



Downtown Redmond Incubator Feasibility Study

Winter 2015 • Business

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Acknowledgements

This report was made possible with immense support, feedback, and direction from City of Redmond project lead Ginny McPherson, Assistant Project Program Coordinator. Many thanks also to Heather Richards, Community Development Director, City of Redmond.

Cover image courtesy of visitredmondoregon.com

About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

SCI Directors and Staff

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About Redmond, Oregon

Redmond, located in Deschutes County on the eastern side of Oregon's Cascade Range, has a population of 27,427 and is one of Oregon's fastest growing cities. The City's administration consists of an elected mayor and city council who appoint a City Manager. A number of Citizen Advisory Groups advise the City Manager, mayor, and city council.

From its inception, Redmond has had its eyes set firmly on the future. Redmond was initially founded in 1905 in anticipation of a canal irrigation project and proposed railway line. Redmond is on the western side of the High Desert Plateau and on the eastern edge of the Cascade mountain range. Redmond lies in the geographic heart of Oregon. Redmond focuses on its natural beauty, reveling in the outdoor recreational opportunities (camping, hiking, skiing) offered by the Cascade mountain range, four seasons climate, and 300+ days of sunshine annually.

Redmond has been focused on innovative, sustainable growth and revitalization while preserving the city's unique history and culture. In 1995, the City of Redmond began to make critical investments in revitalizing its downtown core. The initial phase of renovations strove to balance growth, livability and historic preservation by rerouting Oregon State Highway 97, improving critical infrastructure, and improving the facades of over 100 buildings in the historic center. The City of Redmond has worked with local businesses to revitalize retail, job creation and housing. To facilitate private sector buy-in, Redmond offers innovative incentive programs such as the Façade Rehabilitation and Reimbursement Grant and the "Downtown Jumpstart" loan competition, as well as Design Assistance.

Often referred to as "The Hub" of Central Oregon, Redmond is situated at the crossroads of US Highway 97 and US Highway 126. It is served by the Burlington Northern Sante Fe Railway, Cascades East Transit Regional Public Transportation Service, as well as a state of the art regional airport served by multiple commercial airlines and FedEx and UPS. In addition to its geographic location, Redmond is viewed as central to business growth in the region. In 2014, Central Oregon Community College opened a 34,300 square foot Technology Education Center to recruit new businesses and expand existing businesses in Central Oregon. Above all, Redmond prides itself on being a family-friendly city which was the motivation for the work presented in this report.



Course Participants

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Redmond Downtown Incubator: Feasibility Report

Gregg Anderson, Chad Derrick, Molly
Frazier and Aurora Varela



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Executive Summary

Project Objective

The objective of this project was to “look at the feasibility for a Redmond-based business incubator that would reinforce the City’s public-private partnership commitments.” To accomplish this, various business models of incubators were benchmarked and analyzed. The information from that analysis determined a set of standards that the City of Redmond was evaluated against. Using the insights from the evaluation, near- and long-term models for an incubator in Redmond were created. Following the creation of the models, a chronological outline of necessary actions was created. Finally, a framework for evaluating the success of implementation was constructed.

Benchmarking

The first step to understanding what elements were needed to make an incubator thrive was to learn from established incubators. To systematically do this, twelve incubators across Oregon, Colorado, Idaho, and Washington were identified and benchmarked. Five (5) industry specific incubators and seven (7) non-industry specific incubators were benchmarked using (i) online research, (ii) interviews with incubator directors, and (iii) interviews with other stakeholders.

Key Findings

Incubators share a number of characteristics and common attributes that lead to success. Furthermore, there are differences between a (i) developing incubator, (ii) an effective incubator, and (iii) an exceptional incubator. The differences between incubators is a function of varying internal and external environments.

Redmond Fit

To determine what model of an incubator would be feasible, the developing, effective, and exceptional external incubator elements were evaluated specifically for the city of Redmond. Elements were evaluated by speaking with a range of stakeholders from the city. The interviews revealed an entrepreneurial spirit, a maker culture, and various economic development resources in Redmond. This combination indicates that Redmond has the capacity to house an incubator.

Next Steps and Measures of Success

We recommend Redmond begin the next steps to implement a near-term incubator model. The next steps are grouped into three phases: (i) defining the incubator structure, (ii) developing the incubator programs, and (iii) launching the incubator. Successful execution can be managed and measured by the city with the recommended key performance indicators.





The project's objective was to evaluate the overall feasibility of an incubator in Redmond, Oregon. In order to do so, we were tasked with the following objectives:

- Develop a strong understanding of Redmond and its community vision and priorities.
- Conduct primary and secondary research on comparable incubators.
- Utilize insights from research to benchmark incubators.
- Evaluate the external and internal environment for Redmond.
- Create a direct point of comparison between Redmond and our benchmark.
- Develop a business model for Redmond and understand the support required for the organizational model.
- Determine next steps in implementing the incubator model.
- Identify measures of success.



Source: visitredmondoregon.com



Methodology

To evaluate the overall feasibility of an incubator in Redmond the following methodology was used:

- 1) Created a uniform benchmarking tool to evaluate various elements of incubators.
- 2) Identified the characteristics of Redmond and selected incubators in comparable cities. Considerations included location, population, nearby attractions, socioeconomic status, and other factors.
- 3) Conducted primary and secondary research on selected incubators. Research included industry reports, interviews, and other resources.
- 4) Compiled and benchmarked the major factors of each incubator and ranked characteristics as (i) necessary, (ii) effective, and (iii) exceptional.
- 5) Individually assessed and compared the characteristics of Redmond to the above benchmark to determine areas of strength and opportunities for improvement.
- 6) Explored ways to leverage strengths and improve areas of opportunity to create a more conducive environment for an incubator in Redmond.
- 7) Defined potential near- and long-term incubator models for Redmond.
- 8) Determined next logical steps for implementing an incubator in Redmond.
- 9) Framed methods for measuring success of near-term model.



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The Purpose of Benchmarking

- The purpose of benchmarking is to establish a uniform set of criteria to create a standardized model for assessing existing incubators.
- Benchmarking allows for efficient assessment of individual characteristics within existing incubators in order to determine common attributes of success / failure.
- Individually assessed and compared the characteristics of Redmond to the benchmark to determine areas of strength and opportunities for improvement.



Source: visitredmondoregon.com



What We Looked for in Incubator Candidates

In order to effectively benchmark Redmond against existing incubators, the cities / regions in which the incubators existed needed to be comparable to Redmond. The states focused on were Colorado, Idaho, Oregon, and Washington.

The key selection criteria included:

- Population—Ranging 10,000-50,000 people
- Socioeconomic Status—Similar median household income
- Nearby Attractions—Specifically outdoor activities
- Comparable Geographic Locations—Pacific Northwest
- Nearby Cities and Companies—State capitals / corporations
- Key Partnerships—SBDC, universities, and foundations
- Private / Public Sector—Realistic for Redmond



Colorado (2)



Idaho (3)



Oregon (3)

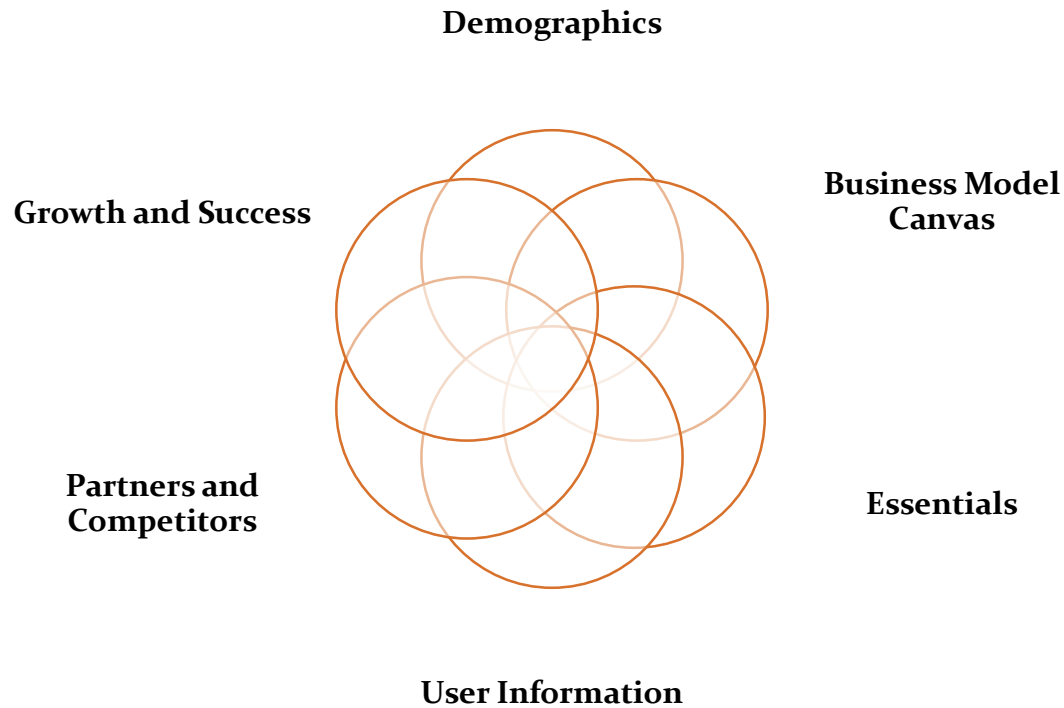


Washington (4)



Benchmarking Criteria Categories

Each of the 24 benchmarking elements we collected information on were grouped into one of the six categories below:



Appendix A provides the detailed write-ups for each of the twelve incubators included in the benchmarking.



Benchmarking Criteria: Demographics & User Information

The Demographics category includes information about the location of the incubator:

Elements	Details
City and Population	<ul style="list-style-type: none"> Population number taken from census data.
Region Focus	<ul style="list-style-type: none"> Region is based on area of state and / or county in which the incubator is located.
Socioeconomic Status	<ul style="list-style-type: none"> Median household income and per capita income numbers taken from census data.
Nearby Community Attractions	<ul style="list-style-type: none"> Includes various indoor / outdoor activities and tourist attractions.

The User Information category includes information about the types of clients the incubator serves:

Elements	Details
How They Select Users / Participants	<ul style="list-style-type: none"> Includes application process and user requirements.
Examples of Clients / Users	<ul style="list-style-type: none"> Includes names of businesses that are current incubator clients.



Benchmarking Criteria: Business Model Canvas

The Business Model Canvas includes information about the integral components of the incubator:

Elements	Key Questions
Customer Segments	<ul style="list-style-type: none"> Who are the targeted groups of individuals / businesses that the incubator is attempting to reach and serve?
Funding Structure	<ul style="list-style-type: none"> How is the incubator funded? Through private donations? Public grants?
Key Resources	<ul style="list-style-type: none"> What are the most important resources that the incubator relies on to be successful?
Key Activities	<ul style="list-style-type: none"> What are the most important activities that the incubator carries out to be successful?
Key Partnerships	<ul style="list-style-type: none"> What are the most valuable partnerships / relationships that the incubator has? How do these partnerships / relationships contribute to the success of the incubator?
Cost Structure	<ul style="list-style-type: none"> What are the necessary costs incurred by the incubator to maintain operations?



Benchmarking Criteria: Essentials

The Essentials category includes information about the basic elements of the incubator:

Elements	Details
Type of Organization / Description	<ul style="list-style-type: none"> • Incubator vs. Accelerator and a short description of the organization.
Years in Operation	<ul style="list-style-type: none"> • Number of years incubator has been operational.
Original / Start-up Cost	<ul style="list-style-type: none"> • Amount of capital necessary to begin operations.
Physical Facilities	<ul style="list-style-type: none"> • Description of the facilities of the incubator.
Industry Focus	<ul style="list-style-type: none"> • Specific industry of businesses the incubator works with, if applicable.
Mission Statement	<ul style="list-style-type: none"> • Usually taken from the website of the incubator.
Leadership / People	<ul style="list-style-type: none"> • Usually the board of directors or executives.
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • Contact information for director or manager of incubator.



Benchmarking Criteria: Growth and Success & Partners and Competitors

The Growth and Success category includes information about how the incubator has grown over time towards success:

Elements	Details
Growth Over Time	<ul style="list-style-type: none"> Includes information about increase of staff, funding, number of clients served, etc.
Awards and Recognition	<ul style="list-style-type: none"> Refers to articles written about the incubator and / or awards received by the incubator.

The Partners and Competitors category includes information about the external entities concerning the incubator:

Elements	Details
Corporate Partnerships	<ul style="list-style-type: none"> Includes names of companies the incubator currently partners with.
Local Competitors	<ul style="list-style-type: none"> Includes names of other incubators in the region.



Two Organizations Stood Out in the Benchmarking Process

The Idaho Innovation Center is representative of a successful developing incubator while the Telluride Venture Accelerator is an example of an exceptional accelerator organization.

Idaho Innovation Center

This Idaho Falls based incubator provides the physical space, business resources, and training services needed to effectively grow new businesses.

Telluride Venture Accelerator

This Telluride based accelerator provides selected users a comprehensive 5-month program that includes teaching, mentoring, business resources, and opportunities for additional funding.





The Idaho Innovation Center

Who They Are: The Idaho Innovation Center (IIC) is an incubator in Idaho Falls that strives to provide cost effective space for business and expedite their growth.



Source: innovateidaho.org

The IIC, founded in 1986, operates as a non-profit. Its mission is to, “provide large business resources to small, fledgling companies where entrepreneurs can confidently and aggressively start and grow their small businesses through collaboration, education, mentoring, and advising.”





The Idaho Innovation Center

What They Do: The Idaho Innovation Center (IIC) provides the physical space and resources needed to make start-ups successful.

Training Services

- Business Advising from SBDC
- Business Mentoring from SCORE
- Business Education Workshops

Physical Facilities

- 44 Offices
- 17 Large Working Bays
- Conference Rooms
- Common Areas
- Commercial Kitchen

Office Amenities

- Utilities
- Phone Service
- Secretarial Services





The Idaho Innovation Center

Why They are Successful: The Idaho Innovation Center provides not only the basic resources needed to run a business, but additionally the training and mentorship that allows businesses to thrive. For this reason it experiences a high level of occupancy and demand for services.

Specific Elements That Led to Success:

- Partnership with the SBDC
- Partnership with SCORE
- Culture of Collaboration
- Range of Physical Facilities
- Proximity to the Idaho Nuclear Lab



Unique Attribute

The physical facilities of the Idaho Innovation Center set this incubator apart. Made up of four buildings, the Idaho Innovation center has 75,000 square feet of space. Of this 75,000 square feet, 50,000 of it is large bay space. There are a total of 17 large working bays that can be configured to meet any need clients may have. The rest of the space is comprised of offices, conference rooms, kitchens, common areas, and reception areas.



The Telluride Venture Accelerator

Who They Are: The Telluride Venture Accelerator (TVA) is an accelerator located in Telluride, Colorado that provides startup companies with a 5-month long residential program. The TVA focuses on technology companies looking to offer solutions within the outdoor recreation, tourism, natural resource management, and health and wellness industries.



Source: tellurideva.com

The TVA, founded in 2012, operates as a non-profit initiative that “invests human and financial capital in innovative enterprises with the aim of building and strengthening the entrepreneurial community in the Telluride region to create a self-sustaining entrepreneurial ecosystem bringing innovation, jobs, ideas and a renewed dynamism.”



The Telluride Venture Accelerator

What They Do: The TVA provides a 5-month residential program that includes workspaces, conference rooms, mentoring, funding, and the opportunity to present in-front of investors. Accepted applicants receive \$30,000 in exchange for a 5% equity stake.

The 5-Month Program

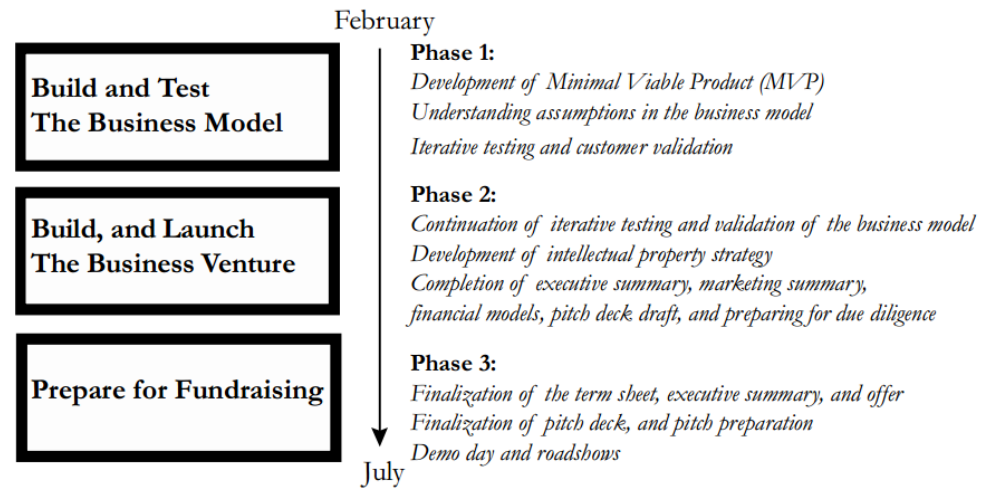
- 3-Phase Program
- Hands-on Mentoring from Industry Experts
- No Up-Front Cost to Entrepreneurs

Access to Capital and Investors

- Initial \$30,000 to Begin Operations
- Program Concludes in Roadshows
- Access to Angel Network

Success Stories

- Graduated 14 Companies
- Companies Raised Over \$7mm Total
- Member of the Global Accelerator Network (GAN)



Source: tellurideva.com





The Telluride Venture Accelerator

Why They are Successful: The Telluride Venture Accelerator (TVA) success is attributable to various complementary factors that collectively create an ecosystem. The ecosystem is ideal for new-startups and allows for access to the resources necessary for firms to grow. As a result, the TVA has established itself as a premier accelerator in Colorado and has leveraged this reputation to attract top-tier startups and mentors.

Specific Elements That Led to Success:

- Partnership with the Telluride Foundation
- Comprehensive 5-Month Program
- Ability to Provide Capital
- Diverse and Extensive Network of Mentors
- Direct Interaction with Investor Community
- Participation within Several Networks



Source: tellurideva.com



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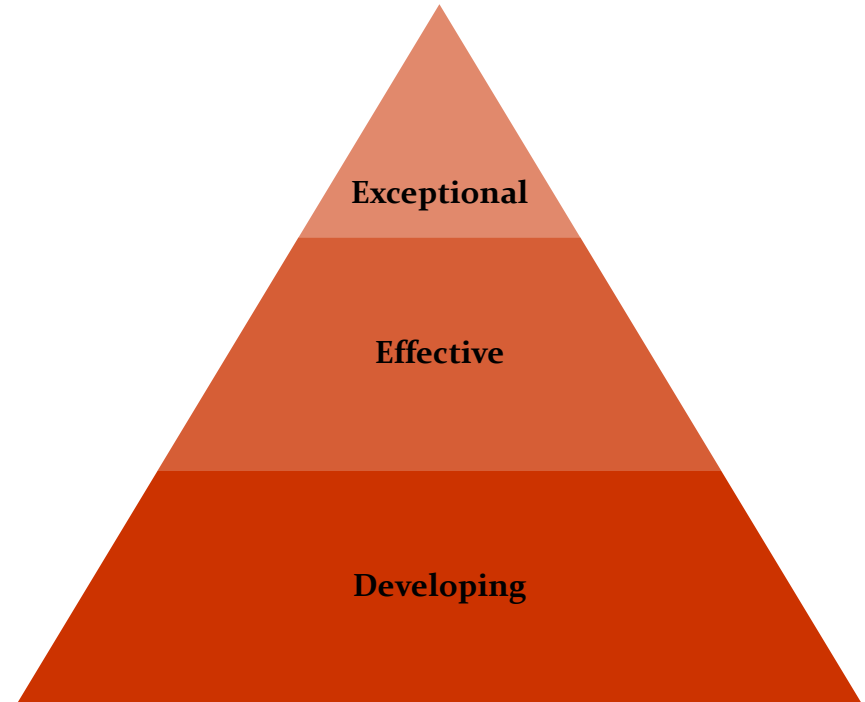


Components of a Vibrant Incubator Environment

The analysis of twelve incubators in areas comparable to Redmond revealed key elements that facilitate the success of an incubator. The elements are internal and external – that is shaped by the way an incubator is structured and managed as well as the geographical location. In each area the elements can be tiered into three levels (1) Developing, (2) Effective, and (3) Exceptional.

