

NEWBERG ECONOMIC DEVELOPMENT STRATEGY

Executive Summary

Updated November 2019



THE STRATEGY

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

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

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

	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
INDUSTRIAL SECTOR												
Identify needs of companies through a supply chain gap analysis	[Active]											
Retention visits conducted by City in coordination with Business Oregon, Strategic Economic Development Corporation and Greater Portland Inc.	[Active]											
Recruitment of food processing (wine) companies and suppliers as part of vertical integration of wine industry	[Active]											
Conduct an urban renewal feasibility study and develop a plan	[Active]											
COMMERCIAL SECTOR												
Update inventory of vacant and underutilized sites			[Active]									
BUSINESS DEVELOPMENT AND WORKFORCE												
Establish or develop a regional entrepreneurs network	[Active]											
Support skill development programs for industries that have workforce gaps	[Active]											
Assist skill development programming at different educational levels (i.e. K-12, tech schools, community colleges, universities) and professional levels (i.e. businesses, business associations, other organizations, and government)	[Active]											
DOWNTOWN NEWBERG												
Conduct an Urban Renewal Feasibility study	[Active]											
Create a Vertical Housing Program	[Active]											
Collect parking data										[Active]		
TOURISM AND HOSPITALITY												
Create and expand a regional, national, and international marketing campaign that promotes Newberg and the valley as a tourist destination	[Active]											
Recruit a mid-tier hotel to the valley	[Active]											

VISION

Newberg's economy thrives by leveraging our geographic amenities and the capabilities of local businesses and organizations. We create family wage jobs through a strong business and workforce development program. We retain and attract businesses to Newberg and have a vibrant downtown.

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 opportunities

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		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 supply chain gap analysis	√			SEDCOR	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	2. Engage the Oregon Employment Department (OED) in an analysis of the traded sector 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
	3. Conduct an industry cluster analysis to identify opportunities to encourage vertical integration of industries	√	√	√	City & SEDCOR	Biz OR, SEDCOR, GPI, CVCC, OED, USCS, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	4. Implement the eight actions of the vertical wine integration proposal from the America's Best Communities plan and 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
	5. Conduct a supply chain analysis of the existing traded sector industries and targeted industries	√			City & SEDCOR	Biz OR, SEDCOR, GPI, CVCC, OED, OMEP, OBC, YC, PNDC, RS, PGE, NWN, Frontier, Industrial Brokers	Staff
	6. Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	√	√	√	CVIA	Biz OR, SEDCOR, GPI, CVCC, OED, OMEP, OBC, YC, OEN, RS, PGE, NWN, Frontier, Industrial Brokers	Staff & Investor Funding
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
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. Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses	√	√		City	Biz OR, SEDCOR, EDA, Foundations	Staff
	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
	3. Develop a program enabling CVCC to play role of spokesperson in industrial business recruitment	√	√	√	City	CVCC	Staff
	4. Develop relationships and frequent communications with industrial brokerage community in the greater Portland area	√	√	√	City	Industrial Brokers	Staff
	5. 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
	6. Conduct an urban renewal feasibility study and develop a plan	√			City	NDC, CVCC, SEDCOR, Biz OR, Brokers, Finance	Staff/Consultants
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 OBC, ONAMI, PNDC, OTRADI, TAO, and others	√	√	√	City	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG, OBC, ONAMI, PNDC, OTRADI, TAO	Staff
	3. Participate in roundtable forums	√	√	√	SEDCOR	Biz OR, SEDCOR, GPI, RS, USCS, EDA, MWVCOG, OEN	Staff
1.5	Market the Competitive Advantage of Newberg						
Actions	1. Define and identify target audiences for marketing	√	√		City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	Staff
	2. Research and identify Newberg's competitive advantages	√	√		City	Biz OR, SEDCOR, GPI, OED	Staff
	3. Analyze existing data and develop strategies for industrial recruitment marketing material	√	√		City	Biz OR, SEDCOR, GPI, OED	Staff
	4. Coordinate data gathering and marketing material with SEDCOR, GPI, MWVCOG, and other entities	√	√		City	Biz OR, SEDCOR, GPI, MWVCOG	Staff
	5. Make specific face-to-face presentations	√	√	√	City	Biz OR, SEDCOR, GPI, CVCC, JASO, Graphic, Industrial Brokers	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	√	√	√	City	Biz OR, SEDCOR, GPI, MWVCOG	Staff
	9. Develop community profile to place on GPI website	√			City	GPI	Staff

