

Business Incubators and the City of Ramsey: Preliminary Insights



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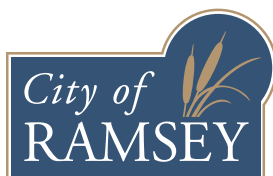
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Resilient Communities Project

UNIVERSITY OF MINNESOTA

Building community-university partnerships for sustainability

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Business Incubators and the City of Ramsey

Preliminary Insights

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Introduction

Business incubation is an innovative form of business development and growth. This approach can be interesting to city officials due to its novelty and visibility. However, business incubation programs and organizations are complex, and the pursuit of a business incubator requires a thorough study of real estate, industry and employment, existing services, business models, ROI analyses, and more. A business incubator is a potential complement to the City of Ramsey's existing business retention and expansion programs focused on small business development and growth, but pursuing a business incubator model without robust research and planning may lead to an expensive mistake.

This report represents one of the preliminary steps for the City of Ramsey to explore the potential for business incubation services in the city. This report includes a review of existing business resources in the city, other business incubators in the state, successful business incubators across the country, and more. An audit of existing resources and services available to Ramsey businesses is provided to begin assessing the role that a business incubator could play in Ramsey. Examples of different types of successful incubators in the region and across the country are detailed to provide ideas for the potential form of a business incubator in Ramsey, including case studies on a nonprofit-managed incubator, a government-owned incubator, a STEM-focused incubator, and a coworking space. To complement this information on business incubators, examples of other innovative approaches to business attraction, development, and growth are provided as potential options for Ramsey, including workforce pipelines, craft districts, artist work spaces, and public markets. A review of business incubators in Minnesota is also provided for additional information and reference. This

information creates a foundation of understanding around business incubators for policymakers and city staff to begin a robust public policy discussion on the role that a business incubator could play in Ramsey. This report will conclude with recommendations for the next steps that the City of Ramsey should take in its pursuit of a business incubator for the city, including strategic planning actions and additional research.

This information creates a foundation of understanding around business incubators for policymakers and city staff to begin a robust public policy discussion on the role that a business incubator could play in Ramsey. This report will conclude with recommendations for the next steps that the City of Ramsey should take in its pursuit of a business incubator for the city, including strategic planning actions and additional research.

The scope of this report is limited to an assessment of business services and business incubators in the context of the City of Ramsey. This preliminary research performed for this report, which provides baseline information on services currently available in Ramsey and the types of services a business incubator could provide to Ramsey, is not sufficient to make a recommendation about a viable business incubator model in the City of Ramsey. We believe that a viable business incubator option exists for the City of Ramsey, and we hope that the information provided in this report provides the city with the information necessary to begin the search for that viable option. We recommend considering the information in this report in conjunction with *Talent and Tenacity: Sparking an Incubator in Ramsey* by Garth Wadsworth, Matthew Goodwin, and Amy Yoder, created for the City of Ramsey in PA 5211: Land Use Planning.

Background Information

On Ramsey

The City of Ramsey is situated in the Twin Cities metropolitan area in a way that provides great benefits as well as challenges to its residents and businesses. The Northstar commuter rail to downtown Minneapolis stops in Ramsey, connecting the city to the metropolitan urban core. Highway 10, an important route connecting the Twin Cities to northern Minnesota, runs through Ramsey. A diverse range of housing options in the City of Ramsey is available for different types of households in the outer-ring suburbs. The manufacturing industry in Ramsey is strong, and the city's commitment to economic development, particularly with importance of office parks, ensures a wide variety of commercial activity and a growing number of jobs available in the city. The Mississippi River and the Rum River provide natural resource and recreational amenities to the city. One of the greatest challenges for the City of Ramsey is attracting retail and restaurant services to the city.



Source: City of Ramsey

On Business Services

There are a patchwork of business services available for small businesses in Ramsey. The City of Ramsey has an existing a business retention and expansion program, which includes business visits (goal of 24 visits annually); hosting the business expo, golf tournament, and networking events; and participating in the Anoka County broker event, Anoka Ramsey job fair, and MN Marketing Partnership. The city also has a robust set of marketing tools and financial incentives for attracting new development. Beyond city services and resources, there are a variety of organizations that provide assistance to Ramsey businesses, whether in making connections, providing loans, finding employees, and more. A comprehensive list of these organizations has been provided in Appendix A.



Source: City of Ramsey

Background Information

On Business Incubators

A business incubator can be a lot of different things. At its most basic definition, a business incubator is an organization or a program that helps develop new or small businesses. Usually, a business incubator provides services or resources to its users, although the level and intensity of this support can vary widely from incubator to incubator. Business incubators may provide one or more of the following: communal working space, equipment, expertise, mentoring, apprenticeships, funding, programming and events, and more. Business incubators can be run for-profit, by nonprofits, or by public institutions. Business incubators can inhabit physical space or can be a network of resources. Business incubators are an extremely flexible way of servicing businesses in a community, which is both a benefit and a challenge. The flexibility of business incubators means that there is almost certainly some arrangement of a business incubator that can successfully support the business community of an area. The flexibility of business incubators also means that there is no one-size-fits-all approach that can be seamlessly applied to a unique area. A business incubator must be conceptualized in the specific context of an area, its industries, its workforce, its supporting organizations, and more.

On Business Climate

Ramsey has a reputation for being incredibly active with the local business community. City officials have fostered a strong business climate and outreach to stakeholders is robust. An interview with the President of the Anoka Area Chamber of Commerce Peter Turok revealed several important issues for the business climate in Ramsey. Ramsey has a need for more retail space, especially as it grows and becomes more of a regional hub for goods and services. Ramsey also has an already large manufacturing sector as an asset that can be strengthened and built upon. Additionally, the Anoka-Hennepin School District in conjunction with Anoka Technical College formed the Secondary Technical Education Program (STEP), which provides courses in advanced machining and engineering for college credit. The city could tap into this existing resource. The largest issue facing the Anoka-wide business community is a shortage of labor, both for service positions as well as technical jobs. Both retail and manufacturing industries are expected to grow in Anok, but filling many of these positions will be increasingly difficult in the future. Any city business development initiative, in addition to providing commercial space, should strongly consider including workforce development and training components. A major barrier to business expansion in the future will be a lack of access to qualified workers.

Case Studies

In this section, four different business incubators are described in case studies. These case studies describe the context around the initial creation of the incubator, how the incubator is run, the outcomes of the incubator, and how Ramsey might consider the role of this incubator in their community. Each of these incubators is representative of a different approach to business incubation, from government-owned, to STEM-based, to nonprofit-managed, to coworking. These case studies do not represent the world of business incubators. These types of incubators were chosen for their applicability to the specific context of Ramsey. For additional reference, a comprehensive list and brief description of business incubators in the State of Minnesota is provided in Appendix B.