- 1) **Developing** – The Developing stage denotes the essential factors needed for an incubator to open its doors. It includes the bare minimum elements such as funding, actual demand for an incubator, and capable management.
- 2) **Effective** – The Effective stage includes factors that would grow the incubator to success. This level is comprised of client amenities, a facility, and collaborative incubator ecosystem.
- 3) **Exceptional** – An Exceptional incubator includes all the ideal characteristics discovered by the benchmarking. The ability of the incubator to infuse its own capital into its clients, partnering with influential organizations, and having an exponential capacity to grow are a few factors that make an incubator exceptional.


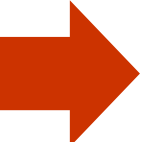
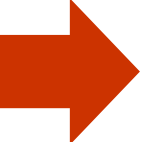
Next are the detailed descriptions of the factors that made the twelve benchmarked incubators successful.





External Drivers of Success

External environmental elements and conditions are integral to the success of incubators in comparable towns and regions. Factors are tiered by Developing, Effective, and Exceptional.

Level	Factors
<p>Developing</p> 	<ul style="list-style-type: none"> • Initial funding to begin operations often includes State / Local level financial support. • Demand for incubator services from a competent pool of entrepreneurs located in the surrounding region. • Capable individual / group to spearhead the incubator initiative.
<p>Effective</p> 	<ul style="list-style-type: none"> • Partnership with Local / State level economic development entities. • Partnership with higher-education institutions. • Active investment community (including local and venture capitalists). • Monetary support from philanthropic entities (i.e. Foundations / Trusts). • Competitive candidate pool.
<p>Exceptional</p> 	<ul style="list-style-type: none"> • Partnership with accredited research university. • Partnership with large corporation(s). • Competitive environment between multiple incubators for entrepreneurs. • Collaborative entrepreneurial culture within community / region.





Internal Processes, Structures and Infrastructures

The internal elements also shape the success of incubators in comparable towns and regions. Factors here also are tiered by Developing, Effective, and Exceptional.

Level	Factors
Developing	<ul style="list-style-type: none"> • Consulting / Mentoring / Training services tailored to users. • Accessible physical facilities that include co-working spaces, conference rooms, offices, and basic business amenities. • Application process with specific criteria for selecting users. • A governance that includes a board-of-directors. • Basic marketing tools (i.e. website, social media, newsletter, etc.)
Effective	<ul style="list-style-type: none"> • Collaborative ecosystem within incubator that fosters innovation and creativity. • Defined industry focus. • Provide users with the opportunity to connect with investors (demo-days, networking, etc.). • Community outreach events (i.e. classes, luncheons, networking, etc.).
Exceptional	<ul style="list-style-type: none"> • Production laboratory / makerspace / 3D Printer / studio that allows for prototypes and product development. • Infuse own capital into companies. • Large, interactive space that allows for user collaboration. • Selective application process with a competitive acceptance rate. • Engaged alumni network that supports current users. • Capacity to grow (size, users, impact, etc.)

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Overview of Process

Having established what influences the success of an incubator, we then developed a fundamental understanding of the resources currently available and absent within Redmond as they compare to our model. The availability and absence of certain resources directly shapes the type of model that the City of Redmond can create and sustain.

- To properly assess each factor, interviews were conducted with stakeholders within the city and region. Individuals representing the following organizations were interviewed:
 - The City of Redmond
 - The General Public of the City of Redmond
 - Small Business Development Center (SBDC)
 - Central Oregon Community College (COCC)
 - Economic Development for Central Oregon (EDCO)
 - Redmond Economic Development Inc. (REDI)
 - Oregon Community Foundation (OCF)
- The primary research conducted aided in establishing which factors the City of Redmond can utilize / leverage when implementing an incubator.





Redmond Can Support Most Developing Factors

The table below examines the extent to which Redmond can meet each individual external factor.

Level	Factors	Factor Available in Redmond
Developing	<ul style="list-style-type: none"> Initial funding to begin operations often includes State / Local level financial support. 	<ul style="list-style-type: none"> Yes: The city has grant programs that could assist with funding. Specifically, the Urban Renewal program has grants and zero percent loans available. The Central Oregon Intergovernmental Council is another resource that could offer financing to the incubator.
	<ul style="list-style-type: none"> Demand for incubator services from a competent pool of entrepreneurs located in the surrounding region. 	<ul style="list-style-type: none"> Yes: A demand exists for a Redmond specific incubator.
	<ul style="list-style-type: none"> Capable individual / group to spearhead the incubator initiative. 	<ul style="list-style-type: none"> Undetermined: There is potential for a capable individual from Redmond to spearhead the incubator, but no consensus or lead developer has emerged.



Redmond Needs to Further Develop Effective Factors

Of the five (5) factors needed to grow and sustain an incubator’s success, Redmond’s “fit” is still unclear.

Level	Factors	Factor Available in Redmond
Effective	<ul style="list-style-type: none"> Partnership with Local / State level economic development entities. 	<ul style="list-style-type: none"> Yes: The Small Business Development Center has expressed interest in partnering with the incubator. Additionally, Redmond Economic Development Inc. is interested in partnering with a Redmond incubator.
	<ul style="list-style-type: none"> Partnership with higher-education institutions. 	<ul style="list-style-type: none"> Yes: The Central Oregon Community College has created the Redmond Technology Education Center and the Center for Entrepreneurial Excellence and Development. They are interested in partnering with a Redmond incubator to further their entrepreneurial mission.
	<ul style="list-style-type: none"> Active investment community (including local and venture capitalists). 	<ul style="list-style-type: none"> No: An active investment community does not exist in Redmond. However, the Central Oregon investment community has resources that Redmond can utilize. Redmond must first demonstrate quality investment opportunities to attract outside funding sources.
	<ul style="list-style-type: none"> Monetary support from philanthropic entities (i.e. Foundations / Trusts). 	<ul style="list-style-type: none"> Undetermined: There are several organizations such as The Oregon Community Foundation and The Ford Family Foundation that have the capacity to provide monetary support in the form of grants. To secure grants the incubator needs to fit their criteria. For example, the OCF is more inclined to support projects that align with their funding priorities, have a strong business plan, and can demonstrate backing by the community.
	<ul style="list-style-type: none"> Competitive candidate pool. 	<ul style="list-style-type: none"> Undetermined: A competitive candidate pool depends on the level of demand for the incubators services.



Redmond Needs to Consider How It Meets the Exceptional Factors

An initial look at factors for Exceptional success indicate Redmond would need to invest in partnerships and broader entrepreneurial culture.

Level	Factors	Factor Available in Redmond
Exceptional	<ul style="list-style-type: none"> Partnership with accredited research university. 	<ul style="list-style-type: none"> Undetermined: The absence of a local accredited research university in the region currently prevents the possibility of a partnership.
	<ul style="list-style-type: none"> Partnership with large corporation(s). 	<ul style="list-style-type: none"> Undetermined: The ability of a Redmond incubator to partner with a large corporation is contingent on the capacity of the incubator and the potential of a mutually beneficial relationship.
	<ul style="list-style-type: none"> Competitive environment between multiple incubators for entrepreneurs. 	<ul style="list-style-type: none"> No: The absence of multiple incubators in a single vertical prohibits a competitive environment.
	<ul style="list-style-type: none"> Collaborative entrepreneurial culture within community / region. 	<ul style="list-style-type: none"> Yes: The City of Redmond has been repeatedly described as an entrepreneurial environment with a focus on manufacturing and maker-type work. City research indicates that 25% of Redmond's jobs are entrepreneurial.¹



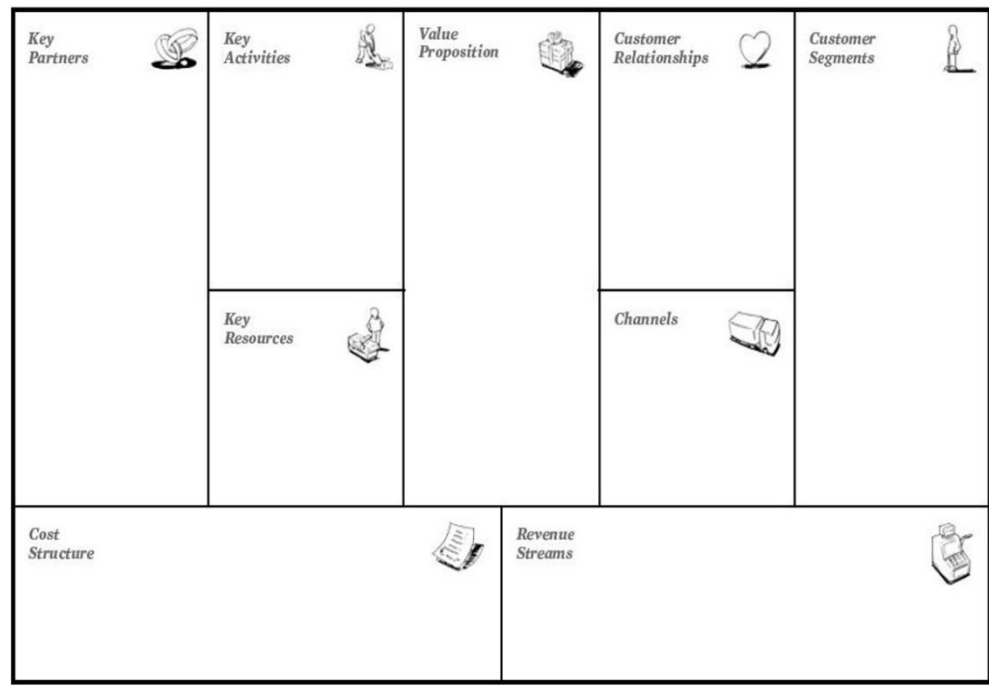
Moving Forward Redmond Needs Both a Near and Long-Term Model

Near and Long-Term Business Models

The evaluation of Redmond’s external factors and their individual availability in Redmond was used to create a feasible near-term and long-term business model. The near-term business model is representative of what the initial Redmond incubator is capable of accomplishing. The long-term business model demonstrates what this initial model could be in ~10 years.

The Business Model Canvas

The Business Model Canvas, created by Alexander Osterwalder is a strategic management tool to develop new or document current business models. The canvas separates a business into nine different sectors which become the building blocks of the incubator.



Source: Alex Osterwalder, businessmodelgeneration.com



The Near-Term Business Model Canvas Adapted for Redmond

<p><u>KEY RESOURCES</u></p> <ul style="list-style-type: none"> • Mentors • Physical Facilities • Location • Investors • Community Support • Initial Funding for Operations 	<p><u>KEY ACTIVITIES</u></p> <ul style="list-style-type: none"> • Mentoring • Training • Cohort Style Program • Demo-days 	<p><u>VALUE PROPOSITION</u></p> <ul style="list-style-type: none"> • Expertise / Knowledge in Vertical • Acceleration / Growth of Business • Overcome Initial Business Hurdles • Physical Space • Network / Community 	<p><u>CUSTOMER SEGMENTS</u></p> <ul style="list-style-type: none"> • Manufacturing / Makers Focus, Open-to-All • Early Stage • Potential Investors • Community (Jobs / Economic Growth) 	<p><u>CUSTOMER RELATIONSHIPS</u></p> <ul style="list-style-type: none"> • Mentee / Mentor • Supportive
	<p><u>KEY PARTNERSHIPS</u></p> <ul style="list-style-type: none"> • Central Oregon Community College (COCC) • Small Business Development Center (SBDC) • Redmond Economic Developing Inc. (REDI) 		<p><u>CHANNELS</u></p> <ul style="list-style-type: none"> • Website • Word of Mouth 	
<p><u>COST STRUCTURE</u></p> <ul style="list-style-type: none"> • Rent / Utilities / Maintenance • Equipment • Operations - Programs / Events, Administrative Services, and Employees 			<p><u>REVENUE STREAMS</u></p> <ul style="list-style-type: none"> • Rent • Program Fees • Potential Internal Business 	

(1)



Key Resources Needed for the Near-Term Model

Key Resources

Mentors: Mentors will be individuals with extensive business background and acumen. The mentors will provide advice and guidance for each start-up in the program.

Physical Facilities: The physical facilities need to accommodate the various programs the incubator will provide and the business needs of the users. This includes, but is not limited to, office space, conference rooms, a maker-space lab, a coffee shop, and common areas. The goal is to make the space a hub of activity where people are congregating to talk business.

Location: The incubator should be in a favorable downtown location that allows for high visibility and easy access.

Investors: Investors are individuals and organizations that will be instrumental for supporting the incubator users. Their investments in tandem with the services of the incubator will allow the incubator users to successfully grow their businesses.

Community Support: The support of the community is needed in order for the incubator to achieve significant impact in Redmond. Specifically, the city, local businesses, and the general public should be invested in the success of the incubator.

Initial Funding for Operations: In order to develop, staff, and run the incubator, initial funding should be secured.

KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE		REVENUE STREAMS		





Key Activities Are Supported in the Near-Term Model

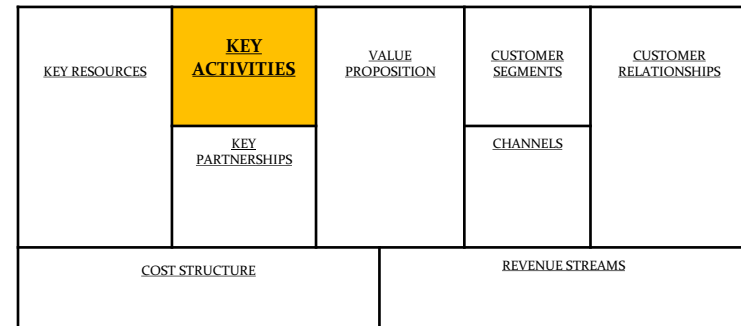
Key Activities

Mentoring: Upon entering the program, members will be paired with a mentor or set of mentors to advise and oversee the business during its time spent in the incubator program. The mentors will offer experience and expertise to support the growth of the business.

Training: Training on how to run different business disciplines such as marketing or operations will be provided within the incubator program. These trainings are designed to teach individuals how to run a business.

Cohort Style Program: Applications will be released and due at a specific time each year. Applicants will be narrowed, selected, and placed into cohorts. The purpose of the cohort is to create a collaborative environment between members with a supportive atmosphere. Cohort members will participate in the program together.

Demo-days: Near the end of the incubation program, businesses will have a chance to showcase their potential to investors. Demo-days will be a time for businesses to present their resources and capabilities for the purpose of obtaining more funding and resources for future business growth. Demo-days also create opportunities for partnerships to be made.





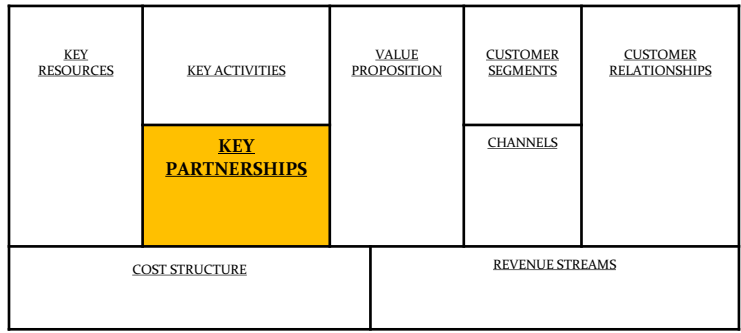
Partnerships Are Essential in the Near-Term Model

Key Partnerships

Central Oregon Community College: A partnership with Central Oregon Community College would benefit the incubator by giving it access to the resources and relationships that COCC has created within the Redmond community. The Redmond Technology Education Center and the Center for Entrepreneurial Excellence and Development are two examples of how the COCC is fostering a community that values entrepreneurship and innovation, which is something a Redmond incubator should take part in.

Small Business Development Center: A partnership with the Small Business Development Center can connect the incubator with the valuable services the SBDC provides. For example, the SBDC could assist with developing programming, teaching classes, and spreading the word about the incubator to small businesses and aspiring entrepreneurs. Their knowledge and experience in this space make them a key partnership for a Redmond incubator.

Redmond Economic Development Inc: A partnership with Redmond Economic Development Inc. offers several benefits to the incubator. The work REDI does, managing programs, helping local businesses expand, and providing funding to small businesses, directly align with the incubator. Additionally, REDI could potentially provide funding for the companies in the incubator and assist in marketing the incubator to build tenancy.





Further Explanation of the Value Proposition is Needed to Build Momentum

Value Proposition

Expertise / Knowledge in Vertical: The incubator will include expert and capable individuals with the business acumen required to accelerate clients' businesses.

Acceleration / Growth of Business: The primary purpose of the incubator will be to grow the businesses of clients. This includes the operations sides of business as well as providing the initial funding for clients. Redmond will have to articulate if it has a vertical focus at the outset or not. We have assumed one, but that may change with experience.

Overcome Initial Business Hurdles: The incubator will provide valuable resources to clients that are commonly problematic for early-stage businesses.

Physical Space: The incubator will provide office and work space for businesses that might not otherwise be available to them.

Network / Community: The incubator will provide access to the supportive, entrepreneurial community of Redmond.

KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	



Customers are Built via Effective Channels

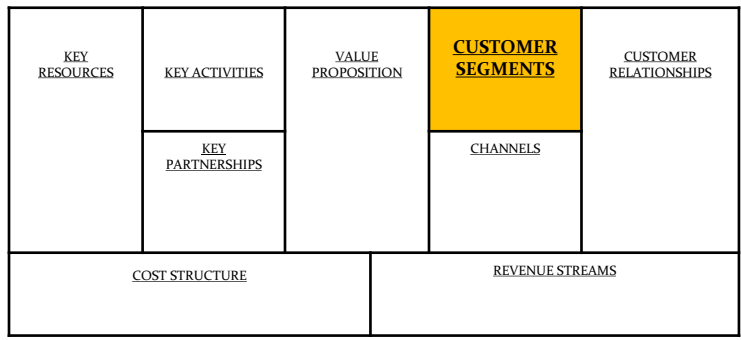
Customer Segments

Manufacturing / Makers Focus, Open-to-All: The incubator will be open to all industries, but a focus will be placed on manufacturing / maker-style businesses.

Early Stage: Businesses that are pre-revenue and still in the development stages will be the users of the incubator.

Potential Investors: Recruiting and developing a network of investors to provide initial and future funding for incubator members.

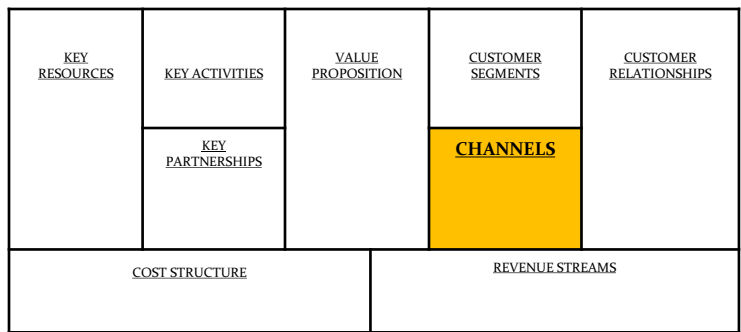
Community (Jobs / Economic Growth): Marketing towards the community and to other places in Oregon is required to recruit entrepreneurs and early stage businesses.



Channels

Website: Create a website with incubator information. Information should include location, services, application process, and how to contact.

Word of Mouth: Spread awareness through word of mouth connections.



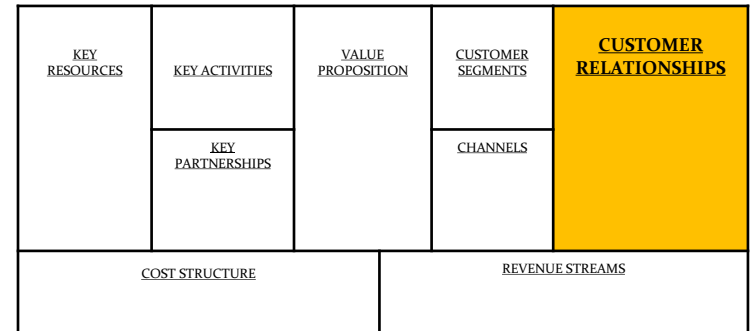


Support Customer Relationships and Build a Lean Cost Structure

Customer Relationships

Mentee / Mentor: Pair new incubator entrants with mentors to provide support and guidance through the incubator program.