COMMERCIAL SECTOR

GOAL: Enhance commercial development capabilities and opportunities

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
2.1	Retain existing commercial/retail businesses in Newberg						
Actions	1. CVCC and NDC interview existing businesses to establish business needs and develop appropriate programs	√	√	√	CVCC	NDC, City, Brokers	Staff
	2. Enhance the quality of permitting services for businesses from the City	√	√	√	City	City, NDC, CVCC	Staff
	3. Interview businesses exiting Newberg	√	√	√	CVCC	NDC, City, Brokers	Staff
2.2	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	√	√	√	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	CVCC, NDC, Finance	Staff
	5. Enhance existing or create new incentive packages		√		City	CVCC, NDC, Finance	Staff
	6. Update inventory of vacant and underutilized sites	√	√	√	City	CVCC, NDC, Brokers, Finance	Staff
2.3	Support creation of new retail/commercial businesses						
Actions	1. Create business inventory identifying what we have for businesses and what is missing	√	√	√	CVCC	City, Brokers, Finance, Property Owners, NDC	Staff
	2. Leverage CVIA to increase the number of new businesses or entrepreneurial businesses here in Newberg	√			CVIA	CVCC, OEN, City, SEDCOR	Staff & Investor Funding
	3. Encourage/recruit activity-based businesses such as youth entertainment	√			City	NDC, CVCC, Brokers, Property Owners	Staff
	4. Establish a low interest loan program	√			City	City, Brokers, Finance, Property Owners, NDC	Staff
	5. Identify and establish sources of funding (e.g. grants) to assist in attracting family wage businesses	√	√	√	City	City, Brokers, Finance, Property Owners, NDC	Staff
	6. Maintain and publish data on vacant office, industrial buildings, and land	√	√	√	City	City, Brokers, Finance, Property Owners, NDC	Staff