Government-Owned Business Incubators



Incubators are typically associated with technology firms, and there are many such incubators around the country. The concept of the incubator is perhaps more applicable and important to the manufacturing industry. Unlike technology companies, which often require relatively modest infrastructure, manufacturing startups require significantly different and more expensive resources to produce products. The cost of manufacturing equipment and technology can be a significant barrier to any manufacturing startup. By providing not only the usual incubator benefits such as office space and the ability to network, manufacturing incubators can offer tools, machinery and other benefits that would otherwise be too expensive or difficult for a single startup to purchase.

Manufacturing incubators provide a range of important services to the industry, including:

- Access to common tools and infrastructure: For most startups, the ability to access tools and a facility would be impossible on their own. Making those tools available as a shared service to multiple startups, economies of scale are derived, and they become affordable and usable.
- Collaboration and sharing: The manufacturing industry is fast paced and experiences lots of technological changes. Many startups are finding ways to produce goods in ways that would have been unthinkable even a few years ago. When those new ideas and technologies come together within an incubator, collaboration among firms is facilitated.
- Networking: The establishment of business relationships and partnerships is important to the success of startups, and can lead greater innovation over time. Incubators bring like-minded startups together, and make those kinds of connections possible.
- Business infrastructure: Like any startup, manufacturing startups require common business infrastructure, like office space, meeting rooms, phones and internet access. Incubator environments provide all of that to their startups, for comparatively little cost.

Sometimes manufacturing incubators are associated with a University or Technical College, using it as a resource to connect its students and faculty with local businesses and their resources. Additionally, the manufacturing sector can provide pre-apprentice and apprenticeship workforce training for students and create a workforce pipeline. The Chippewa Valley Innovation Center is an example of a manufacturing innovation center located in Wisconsin. Information on Chippewa Valley Innovation Center was derived from research on their website: <https://chippewavalleyinnovationcenter.org>.

Government-Owned Business Incubators

Chippewa Valley Innovation Center

The Chippewa Valley Innovation Center (CVIC) is located in Eau Claire, Wisconsin. It formed a collaborative effort between the Chippewa and Eau Claire counties, and the City of Eau Claire thirty years ago in 1986. It was formed in response to a growing need within the Chippewa Valley for low cost, appropriately sized space for businesses in the early stages of development. Today, the facility continues to serve as an incubation center for manufacturing and service-related businesses who are in the transitional stages of going from a new business to an established business.

In terms of organization and management, the Chippewa Valley Innovation Center is a 501(c)3 organization. Donations to the CVIC are tax-deductible to the full extent of the law. The facility is managed by the Eau Claire Area Economic Development Corporation and additionally has a board of 8 directors.

The Chippewa Valley Innovation Center encourages new and emerging entrepreneurial businesses to utilize local community resources. Features and benefits of the CVIC include warehouse/manufacturing space, managerial support, technical assistance, and access to financial programs. Businesses apply to become a tenant to the CVIC, and applications are reviewed in the order that they come in. Decisions are based on eligibility and available space in the incubation center. Candidates should be a light manufacturing, value-added, or service related business and a business plan is required within 90 of occupancy (business plan assistance is available).

Once accepted, tenants are able to rent out the amount of manufacturing and/or office space they need for up to three years. Each year, rent is increased slightly until tenants are paying market values for their space. During a business's time in the CVIC, they have access to programs and assistance to help your company transition from a new start-up to an established business. Tenants graduate from CVIC when they outgrow their space or after 3 years – whichever happens first. Because of the incremental increases in rent, at the end of the three years, graduates are able to relocate and pay market price for their new spaces without experiencing a significant increase in overhead costs. In addition to physical space, businesses have access to local economic development agencies including UW-Eau Claire Center Business Solutions, UW-Stout Discover Center, Chippewa Valley Technical College, and Northwest Wisconsin Manufacturing Outreach Center (NWMOC).

This facility has an emphasis on manufacturing centered companies and homegrown local businesses. On the center's website, there are several success stories of companies that have grown from the innovation center and established themselves in the community. Currently, over 15 businesses have been jumpstarted by the center. A study of the businesses that have graduated from this incubator was performed, determining there has been \$28 million being spent from that business in buying real estate, equipment, etc. Additionally, there has been an annual salary of about \$18 million. Advance Laser Machining, is a highlighted success story. It went from one employee in 1996 to 120 employees with over 20 million in sales today.

Government-Owned Business Incubators

Table 1: A breakdown of the Chippewa Valley Innovation Center’s space, pricing, amenities location, and support.

Space	Pricing	Amenities	Location	Technical Assistance and Business Support
<ul style="list-style-type: none"> • 8 bays at 1,250 square feet • 1 bay at 1,740 square feet • 4 offices at 250 square feet • 2 offices at 213 square feet • 2 offices at 150 square feet • 1 office at 480 square feet • 440 Amp / 3 phase power • 1 loading dock – 9x9 overhead door • 2 10x10 overhead doors at grade level • Ceiling height: 17’ at eaves – 20’ at center • 32 parking spaces available and street parking 	<p>Manufacturing:</p> <ul style="list-style-type: none"> • \$2.60 per square foot – Year 1 • \$2.85 per square foot – Year 2 • \$3.10 per square foot – Year 3 <p>Office:</p> <ul style="list-style-type: none"> • \$4.35 per square foot • \$8.00 per square foot (Office space rental only) <p>Common areas for the use of all tenants are the lunchroom, restrooms, loading docks and overhead doors</p> <p>Conference room available at no charge</p> <p>Heated manufacturing areas</p> <p>Shared amenities: forklift, pallet jack and compressed air</p> <p>Office spaces are furnished with heat, power, internet and air conditioning</p> <p>Maintenance includes lawn care, snow removal, garbage collection and building repair</p> <p>Electricity is a tenant expense</p>	<ul style="list-style-type: none"> • Common areas for the use of all tenants are the lunchroom, restrooms, loading docks and overhead doors • Conference room available at no charge • Heated manufacturing areas • Shared amenities: forklift, pallet jack and compressed air • Office spaces are furnished with heat, power, internet and air conditioning • Maintenance includes lawn care, snow removal, garbage collection and building repair • Electricity is a tenant expense 	<ul style="list-style-type: none"> • Less than one mile to Hwy 53 with quick access to I-94 and Hwy 29 • Less than one mile to the Chippewa Valley Regional Airport 	<ul style="list-style-type: none"> • Local economic development agencies • UW-Eau Claire Center Business Solutions • UW-Stout Discover Center • Chippewa Valley Technical College • Northwest Wisconsin

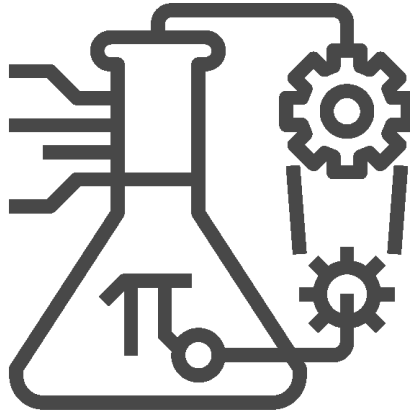
Source: <https://chippewavalleyinnovationcenter.org>

Government-Owned Business Incubators

Manufacturing Incubators in Ramsey

Given Ramsey's clustering and established presence of manufacturing businesses, a manufacturing innovation hub could fit. Startup businesses would have access to a strong and established manufacturing business community and could leverage those relationships. Additionally, the skill set of the existing workforce would compliment the needs of manufacturing startups, especially as they begin to grow and expand. The emphasis on homegrown "garage" type startups happens organically already in Ramsey, and a manufacturing innovation center could further speed and nurture that entrepreneurship. A potential drawback could be the absence of a community or technical college to provide expertise, businesses assistance, and potential apprenticeships. Ramsey could remediate this by drawing from other technical schools within the proximity of Anoka County.