Supportive: Offer support services to businesses such as marketing, accounting, and sales tools. Grow these services from support services into functional business units.

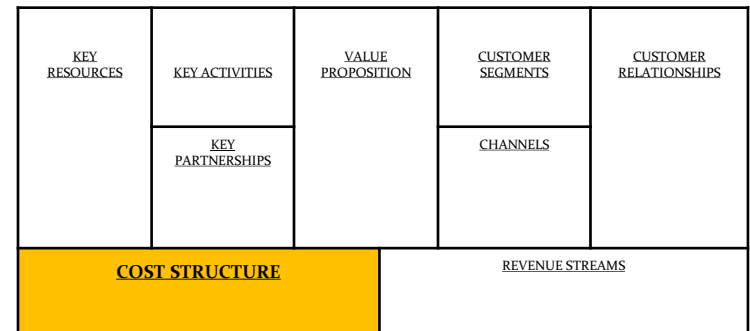


Cost Structure

Rent / Utilities / Maintenance: The incubator will incur costs relative to the upkeep of the physical facility including but not limited to the cost of rent, water, electricity, and heating bills.

Equipment: The incubator will need equipment including but not limited to furniture and technology.

Operations - Programs / Events, Administrative Services, and Employees: The incubator will incur operational expenses relative to programming and events, office / administrative services, and payment of incubator employees.





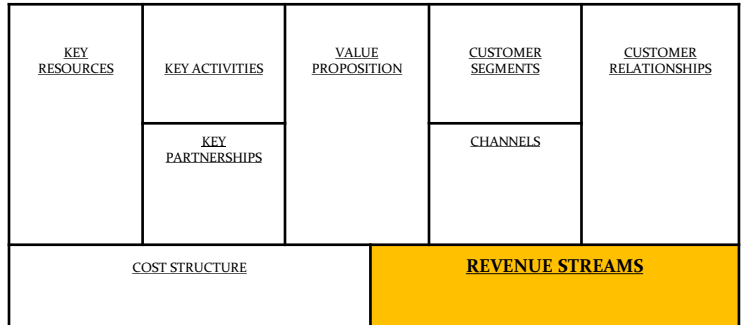
Persistent, But Limited, Revenue Streams Are Expected in the Near-Term Model

Revenue Streams

Rent: Rent revenue will be collected from clients who choose to become tenants of the incubator via office or work spaces.

Program Fees: Incubator clients will be charged for the various programming offered including but not limited to training, consulting, educating, and mentorship classes and programs.

Potential Internal Business: The incubator will house a business within its space to increase revenues and provide a “hub” like environment that welcomes new comers (i.e. a coffee shop).





The Long-Term Business Model Canvas Builds in Features Appropriate for Redmond

<p>KEY RESOURCES</p> <ul style="list-style-type: none"> • Mentors • Physical Facilities • Location • Investors • Community Support • Initial Funding for Operations • Sponsorships • Investor Pipeline / Network for Cohort Members • State of the Art Makerspace • Experienced Management Team • Sustainable Funding for the Incubator Itself • Strong Reputation 	<p>KEY ACTIVITIES</p> <ul style="list-style-type: none"> • Mentoring • Training • Cohort Style Program • Demo-days • Consulting services • Engagement with Alumni Connections / Network • Selective Application Process with Competitive Candidate Pool 	<p>VALUE PROPOSITION</p> <ul style="list-style-type: none"> • Expertise / Knowledge in Vertical • Acceleration / Growth of Business • Overcome Initial Business Hurdles • Physical Space • Network / Community 	<p>CUSTOMER SEGMENTS</p> <ul style="list-style-type: none"> • Manufacturing / Makers Focus, Open-to-All Early Stage • Potential Investors • Central Oregon • Focus on Complementary Industries to Manufacturing / Makers 	<p>CUSTOMER RELATIONSHIPS</p> <ul style="list-style-type: none"> • Mentee / Mentor • Supportive • Client / Investor Connections • Tailored Consulting
	<p>KEY PARTNERSHIPS</p> <ul style="list-style-type: none"> • COCC • SBDC • REDI • Corporate Partnership • Research University • Other Entrepreneurial / Economic Development Organizations (e.g. Oregon Entrepreneurship Network, Oregon Angels Fund) 		<p>CHANNELS</p> <ul style="list-style-type: none"> • Website • Word of Mouth • Advertising • Video 	
<p>COST STRUCTURE</p> <ul style="list-style-type: none"> • Rent / Utilities / Maintenance • Equipment • Operations - Programs / Events, Administrative Services, and Employees • New Technology Costs 		<p>REVENUE STREAMS</p> <ul style="list-style-type: none"> • Rent • Program Fees • Potential Internal Businesses 		

Source: Alex Osterwalder, businessmodelgeneration.com



Initial Success Should Help Build Key Resources Needed for the Long-Term Model

Key Resources

Investor Pipeline / Network for Cohort Members: An established pipeline between cohort members and investors is essential for creating an ecosystem around new business growth. At this time the ecosystem is clear and new members emerge. Both sides, the investors and the cohort members, will benefit from this pipeline.

State of the Art Makerspace: Providing the incubator users with a state of the art makerspace will cultivate innovation and equip users with the resources needed to create and design products.

Experienced Management Team: The management team will be responsible for taking the incubator to new heights and driving innovation. An experienced team, invested in seeing the incubator and every cohort member succeed, becomes a key, substituting for some early volunteers.

Sustainable Funding for the Incubator Itself: In order for the incubator to run effectively, long-term sustainable funding is necessary. This will allow the incubator to focus on its programs rather than scrambling each year to find funding. Sustainable funding could come in the form of material revenue, long term grants, or investments.

Strong Reputation: The incubator’s reputation will drive who applies to the programs, the degree of community support, and the level of outside organization involvement. By providing high quality services, graduating successful businesses from the cohort, and partnering with other highly regarded organizations, a strong reputation has been developed. Referrals and word of mouth continue to find interest.

KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	



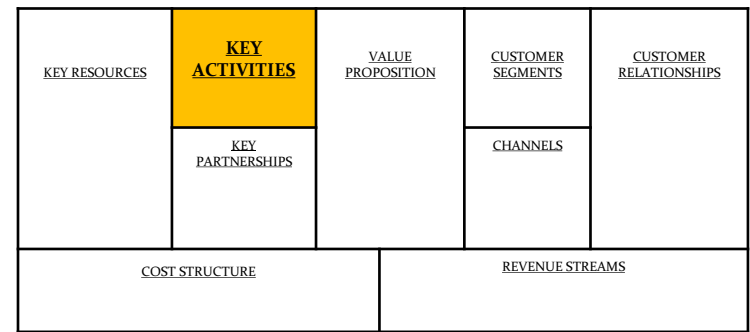
New Services and Activities Reflect Connections and Demand

Key Activities

Consulting Services: The incubator will be more than just a space for its clients. It will offer specialized consulting services that address the immediate need of a client and offer solutions.

Engagement with Alumni Connections / Network: At this point, the incubator will have graduated several cohorts of early-stage businesses. The intention will be to engage businesses who have successfully used services to aid in the incubation of current businesses. The goal is for the incubator to have its own ecosystem of business support.

Selective Application Process with Competitive Candidate Pool: The incubator will grow stronger with every successful business it graduates. An increasingly selective application process will separate the businesses with the highest potential of succeeding.





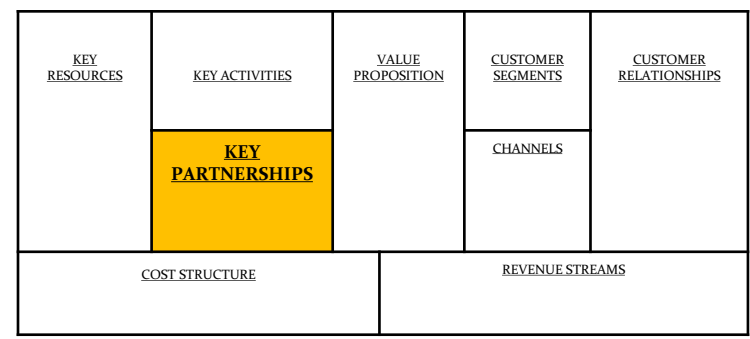
Partnerships Grow in The Long-Term Model

Key Partnerships

Corporate Partnership: A corporate partnership connects the incubator with the corporation's resources and gives the incubator added credibility. For this partnership to be fruitful, the corporation should be aligned with the goals and mission of the incubator. In the long-term model, the incubator builds a number of critical partnerships.

Research University: Partnering with a research university will provide the incubator with access to research funding, experienced faculty, the student population, and other valuable resources. Expanding a relationship with OSU Cascades will be essential.

Other Entrepreneurial / Economic Development Organizations: Partnering with other entrepreneurial and economic development organizations will allow the incubator to further expand its network and influence. Oregon Entrepreneurship Network and Oregon Angel Fund are two examples of organizations that are now drawn to the incubator because of its successes.





The Value Proposition Will Continue, But Be Refined, in the Long-Term Model

Value Proposition

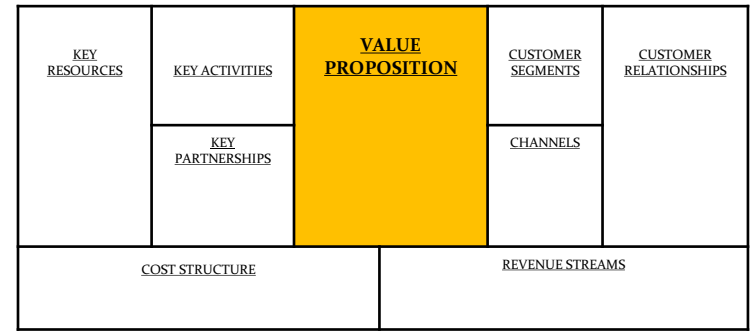
Expertise / Knowledge in Vertical: The incubator will include expert and capable individuals with the business acumen required to accelerate clients' businesses.

Acceleration / Growth of Business: The primary purpose of the incubator continues to be to grow the clients. Start-ups now look for assistance to accelerate the operations sides of business as well as initial start-up and funding.

Overcome Initial Business Hurdles: The incubator will provide resources and funding to clients that are commonly problematic for early-stage businesses.

Physical Space: The incubator will continue to provide office and work space for businesses that might not otherwise be available to them.

Network / Community: The incubator will continue to provide access to the supportive, entrepreneurial community of Redmond and Central Oregon.



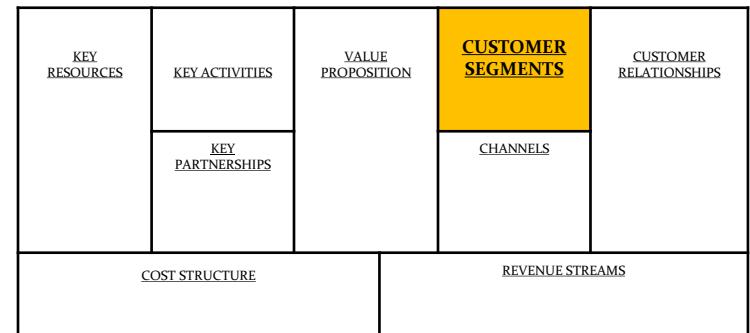


Customers and Channels Expand in the Long-Term Model

Customer Segments

Central Oregon: Entrepreneurs and start-ups across Central Oregon region become the primary users of the incubator. The incubator continues to be interested in developing the economy of Redmond, so potential new members will be drawn from this region.

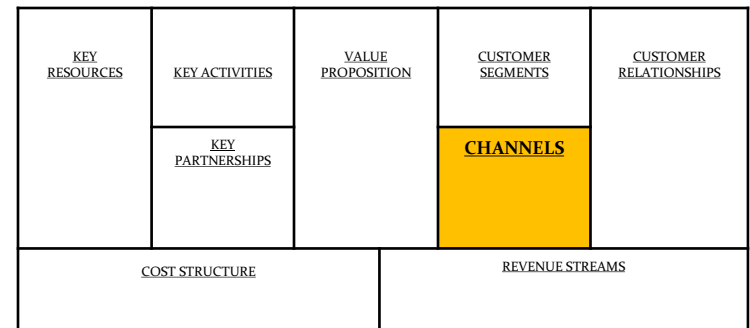
Focus on Complementary Industries to Manufacturing / Makers: Initially, the incubator will be open to all industries, with an intended focus on manufacturing. Overtime, industries that complement the manufacturing industry will be welcomed.



Channels

Advertising: Once initial marketing tools are established, the incubator will need to move into advertising. The use of advertising space (billboards, newspaper ads, etc.) will spread awareness of the incubator and increase its reach.

Video: A video designed around the culture of the incubator should be introduced to not only draw in new clients, but to also inform them of the incubator's services.



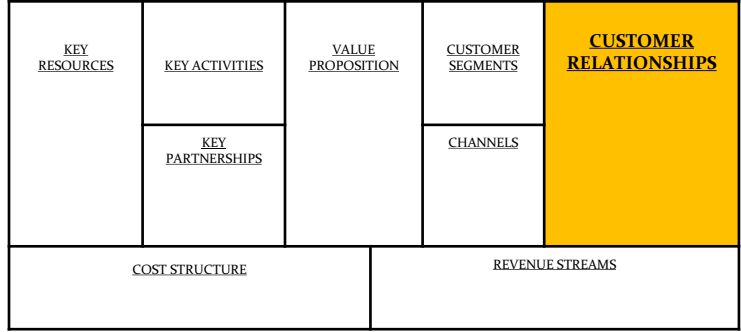


Deepening Customer Relationships and Increasing Cost Structure

Customer Relationships

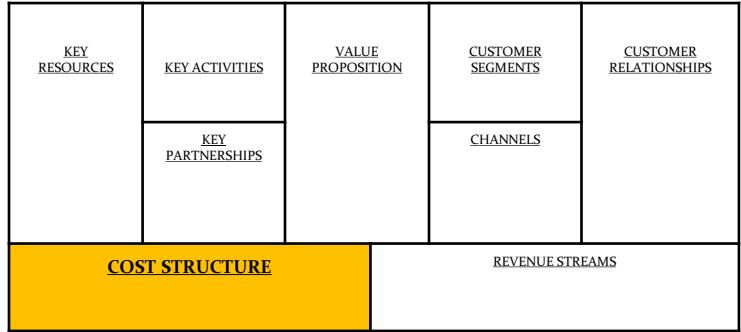
Client / Investor Connections: Once relations between the incubator and investors are established, the next step is to create relations between users and investors. Creating this relationship will allow users to gather funding more efficiently when it is needed for growth.

Tailored Consulting: When an experienced team of mentors is established, consulting will be tailored to specific business needs. Initially, mentoring and consulting will be focused on key factors to success that are shared among industries. Once the experience is gathered, this form of consulting will be able to be narrowed and refined to fit the specific needs of each business using the incubator.



Cost Structure

New Technology Costs: As the incubator grows, so will the clients' needs for technology and even new physical facilities such as the makerspace described earlier. This includes but is not limited to computers, screens, office spaces, video-conferencing availability, phone services, and other technological capabilities.





Revenue Streams Broaden with the Long-Term Model

Revenue Streams

Potential Internal Businesses: The incubator will house various businesses within its space to increase revenues and provide a “hub” like environment that welcomes newcomers (i.e. a coffee shop, a bar, a cafeteria / restaurant).

KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE			REVENUE STREAMS	

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Three Phase Process for Launching the Incubator

The immediate steps for Redmond are to review our analyses, define its specific priorities, and move towards a launch.





Phase I: Establish and Define Baseline Visional Structure for the Incubator

Phase I is primarily concerned with establishing a baseline structure for the incubator.

- Build Coalition for Vision**

 - Determine if there are enough willing resources to support.
 - Review models and analysis provided by sustainable cities.
 - Define core vision, timing, and execution goals.

- Identify Leadership**

 - Identify and hire an individual capable of implementing the Redmond incubator project.
 - Build a team around this individual to support the growth of the incubator in its preliminary stages.

- Determine Location and Facilities**

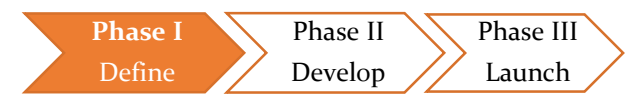
 - Find an accessible location in downtown Redmond.
 - The location must have offices and conferences room. A lab for prototyping would be ideal, but is not necessary.

- Secure Initial Funding**

 - Contact the Urban Renewal program and the Central Oregon Intergovernmental Council for funding.
 - Explore other funding options from local, state, and federal entities.

- Establish Corporate Governance**

 - Identify community members that would offer valuable experience and resources to the incubator.
 - Place these individuals on a board of directors to oversee incubator growth and success.





Phase II: Develop the Organization and Determine Activities and Resources

Phase II is primarily concerned with developing the key elements of the incubator to position it for future success.

- Define Incubator Focus**

 - Establish the incubator as primarily manufacturing / makers businesses focused.
 - Accept all early-stage businesses regardless of industry.
- Develop Programming**

 - Create training and educational classes with partner organizations.
 - Build cohort mentorship program with partner organizations.
- Create Application**

 - Devise application process that naturally selects competitive candidates.
 - Promote application via websites of partnerships and other channels.
- Establish Key Partnerships**

 - Ally with the Central Oregon Community College and the Small Business Development Center.
 - Partner with Redmond Economic Development Incorporated.
- Establish Key Resources**

 - Promote 'hub' like physical facility and location of the incubator.
 - Harness important community support to further success of incubator.
- Identify Key Activities**

 - Define training and mentoring programs as the strongest elements of the incubator.
 - Establish cohort style client groups that enroll in and subsequently graduate from the incubator together.





Phase III: Put the Pieces Together and Prepare for Launch

Phase III is primarily concerned with promoting and growing the incubator for its introductory launch.

Develop Investor Relations

- Connect with the Oregon Entrepreneurship Network, Oregon Angel Fund and / or Oregon Community Foundation to secure funding for the first 12 months of incubator operation.
- Secure concrete funding for incubator clients from REDI and the community of Redmond.

Develop Marketing Tools

- Create various advertising tools for incubator promotions including a main website, a committed presence on social media accounts, city newsletter, etc.
- Task REDI to exercise marketing experience to build incubator tenancy.

Initiate Marketing

- Promote incubator website and advertise other marketing tools via word-of-mouth and community outreach.
- Broadcast grand opening of incubator to community news channels and on community newspaper materials.

Prepare for Launch

- Ready incubator and primary management for initial commencement of operations.
- Finalize all key activities, key resources, and programming.