BUSINESS DEVELOPMENT AND WORKFORCE

Goal: Create a premier business and workforce development program

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
3.1	Foster Entrepreneurial Business Formation and Growth						
Actions	1. Foster connections between GFU and PCC and entrepreneurs	√	√	√	CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB, MWVCOG, SBA	Staff
	2. Maintain the Chamber as a regional Business Resource Center	√			CVCC	City, NDC, GFU, PCC, CPRD, Finance, CLIMB, MWVCOG, SBA	Staff
	3. Establish or develop a regional entrepreneurs network	√			SEDCOR	OEN, City, NDC, GFU, PCC, CPRD, Finance, CLIMB, MWVCOG, SBA	Staff/OEN
	4. Coordinate with Launch Mid-Valley	√	√	√	SEDCOR	City, CVIA, CVCC	Staff
	5. Coordinate and sponsor an annual regional economic development summit with partners such as SEDCOR, MEDP, etc.	√	√	√	SEDCOR	MEDP, Biz OR, City	Staff
	6. Collaborate on a regional angel funding program	√			SEDCOR	OEN, CVIA	Staff
3.2	Maintain the Chehalem Valley Innovation Accelerator						
Actions	1. Recruit, vet and select tenants	√	√	√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff
	2. Achieve projects-to-products-to-market successes	√	√	√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff
	3. Maintain operational funding for the accelerator	√	√	√	CVCC	CVIA	Staff
	4. Promote and market the CVIA through the Business Resource Center, City, CVCC, NDC websites, and GFU, PIE, and other channels	√	√	√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff
	5. Move the accelerator to a permanent facility		√		CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff
	6. Integrate the CVIA with GFU Engineering & Innovation Center and other local makerspace(s)	√	√	√	CVCC	GFU, PCC, TAO, PIE, various technology-driven wineries, other local and regional businesses, CPRD, City	Staff
3.3	Enhance Business Mix in Downtown Newberg						
Actions	1. Plan and implement ongoing marketing and recruitment of businesses to downtown	√	√	√	Realtors	CVCC, City, NDC, LLP Properties, Brokers, Finance	Staff
3.4	Improve Workforce Development						
Actions	1. Interview local companies' management teams and conduct interviews to determine current and future workforce needs	√	√	√	CVCC	GFU, PCC, NSD, WWP, OED, CLIMB, SE Stem Center, Innovate OR, City, PNMC	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
	2. Facilitate region-wide collaboration between workforce development stakeholders to expand and extend services	√	√	√	CVCC	GFU, PCC, NSD, WWP, OED, CLIMB, SE Stem Center, Innovate Oregon, City, PNMC	Staff
	3. Identify and establish sources of funding to assist in developing local workforce	√	√	√	CVCC	NSD, WWP, OED, Innovate OR, City	Staff
	4. Support skill development programs for industries that have workforce gaps	√	√	√	CVCC	NSD, WWP, OED, Innovate OR, Innovate YC, City, PNMC	Staff
	5. Assist skill development programming at different educational levels (i.e. K-12, tech schools, community colleges, universities) and professional levels (i.e. businesses, business associations, other organizations, and government)	√	√	√	CVCC	NPD, PCC, GFU, WWP, OED, CLIMB, Innovate OR, City	Staff
	6. Fund a full-time employee dedicated to expansion of workforce development programs that serve new and existing businesses			√	CVCC	City, RS	Staff
	7. Conduct a survey of local businesses' workforce needs	√	√	√	CVCC	GFU, PCC, NSD, WWP, OED, CLIMB Center, SE Stem Center, Innovate Oregon, City, PNMC	Staff
	8. Connect the regional technical community such as Innovate Yamhill County and create new programs as needed	√	√	√	CVCC	Innovate YC	Staff
3.5	Enhance Chehalem Valley Chamber of Commerce resources						
Actions	1. Develop mentoring programs from existing business owners	√	√	√	CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB, PNMC	Staff
	2. Coordinate services with the City	√	√	√	CVCC	City	Staff
	3. Apply for funding/grants to expand operations and/or hire a full-time employee	√			CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB	Staff
	4. Integrate goals and purpose with the CVIA, GFU, PCC, CHCC, and regional and state organizations	√	√	√	CVCC	PCC, GFU, City, NDC, MWVCOG, Businesses, CLIMB	Staff
	5. Expand the facility, operations, and services as needed	√	√	√	CVCC	City	Staff
3.6	Market employment training opportunities to employers and employees						
Actions	1. Promote workforce training programs	√	√	√	CVCC	PCC, WSO, NSD, GFU, Businesses	Staff
3.7	Create business financing program						
Actions	1. Create and maintain a repository of business financing alternatives and connect businesses and entrepreneurs with local lending institutions	√	√	√	SEDCOR	City, NDC, Biz OR, MWVCOG, Finance, SBA, Brokers	Staff
	2. Promote Yamhill County small and large grant programs to local businesses	√	√	√	CVCC	City, NDC, Brokers	Staff
	3. Collaborate on a regional angel funding program to support the CVIA as well as other businesses, promoted through the CVCC	√			CVCC	City, NDC, MWVCOG, Finance, SBA, Brokers	Staff
	4. Bring the Economic Development Revolving Loan Fund loan program currently managed by the MWVCOG back to Newberg		√		City	City, MWVCOG	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
	5. Expand Economic Development Revolving Loan Fund	√			City	City, Finance, Brokers	Staff
	6. Modify requirements in the Economic Development Revolving Loan Fund program to increase accessibility to small businesses	√			City	City, NDC, Finance, SBA, Brokers	Staff
3.8	Leverage the region's educational opportunities to support workforce development						
Actions	1. Recruit quality Community College resources for the community (Ex: CHCC)	√			City	RST	Staff
	2. Take advantage of regional and statewide resources to encourage and enhance Science, Technology, Engineering, and Math (STEM) and Career Technical Education (CTE) initiatives in K-12 education	√	√	√	NSD	Innovate OR, Innovate YC, Businesses	Staff