STEM-Based Incubators



Incubators can take many forms, and one example is an office space dedicated to the study of a specific field like the North Dakota State University (NDSU) Research and Technology Park. Information on NDSU Research and Technology Park was derived from research on their website: <https://www.ndsuresearchpark.com/>

NDSU Research and Technology Park

The NDSU Research and Technology Park is located in Fargo, North Dakota and operates in conjunction with the NDSU. The park specializes in STEM (science, technology, engineering, and math) fields. Their vision is to “serve as a catalyst for innovation in science and technology leading to discoveries that contribute to North Dakota’s economic development.” The Park’s dedication to technology is a unique asset that has helped the Park thrive in the market. By fostering technologically focused initiatives, the park has been able to better provide for both NDSU and their tenants.

The NDSU Research and Technology Park is separated into two distinct parts, the Park and the Incubator. The park hosts four main tenants. These tenants are Appareo, an electronic and software manufacturer; Candlewood Suites, a hotel chain; John Deere, a manufacturer of tractors and other farming equipment; and NDSU, which holds offices and some land in reserve. The incubator currently serves eighteen different businesses. These businesses include:

Bank of North Dakota
Bobcat
C2renew
Discovery Express
Doosan
Elinor
farmQA
Field of View
Intelligent Malt
MCP Networks

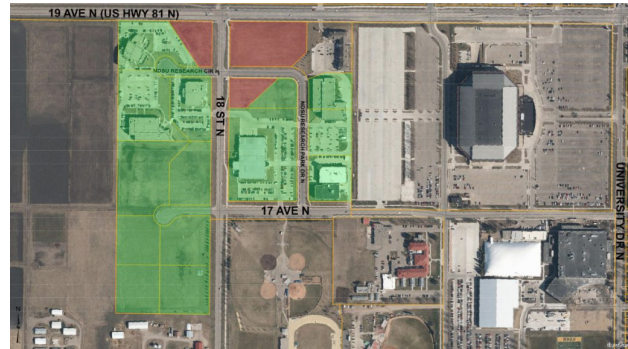
OmniByte Technology
OPGO Marketing
Probitas promotions
Red diamond coatings
Renuvix
Satshot
Small Business Development Center of North
Dakota
Summers

STEM-Based Incubators

These businesses within the incubator range from marketing companies to agricultural technology creation firms to agricultural harvesting and processing companies. Most of these companies specialize in fields relating to STEM, while some provide support to that sector. Within the STEM field, the Park has a specialty in agriculture-related fields. Part of this comes from the long-standing tradition of NDSU as being a school that has a large agricultural program. The park operates on roughly 24 acres of open land that can be utilized by tenants for research and development of software and hardware.

To be part of the Research Park, NDSU requires tenants to meet a set of criteria in line with the beliefs of the Park. The first item of this criteria is to “Be involved in the advancement and development of new technology.” The Park is dedicated to advancing technology, and the Park expects this of the tenants as well. The second criteria is, “Be willing to establish a working relationship with North Dakota State University.” This criteria is essential to the workings of the Park and allows the Park to stipulate that its tenants work in tandem and add to what already exists within NDSU. The Park itself gives the following examples as to how a tenant in the Park may work with NDSU:

- “Jointly funded research & development projects and technology transfer activities
- Create partnerships to enhance the business environment dedicated to applied research and technological discovery for the benefit of NDSU’s faculty, staff and students
- Facilitate the transfer and application of scientific research for North Dakota State University and to the global economy and to the global economy.”



Source: <https://www.ndsuresearchpark.com/available-space/open-land/>

The third criteria has to do with the allowed industries within the park. The fields allowed within the Park include, “material sciences, biosciences and life technology, information technology, nanotechnology, and advanced manufacturing and sensors/micro-electronics.” The Park is not completely strict on these requirements. They allow a “Center of Excellence” that have a clear concentration and a measure of knowledge and expertise which meet a “criteria outlined by the North Dakota State Board of Higher Education.” The final criteria that the Park holds is that prospective tenants are reviewed by an incubator advisory committee. While not explicitly stated, the Park notes that “emphasis is given to North Dakota State University patented and licensed technology.” In tandem with this, all prospective tenants and companies are required to work within the Park’s guidelines and are subject to final approval by the NDSU President.

The Technology Incubator works to encourage entrepreneurs to foster innovation and encourage ingenuity. The Incubator side of the NDSU Research and Technology Park is more focused on general business facilitations, similar to those that would be found in a cooperative work space. The incubator offers “state-of-the-art” benefits that allow their tenants to present a professional business appearance. The Incubator is made of a 50,000

STEM-Based Incubators

square foot facility and is adjacent to the Park referenced earlier and the NDSU campus. The Incubator also boasts access to both an international airport and major interstate highways within five minutes of NDSU's campus. The Incubator hosts both newly found entrepreneurs and experienced business people. The Incubator provides:

- One gigabit service
- Shared printers, copiers, scanners, and fax
- Wet lab/dry lab space
- Manufacturing space
- Customizable tenant space
- Shared production areas
- Executive boardroom

These office amenities are available to all tenants within the Incubator. The Incubator also provides professional services that include:

- Client networking
- Coaching and mentoring
- Fostering university relationships
- Financing and providing venture capital
- Craft student initiatives
- Comprehensive business assistance
- Fostering educational events and forums

The Park and Incubator hold multiple partnerships with various forms of financial aid through an assortment of governmental bodies and companies. The NDSU Research and Technology Park acknowledges that capital is one of the most limiting and hard to access assets within starting a business. For this reason, it is able and willing to help its tenants secure the capital necessary for prospective tenants. The NDSU Research and Technology Park have graduated four tenants. These tenants include: Appareo, Intelligent InSites, Myriad Mobile, and Pedigree Technologies.

Specialized Incubators in Ramsey

The proposed location for the business incubator in Ramsey is located in the COR development area. The specific location is located next to multiple empty lots. The lesson that should be learned from the NDSU Research and Technology Park is the possibility of a specialized form of business incubator.

According to reports generated through Esri Business Summary, 32.2% of the businesses in Ramsey are in the services category. It is difficult to determine which sub-industry makes up the largest part of the service industry because the largest section (21.6%) is "other services". Additionally, the construction industry and manufacturing industry compose 12.1% and 11.5%, respectively.