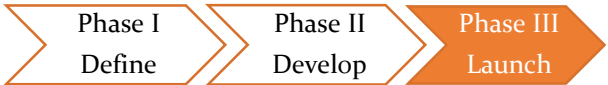


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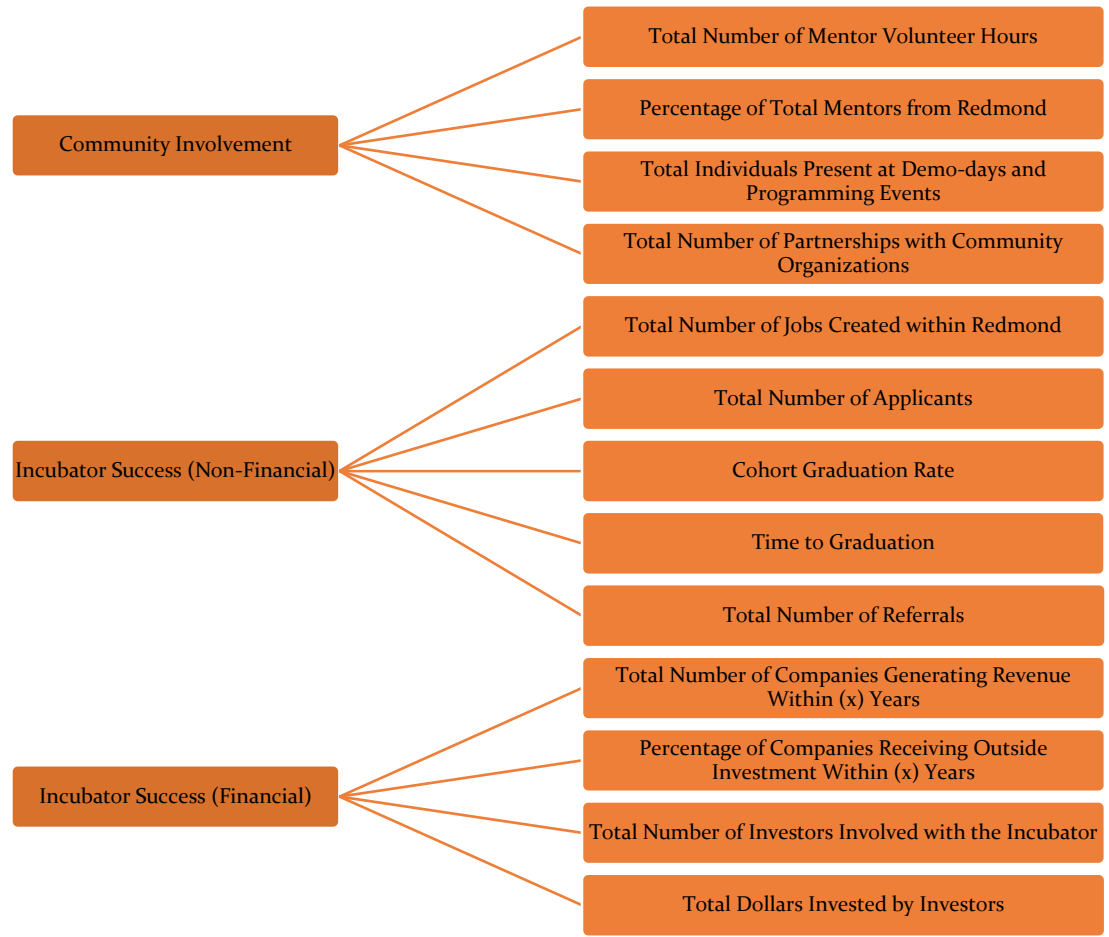




Key Performance Indicators Will Measure Success

The measures of success for an incubator in Redmond can be divided into three categories:

- **Community Involvement**
- **Incubator Success (Non-Financial)**
- **Incubator Success (Financial)**





Further Explanation of Key Performance Indicators

Community Involvement



Metric	Explanation
Total Number of Mentor Hours	<ul style="list-style-type: none"> Represents total mentor hours and indicates the level of engagement from mentors.
Total Mentors From Redmond	<ul style="list-style-type: none"> Represents the level of engagement sourced from within the community.
Individuals Present at Demo-days and Programming Events	<ul style="list-style-type: none"> Indicates success of community support and incubator reach. Indicates that incubator has external value.
Total Number of Partnerships with Community Organizations	<ul style="list-style-type: none"> Indicates level of community engagement and incubator stability.

Incubator Success (Non-Financial)



Metric	Explanation
Total Number of Jobs Created within Redmond	<ul style="list-style-type: none"> Represents the economic impact that the incubator has on the community.
Total Number of Applicants	<ul style="list-style-type: none"> Represents the competitiveness of the program and demand for incubator services.
Cohort Graduation Rate	<ul style="list-style-type: none"> Serves as a proxy for whether or not incubator teams find value within the program.
Time to Graduation	<ul style="list-style-type: none"> Measures effectiveness of incubator services in accelerating business growth.
Total Number of Referrals	<ul style="list-style-type: none"> Indicates the reach of the incubator within the region.

Incubator Success (Financial)



Metric	Explanation
Total Number of Companies Generating Revenue Within (x) Years	<ul style="list-style-type: none"> Serves as a proxy for economic viability of the businesses in the program. Indicates that incubator program is value-adding. Represents the robustness of the investor community.
Percentage of Companies Receiving Outside Investment Within (x) Years	
Total Number of Investors Involved with the Incubator	
Total Dollars Invested by Investors	



Redmond Downtown Incubator: Feasibility Report

Gregg Anderson, Chad Derrick,
Molly Frazier and Aurora Varela





Presentation Outline

- Introduction
- Benchmarking
- Redmond Evaluation
- Near-Term Model
- Long-Term Model
- Next Steps
- Measures of Success
- Conclusion





Defining the Objective

The objective of the project was to evaluate the overall feasibility of an incubator in Redmond, Oregon.

The process included:

- Primary and secondary research
- Benchmarking incubators
- Defining successful elements
- Evaluating Redmond on success factors
- Developing business models
- Determining next steps
- Identifying measures of success



Source: visitredmondoregon.com





The Purpose of Benchmarking

- Deeper insight to incubator success factors
- Create a set of standardized criteria
- Allows for direct comparison of Redmond to benchmarked incubators



Source: visitredmondoregon.com





What We Looked for in Incubator Candidates

The key selection criteria included:

- Population
- Socioeconomic Status
- Nearby Attractions
- Comparable Geographic Locations
- Nearby Cities and Companies
- Key Partnerships
- Private / Public Sector



Colorado (2)



Idaho (3)



Oregon (3)

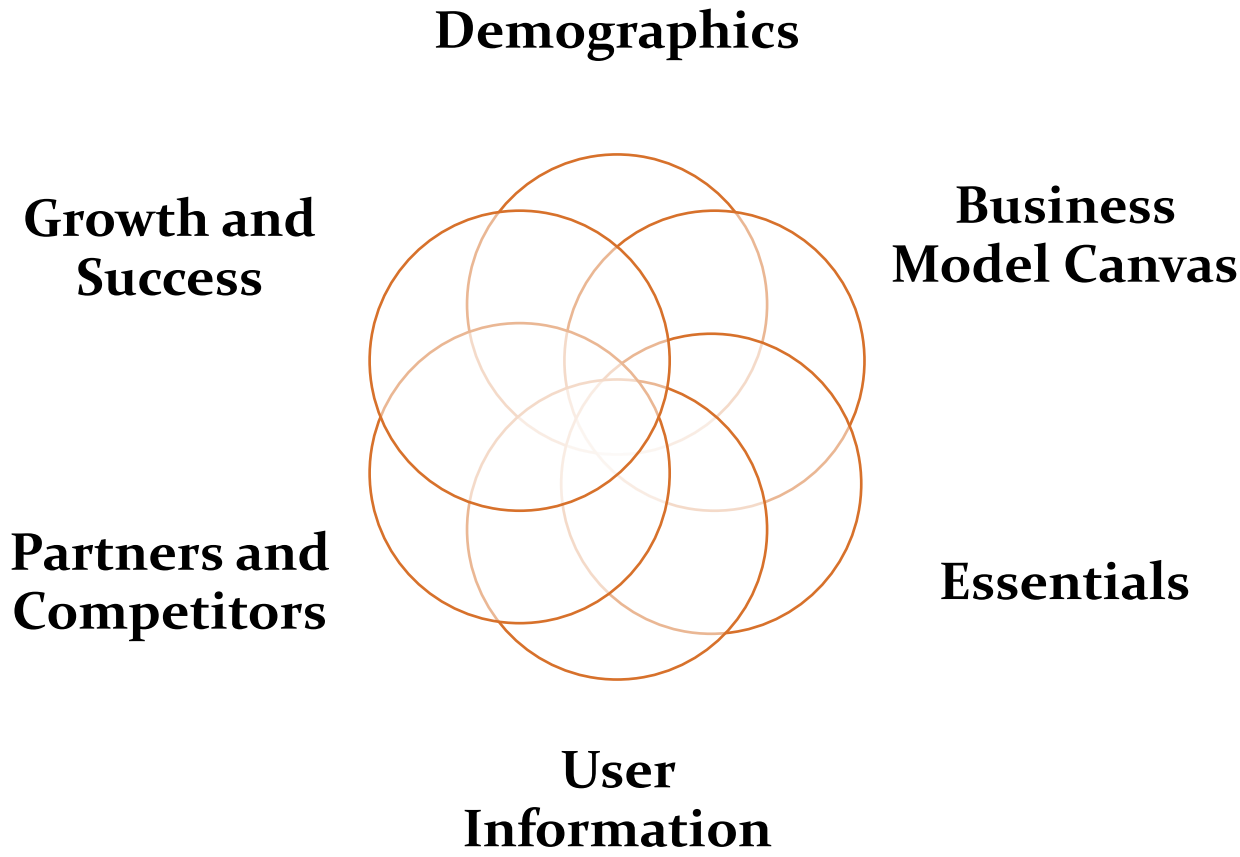


Washington (4)





Benchmarking Criteria Categories





We Benchmarked on External and Internal Factors

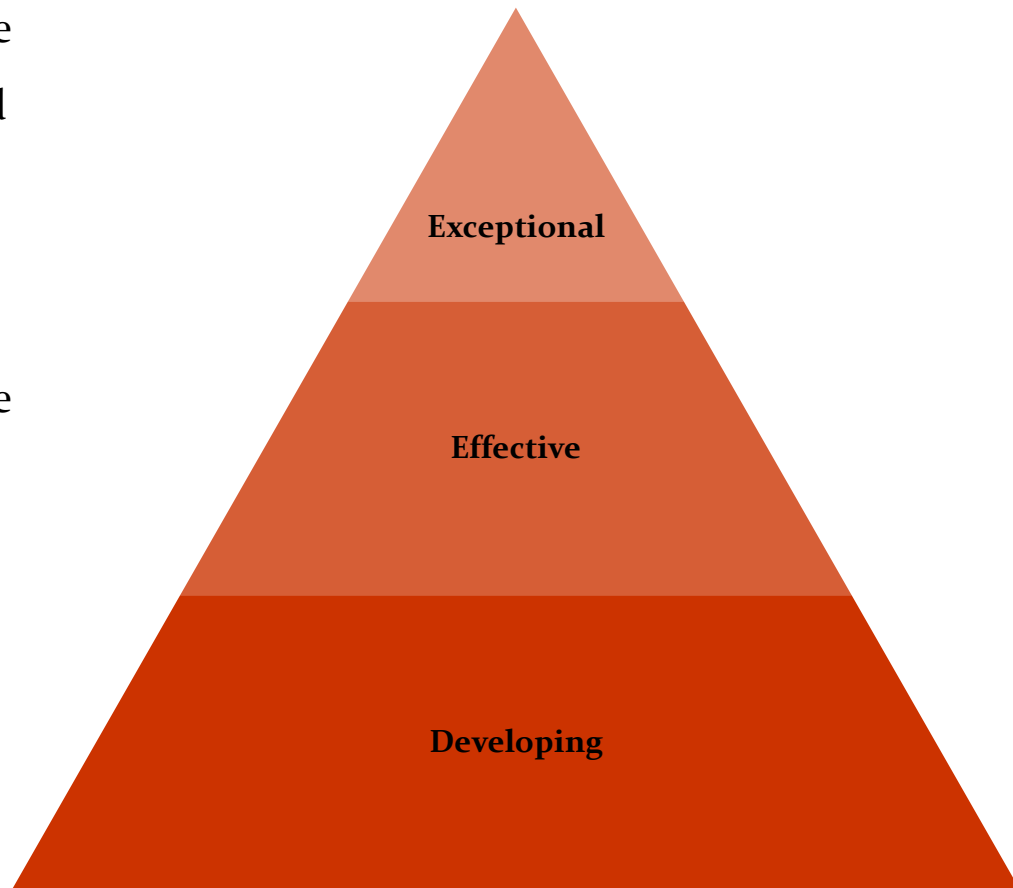
- To develop a thorough understanding of the business environment, we broke down our analysis into the Internal and External environments.
- Within the Business Environment, we further segmented elements within three categories: Developing, Effective, and Exceptional.





Components of a Vibrant Incubator Environment

- 1) **Developing** – The Developing stage denotes the essential factors needed for an incubator to opens its doors.
- 2) **Effective** – The Effective stage includes factors that would grow the incubator to success.
- 3) **Exceptional** – An Exceptional incubator includes all the ideal characteristics discovered by the benchmarking.





Two Organizations Stood Out

Idaho Innovation Center

This Idaho Falls based incubator provides the physical space, business resources, and training services needed to effectively grow new businesses.

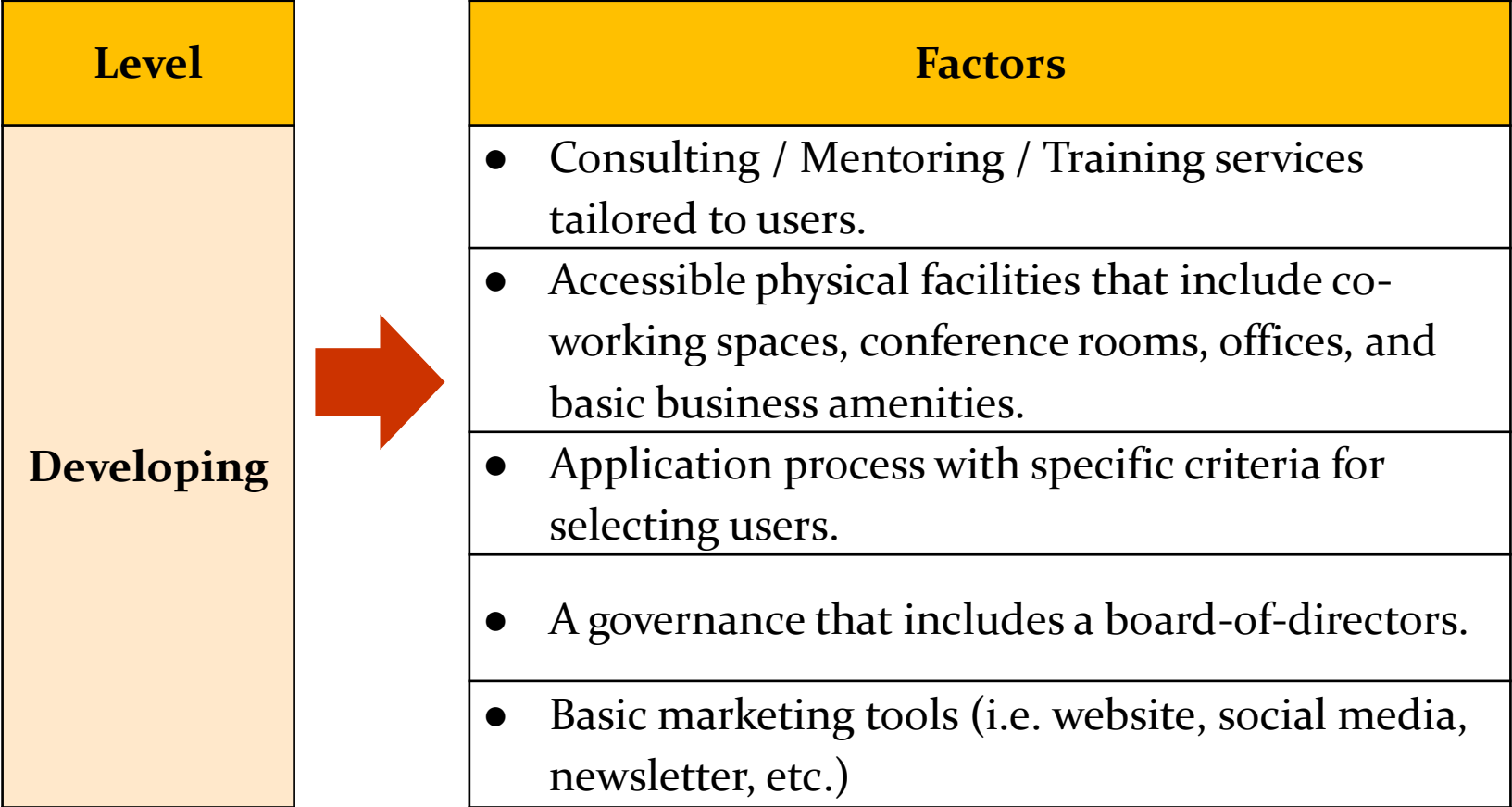
Telluride Venture Accelerator

This Telluride based accelerator provides selected users a comprehensive 5-month program that includes teaching, mentoring, business resources, and opportunities for additional funding.



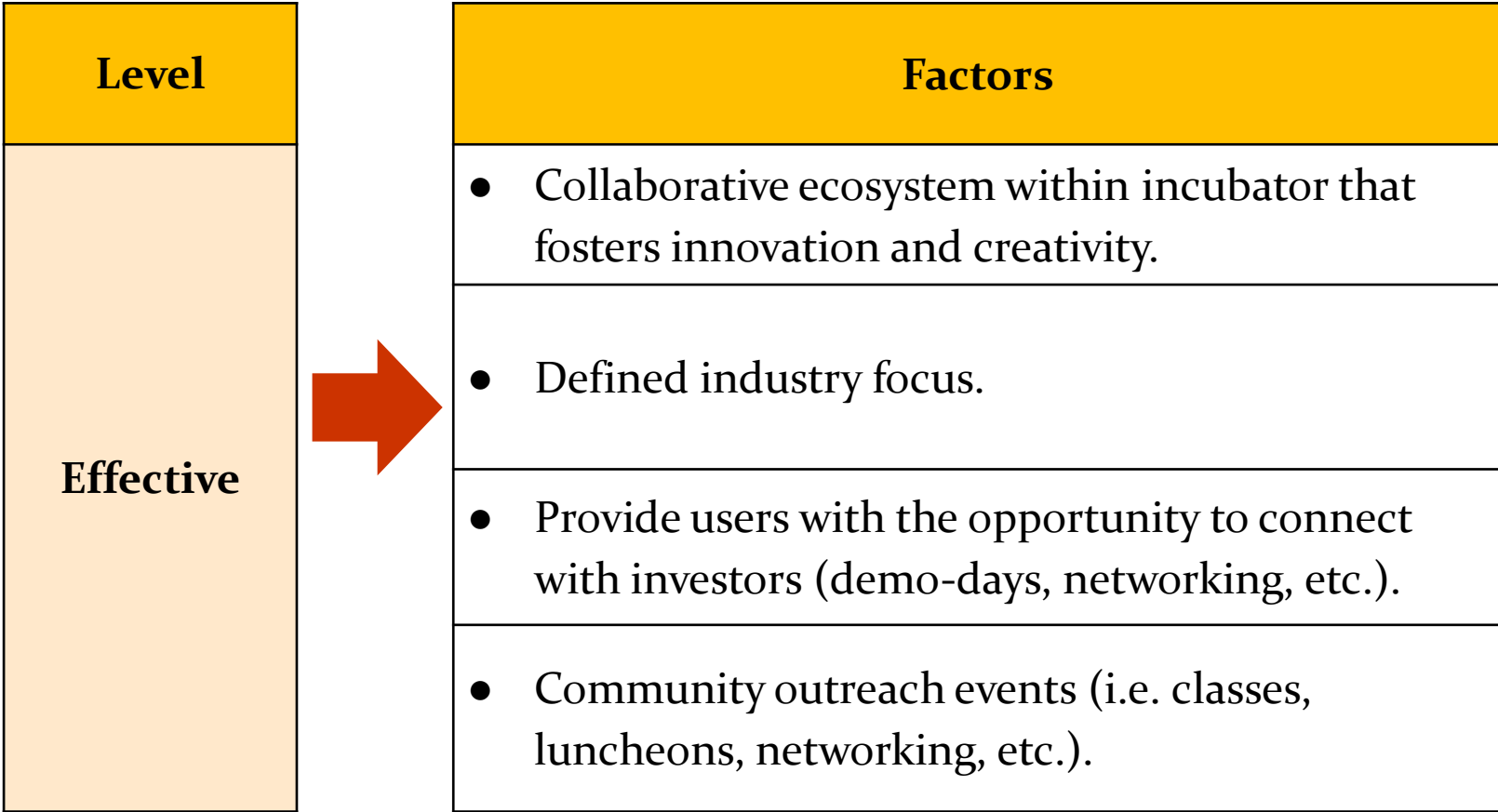


Internal Drivers of Success





Internal Drivers of Success





Internal Drivers of Success

Level	Factors
Exceptional	● Production laboratory / makerspace / 3D Printer / studio that allows for prototypes and product development.
	● Infuse own capital into companies.
	● Large, interactive space that allows for user collaboration.
	● Selective application process with a competitive acceptance rate.
	● Engaged alumni network that supports current users.
	● Capacity to grow (size, users, impact, etc.)