Downtown Newberg

Goal: Complete funding, administrative, and organizational actions for Newberg Downtown Improvement Plan

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
4.1	Create an Urban Renewal District						
Actions	1. Conduct an Urban Renewal Feasibility study	√			City	NDC, CVCC	Staff/Consultants
	2. Create an Urban Renewal district and board	√			City	NDC, CVCC	Staff
	3. Create an Urban Renewal Plan and Report	√			City	NDC, CVCC	Staff/Consultants
	4. Form an Urban Renewal District	√			City	NDC, CVCC	Staff
4.2	Create an Economic or Business Improvement District						
Actions	1. Contact business and property owners	√			NDC	City, CVCC, Brokers, Finance, OMSP	Staff
	2. Establish an Economic or Business Improvement District (EID/BID)	√			NDC	City, CVCC, Brokers, Finance, OMSP	Staff
4.3	Creating Tools for developers						
Actions	1. Create a Vertical Housing Program	√			City	NDC	Staff
	2. Create a Multi-Unit Housing Tax Exemption Program	√			City	NDC	Staff
	3. Establish new Market Tax Credits	√			Developer	City	Staff
	4. Participate in the EB-5 Immigrant Investor Program	√			Developer	City	Staff
	5. Establish a Construction Excise Tax	√			City	CVCC, NDC	Staff
4.4	Complete regulatory improvements						
Actions	1. Engage property owners	√			City	CVCC, NDC	Staff
	2. Update Comprehensive Plan and policies	√			City	CVCC, NDC	Staff
	3. Update Zoning and Development Code	√			City	CVCC, NDC	Staff
	4. Prepare M-5 (craft industrial) design guidelines	√			City	CVCC, NDC	Staff
4.5	Develop downtown partnership						
Actions	1. Identify and recruit potential Partnership members	√			City	NDC, CVCC	Staff
	2. Support and guide the Downtown Partnership	√			City	NDC, CVCC	Staff
4.6	Create the Downtown Development Ombudsperson position						
Actions	1. Identify funding and host organization for position	√			CVCC	City, NDC	Staff
	2. Recruit and hire for the position	√			CVCC	City, NDC	Staff
4.7	Develop parking management plan						
Actions	1. Establish guiding principles for parking	√			City	NDC	Staff
	2. Establish a parking working group	√			City	NDC	Staff
	3. Amend code and develop guidelines for shared parking	√			City	NDC	Staff
	4. Simplify on-street stay time allowances	√			City	NDC	Staff
	5. Upgrade on-street signage and striping	√			City	NDC	Staff
	6. Create parking brand	√			City	NDC	Staff

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6-10 years	Long-term 11-20 years			
	7. Upgrade public lots	√			City	NDC	Staff
	8. Improve private surface parking	√			City	NDC	Staff
	9. Create East/West Gateway Communication System	√			City	NDC	Staff
	10. Add bike parking at strategic locations	√			City	NDC	Staff
	11. Identify off-street shared-use opportunities	√			City	NDC	Staff
	12. Collect parking data	√			City	NDC	Staff
	13. Conduct business-to-business outreach and communication	√			NDC	City	Staff
	14. Explore and develop funding options	√			City	NDC	Staff
	15. Identify and procure long-term parking assets	√			City	NDC	Staff