This information can be used to direct a potential business incubator in the City of Ramsey. Similar to NDSU Research and Technology Park specialization in the STEM field, Ramsey could form a business incubator that is focused on the service industry, construction, or manufacturing. Ramsey's incubator should also allow for accessory uses that are beneficial to the main focus of the incubator. Ramsey could provide open land for the use of testing and development by acquiring one of the nearby parcels that are vacant. This would likely be most helpful for a construction based incubator, but could have varying uses for other types of incubators.

Nonprofit-Managed Incubators



Business incubators can be for-profit or nonprofit. Both offer advantages and disadvantages to entrepreneurs. Nonprofit incubators typically acquire funds from cities, a chamber of commerce, and/or universities. They can also be standalone from universities or cities, garnering their own funding sources through grants. Nonprofit incubators ask for little from their startups, typically only asking for future mentoring, data tracking, and fundraising consideration. A nonprofit incubator's goal is usually focused on creating jobs and promoting economic development in their region. IncubatorWorks is an example of a nonprofit run incubator. It has two locations, both in the Southern Tier region of the State of New York. IncubatorWorks' mission is to "promote economic development in the Southern Tier of New York through supporting entrepreneurial growth and development of businesses and their creation of jobs." Information on IncubatorWorks was derived from an interview with their project manager, Ashleigh Madison, an research on their website: <http://www.incubatorworks.org/>.

IncubatorWorks

IncubatorWorks is a nonprofit standalone incubator that is thirty years old. It has locations in Alfred, New York and Corning, New York, which are approximately 60 miles apart. Corning and Alfred both have a long manufacturing history, which influenced the focus of the two incubators. Both locations focus on light manufacturing and clean technology. They serve a broad range of low technology to high technology businesses ranging from candle-making, to clothing, to fiber optics. The two incubators have a total of 70,000 square feet. The case study will focus predominantly on the incubator located in Corning, New York.

IncubatorWorks is unique because it is a stand alone incubator, meaning it is unaffiliated with any college or university. They employ three full time and four part time staff. The three full time staff have diverse backgrounds and experiences that make them well suited for the broad range of startups they serve. The executive director is a CPA who has experience with startup financials. She focuses mainly on providing financial advice and support. The co-executive director has experience with science and business. This background gives him the ability to advise on a broad range of manufacturing issues. The program manager has a background in marketing and business. She manages client and helps startups with marketing. The program manager also identified groups in the region receive the least amount of support to create systems for each including: the Veterans Entrepreneurship Group and Elmyria Entrepreneurs.

Nonprofit-Managed Incubators

Both are held in different facilities and have different leaders than staff at IncubatorWorks. Each group helps to further the mission of IncubatorWorks, while remaining separate entities.

Corning, New York is a small town located in the Southern Tier. The town has a rich industrial past, centering around glass. IncubatorWorks capitalized on this history by focusing on light industry and technology. To cater to these industries, they offer wet/dry labs, and machinery in their facility. Other than providing physical space they offer a number of other services for those who just have an idea, those who just started their business, and to those who have a manufacturing space but don't know how to propel forward. They provide virtual client services to help the client create business plans to procure funding from financial institutions. For clients who are established, but need help moving forward they can help to connect them to the right people, from different manufacturers, local industrial development agencies, to the Regional Economic Development and Energy Corporation.

The Corning and Alfred IncubatorWorks are part of two different startup networks, helping expand the services it can offer to its clients. The Corning location is part of the Southern Tier Startup Alliance (STSA) is a member organization of business incubators. STSA shares a similar goal with IncubatorWorks, to increase the number of jobs in the region by supporting scalable businesses, to help diversify and strengthen the economy. It is based out of Ithaca, New York and is composed of fifty-five different startups. Member incubators provide support and assistance to one another. For example, McGovern Center at Cornell University provides IncubatorWorks' clients with experienced entrepreneurs in residence. These entrepreneurs give advice and educational talks to IncubatorWorks'

to IncubatorWorks' clients. The Alfred location is part of the Western Innovation Network (WIN). WIN is located at the University of Buffalo, and is a collaborative effort of business incubators to expand entrepreneurial services, helps startups, and grows wealth in the region. They encourage incubators to work together to help their ventures grow quickly, and achieve greater profitability. WIN provides IncubatorWorks' clients with more resources and offers a unique set of tax incentives for companies in their earliest stages.

IncubatorWorks has a vast clientele ranging from low to high technology. To fit the needs of its client it has contracts ranging from a five year lease (typically high technology), only \$50 - \$200 for virtual consultations, and to just meeting with the client a couple of times to determine if they can help their business. When leasing out space they can tailor to the clients needs and make a month to month agreement or up to five years in residence.

Since IncubatorWorks is a nonprofit and stands alone from a university, it acquires most of its funding from grants. For additional funding they have anchor tenants, similar to a mall, in their facility. An anchor tenant has a more permanent lease and, hopefully, brings in more business. IncubatorWorks' anchor tenant is Corning Incorporated. Corning Incorporated is a manufacturer of glass, ceramics, and related materials, primarily for industrial and scientific applications.

IncubatorWorks defines success as helping a startup to achieve their goals, which could range from helping them to access funding to open their own manufacturing space. They are currently gathering the data, but to their best estimates they have had 30 total startups graduate from each incubator location.

Nonprofit-Managed Incubators

This is less when compared to university affiliated and for-profit incubators. Since IncubatorWorks is a nonprofit, they can spend more time with individual startups to ensure they give them the tools to succeed upon graduation. IncubatorWorks' mission to bring in businesses and entrepreneurs to the Southern Tier. They are currently gathering the metrics to see how many businesses became established within the region after incubating. A well known successful business that graduated from IncubatorWorks and stayed in the region is Micatu.

Micatu provides next generation measurement capabilities in the areas of smart grid, wind, power distribution and condition monitoring. When Micatu moved into the incubator it grew from two to fifteen employees. When it graduated the incubator it remained in Corning, and grew from fifteen to forty-five employees.

Nonprofit Incubators in Ramsey

This type of incubator offers a number of advantages. They offer offices, labs, flexible manufacturing spaces, and supporting services with affordable, short-term leases. IncubatorWorks links the startups to a comprehensive network of support. The mentoring program helps to guide the startups through the process of establishing and operating their new business the right way. Tenants in the incubator may also qualify for StartUp NY tax benefits, meaning no corporate tax, no property tax, and no sales tax for ten years. IncubatorWorks participates in business competitions that help to draw in more talent to the area. Startups do not have to be from the area to enter. The winner of the competition wins a large sum of money to invest in their startup. Micatu was a past winner of one of the competitions and has grown substantially since its graduation from the incubator.

This incubator models also offers several disadvantages. Since, IncubatorWorks is a standalone nonprofit, it has less overall financing and cannot support more staff. For this reason, they also cannot handle as many startups. University affiliated and for-profit incubators are able to service more startups at one time.