Redmond Can Support Most Developing Factors

Level	Factors	Factor Available in Redmond
Developing	Initial funding to begin operations often includes State / Local level financial support.	Yes
	Demand for incubator services from a competent pool of entrepreneurs located in the surrounding region.	Yes
	Capable individual / group to spearhead the incubator initiative.	Undetermined



Redmond Needs to Further Develop Effective Factors

Level	Factors	Factor Available in Redmond
Effective	Partnership with Local / State level economic development entities.	Yes
	Partnership with higher-education institutions.	Yes
	Active investment community (including local and venture capitalists).	No
	Monetary support from philanthropic entities (i.e. Foundations / Trusts).	Undetermined
	Competitive candidate pool.	Undetermined



Redmond Needs to Develop Exceptional Factors

Level	Factors	Factor Available in Redmond
Exceptional	Partnership with accredited research university.	Undetermined
	Partnership with large corporation(s).	Undetermined
	Competitive environment between multiple incubators for entrepreneurs.	No
	Collaborative entrepreneurial culture within community / region.	Yes



Evaluation of Redmond's External Environment

The availability and absence of certain resources directly shapes the type of model that the City of Redmond can create and sustain.

To develop a thorough understanding, interviews were conducted with:

- The City of Redmond
- The General Public of the City of Redmond
- Small Business Development Center (SBDC)
- Central Oregon Community College (COCC)
- Economic Development for Central Oregon (EDCO)
- Redmond Economic Development Inc. (REDI)
- Oregon Community Foundation (OCF)





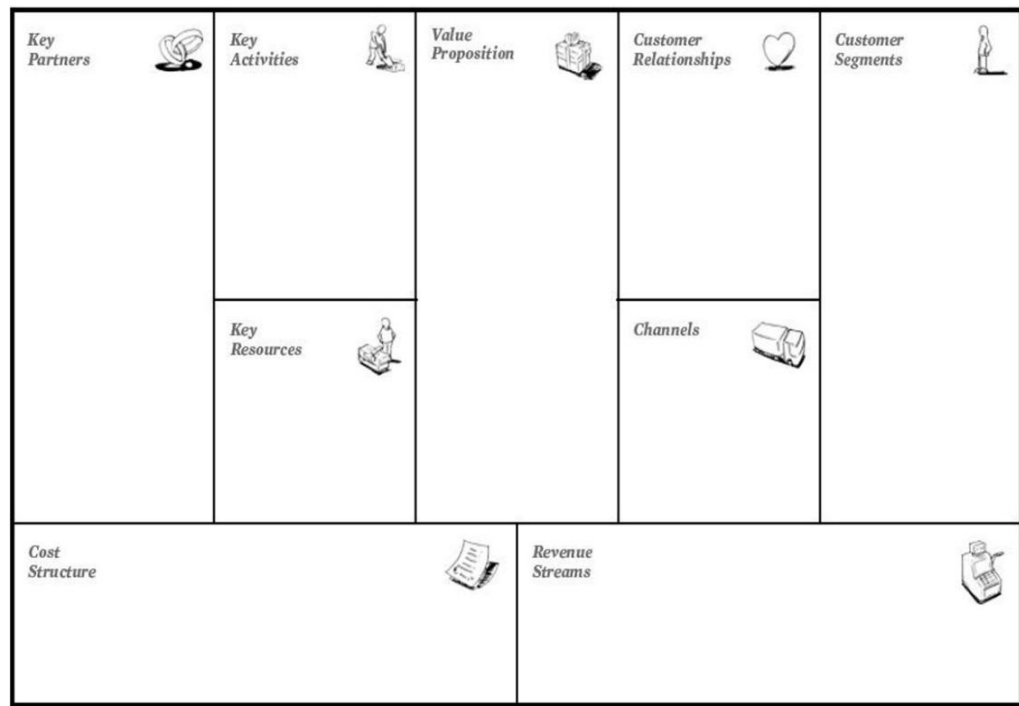
Redmond Near and Long-Term Incubator Models

Near & Long-Term Business Models

- Near-term: initial Redmond incubator.
- Long-term: what the initial model could be in ~10 years.

The Business Model Canvas

- Used to develop new or document current business models.
- The nine sectors become the building blocks of the incubator.



Source: Alex Osterwalder, businessmodelgeneration.com



Key Resources Needed for Near-Term Model

Key Resources

- Mentors
- Physical Facilities
- Location
- Investors
- Community Support
- Initial Funding for Operations



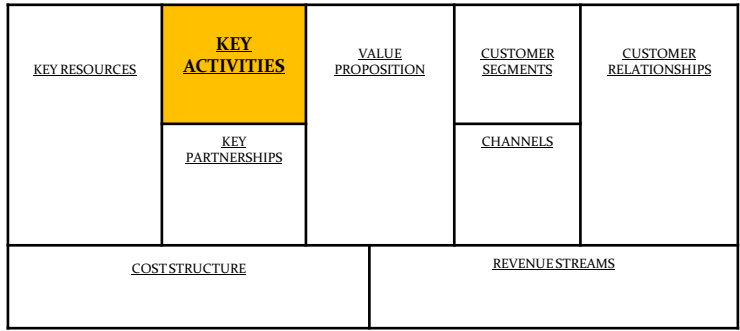
KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE		REVENUE STREAMS		



Key Activities and Partnerships in Near-Term Model

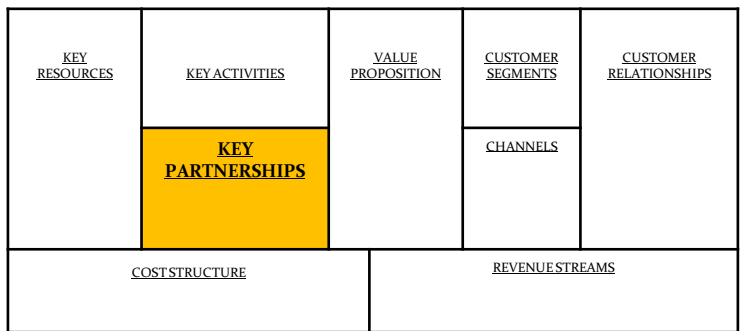
Key Activities

- Mentoring
- Training
- Cohort Style Program
- Demo-days



Key Partnerships

- Central Oregon Community College
- Small Business Development Center
- Redmond Economic Development Inc.

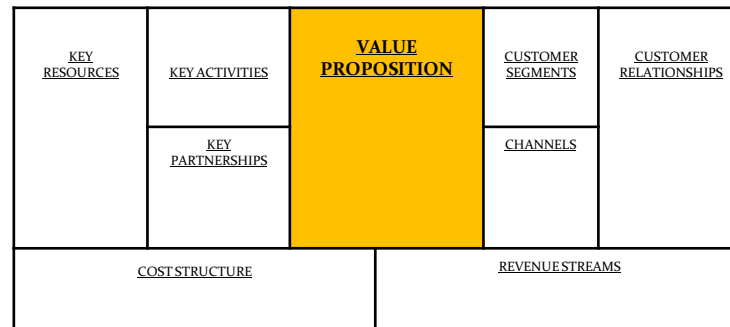




Value to Customers in Near-Term Model

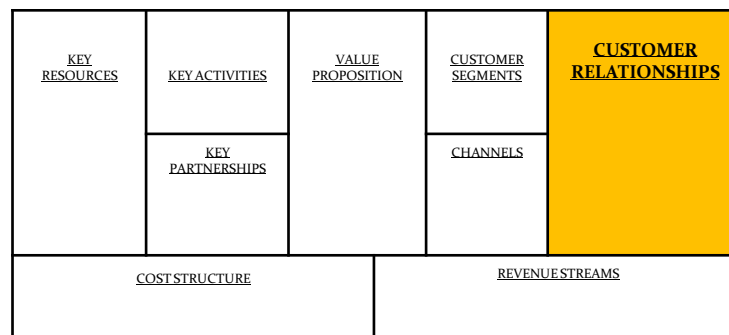
Value Proposition

- Expertise / Knowledge in Vertical
- Acceleration / Growth of Business
- Overcome Initial Business Hurdles
- Physical Space
- Network / Community



Customer Relationships

- Mentee / Mentor
- Supportive

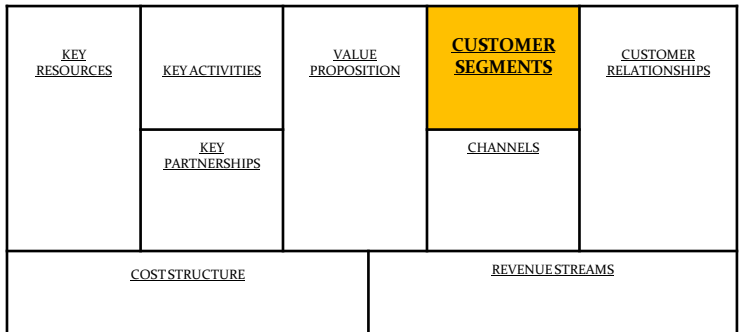




Customers Segments and Channels in Near-Term Model

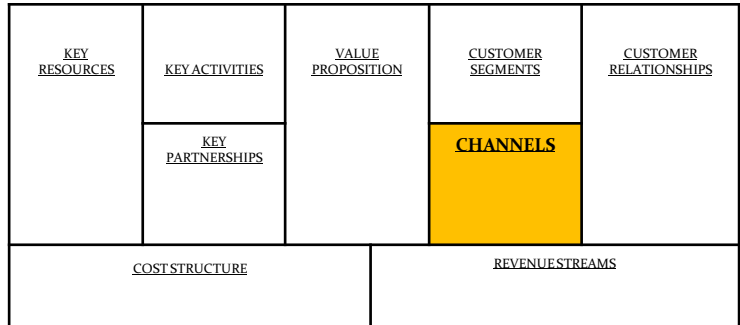
Customer Segments

- Manufacturing / Makers Focus, Open-to-All
- Early Stage
- Potential Investors
- Community (Jobs / Economic Growth)



Channels

- Website
- Word of Mouth

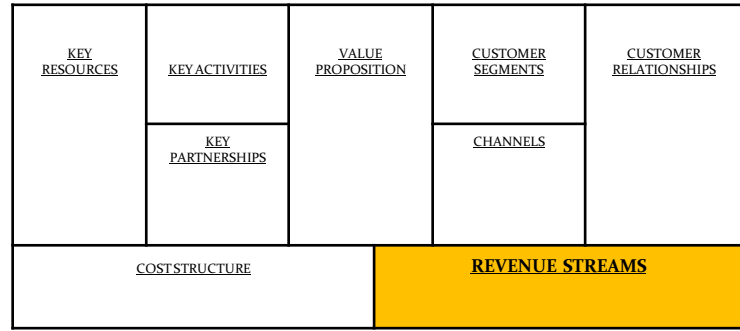




Revenue Streams and Cost Structure in Near-Term Model

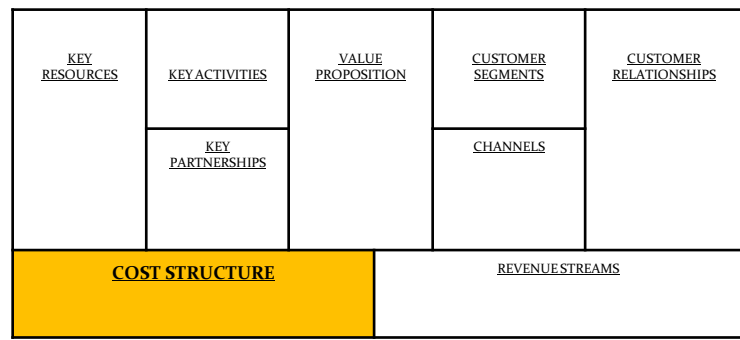
Revenue Streams

- Rent
- Program Fees
- Potential Internal Business



Cost Structure

- Rent / Utilities / Maintenance
- Equipment
- Operations - Programs / Events, Administrative Services, and Employees





The Long-Term Business Model Canvas

<p><u>KEY RESOURCES</u></p> <ul style="list-style-type: none"> • Mentors • Physical Facilities • Location • Investors • Community Support • Initial Funding for Operations • Sponsorships • Investor Pipeline/Network for Cohort Members • State of the Art Makerspace • Experienced Management Team • Sustainable Funding for the Incubator Itself • Strong Reputation 	<p><u>KEY ACTIVITIES</u></p> <ul style="list-style-type: none"> • Mentoring • Training • Cohort Style Program • Demo-days • Consulting services • Engagement with Alumni Connections / Network • Selective Application Process with Competitive Candidate Pool 	<p><u>VALUE PROPOSITION</u></p> <ul style="list-style-type: none"> • Expertise / Knowledge in Vertical • Acceleration / Growth of Business • Overcome Initial Business Hurdles • Physical Space • Network / Community 	<p><u>CUSTOMER SEGMENTS</u></p> <ul style="list-style-type: none"> • Manufacturing / Makers Focus, Open-to-All Early Stage • Potential Investors • Central Oregon • Focus on Complementary Industries to Manufacturing / Makers 	<p><u>CUSTOMER RELATIONSHIPS</u></p> <ul style="list-style-type: none"> • Mentee / Mentor • Supportive • Client / Investor Connections • Tailored Consulting
	<p><u>KEY PARTNERSHIPS</u></p> <ul style="list-style-type: none"> • COCC • SBDC • REDI • Corporate Partnership • Research University • Other Entrepreneurial / Economic Development Organizations (e.g. Oregon Entrepreneurship Network, Oregon Angels Fund) 		<p><u>CHANNELS</u></p> <ul style="list-style-type: none"> • Website • Word of Mouth • Advertising • Video 	
<p><u>COST STRUCTURE</u></p> <ul style="list-style-type: none"> • Rent / Utilities / Maintenance • Equipment • Operations - Programs / Events, Administrative Services, and Employees • New Technology Costs 		<p><u>REVENUE STREAMS</u></p> <ul style="list-style-type: none"> • Rent • Program Fees • Potential Internal Businesses 		

Source: Alex Osterwalder, businessmodelgeneration.com



Key Resources Needed for Long-Term Model

Key Resources

- Investor Pipeline / Network for Cohort Members
- State of the Art Makerspace
- Experienced Management Team
- Sustainable Funding for the Incubator Itself
- Strong Reputation



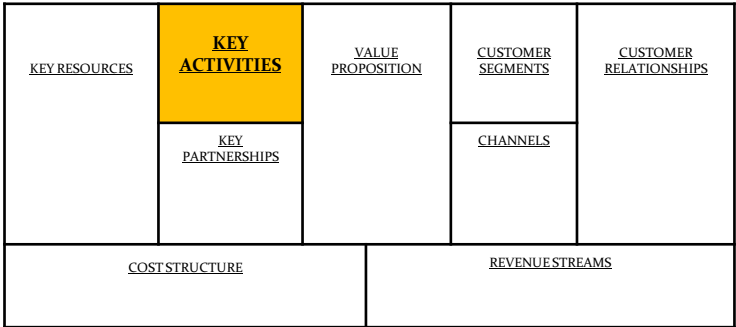
KEY RESOURCES	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER SEGMENTS	CUSTOMER RELATIONSHIPS
	KEY PARTNERSHIPS		CHANNELS	
COST STRUCTURE		REVENUE STREAMS		



Key Activities and Partnerships in Long-Term Model

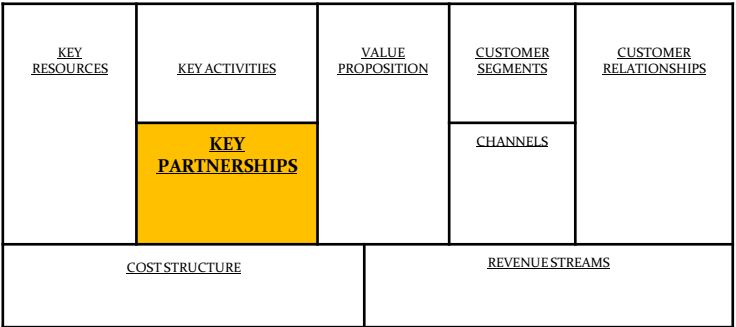
Key Activities

- Consulting Services
- Engagement with Alumni Connections / Network
- Selective Application Process with Competitive Candidate Pool



Key Partnerships

- Corporate Partnership
- Research University
- Other Entrepreneurial / Economic Development Organizations

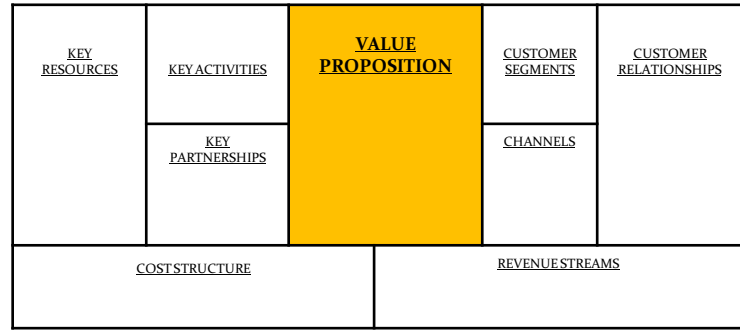




Value to Customers in Long-Term Model

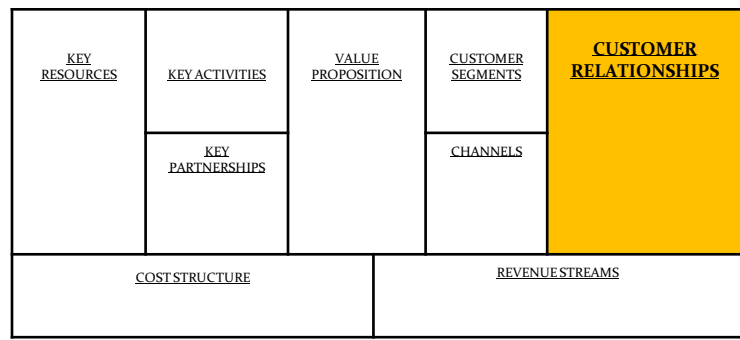
Value Proposition

- Expertise / Knowledge in Vertical
- Acceleration / Growth of Business
- Overcome Initial Business Hurdles
- Physical Space
- Network / Community



Customer Relationships

- Client / Investor Connections
- Tailored Consulting

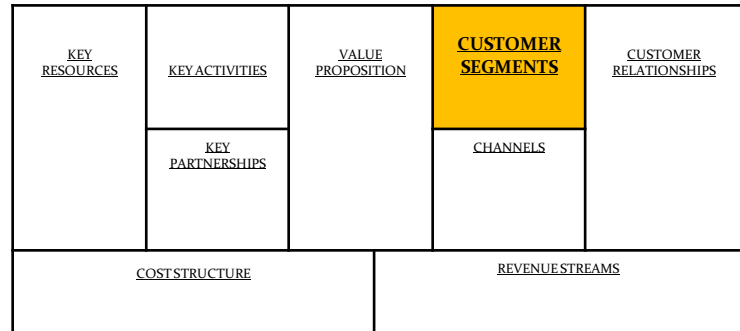




Customers Segments and Channels in Long-Term Model

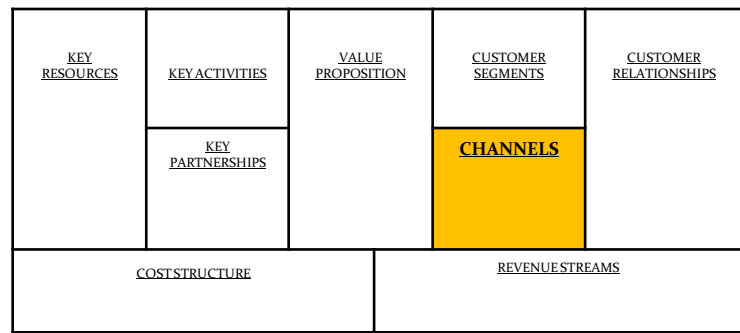
Customer Segments

- Central Oregon
- Focus on Complementary Industries to Manufacturing / Makers



Channels

- Multiple Advertising Mediums
- Promotional Video

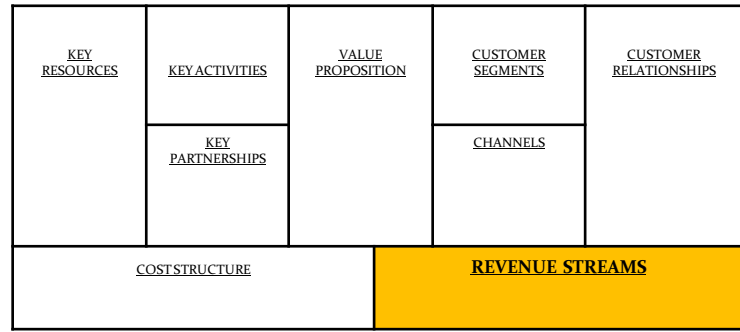




Revenue Streams and Cost Structure in Long-Term Model

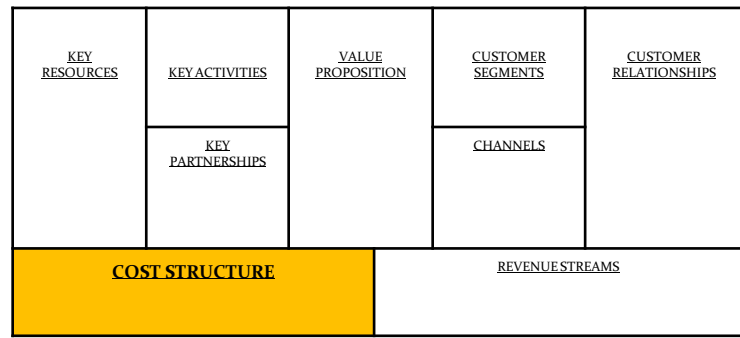
Revenue Streams

- Potential Internal Businesses



Cost Structure

- New Technology Costs That Complement the Incubator





Three Phase Process for Launching the Incubator

The immediate steps for Redmond are to review our analyses, define its specific priorities, and move towards a launch.





