and discarded tires out of landfills. An inventor had come up with an experimental process to make matted products out of recycled tires, and Bogh purchased it, and from there launched a company that quickly became a leading manufacturer of equine matting.

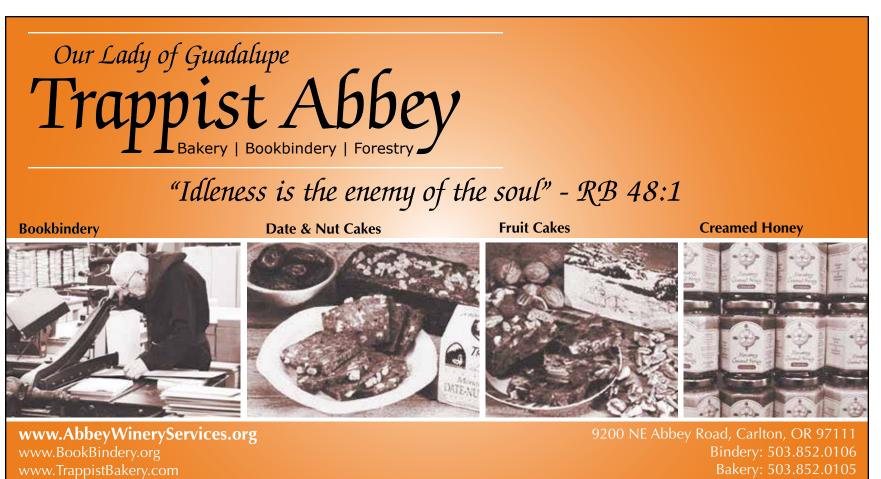
A decade later, the company developed the molding process used to make playground safety tiles that have dramatically reduced school injuries. Today, Ultimate Rubber is uniquely positioned to offer consistent quality and value to customers in a broad range of industries.

As the only rubber manufacturer in the world producing its own tire crumb, EPDM granules and urethane binder, Ultimate Rubber is a leading producer of recycled rubber flooring, tiles, mats, EPDM granules and other products customers depend on. With full control over the production of materials during manufacturing, Ultimate RB offers quality control and reliability that no competitor can match.

Among the applications of Ultimate RB's products: Equine, canine and pets, athletic, commercial, playground and track, cargo and truck mats, acoustical underlay, ballistic tiles along with custom rubber products. And we do it with an eye to the environment: we're one of the largest and most technically advanced tire recyclers in the world with the ability to make quality products that contain up to 96 percent postconsumer waste.

Ultimate RB is a Carlisle Company with production facilities in the east and west, enabling us to easily serve customers nationwide. To learn more about our growing company, visit us on the web at www.Ultimate RB.com.









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