The City of Ramsey's main goal is to support local entrepreneurs and to maintain their business in Ramsey. A nonprofit model supports this goal more when compared to a for profit incubator. IncubatorWorks model defines a startup staying in the region as a key determinant of their success. Ramsey also shares similarities with the City of Corning and Alfred. Both cities are not, in themselves major areas, but are located in/near major metropolitans. Ramsey can take advantage of startup networks in their region to help offer their clients more support. While Ramsey's incubator, will most likely not be affiliated with a University it can look into partnering with nearby trade schools to provide startups with more technical support. To help with initial costs, Ramsey can open its proposed location to anchor tenants, similar to IncubatorWorks. The anchor tenants should share a similar focus to the new incubator.

Coworking Space



When considering business incubators, coworking may not immediately come to mind. However, coworking can provide a valuable business service to a community while requiring relatively little energy and investment from the operator. On the spectrum of business incubators, coworking space is the most hands-off. Coworking space seeks only to provide working space for entrepreneurs and other professionals rather than attempting to intensively develop businesses and individuals. While coworking may evoke a particular image, coworking does not mean any one thing. Most coworking spaces are membership-based and provide communal working space, but those are often the only things that coworking spaces share in common. Coworking space can be shared working space or dedicated offices. It can be catered to particular industries such as professional, light manufacturing, or food production or to particular types of workers such as freelancers, entrepreneurs, or remote workers. Coworking spaces may provide varying levels of service to their members, from simply providing a space to work to providing programming, equipment, sustenance, and other tools.

Coworking space has many advantages for both its members and the service provider. Coworking space can be advantageous for entrepreneurs and start-up companies for whom signing a long-term lease of their own is not feasible. Coworking space can also be advantageous for individuals who work from home but seek a more productive or dedicated space, such as freelancers or remote workers. Coworking space provides the opportunity for different professionals to network and collaborate and provides a professional place to host meetings. Depending on the amount of service provided to members, coworking space can also be relatively inexpensive to operate compared to other types of business incubators. A coworking membership is often more expensive per square foot than a private lease, but coworking space usually does not require a long-term commitment like a private lease and also provides the additional benefits outlined above.

Despite all these benefits, coworking space can be perceived as trendy and may attract only a particular type of worker. Additionally, coworking does very little to support the success of its members and does not necessarily encourage its members to expand and move on. Nonetheless, coworking is a flexible concept, and coworking space can be tailored to the needs of the area and people it is trying to serve to capitalize on the advantages and reduce the disadvantages. The Commons is an example of a coworking space located in two suburbs outside the Twin Cities. Information on the Commons was derived from an interview with Peggy Stefan, Co-Owner, and from research on their website: <http://www.thecommonswp.com/>

Coworking Space

The Commons

The Commons is a shared workspace company with two locations: one in Minnetonka and one in Excelsior. Their Minnetonka space is primarily private offices, while their Excelsior space is primarily coworking space. The Commons first opened in 2012, and seeks to serve individuals and businesses who require either a permanent space to work from or a space to use on occasion. The Commons does not specialize in any particular industry, although the services they provide meet the basic needs of professional work.

The Commons offers the basic provisions of every professional coworking space, including shared working space (non-dedicated areas and desks), dedicated desks and offices, and meeting/event space. Their meeting rooms are equipped with whiteboards, TVs, arrangeable furniture, and video/teleconferencing equipment. They also provide on-site staff to greet members and their guests, printing and copy services, private telephone rooms, and free coffee. The Commons periodically organizes programming such as personal finance seminars, TedX salons, “Collaborative Conversations” time, “Common Connections” time, Toastmasters, and happy hours

The Commons does not brand themselves the same way as many of the other coworking spaces in the Twin Cities. Often, coworking space seems geared toward millennial workers. They may offer additional “luxury” amenities such as bike storage, fitness centers, or full cafes in order to align themselves with start-up and downtown culture. Instead of this approach, The Commons makes itself a relatively blank slate in order to attract a diverse set of members and allow their members to define themselves. In a similar vein,

The Reserve in Edina (previously known as Cafe Inc.) described their approach to coworking space as providing “pro-working not coworking,” creating a more traditional take on the general perception of coworking. Despite their differences, the owner of The Commons suggests that the spirit of coworking remains consistent across different spaces.

The Commons does not target any particular type of worker or type of company. They invest very little advertising and rely on word of mouth to attract new members. The owner expressed a lack of tangible return on investment for advertising expenses and has attributed the growth of The Commons membership to more organic factors. Their Excelsior location receives a fair amount of foot traffic being near the post office and main street, which helps increase awareness of the space. They also allow the space be used for public events and business association meetings which helps to increase awareness. The Commons can also rely, in part, on being one of the few suburban coworking spaces available in the Twin Cities for people who are not interested in working downtown. With this approach to recruitment, The Commons has attracted about half remote workers and half small businesses or entrepreneurs. While the owner is interested in pursuing some directed prospecting for new members using LinkedIn, business listings, and other resources, they have not yet taken this approach.

The Commons claims to have relatively high retention of its members. They believe that their suburban location attracts a slightly older member who is looking for a more permanent space. While not providing direct business development assistance like a traditional incubator, coworking space does have an incentive to support the success of their members so that they continue to be members.

Coworking Space

Most of their departing members, they say, leave because they get a new job. Although, some of their entrepreneur members have left to inhabit their own space due to growth of their business.

The Commons originally set a goal of four times as many members as they had capacity for at any given time (the gym membership model). This number proved to be too ambitious, but they found their break-even point within two years of opening. Most members of The Commons are not in everyday, and some may only be seen once every few weeks. The Commons does not have a cap for membership. The owner claims that, should membership dramatically increase, members would self-select and cancel their membership if they felt there were too many people using the space.

The Commons pricing schedule (as of October 2017) is described in the table below. All memberships (not including non-member options) require a \$100 sign-up fee and a 90-day commitment before the membership becomes month-to-month. The Commons provides a variety of membership options, ranging from memberships with 8 AM -5 PM access on working days to 24/7 access to use of meeting rooms only. This flexibility in their membership options has allowed them to attract a wider variety of members.