Phase I: Establish and Define Baseline Structure

Phase I is concerned with establishing a baseline structure for the incubator.

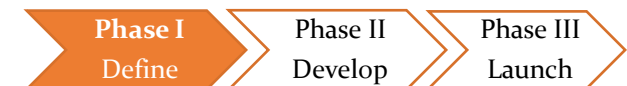
Build Coalition for Vision

Identify Leadership

**Determine Location and
Facilities**

Secure Initial Funding

**Establish Corporate
Governance**





Phase II: Develop the Organization and Resources

Phase II is concerned with developing the key elements of the incubator to position it for future success.

Define Incubator Focus

Develop Programming

Create Application

Establish Key Partnerships

Establish Key Resources

Identify Key Activities





Phase III: Put the Pieces Together and Prepare for Launch

Phase III is concerned with promoting and growing the incubator for its introductory launch.

Develop Investor Relations

Develop Marketing Tools

Initiate Marketing

Prepare for Launch

Phase I
Define

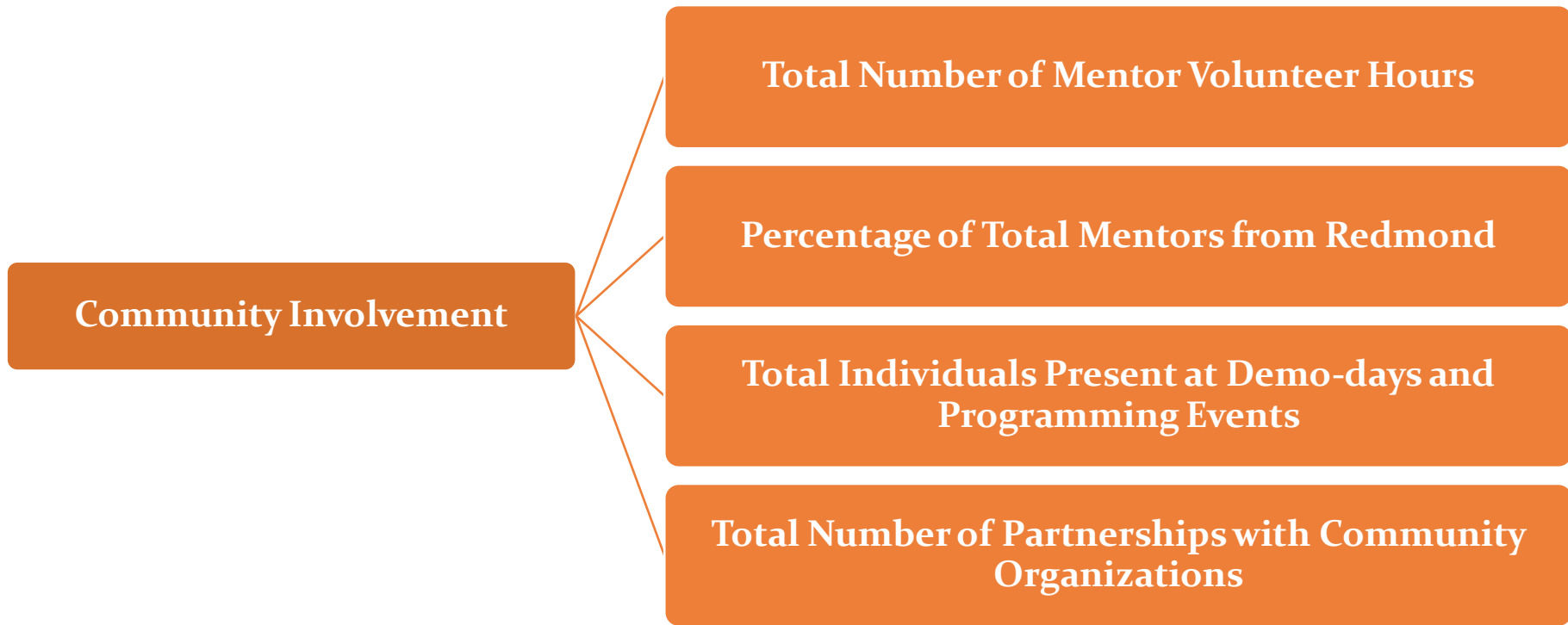
Phase II
Develop

Phase III
Launch



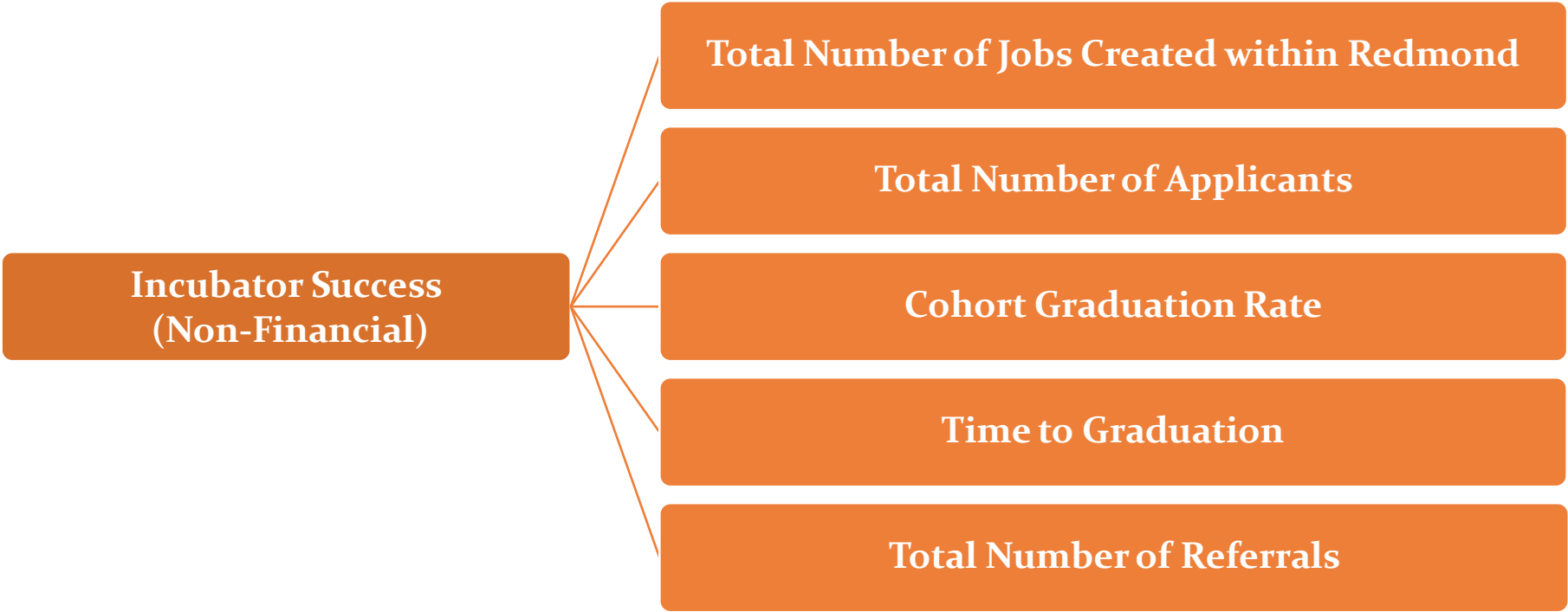


Key Performance Indicators Will Measure Success



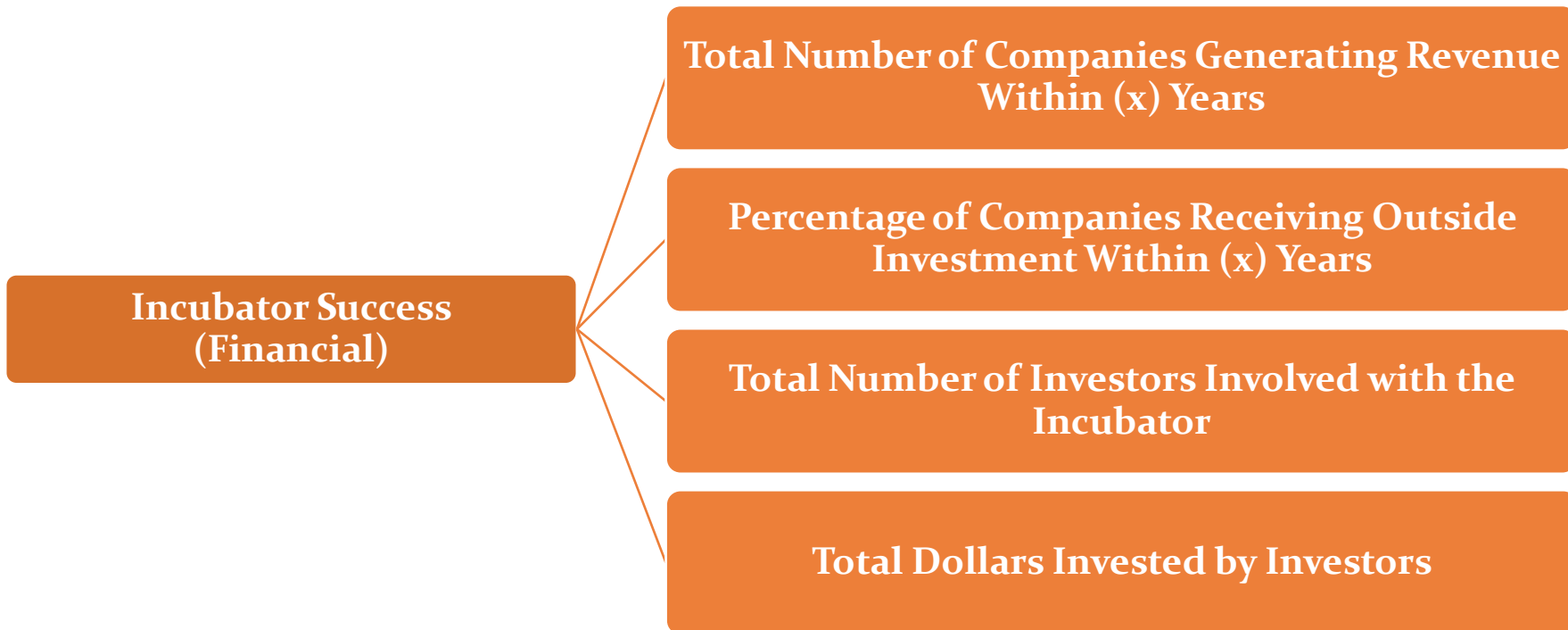


Key Performance Indicators Will Measure Success





Key Performance Indicators Will Measure Success






Key Takeaways



The City of Redmond has the capacity to start and sustain an incubator



Focus on Maker / Manufacturing, but remain open to all industries



The next steps include identifying leadership, securing funding, establishing a location, and developing the program



Appendix A: Incubator Benchmarking

Organization Name: Gorge Innoventure

Website: <http://www.gorgeinnoventure.com>



Type of Organization/ Description	<ul style="list-style-type: none"> • Accelerator • “Gorge Innoventure is a business accelerator that helps growth start-ups and expanding companies connect to the resources they need to be successful and create jobs.”
Region Focus	<ul style="list-style-type: none"> • Hood River
City and Population	<ul style="list-style-type: none"> • Hood River, OR • Population: 7397
Years in Operation	<ul style="list-style-type: none"> • Founded in 2013
Socioeconomic Status	<ul style="list-style-type: none"> • Median household income: \$48,879 • Per capita income: \$26, 420
Nearby Community Attractions	<ul style="list-style-type: none"> • Columbia River Gorge • Mount Hood • Western Antique Aeroplane & Automobile Museum • Horsetail Falls • Marchesi Vineyards • Mirror Lake • White Salmon River • International Museum of Carousel Art • Full Sail Brewing Company
Customer Segments	<ul style="list-style-type: none"> • Startups and expanding companies
Product/Service Mix	<ul style="list-style-type: none"> • Brown Bag Workshops • Coaches & Mentors • Accelerator Boot Camp • Gorge Business Accelerator Conference • Free Online Courses & Other Resources
Marketing Mix	<ul style="list-style-type: none"> • Website • Facebook • LinkedIn

<p>Original/Start-up cost</p>	<ul style="list-style-type: none"> ● Initial contributors and amount contributed listed below ● Founders – \$10,000 or more <ul style="list-style-type: none"> ○ Oregon Entrepreneurs Network ○ Port of Hood River ○ Google ○ Business Oregon ○ Oregon Community Foundation ● Platinum – \$5,000 <ul style="list-style-type: none"> ○ Pacific Power ● Gold – \$1,000 <ul style="list-style-type: none"> ○ Oregon Investment Board ○ Gorge.Net ○ Gary & Gean Rains ○ J. Hammock & Associates, LLC ● Bronze – \$500 <ul style="list-style-type: none"> ○ ONAMI ○ Oregon Best ● Silver – \$250 <ul style="list-style-type: none"> ○ Columbia Bank ○ Bill Fashing ○ Davis Wright Tremaine, LLP ○ Karnopp Petersen, LLP ● Gorge OEN Accelerator Boot Camp/Gorge Accelerator Business Conference – \$500 – \$1000 <ul style="list-style-type: none"> ○ Insitu ○ Palo Alto Software ○ Google ○ City of The Dalles
<p>Physical Facilities</p>	<ul style="list-style-type: none"> ● “The Gorge Innoventure Office includes eight work stations, a small kitchen area, wireless printer, WIFI, and two conference rooms. The Large conference room seat 25 people and features a pull down screen, ceiling mounted projector, and large white board. The Small conference room seat 8 people and includes a small white board. Gorge Innoventure Members have access during regular office hours and non members may rent the facility for a fee.”
<p>Growth Over Time</p>	<ul style="list-style-type: none"> ● From 2007 (when the idea was conceived for bringing Oregon Entrepreneurs Network resources to the gorge) there has been: <ul style="list-style-type: none"> ○ 65 events ○ 2 accelerator camps ○ 6 angel conferences ○ 86 companies assisted ○ combined 1843 participants ○ \$880K investment made by the Gorge Angel Investor Network (GAIN LLC)
<p>Corporate Partners</p>	<ul style="list-style-type: none"> ● Google ● Small Business Development Center @ Columbia Gorge Community College ● Mid-Columbia Economic Development District ● Gorge Technology Alliance

	<ul style="list-style-type: none"> ● Hood River and The Dalles Chambers
Leadership/People	<ul style="list-style-type: none"> ● Board of Directors: <ul style="list-style-type: none"> ○ Scott See, Chariman (Chairman) ○ Karalee Chabotte (Vice Chairman) ○ Gary Rains (Director) ○ Dave Scarborough (Director) ○ Stephanie Hartman (Director) ○ Robin Cope (Director Emeritus) ● Anne Mendenbach (Port of Hood River Development/Property Manager) ● Rick Leibowitz (Small Business Development CenterP)
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Laury Wymore (Facility Manager) / (541) 436-0797 / info@gorgeinnoventure.com
Funding Structure	<ul style="list-style-type: none"> ● Initial funding came from private donors ● Current funding: <ul style="list-style-type: none"> ○ workshops ○ members ○ sponsors ○ donations
Key Resources	<ul style="list-style-type: none"> ● The Port of Hood River contributes free and reduced rental space ● The Oregon Entrepreneurs Network contributes technical, coordination, and expert assistance ● Gorge Net contributes wifi
Key Activities	<ul style="list-style-type: none"> ● Business development workshops
Key Partnerships	<ul style="list-style-type: none"> ● The Port of Hood River ● Oregon Entrepreneurs Network ● Gorge Net ● Gorge Owned ● Gorge Tech Alliance ● Columbia Gorge Community College
Cost Structure	<ul style="list-style-type: none"> ● Office furniture and equipment was donated ● Rent and utilities are paid for by the Port of Hood River ● Paid staff of \$1400/month ● Internet and phones are sponsored by local supplier
Industry Focus	<ul style="list-style-type: none"> ● None

Examples of Clients/Users	<ul style="list-style-type: none"> ● Current Members: <ul style="list-style-type: none"> ○ Gorge Owned ○ BBSI ○ Whats Up Kayaking ○ Washington Asset Building Coalition ○ The Gallentine Group ○ Loschnigg Consulting ○ Sequoia Retail Systems ○ Seeq ○ and more
Mission Statement	<ul style="list-style-type: none"> ● “Gorge Innoventure is a business accelerator that helps growth start-ups and expanding companies connect to the resources they need to be successful and create jobs.”
Local Competitors/Partners	<ul style="list-style-type: none"> ● Incubators in the Portland area
How they Select Users/Participants	<ul style="list-style-type: none"> ● Apply for membership via online portal. There is no application, just a yearly payment. You select your tier and there is a price associated with it that you pay. <ul style="list-style-type: none"> ○ 1-3 Employees \$175 per year ○ 4-9 Employees \$295 per year ○ 10 + Employees \$630 per year ○ Additional \$600 per year for key access ● If you would like a dedicated desk at the Gorge Innoventure Office it is \$75/mo. Selection is limited and is at the discretion of the Board of Directors.
Awards and Recognition	<ul style="list-style-type: none"> ● Not Available

Organization Name: Oregon Technology Business Center

Website: <http://www.otbc.org/about>



Type of Organization/ Description	<ul style="list-style-type: none">● Incubator● “OTBC, the Oregon Technology Business Center, is a non-profit incubator that helps entrepreneurs identify and attain their goals at whatever stage they are at, whether it’s validating a market, developing a strategy, developing and executing on a funding plan, or dealing with the challenges of managing and growing a start-up.”● 501(c)(3) non-profit
Region Focus	<ul style="list-style-type: none">● Beaverton, OR
City and Population	<ul style="list-style-type: none">● Beaverton, OR● Population: 93,542
Years in Operation	<ul style="list-style-type: none">● Founded in 2005
Socioeconomic Status	<ul style="list-style-type: none">● Median household income: \$56,130● Per capita income: \$31,039
Nearby Community Attractions	<ul style="list-style-type: none">● Hyland Forest Park● Cinetopia Progress Ridge● Beaverton Bakery● Beaverton Civic Theater● Nike World Headquarters Wineries● Golf Courses
Customer Segments	<ul style="list-style-type: none">● Entrepreneurs
Product / Service Mix	<ul style="list-style-type: none">● Office Space● Entrepreneur Workshops/Events● Mentoring● Entrepreneurship Tools & Videos● One-to-Two Year Program
Marketing Mix	<ul style="list-style-type: none">● Website● Facebook● Mailing List● Social Media marketing● Partnering with other entities