TOURISM AND HOSPITALITY

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

	Strategies	Timeline			LEAD	SUPPORT	RESOURCES NEEDED
		Short-term 1-5 years	Mid-term 6- 10 years	Long-term 11-20 years			
5.1	Develop a Vision for Newberg as a tourist destination						
Actions	1. Implement and refresh Newberg Strategic Tourism Plan	√	√	√	City	VN, CVCC	Staff/Consultant
	2. Create and expand a regional, national, and international marketing campaign that promotes Newberg and the valley as a tourist destination	√	√	√	VN	City, CVCC, NDC, SEDCOR, TO, WVVA, OWB, Brokers, AIS, Dundee	Staff
5.2	Increase and maintain support for tourism organizations in Newberg						
Actions	1. Continue providing Visitor Center functions; continue quarterly and annual reporting per contract with the City	√	√	√	CVCC	City, VN	Staff
	2. Increase advertising and public relations dollars	√	√	√	VN	City, OSC, TO, OWB, WVVA, Brokers, NDC	Staff
5.3	Increase tourist/visitor counts in Newberg						
Actions	1. Recruit a mid-tier hotel to the valley	√			City	CVCC, VN, OSC, TO, OWB, WVVA, Brokers, NDC	Staff
	2. Establish annual reporting on tourism activities	√	√	√	VN	City, CVCC	Staff
	3. Conduct a 3-year review and evaluation of programs and progress	√	√	√	VN	City, CVCC	Staff
	4. Work with major businesses, George Fox University, Sportsman Airpark, Allison Inn & Spa, local major wineries, and other national/international sources of potential visitors to increase out-of-region destination traffic.	√	√	√	VN	City, CVCC, TO, WVVA	Staff
5.4	Continue Transient Lodging Tax Program						
Actions	1. Develop and put on community education programs about TLT taxes and their use	√			VN	TO, City	Staff
	2. Coordinate with Visit Newberg on tourism marketing and promotion activities	√			City	VN, CVCC	Staff

ORGANIZATIONS		
Allison Inn & Spa (AIS)		Oregon Employment Department (OED)
Business Oregon (Biz OR)		Oregon Main Street Program (OMSP)
Bonneville Power Administration (BPA)		Oregon Manufacturing Extension Partnership (OMEP)
Industrial/Commercial Brokers (Brokers)		Oregon Nanoscience & Mircotechnologies Institute (ONAMI)
Local Businesses (Businesses)		Oregon State Chamber (OSC)
Chehalem Valley Chamber of Commerce (CVCC)		Oregon Transitional Research Development Institute (OTRADI)
Chehalem Parks & Recreation District (CPRD)		Oregon Wine Board (OWB)
City of Newberg (City)		Pacific Northwest Defense Coalition (PNDC)
City of Dundee (Dundee)		Portland Community College (PCC)
Clackamas Community College (CCC)		Portland Community College CLIMB Center (CLIMB Center)
CLIMB Center (CLIMB)		Portland General Electric (PGE)
Developers		Portland Incubator Experiment (PIE)
Economic Development Administration (EDA)		Providence Newberg Medical Center (PNMC)
Finance Community (Finance)		Regional Solutions (RS)
Frontier Communications (Frontier)		Small Business Administration (SBA)
George Fox University (GFU)		Small Business Development Center (SBDC)
Greater Portland Inc. (GPI)		Strategic Economic Development Corporation (SEDCOR)
Innovate Oregon (Innovate OR)		Travel Oregon (TO)
Innovate Yamhill OR (Innovate YC)		Technology Association of Oregon (TAO)
Japan American Society of Oregon (JASO)		US Commercial Service (USCS)
Mid-Willamette Valley Council of Governments (MWVCOG)		Visit Newberg (VN)
Newberg Downtown Coalition (NDC)		Willamette Valley Visitors Association (WVVA)
Newberg Graphic (Graphic)		Willamette Valley Wineries Association (WVWA)
Newberg School District (NSD)		Willamette Workforce Partnership (WWP)
Northwest Natural (NWN)		WorkSource Oregon (WSO)
Oregon Business Council (OBC)		Yamhill County (YC)
Oregon Entrepreneurs Network (OEN)		