Coworking Space

Table 2: A breakdown of the Commons' membership pricing and services

Membership	Price per Month	Add-ons and Deals
Coworking <ul style="list-style-type: none"> Unlimited use of common space, 8am-5pm Monday-Friday 4 hours of meeting room space per month 	\$200	\$60/month for extended hours access, 6am-10:30pm 7 days/week
Dedicated Desk <ul style="list-style-type: none"> Semi-private, branded personal space Unlimited use of common space, 6am-10:30pm 7 days/week 6 hours of meeting room space per month 	\$390	N/A
Private Office <ul style="list-style-type: none"> Private, branded personal space Unlimited use of common space, 6am-10:30pm 7 days/week 	\$500-\$900, depending on the office	Discounted price for 6-month or 12-month commitment
inNetwork <ul style="list-style-type: none"> Access to programming and events 	\$25	N/A
inCommons <ul style="list-style-type: none"> Use of a meeting room for 1 2-hour meeting/month OR 1 2-hour meeting/week, 8am-5pm Monday-Friday 	\$180 or \$290	\$15/month for extended hours access, 6am-10:30pm 7 days/week
inVirtual <ul style="list-style-type: none"> Use of the address and mailbox 	\$35	N/A

Coworking Space

Table 3: A breakdown of the Commons' non-membership pricing and services

Non-Membership Options	Price per Month	Add-ons and Deals
Hot Seat <ul style="list-style-type: none"> Non-member hourly use of the common space, 8am-5pm Monday-Friday 	\$5/hour	N/A
Day Pass <ul style="list-style-type: none"> Non-member daily use of the common space, 8am-5pm Monday-Friday 	\$30/day	N/A
Punch Card <ul style="list-style-type: none"> Non-member daily use of the common space, 8am-5pm Monday-Friday 	\$100/5 days	N/A

Coworking in Ramsey

Coworking is a flexible concept that can be used to fit the needs of Ramsey residents and businesses, while meeting the government's capacity to provide services to its residents. Beyond the initial investment required to create the coworking space, the city can adjust the amount and intensity of the services it provides to its members based on the resources it has available. Providing a coworking space in Ramsey may also fill a gap in the market for Ramsey residents and businesses as well as residents and businesses from surrounding communities. Most coworking space in the Twin Cities is concentrated in Minneapolis and St. Paul, although several coworking spaces have recently become available in suburban areas. The closest coworking space to Ramsey is The Commons Minnetonka location, about 30 miles away. The City of Ramsey may be able to capitalize on this market while also providing a service to the city.

Most coworking spaces are geared toward a general professional worker, but there are many different ways to approach coworking space. For example, some coworking spaces cater to a specific industry or craft. DevJam is a software development coworking and innovation space in South Minneapolis. GIA Kitchen, The Good Acre, and other commercial kitchen space in the Twin Cities are available for use on an hourly or monthly basis. There are several member-based workshops in the Twin Cities, including MPLS MAKE and Nordeast Makers. In the case of an industry-specific coworking space, more specific services, equipment, and programming can be provided. When a coworking space does not target a specific industry, there is less opportunity to provide industry-specific business development assistance to its members. There may be a critical mass of residents and businesses in Ramsey in need of a specific type of workspace, and Ramsey could tailor a coworking space to provide that.

Even if simply providing the bare minimum coworking space for professional workers, a coworking space in Ramsey would provide an opportunity for remote workers and small businesses from the northwest outerring suburbs to stay in the area instead of traveling to the city or staying in their homes. This can create positive externalities for the city. For example, people working in Ramsey may be more likely to patronize other Ramsey businesses like restaurants, auto services, clinics, printing services, and more.

Alternatives to Business Incubators

This section provides an overview of several other forms of business development and growth beyond business incubators, including a workforce pipeline, a craft district, artist work space, and public markets. These alternatives are provided to ensure that the City of Ramsey considers the roles that other innovative forms of business development could play in the city. Business incubators are one approach but not the only approach.

Alternatives to Business Incubators

Workforce Pipeline

The space available to the City of Ramsey could be used to host a restaurant hub for the area. The 5,000 square feet of space would create a culinary gathering point for the community and act as a draw to residents from other areas. If developed as restaurant space, the City of Ramsey could take the project a step further and create a workforce pipeline in partnership with local schools. This serves the dual purpose of providing space for small businesses, while also providing those businesses with a skilled workforce in addition to employment opportunities for residents.

The Minnesota Chamber of Commerce created the Business Education Network and launched a pilot program in Brainerd aimed at providing skilled workers for the local hospitality industry. Local schools used ProStart, a program developed by the National Restaurant Association Educational Foundation focusing on practical curriculum and work experience. Starting with an overview of the industry, students will learn kitchen essentials, as well as critical management skills like communication and customer service. Students enrolled in Bridges ProStart classes have the ability to earn a certificate and receive an honor cord and special recognition at high school graduation. Each high school is matched up with chefs and managers from the area's top hospitality businesses and Students work alongside a professional chef with the ultimate goal of permanent employment.

Cultivating existing space to an attraction with multiple restaurant startups would be a way to both promote entrepreneurship/small businesses in Ramsey and create a social gathering place for residents. Taking this concept a step further and pairing a restaurant incubator with a targeted workforce development strategy has the potential to create greater opportunities for resident, while also providing restaurant startups with a skilled workforce, better ensuring their economic success.

Craft District

An alternative to an incubator Ramsey could explore is a craft district. The City of Duluth's Lincoln Park neighborhood is a good example of a successful craft district. The Lincoln Park Craft District is an effort to rebrand the neighborhood as a collection of similar businesses whose mission is to also help revitalize the neighborhood. The City, nonprofits, and the private sector are working together towards accomplishing this goal. The neighborhood capitalized on its industrial working class history and cheap building space to lure in light manufacturing startups. The City launched a loan program that offers up to \$50,000.00 in bridge financing to help startups rehabilitate the old buildings located in the Lincoln Park neighborhood. Neighborhood nonprofits work to connect entrepreneurs, and to help them secure funding. Meanwhile, the local businesses that have become established in the neighborhood work together in the Lincoln Park Business Group to promote economic and community development. The local businesses help to keep money circulating within the local economy, which can be reinvested into the area. Ramsey can capitalize on its manufacturing, or other unique history, to help draw in local businesses who also care about the state and health of Ramsey.

Alternatives to Business Incubators

Artist Workspace

Work space for artists has always been at a premium, as there are many more artist compared to space to work. One example in the Twin Cities metro of successful artist workspace is the Northrup King Building. The Northrup King Building is a congregation of ten separate buildings that have been around since 1917. The Northrup King Building is an ideal example of a historic building being repurposed to fit the need of a more current market. Originally designed to be a center of operations for the Northrup King & Co. seed company, it was sold to private owners in the 1980s and has been retrofitted into creative workspaces for artists. Currently, the Northrup King Building is home to “over 190 artists and arts related businesses and another 30 entrepreneurs and nonprofit organizers.” The building also operates as a market place, though this function is most popular during specific events.

Artist workspace is likely not a direction that the City of Ramsey will want to pursue. Unless there is an existing artist community that is not reflected within the current demographics, this type of facility would likely not be supported. Artists, on average, have lower incomes than many other professions. This creates a reliance on public transit, and while there are public transit options in Ramsey, they are limited compared to what is located in the urban center. Overall, we do not recommend artists workspace as a viable option in Ramsey.

Public Markets

Permanent public markets were once important anchors in communities all over the United States and have recently come back into fashion. These public markets can be a way for a city to promote and develop its small businesses as well as create a place for the community to gather year round. Public markets usually have a relatively low barrier to entry for small businesses than any other type of commercial space. A lot of very small spaces (as little as 10 square feet) can be rented out to small businesses at a reasonable cost, and no build out of the space is required. The market can serve as a place for entrepreneurs to showcase and sell their crafts, goods, or services as a form of getting a foothold in the market. This could present the opportunity for these entrepreneurs to grow their business to the point where they desire their own space in the community.