Original / Start-up cost	<ul style="list-style-type: none"> • \$1.3 million allocated by the City of Beaverton
Physical Facilities	<ul style="list-style-type: none"> • Office space starting at \$195
Growth Over Time	<ul style="list-style-type: none"> • OTBC has stayed focused on incubation services in Beaverton since that's the main source of funding, but for the most part it has stayed small in terms of space and staff. OTBC service offerings increased when the West Side Startup Fund was created and it made \$20,000 in five companies (the 'Beaverton Challenge').
Corporate Partners	<ul style="list-style-type: none"> • None
Leadership/People	<ul style="list-style-type: none"> • Steve Morris - Executive Director
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • (971) 223-4660
Funding Structure	<ul style="list-style-type: none"> • 501(c)(3) non-profit corporation with the city of Beaverton as the sponsoring founder
Key Resources	<ul style="list-style-type: none"> • 20-man coaching team with several members having startup CEO experience. Board of directors with members from IBM, the National Business, Ashwood Group (consulting firm assisting startup and established ventures in launching new products and ventures), and Ater Wynne (law firm) • Mentoring department that has experts in marketing, sales, finance, R&D, and human resources (highest mentoring rating in Oregon) • Bizspark: OTBC is a partner in the Microsoft Bizspark program. Bizspark provides startups with Microsoft development tools at a very low cost - or even free • OTBC partners with leading law firms in the Portland area to provide resident ventures with very affordable options for setting up their company.
Key Activities	<ul style="list-style-type: none"> • Mentoring program • Entrepreneurship events - workshops, seminars, and networking events for residents. Seminars and workshops cover a broad range of topics ranging from setting up a company, to building a team, validating your business model, and raising capital. • Ultimately, to reach a sustainable business model, OTBC needs to initiate a capital campaign to obtain a building. For a non-profit incubator, a building is the subsidy that keeps on giving, because you collect rent income without having to pay it back out in rent expense.
Key Partnerships	<ul style="list-style-type: none"> • City of Beaverton • SBDCs • Oregon Entrepreneurship Network • Oregon BEST • West Side Seed Fund • Bizspark • Local law firms

Cost Structure	<ul style="list-style-type: none"> ● Primary costs are staff and office space
Industry Focus	<ul style="list-style-type: none"> ● None
Examples of Clients / Users	<ul style="list-style-type: none"> ● Current Tenants: <ul style="list-style-type: none"> ○ Arya International ○ DreamPATH ○ eWindSolutions ○ NaCa Fermentation ○ Solar Forest International ○ Wisemind Studios
Mission Statement	<ul style="list-style-type: none"> ● “OTBC, the Oregon Technology Business Center, is a non-profit tech startup incubator that provides coaching, networking events, entrepreneurship programs, and shared office space to help tech, biotech, cleantech and opentech start-up ventures succeed. We can help you: Avoid common problems in setting up your company. Validate your market and your business model. Protect your intellectual property. Develop your business plan. Get your company investor-ready. Close an investment round. Set up effective start-up operations to help you execute to plan. Find people for your team. And grow your start-up into a successful company.”
Local Competitors	<ul style="list-style-type: none"> ● Indirect Competitors: incubators, accelerators, and co-working space in Portland
How they Select Users / Participants	<ul style="list-style-type: none"> ● Step 1: Online application process ● Step 2: The OTBC executive director will contact you to set up a meeting to discuss your startup and answer your questions about OTBC. ● Step 3: If you both agree that OTBC might be a fit, we schedule a business concept review with the executive director and 2 or 3 of our OTBC coaches. That gives you a chance to meet more OTBC coaches, and gives us a better understanding of your business. ● Step 4: If you and OTBC still agree it looks like a good fit, we invite you to become a resident venture. You pay rent for your office space, and along with that you have access to OTBC's mentoring program, and free access to the majority of OTBC's workshops and seminars.
Awards and Recognition	<ul style="list-style-type: none"> ● Not Available

Organization Name: Sustainable Valley Technology

Website: <http://sustainablevalley.technology/index.php>



Type of Organization / Description	<ul style="list-style-type: none">● Accelerator● “Sustainable Valley Technology Group is an independent, non-profit business accelerator located in Medford, Oregon. Founded in July 2010, Sustainable Valley has supported the growth of over 30 innovative start-up companies in Southern Oregon.”● 501(c)3 non-profit
Region Focus	<ul style="list-style-type: none">● Southern Oregon
City and Population	<ul style="list-style-type: none">● Medford, OR● Population: 77,677
Years in Operation	<ul style="list-style-type: none">● Founded in July 2010
Socioeconomic Status	<ul style="list-style-type: none">● Median household income: \$39,798● Per capita income: \$22,079
Nearby Community Attractions	<ul style="list-style-type: none">● Rogue River● Upper and Lower Table Rock● Medford Railroad Park● Various Vineyards● Diamond & Applegate Lake● Apocalypse Brewing Company
Customer Segments	<ul style="list-style-type: none">● Small start-ups● Entrepreneurs● Business oriented towards future IPOs
Product / Service Mix	<ul style="list-style-type: none">● Business Accelerator● C.O.R.E.● iGrant● STEM Education● BASE Camp● Slow Money
Marketing Mix	<ul style="list-style-type: none">● Website● Facebook● Google+● Twitter● Direct Marketing

Original / Start-up Cost	<ul style="list-style-type: none"> ● Start-up funding sourced from State of Oregon, Jackson County, Medford Urban Renewal Agency, Meyer Memorial Trust, the Oregon Community Foundation and other foundations, agencies and businesses.
Physical Facilities	<ul style="list-style-type: none"> ● No co-working space ● Administrative office
Growth Over Time	<ul style="list-style-type: none"> ● Supported the growth of over 30 start-up companies in Southern Oregon.
Corporate Partners	<ul style="list-style-type: none"> ● Thrive ● IBM ● Brammo ● EMyth ● Rogue Credit Union
Leadership / People	<ul style="list-style-type: none"> ● Rosetta Shaw - Program Manager ● Board of Directors: <ul style="list-style-type: none"> ○ Jessica Gomez - Chair ○ Mike Lynch - Treasurer ○ Jay Harland ○ Dr. Chris Maples ○ Joan McBee
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Rosetta Shaw / rosetta@svtg.org / (541) 414-0000
Funding Structure	<ul style="list-style-type: none"> ● Current funding by state, city, and county grants ● Revenue from programs - \$2,500 per client ● Sponsorships with local business
Key Resources	<ul style="list-style-type: none"> ● Funding for members ● SVTG Seed Tank ● Federal Funding ● CrowdFunding ● CrowdInvesting
Key Activities	<ul style="list-style-type: none"> ● 1-on-1 mentoring ● 12 weeks of business seminars ● Networking with legal, financial, operational, marketing experts ● Fundraising endeavors - grant, sponsorship, and community outreach ● Delayed payment plan
Key Partnerships	<ul style="list-style-type: none"> ● Small Business Administration ● The Southern Oregon Economy Team: <ul style="list-style-type: none"> ○ SOREDI ○ The Job Council

	<ul style="list-style-type: none"> ○ Women Entrepreneurs of Southern Oregon ○ Regional Solutions Centers ○ The Southern Oregon Visitors Association ● Other Affiliates: <ul style="list-style-type: none"> ○ The SOU Small Business Development Center ○ Center for Entrepreneurship (Avista & Rogue Community College) ○ The Southern Oregon Angel Conference ○ The Chamber of Medford/Jackson County ○ The Ashland Chamber of Commerce
Cost Structure	<ul style="list-style-type: none"> ● Monthly expenses are approximately \$10,000 <ul style="list-style-type: none"> ○ 1 full time employee ○ Cost of contractors (business expertise, accounting, graphic design, event planning)
Industry Focus	<ul style="list-style-type: none"> ● Technology
Examples of Clients / Users	<ul style="list-style-type: none"> ● Undisclosed ● Clients are generally entrepreneurs who have had success on a small scale and are ready to grow strategically but don't have the business background to know how to do that.
Mission Statement	<ul style="list-style-type: none"> ● “The mission of Sustainable Valley Technology Group is to inspire, to attract and to mentor innovative companies toward successful entrepreneurship of sustainable technologies.” ● “The vision of Sustainable Valley Technology Group is to establish Southern Oregon as an internationally recognized epicenter for sustainable technology advancement and business development, and an international leader in the development and manufacturing of innovative products that will enable the world to adapt to a more sustainable way of life.”
Local Competitors	<ul style="list-style-type: none"> ● None
How they Select Users / Participants	<ul style="list-style-type: none"> ● Online application process for each incoming cohort occurs once a year. ● The selection criteria includes: <ul style="list-style-type: none"> ○ Business Concept: our selection committee will be looking for innovative products/services and innovative ways of designing, producing, or delivering existing products/services. ○ Potential Profitability: the committee will rate the companies on their potential to be profitable, this takes into account potential market size as well as marginal profit potential. ○ Growth Potential: Sustainable Valley is looking to foster businesses that have the potential to grow both locally and nationally/internationally. The committee will favor businesses that are not overly limited in growth potential. ○ Local Impact: One of Sustainable Valley’s goals is to support businesses that will create jobs locally and support the local economy. The committee will favor businesses that have the potential to hire local employees and plan to use local suppliers to benefit the Oregon’s economy. ○ Credibility: the committee will take into account not only the credibility of the company but also the credibility of the owner/founder. Be sincere and passionate in your introduction video and demonstrate that you have the information and research to support any claims you make about your business. ○ Passion: Sustainable Valley wants to support businesses that demonstrate a passion for their product/service in addition to having a passion for entrepreneurship, the local economy, sustainability, and innovation.

	<ul style="list-style-type: none"> ○ Coachability: companies that are a good fit for our Accelerator must have a willingness to accept the directions offered by our mentors and seminar leaders. Businesses that are unable to adapt to the advice they receive during our program will not be able to gain from the experience. ○ Longevity: the committee will favor companies that have longevity and the potential to add to the local economy for years to come. Companies who are accepted into the program are expected to maintain a local presence to support Oregon's economic growth. Sustainable business practices are key to creating a business that can flourish despite minor setbacks and the selection committee is interested in finding companies that have this potential. ○ Sustainability: Sustainable Valley strives to support businesses that promote innovation. The selection committee will favor businesses that seek to improve the environment either through local farming, buying local, innovative technology, improved business practices, etc.
<p>Awards and Recognition</p>	<ul style="list-style-type: none"> ● SBA grant awarded to Sustainable Valley the last 2 years for exceptional growth of entrepreneurial ecosystem

Organization Name: Arco Butte Business Incubation Center

Website: <http://arcobuttebusinesscenter.blogspot.com/>



Type of Organization / Description	<ul style="list-style-type: none"> ● Incubator ● Their services “include subsidized rent, provision of auxiliary business services, such as reception, copying, fax, and periodic review of business performance by the Board to help new business to "stay on track" for up to three years.”
Region Focus	<ul style="list-style-type: none"> ● Butte County
City and Population	<ul style="list-style-type: none"> ● Acro, Idaho ● Population: 910
Years in Operation	<ul style="list-style-type: none"> ● Founded in 1995
Socioeconomic Status	<ul style="list-style-type: none"> ● Per capita income: \$20,414 ● Median household income: \$39,413
Nearby Community Attractions	<ul style="list-style-type: none"> ● Craters of the Moon National Monument & Preserve
Customer Segments	<ul style="list-style-type: none"> ● New businesses ● New entrepreneurs
Product / Service Mix	<ul style="list-style-type: none"> ● Conference room services ● Subsidized rent ● Auxiliary business services ● Coaching services ● Connections to financial and business resources in Idaho ● Commercial Kitchen ● Office, Commercial and Manufacturing Space
Marketing Mix	<ul style="list-style-type: none"> ● Website ● Word of Mouth by Board Members
Original / Start-up cost	<ul style="list-style-type: none"> ● The original costs were funded by the Snake River clean up agreement
Physical Facilities	<ul style="list-style-type: none"> ● Office spaces ● 2 Manufacturing bays ● Retail space ● Conference rooms ● Commercial kitchen

Growth Over Time	<ul style="list-style-type: none"> • The original building has been expanded to include an additional wing with a construction bay, offices, conferences rooms, and a commercial kitchen
Corporate Partners	<ul style="list-style-type: none"> • None
Leadership / People	<ul style="list-style-type: none"> • Vice Chair - James Wasylow • Treasurer - Dean Moncur • County Representative - Rose Bernal • City of Arco Representative - Gene Davies • Board Members - Rhonda Morris, Keri Garner, Karen Pyron, Nathan Hejlm
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • Chad Cheney / (208)-527-3060
Funding Structure	<ul style="list-style-type: none"> • Revenue from rent and utilities
Key Resources	<ul style="list-style-type: none"> • Their water and other city services are subsidized by the city
Key Activities	<ul style="list-style-type: none"> • Chad Cheney is working for free, saving the center \$30-35k a year
Key Partnerships	<ul style="list-style-type: none"> • University of Idaho Extension: “UI Extension, Butte County, is a partnership between the U.S. Department of Agriculture, the University of Idaho and Butte County. We provide youth and adults with informal out-of-school educational opportunities built on research-based information that focuses on agriculture, community and economic development, home horticulture and youth development, all based on community needs.” • Lost River Economic Development: “ The mission of Lost Rivers Economic Development is to help create opportunities for economic development in South Custer and Butte counties through desirable business growth, expansion, retention, and attraction and in working as partners to develop a climate conducive to maintaining the quality of life in the Lost River Valleys.”
Cost Structure	<ul style="list-style-type: none"> • Their total expenses in 2013 were \$33,094 <ul style="list-style-type: none"> ○ Utilities ○ Janitorial contracts ○ Machinery and equipment ○ Building supplies ○ Building maintenance ○ Depreciation ○ Landscape maintenance ○ Building supplies
Industry Focus	<ul style="list-style-type: none"> • Non-specific

Examples of Clients/Users	<ul style="list-style-type: none"> ● Their current clients include: <ul style="list-style-type: none"> ○ Moss Chiropractic ○ Mental Wellness Centers ○ Avalon Health Center and Hospice ○ Lost River Economic Development ○ University of Idaho Extension ○ Butte County Fair Board ○ Butte County Fair Chamber of Commerce ○ Telford Ag. LLC ○ Human Dynamics and Diagnostics
Mission Statement	<ul style="list-style-type: none"> ● “The Arco Butte Business Incubation Center's primary mission is to help provide an opportunities for new entrepreneurs to get their business off the ground in the Lost River Valley.”
Local Competitors	<ul style="list-style-type: none"> ● Idaho Innovation Center
How they Select Users / Participants	<ul style="list-style-type: none"> ● The Center accepts applications from new businesses to be incubated <ul style="list-style-type: none"> ○ “Incubation is available to new businesses for which there is no similar established business in the community.”
Awards and Recognition	<ul style="list-style-type: none"> ● There is actually some backlash against the center from the community because it is taking attention away from Main Street. ● Additionally, there have only been a few businesses who have successfully graduated, and once they did they moved out of the county.

Organization Name: Idaho Innovation Center

Website: innovateidaho.org



Type of Organization/ Description	<ul style="list-style-type: none">● Incubator● The IIC is a non-profit, S30 (economic development) that acts as a “starting point for entrepreneurs who need inexpensive office space to lease.”
Region Focus	<ul style="list-style-type: none">● Greater Idaho Falls
City and Population	<ul style="list-style-type: none">● Idaho Falls, Idaho● Population: 58,292
Years in Operation	<ul style="list-style-type: none">● Founded in 1986
Socioeconomic Status	<ul style="list-style-type: none">● Median Household Income: \$45,680
Nearby Community Attractions	<ul style="list-style-type: none">● Yellowstone National Park● Grand Tetons● Craters of the Moon National Monument● Snake River● Minor league baseball team● Zoo● Opera● Symphony
Customer Segments	<ul style="list-style-type: none">● Start-ups
Product / Service Mix	<ul style="list-style-type: none">● Free mentoring and advising from their partners, SBDC and SCORE● Workshops and training: free for tenants in the IIC and available to others for a fee● Internet connection: billed separately from rent● Dedicated business phone: billed separately from rent, comes with personalized secretarial and reception service● Copiers● Mail● Conference Rooms
Marketing Mix	<ul style="list-style-type: none">● Website● Facebook● Press releases
Original / Start-up cost	<ul style="list-style-type: none">● Bryan Magleby, the Executive Director believes the original start-up costs were covered by grants

Physical Facilities	<ul style="list-style-type: none"> ● 4 Buildings <ul style="list-style-type: none"> ○ 44 Offices ○ 17 Large working bays ○ Conference rooms ○ Common areas ○ Kitchens
Growth Over Time	<ul style="list-style-type: none"> ● The IIC has grown to four building and is looking to further expand. They have built these buildings over the last 30 years that they have been in operation. ● About 3 years ago, occupancy was at 50%, 1 year ago 95%, and today 99%. Bryan estimates that average tenancy is 80%.
Corporate Partners	<ul style="list-style-type: none"> ● None
Leadership / People	<ul style="list-style-type: none"> ● Bryan Magleby, Executive Director <ul style="list-style-type: none"> ○ “As the Executive Director of the Idaho Innovation Center, Bryan Magleby leads the “team” in being a BUSINESS RESOURCE CENTER for business owners in Eastern Idaho. His goal is to provide LARGE business resources to SMALL companies through training, educational opportunities, mentoring and personal motivation. In the past few years, Bryan has been a recognized business consultant and coach to executives in numerous public, private, and non-profit organizations. His systematic and direct approach helps companies develop and execute on clear strategies that produce results. Bryan’s experience and success translates into practical know how for his clients. In addition to being recognized as a world-class executive coach, he speaks, trains sales organization, and leads executive team retreats. Bryan is detail oriented and well versed in building accountability for results within the organizations where he works.” ● Becky Johnson, Executive Assistant <ul style="list-style-type: none"> ○ “As the Executive Assistant for the Idaho Innovation Center, Mrs. Johnson comes with many years of business experience. She is an administrative support professional offering versatile office management skills and proficiency in many office programs. A strong planner and problem solver who readily adapts to change, perhaps her greatest strength is her commitment to personal and professional excellence. With small business experience ranging from sales and management to bookkeeping and human resources, Becky is able to juggle multiple priorities and meet tight deadlines without compromising quality.” ● Lacey Madsen, Business Development Assistant <ul style="list-style-type: none"> ○ “Lacey has been with the Idaho Innovation Center since June 2015. She recently graduated from Brigham Young University Idaho and plans to attend Dental Hygiene School next year. She enjoys outdoor activities, camping, any and all sports, and spending time with her friends and family. She is at the front desk during normal operating hours and will assist you with any scheduling, printer/copier issues and directions.” ● Bryant Morris, Facilities Manager <ul style="list-style-type: none"> ○ “Bryant has been with the Idaho Innovation Center since early 2013. He has numerous years of experience providing maintenance and repairs in warehouses, schools and businesses. Bryant is capable of solving nearly any building or grounds problem. For all issues pertaining to the physical facilities, Bryant is the go to man. You will constantly see him working to improve the buildings functionality and appearance.”
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Bryan Magleby (Executive Director) / bryanmagleby@gmail.com / 208-520-9400

Funding Structure	<ul style="list-style-type: none"> ● Revenue comes from their program services <ul style="list-style-type: none"> ○ Rent ○ Classes ○ Utilities
Key Resources	<ul style="list-style-type: none"> ● The Small Business Development Center ● The Regional Development Alliance who have been a source of funding for several tenants
Key Activities	<ul style="list-style-type: none"> ● Cover all business needs: coaching, phone lines, coffee, HR services, WiFi, etc. ● Collaborative environment created by classes, lunches, and networking sessions among the businesses
Key Partnerships	<ul style="list-style-type: none"> ● Idaho Small Business Development Center: Free business consulting and trainings to entrepreneurs. ● Service Corp of Retired Executives: The Eastern Idaho SCORE chapter is located in the IIC facilities. ● Small Business Development Center (SBDC): A statewide organization, University based, that provides guidance in developing and growing a successful business.
Cost Structure	<ul style="list-style-type: none"> ● Their total expenses in 2014 were \$234,238. <ul style="list-style-type: none"> ○ \$93,732 was for salaries, other compensation and employee benefits. ○ \$140,446 was for other expenses including: payroll taxes, legal, accounting, advertising and promotion, office expenses, depreciation, depletion, and amortization, telephone and utilities, repairs and maintenance, contract labor, and bank charges (2014 Form 990).
Industry Focus	<ul style="list-style-type: none"> ● Non-specific ● However, there is a majority of science-oriented organizations there. This is due to the influence of the near-by Idaho Nuclear Lab.
Examples of Clients / Users	<ul style="list-style-type: none"> ● The current occupants include: <ul style="list-style-type: none"> ○ Regional Development Alliance, a nonprofit business lending company. ○ Community Reuse Organization, a nonprofit that receives surplus equipment and supplies from the Idaho National Laboratory. The CRO then is charged with selling the equipment to growth businesses that could reuse the property. ○ Idaho Small Business Development Center, a statewide, university based organization that helps small businesses succeed. ○ Service Corp of Retired Executives, “Counselors to America’s Small Business.” ○ Advanced Ceramic Fibers, “a producer of high performance, lower cost alpha silicon carbide/carbon (aSiC/C) fibers for use in specialty applications and metal matrix composites”. ○ American Geotechnics, a geotechnical engineering firm. ○ Branson Quality Builders, a general contracting company for construction products. ○ Timberline Chainsaw Sharpeners, a company that, “gives you the ability to sharpen your chain right when you need it.” ○ Idaho Education Services for the Deaf and Blind, provides “supplemental educational services, early intervention/education, consultation, and transition support to families and local school districts throughout the state of Idaho.” ○ LMT Liquid, a manufacturer of Lithium Metatungstate. ○ Necternal, “provides products and services in the Agriculture, Horticulture, Aquaculture, and Animal culture