Midtown Global Market is a good example of the role that a permanent public market can play in developing small businesses. The development of the market space included a goal to provide affordable commercial space to small businesses who could not afford to lease a space of their own. Businesses like Manny’s Tortas and Salty Tart Bakery started at the Midtown Global Market and have since been able to open other locations or move into bigger spaces. While a permanent public market in Ramsey would exist in a different economic context than the Midtown Global Market, Ramsey could try to tap into the through traffic going up north in the summer and could position itself as a holiday destination in the winter.

Recommendations

Equipped with the information provided in this report on business services and business incubators, there are several things that the City of Ramsey can do to further pursue a business incubator in the city. Most importantly, the city must engage in some strategic planning and do some additional research to become better informed on the needs of Ramsey and the potential role of a business incubator.

Recommendations

First, any further research on business incubators in Ramsey requires a better understanding of what Ramsey's goals are. The formation of a committee or task force is an important step for furthering this research. The committee could be made up of elected officials, city staff, business leaders, and/or residents. This committee should be responsible for succinctly identifying the problem that they are trying to solve. After identifying the problem, all the possible options for solving this problem should be outlined. It may be that a business incubator is not the only or best approach to solving this problem, and other potential options should be carefully considered before moving forward. This committee should also be responsible for determining the high level goals of a business incubator in the city. Is the primary goal to grow small businesses so that they can expand and be included in the city's tax base? Or is the primary goal to provide in-demand goods and services to Ramsey residents? Or is the primary goal something else? This committee should also consider the role that Ramsey should play in a business incubator. Does the city just want to provide space for the incubator, provide funding, or own and run the incubator itself as an extension of the city? Residents and businesses of Ramsey should be included in this strategic planning process as much as possible to ensure that their needs and interests are accounted for.

The goals defined in the strategic planning process should then be used to determine the direction of additional research necessary to make a decision on what form a business incubator in the City of Ramsey should take. The city should research the potential barriers to achieving these goals and identify ways to prevent or mitigate these barriers. Potential partners can be identified that can help meet these goals, and the roles they could play can be explored. The needs and gaps for existing businesses and residents should be researched to ensure that the city's business incubator strategy can best meet those needs. A market analysis of commercial real estate in Ramsey and the surrounding area should be performed to determine if there is a supply or demand problem and what that means for a business incubator. A workforce analysis should also be performed to find out what types of workers live in or near Ramsey, what their needs are, who should be targeted, and what a business incubator could do for them. The city should draft sample budgets of different incubator forms to understand the feasibility of different models. The city should also consider how a business incubator can be holistically integrated into the existing business community of Ramsey, through the space, the workforce, possible events and programming, and more. These recommendations are just a sample of research that should be done to determine how a business incubator can be best applied and utilized in Ramsey.

Appendix

This appendix contains a list of business services and resources available to businesses in Ramsey as well as a list of business incubators in Minnesota.

Appendix

Appendix A: Business Services and Resources for Ramsey Small Businesses

Local Resources

Anoka County

<https://www.anokacounty.us/2799/Support-for-New-Businesses>

Greater MSP

<https://www.greatersp.org>

Minnesota Chamber of Commerce

<https://www.mnchamber.com>

Anoka Area Chamber

<https://www.anokaareachamber.com>

Business Financing

Minnesota Investment Fund

<https://mn.gov/deed/business/financing-business/deed-programs/mif/>

Minnesota Job Creation Fund

<https://mn.gov/deed/business/financing-business/deed-programs/mn-jcf/>

Research and Development Tax Credit

<https://mn.gov/deed/business/financing-business/tax-credits/research-dev-credit/>

Greater MN Job Expansion Program

<https://mn.gov/deed/business/financing-business/tax-credits/greater-mn-job-expansion/>

MTHA

<http://www.mhta.org/mnsbir/>

Innovation Voucher Program

<https://mn.gov/deed/business/financing-business/deed-programs/voucher/>

SBA

<https://www.sba.gov/funding-programs/loans>

Neighborhood Development Center

<http://www.ndc-mn.org/what-we-do/business-lending/>

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MEDA

<http://meda.net/services/business-financing/loan-program/>

MCCCD

<http://www.mccdmn.org/programs/open-to-business-lending/>

Starting and Managing a Business

Score MN

<http://www.score-mn.org/>

Small Business Assistance Office

<https://mn.gov/deed/business/help/sbao/>

Filing a Business

<https://mblsportal.sos.state.mn.us/>

Business First Stop

<https://mn.gov/deed/business/help/first-stop/>

CEO Nexus (Anoka focus)

<http://ceonexus.com/economic-gardening-2/minnesota/>

Research and Data Tools

University of Minnesota Business Development Resources

<https://diversity.umn.edu/bced/node/56>

University of Minnesota Business Development Services

<https://diversity.umn.edu/bced/bds>

University of Minnesota Community Economics

<http://www.extension.umn.edu/community/community-economics/>

Workforce Development

Workforce Centers

<https://mn.gov/deed/job-seekers/workforce-centers/workforce-center-locations/>

Minnesota Apprenticeships

<http://www.dli.mn.gov/aai.asp>

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Export/Import

Business One Stop

<https://2016.export.gov/minnesota/index.asp>

Export Financing

<https://mn.gov/deed/business/exporting/export-financing/>

Entrepreneurship

Angel Financing

<https://mn.gov/deed/business/financing-business/tax-credits/angel-tax-credit/>

MN Cup

<https://carlsonschool.umn.edu/mn-cup>

Gopher Angels

<http://www.gopherangels.com/entrepreneurs/>

Plan It Business Training

<http://www.ndc-mn.org/what-we-do/business-training/>

Clean Tech Startups

<https://midwest.cleantechopen.org/en/>

Business Development

<http://wcif.org/what-we-do/programs/business/>

Investors Network

<http://www.inventorsnetwork.org/>

Appendix

Appendix B: Business Incubators in Minnesota

Name	City	Purpose	Address
ignite! Innovation	Eden Prairie	Business assistance	
Neighborhood Development Center	St Paul	Business management consultant	663 University Ave W #200, St Paul, MN 55104
CleanTech Open Midwest	Minneapolis	Clean energy start up support	University of St. Thomas, 1000 LaSalle Avenue
Mayo Clinic Business Accelerator	Rochester	Collaborative Space	221 1st Ave SW #202, Rochester, MN 55902
gener8tor Minnesota	Minneapolis	Concierge startup accelerator	1621 Hennepin Avenue #100, Minneapolis MN 55403
The Business Works	Bloomington	Coworking Space	7800 Metro Pkwy Ste 300, Bloomington, MN 55425
The Reserve	Edina	Coworking Space	4940 West 77th Street, Edina, Mn 55435
The Commons	Excelsior	Coworking Space	540 Lake Street, Excelsior, MN 55331
Office Outpost	Grand Marais	Coworking Space	15 North Broadway, Grand Marais, MN 55604
Envision lab	Mankato	Coworking Space	227 East Main Street, Suite 200, Mankato, MN 55601
CoCo Minneapolis	Minneapolis	Coworking Space	400 South 4th Street, Suite 401, Minneapolis, MN 55402
Assemble	Minneapolis	Coworking space	15th S 5th Street #500, Minneapolis, MN 55402
CoCo Minneapolis	Minneapolis	Coworking Space	1400 Van Buren Street Northeast, Suite 200, Minneapolis, MN 55413
CoCo Minneapolis	Minneapolis	Coworking Space	213 East 4th Street 4th Floor, St. Paul, MN 55101
CoCo Minneapolis	Minneapolis	Coworking Space	1010 West Lake Street, Suite 100, Minneapolis, MN 55408
Everyday Office	Minneapolis	Coworking Space	2303 Kennedy Street, Suite 201, Minneapolis, Mn 55412
Growth Lab	Minneapolis	Coworking Space	1550 Jackson Street NE, Minneapolis, MN 55413
Impact Hub	Minneapolis	Coworking Space	250 3rd Avenue North Ste 550, Minneapolis, MN 55401
Industrious	Minneapolis	Coworking Space	60 South 6th Street, Suite 2800, Minneapolis, MN 55402
Industrious	Minneapolis	Coworking Space	323 Washington Avenue North, Minneapolis, MN 55401
The Pitch	Minneapolis	Coworking Space	807 Broadway Street NE Suite 310, Minneapolis, MN 55413
Work Around	Minneapolis	Coworking Space	2828 University Ave SE, Suite 150, Minneapolis, MN 55414
Flock	Minneapolis	Coworking Space	2611 1st Avenue South, Minneapolis, MN 55408
Restore Collaborative	Minneapolis	Coworking Space	211 N 1st St, Minneapolis, MN 55401
The Hive 905	Minneapolis	Coworking Space	905 Washington Avenue North, Minneapolis, MN
TC Maker	Minneapolis	Coworking Space	3119 East 26th Street, Minneapolis, MN 55406
The Commons	Minnetonka	Coworking Space	14451 Highway 7, Minnetonka, MN 55345
Spur	Northfield	Coworking Space	510 Washington Street, Northfield, MN 55057
Red Wing Ignite	Red Wing	Coworking Space	419 Bush St, Red Wing, MN 55066
Cube MN	Rochester	Coworking Space	328 South Broadway, Rochester, Mn 55904
Collider Coworking	Rochester	Coworking Space	14 4th Street SW, Rochester, MN 55902
Primordial Soup	St. Paul	Coworking Space	287 East Sixth Street Ste. 160, St. Paul, MN 55101
The Tunnel	St. Paul	Coworking Space	165 Western Avenue, St. Paul, MN 55102
Work Up	Willmar	Coworking Space	1601 Technology Drive NE, Willmar, MN 56201
New Rules	Minneapolis	Creative coworking space	2015 N Lowry Ave, Minneapolis, MN 55412
Northside Economic Opportunity Network	Minneapolis	Economic development agency	1007 W Broadway Ave, M
Treehouse Health	Minneapolis	Health care innovation center	1635 Hennepin Avenue, Suite 200
Technology Incubation Center	Vadnais Heights	Modern space for tech tech startups	1185 Willow Lake Blvd., Vadnais Heights, MN 55110
Midtown Global Market	Minneapolis	Restaurant work space and store fronts	920 Lake Street, Minneapolis, MN 55407
OffiCenters & VirtualOffiCenters	Bloomington	Shared Office Space	7900 International Dr Ste 300, Bloomington, MN 55425
Regus - Normandale Lake	Bloomington	Shared office space	8400 Normandale Lake Blvd, Suite 920, Bloomington, MN 55437
Regus - Grand Oak I	Eagan	Shared office space	860 Blue Gentian Road, Suite 200, Eagan, Minnesota 55121

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Regus - Crosstown Corporate	Eden Prairie	Shared office space	6385 Old Shady Oak Rd., Suite 250, Eden Prairie, MN 55344
Executive Suites of Minnesota	Edina	Shared office Space	5200 Willson Rd Ste 150, Edina, MN 55424
Regus - Grandview Square	Edina	Shared office space	5201 Eden Avenue, Suite 300, Edina, MN 55436
Studio Co Work	Golden Valley	Shared office space	919 Lilac Drive North, Golden Valley, MN 55422
Regus - Lake Elmo	Lake Elmo	Shared office space	8530 Eagle Point Blvd, Suite 100, Lake Elmo, MN 55042
Lindstrom Office Center	Lindstrom	Shared office space	12732 Lake Boulevard, Lindstrom, MN 55045
Regus - Maple Grove	Maple Grove	Shared office space	11670 Fountain Dr Ste 200, Maple Grove, MN 55369
Joule	Minneapolis	Shared Office Space	1220 Washington Ave S, Minneapolis, MN 55415
Regus - Fifth Street Towers	Minneapolis	Shared office space	100 South Fifth Street, Suite 1900, Minneapolis, MN 55402
Regus - AT&T Tower	Minneapolis	Shared office space	901 Marquette Avenue, Suite 1500, Minneapolis, MN 55402
Regus - Minnesota Center	Minneapolis	Shared office space	7760 France Avenue South, Suite 1100, Minneapolis, MN 55435
Regus - Carlson Center	Minnetonka	Shared office space	601 Carlson Parkway, Suite 1050, Minnetonka, MN 55305
Regus - Roseville - Bonestroo	Roseville	Shared office space	2355 Highway 36 West, Suite 400, Roseville, MN 55113
Regus - St. Paul - Town Square Tower	St Paul	Shared office space	445 Minnesota Street, Suite 1500, St Paul, MN 55101
Regus - West End	St. Louis Park	Shared office space	1650 West End Blvd, Suite 100, St Louis Park, Minnesota 55416
WeWork	Minneapolis	Shared office space	2900 Fremont Avenue, Minneapolis, MN 55408
WeWork	Minneapolis	Shared office spaces	225 South 6th St, Minneapolis, MN 55402
Intermedia Arts	Minneapolis	Small organization assistance focusing on minority owner assistance	2822 Lyndale Avenue S, Minneapolis, MN 55408
Brainerd Industrial Center	Brainerd	Small to large manufacturing space	1801 Mill Ave, Brainerd, MN 56041
University Enterprise Laboratories	St. Paul	Specialized work space	1000 Westgate Dr, St Paul, MN 55114
GoKart Labs	Minneapolis	Start up, business assistance	110 N 5th St #520, Minneapolis, MN 55403
Owatonna Area Business Development Center	Owatonna	Start up, business assistance	1065 SW 24th Ave, Owatonna, MN 55060
Bir Ventures USA Ltd.	Minneapolis		1635 Hennepin Avenue, Suite 200, Minneapolis, MN 55403

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