	<p>industries.”</p> <ul style="list-style-type: none"> o Pearlhill Technologies, a LLC “funded by the Small Business Innovation Research Program of the National Science Foundation to develop patentable and commercializable energy efficient microwave-processes for the conversion of chloroaromatics to fluoroaromatics by halogen exchange.” o Idaho National Laboratory, “a science-based, applied engineering national laboratory dedicated to supporting the U.S. Department of Energy's missions in nuclear and energy research, science, and national defense.” o Teton Smart Security, “a trusted, innovative, local home automation and security company providing protection to families and businesses from Twin Falls to Jackson Hole, WY.” o Business Cents, a company whose goal is to “help small businesses achieve maximum results with complete financial management solutions.” o Idaho Falls Auto Works, a complete automotive shop.
Mission Statement	<ul style="list-style-type: none"> ● The mission of the Idaho Innovation Center (IIC) is to provide large business resources to small, fledgling companies where entrepreneurs can confidently and aggressively start and grow their small businesses through collaboration, education, mentoring, and advising.
Local Competitors	<ul style="list-style-type: none"> ● Salmon Valley Business and Innovation Center (SVBIC): Located in Lemhi County (population of 7,712) he SVBIC, “provides modestly priced office space along with shared support services...” (http://lceda.net/svbic/).
How they Select Users / Participants	<ul style="list-style-type: none"> ● Users are selected based on availability of the buildings.
Awards and Recognition	<ul style="list-style-type: none"> ● None

Organization Name: The Greenhouse

Website: <http://www.boisegreenhouse.com/>



Type of Organization / Description	<ul style="list-style-type: none">● Incubator● The Greenhouse, created by the city of Boise and the SBDC, is a business incubator that works with early stage companies with a focus on alternative/renewable energy.
Region Focus	<ul style="list-style-type: none">● Ada County
City and Population	<ul style="list-style-type: none">● Boise, Idaho● Population: 214,237
Years in Operation	<ul style="list-style-type: none">● Founded in 2010
Socioeconomic Status	<ul style="list-style-type: none">● Median household income \$48,524
Nearby Community Attractions	<ul style="list-style-type: none">● Boise greenbelt (trail running, cycling, parks, hiking)● Bogus Basin (Skiing, mountain biking, etc.)● Boise National Forest
Customer Segments	<ul style="list-style-type: none">● Early stage small businesses and start-ups
Product / Service Mix	<ul style="list-style-type: none">● Business planning● Technical planning● Regulatory assistance● Business management
Marketing Mix	<ul style="list-style-type: none">● Facebook● LinkedIn● Print ads in local newspapers● Their website● Fliers in coffee shops
Original / Start-up cost	<ul style="list-style-type: none">● The building that the Greenhouse is in was provided by the City of Boise
Physical Facilities	<ul style="list-style-type: none">● The 3,500 square foot building is energy efficient, keeping with the incubator theme and values. It is “seated in the middle of Idaho’s center for commerce, as well as in close proximity to City, County, State and Federal offices”.

Growth Over Time	<ul style="list-style-type: none"> • The Greenhouse still occupies the same building it started in. • The number of businesses that have participated has grown over time; approximately two businesses graduate every year from the Greenhouse.
Corporate Partners	<ul style="list-style-type: none"> • None
Leadership / People	<ul style="list-style-type: none"> • The Greenhouse has an Advisory Council which consist of community and business leaders. The Leadership team includes: <ul style="list-style-type: none"> • Katie Sewell <ul style="list-style-type: none"> ○ “Katie joined the Idaho SBDC in 1999 as the Deputy Director and took over as director in 2013. She has more than twenty years experience in developing and delivering business assistance programs. Her areas of expertise include triple bottom line business practices, grant management, strategic planning, program development, pollution prevention, and sustainable development. Prior to joining the Idaho SBDC, Katie was Bureau Chief at the Idaho Department of Environmental Quality. She holds a bachelor of science degree in Agronomy from Colorado State University and a MBA from Boise State University. She is a board member of Green Works Idaho, Dunia Marketplace and the Pacific Northwest Pollution Prevention Resource Center. She also serves on the steering committee for the Idaho Environmental Forum.” • Doug Covey <ul style="list-style-type: none"> ○ “Doug joined the Idaho Small Business Development Center in September 2015 as Region III Director in the Boise office.” • Bill Boyer <ul style="list-style-type: none"> ○ “Bill joined the consulting staff of Region III, Idaho Small Business Development Center, in November 2012. Bill began his career in sales working for Bank of America and Motorola. Bill worked in seven states throughout the west and eventually settled in Alaska as a district sales manager for Motorola. Selling communications products and systems to state and local governmental agencies, developing sales teams by designing and implementing compensation plans, objectives and metrics gave Bill ample skills and experience to start his own business.” • Kim Sherman <ul style="list-style-type: none"> ○ “Kim has worked at the Idaho SBDC offering administrative support since 1998 and managing the training program since 2002. Over the years, she has taught classes on a variety of business and technology topics as well as coordinating instructors for the SBDC’s training program. Recently, she became an associate business consultant specializing in graphic/web design as well as social media marketing. She is one of two certified HP LIFE (Learning Initiative For Entrepreneurs) instructors. She holds a B.A. in Graphic Design from Boise State University.”
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • Doug Covey, Region III SBDC Director / dougcovey@boisestate.edu / 208-426-3875
Funding Structure	<ul style="list-style-type: none"> • The SBDC Center is funded at the federal, state, and university level • The SBDC that runs the Greenhouse and one other incubator in the region receives \$22-55k a year in grants for the incubators • The Greenhouse specifically receives its revenue from their clients paying for rent and classes.

	<ul style="list-style-type: none"> • Additionally, the Greenhouse receives some sponsorships from local businesses
Key Resources	<ul style="list-style-type: none"> • High quality consulting for every business • Outreach and marketing to potential clients
Key Activities	<ul style="list-style-type: none"> • Their key activates are the performance indicators they have for each incubator the SBDC runs which asks: <ul style="list-style-type: none"> ○ Are we getting businesses to start? ○ Are we creating jobs? ○ Are the businesses securing capital? ○ Are the companies growing revenue? ○ Are we contributing to consulting hours?
Key Partnerships	<ul style="list-style-type: none"> • The Greenhouse is a partnership between the city of Boise and the Idaho Small Business Development Center at Boise State University. The resources, experience, and expertise that the city of Boise and the SBDC bring make them key partners for the Greenhouse. • The Small Business Administration (SBA) • SCORE: a nonprofit association dedicated to helping small businesses get off the ground, grow and achieve their goals through education and mentorship • The WaterCooler is another local incubator that works in tandem with the Greenhouse. The WaterCooler is a resource for the companies once they have matured enough to not need the constant support that the Greenhouse provides.
Cost Structure	<ul style="list-style-type: none"> • Wages of the consultants • Lease of the building (covered by the city) • Utilities (covered by the city) • Maintenance (covered by the city)
Industry Focus	<ul style="list-style-type: none"> • While all types of businesses are encouraged to apply; the Greenhouse gives preference to companies that are focused on alternative or renewable energy.
Examples of Clients / Users	<ul style="list-style-type: none"> • Current clients include: <ul style="list-style-type: none"> ○ Contract Laboratory - A company that facilitates laboratory outsourcing multiple industries. ○ Fit Wrapz - A company that creates meals that have been formulated to be the ideal balance of carbs, protein, and fat. ○ NetCamps - A company that automates the online camp registration process ○ Boise Urban Magazine - A Magazine that aims “to better Boise through an interactive journalism experience”.
Mission Statement	<ul style="list-style-type: none"> • Their motto is: “Growing Innovation - helping Boise’s early-stage companies build strong foundations and success.”
Local Competitors	<ul style="list-style-type: none"> • Not Available
How they Select Users / Participants	<ul style="list-style-type: none"> • There is an application process for the companies and the applications are reviewed on a first-come basis. The typical client/service relationship timeline for incubation follows these steps: <ul style="list-style-type: none"> ○ Initial application and review ○ Assessment and interview by SBDC ○ Determination of eligibility for Incubator, or pre-incubation work plan

	<ul style="list-style-type: none">○ Sign client agreement and identify work space for resident clients○ Accepted resident and non-resident clients establish work plan○ Monthly review of work plan and rescheduling of strategic priorities○ Quarterly needs assessment and goal/performance review
Awards and Recognition	<ul style="list-style-type: none">● The opening of the Greenhouse was covered in several articles in Idaho Business Review, Boise State News, and City of Boise News<ul style="list-style-type: none">○ http://idahobusinessreview.com/2010/05/26/boise-partners-with-idaho-sbdc-on-greenhouse-incubator/○ https://news.boisestate.edu/update/2010/09/27/boise-state-city-celebrate-opening-of-greenhouse/○ https://mayor.cityofboise.org/news-releases/2010/09/the-greenhouse-incubator-opens/

Organization Name: APEL (Applied Process Engineering Laboratory)

Website: <http://www.apel.org/index.html>



Type of Organization / Description	<ul style="list-style-type: none"> ● Incubator ● APEL is an Eastern Washington technology business startup center with engineering and manufacturing scale space, as well as wet labs, bio labs, and electronic laboratories. Prototypes or pilot plants can be tested and initial manufacturing conducted using APEL's utilities, services, and permits. APEL supplies process and hood-off gas connections, compressed air, vacuum, water, and power. APEL also has air & water discharge permits, and flammable storage permits.
Region Focus	<ul style="list-style-type: none"> ● Benton County (Tri-cities)
City and Population	<ul style="list-style-type: none"> ● Richland, WA ● Population: 53,019
Years in Operation	<ul style="list-style-type: none"> ● Founded in 2004
Socioeconomic Status	<ul style="list-style-type: none"> ● Median household income: \$53,092 ● Per capita income: \$30,472
Nearby Community Attractions	<ul style="list-style-type: none"> ● Golf ● Sacagawea Heritage Trail ● Badger Mountain ● Professional sports teams
Customer Segments	<ul style="list-style-type: none"> ● New technology business startups, companies developing new products, entrepreneurs, university and national laboratory research staff, and vendors demonstrating new technologies.
Product / Service Mix	<ul style="list-style-type: none"> ● Large conference rooms ● Offices ● Copiers ● Facsimiles ● Video-conferencing rooms ● 250 seat auditorium ● Energy Northwest Multi-Purpose Facility ● Up to 40 hours a year of free professional services is available to each tenant. ● Analytical and calibration services ● Financial assistance ● Technical assistance
Marketing Mix	<ul style="list-style-type: none"> ● Website ● Word-of-mouth

Original / Start-up cost	<ul style="list-style-type: none"> ● APEL was financed with community funds and resources matching a grant from the Department of Energy (DOE) Office of Worker and Community Transition.
Physical Facilities	<ul style="list-style-type: none"> ● Wet laboratories ● Business startup bays ● Entrepreneurial test spaces ● High-tech service infrastructure
Growth Over Time	<ul style="list-style-type: none"> ● Undisclosed
Corporate Partners	<ul style="list-style-type: none"> ● Energy Northwest ● Pacific Northwest National Laboratory
Leadership / People	<ul style="list-style-type: none"> ● Not Available
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Suzanne F. Mitchell / sfmitchell@energy-northwest.com / (509) 372-5146 <ul style="list-style-type: none"> ○ 350 Hills Street, Suite #101 ○ Richland, WA 99354 ○ Fax: (509) 372-5153
Funding Structure	<ul style="list-style-type: none"> ● Not Available
Key Resources	<ul style="list-style-type: none"> ● Environmental Molecular Science Laboratory User Facility ● Battelle's Economic Development Office ● Washington State University Tri-Cities Business Links ● Tri-Cities Science and Technology Park Association ● Small Business Technology Transfer Research ● Small Business Innovative Research ● Various grant programs ● WSU Consolidated Information Center ● WSU Tri-Cities Entrepreneur's Success Training Program ● SCORE counseling ● University Library ● Washington Technology Center
Key Activities	<ul style="list-style-type: none"> ● Not Available
Key Partnerships	<ul style="list-style-type: none"> ● APEL is supported and sponsored by major institutions in the Tri-Cities including: <ul style="list-style-type: none"> ○ Port of Benton ○ Department of Energy ○ Energy Northwest ○ Washington State University ○ Battelle Memorial Institute and Pacific Northwest National Laboratory

	<ul style="list-style-type: none"> ○ City of Richland ○ Tri-Cities Industrial Development Council
Cost Structure	<ul style="list-style-type: none"> ● Undisclosed
Industry Focus	<ul style="list-style-type: none"> ● Technology and Sciences
Examples of Clients / Users	<ul style="list-style-type: none"> ● Undisclosed
Mission Statement	<ul style="list-style-type: none"> ● “APEL provides opportunities for efficient and effective business startup and development, validation, and commercialization of new product lines.”
Local Competitors	<ul style="list-style-type: none"> ● Undisclosed
How they Select Users / Participants	<ul style="list-style-type: none"> ● Undisclosed
Governance	<ul style="list-style-type: none"> ● APEL is ISO 14001 compliant.
Awards and Recognition	<ul style="list-style-type: none"> ● Articles <ul style="list-style-type: none"> ○ Apel Still Shines - April 2003 ○ Businesses Bite the APEL - April 2000 ○ APEL Tenant In A Fog - April 2000 ○ APEL - A Unique Approach - Spring 2000 ○ Test Your Technology - March 1999 ○ Test Lab Debut - Feb. 1998 ○ APEL Opens Doors - April 1998

Organization Name: Crimson Commerce Club

Website: <http://www.crimsoncommerceclub.com/>



Type of Organization / Description	<ul style="list-style-type: none">● Incubator● The Crimson Commerce Club (C3) is a business incubator for new ventures and entrepreneurs to share workspace and community while accomplishing their goals.
Region Focus	<ul style="list-style-type: none">● Whitman County
City and Population	<ul style="list-style-type: none">● Pullman, WA● Population: 31,395
Years in Operation	<ul style="list-style-type: none">● Undisclosed
Socioeconomic Status	<ul style="list-style-type: none">● Median household income: \$20,652● Per capita income: \$13,448
Nearby Community Attractions	<ul style="list-style-type: none">● WSU● Kamiak Butte● Palouse Ridge Golf Course● Parks● Museums
Customer Segments	<ul style="list-style-type: none">● New ventures and entrepreneurs
Product / Service Mix	<ul style="list-style-type: none">● Workspace● Conference rooms● Office tools● Concierge service● Beverages● Receptionist support● Package/delivery handling● Storage lockers
Marketing Mix	<ul style="list-style-type: none">● Online● Word-of-mouth
Original / Start-up cost	<ul style="list-style-type: none">● Undisclosed
Physical Facilities	<ul style="list-style-type: none">● Workspace● Conference rooms

	<ul style="list-style-type: none"> • 540 East Main Street Pullman Washington, 99163
Growth Over Time	<ul style="list-style-type: none"> • Undisclosed
Corporate Partners	<ul style="list-style-type: none"> • StartUp Pullman
Leadership / People	<ul style="list-style-type: none"> • Judith Kolde, CEO Kolde Properties and Founder Sanctuary Yoga, Barre & Dance <ul style="list-style-type: none"> ○ “Judy is a visionary leader and entrepreneur with 25+ years experience in technology and consulting. As CEO of Kolde Properties she develops and restores historic buildings into multi-use centers for communities. Judy and her husband Velle founded C3 to provide affordable shared office space, collaboration opportunities and consulting for new businesses. Judy is a veteran of the high tech industry who came to the Palouse region after 20+ years at Microsoft. Prior to Microsoft Judy was a Manager in Seattle with Deloitte & Touche, where she spent most of her time with their largest client of the Boeing Company.” ○ “At Microsoft Judy built technology channels, drove growth through partnerships and achieved exceptional results through innovative strategies, leadership and collaboration. She has an extensive track record of successes building and leading high performance sales teams to exceed expectations. Key areas of strength include: <ul style="list-style-type: none"> ■ Strategic planning ■ Business development ■ Design of scalable sales & marketing models” ○ “Judy held many leadership positions at Microsoft. As Senior Director Worldwide Public Sector Health, she develop strategic partnerships with industry technology providers. While Senior Director Worldwide Resellers, she oversaw the global indirect sales channel. During her tenure Judy built and lead a channel sales organization of ~480 indirect sales representatives around the globe. Her team led a channel renaissance that grew revenues in the small business segment by \$1 Billion, achieving a growth rate of twice the industry average. ○ Judy is Vice Chair of the International Committee for WSU’s College of Business National Board of Advisors and a Board member for the Pullman Regional Hospital Foundation. Committed to Health & Wellness she is the Founder of Sanctuary Yoga, Barre & Dance, the region’s first hot yoga barre & dance studio!” • Velle Kolde, Professor and Director Executive MBA Program, Washington State University <ul style="list-style-type: none"> ○ “Velle has more than 30 years of experience in the technology industry where he has practiced in all areas of business. His career began in Silicon Valley in the emerging semiconductor industry. Later, he went on to work at Xerox, IBM, Asymetrix, Vulcan, Layered, Oracle, and Microsoft. As the treasurer of Oracle USA, he was a pioneer in leasing software use rights. He transitioned from finance to oversee sales and operations of Oracle education services. In 1991 he joined Microsoft and was responsible for sales and operations for the education services group. He moved on to the channel policy and strategy group where he helped develop a new volume selling business model, and personally designed the advanced company-wide pricing model.” ○ “Velle worked with the Windows Server product marketing team, growing Microsoft's new business to a position of market leadership in small and mid-sized servers. He later launched Microsoft's drive into the large enterprise server segment, and was instrumental in a program that placed highly skilled consultants at large companies worldwide. Velle led product marketing and public relations for Microsoft's Automotive Business Unit, transforming the marketing and public relations functions with new approaches to integrated marketing strategy and brand development. By collaborating on design and execution of creative consumer-pull strategies, he converted customers into strategic marketing partners and created many highly successful and award winning campaigns. Velle earned a bachelor's degree in business administration and a master's degree in accounting from WSU where he has served on the College of Business National Board of Advisors since 2000.”

Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • Judith Kolde / (509) 332-2922
Funding Structure	<ul style="list-style-type: none"> • Club membership rates <ul style="list-style-type: none"> ◦ Dedicated Work Space - \$150/month ◦ Large Storage Locker - \$35/month
Key Resources	<ul style="list-style-type: none"> • Connection to WSU
Key Activities	<ul style="list-style-type: none"> • The peer to peer interactions and networking events will help build client network. • Provide monthly mentoring session, networking opportunities and access to the experts that will help client growth.
Key Partnerships	<ul style="list-style-type: none"> • StartUp Pullman • Washington State University • Carson College of Business • Voiland College of Engineering & Architecture • Office of Economic Development • Palouse Knowledge Corridor • City of Pullman • Pullman Chamber of Commerce • Southeast Washington Economic Development Association • Port of Whitman County
Cost Structure	<ul style="list-style-type: none"> • Undisclosed
Industry Focus	<ul style="list-style-type: none"> • Non-specific
Examples of Clients / Users	<ul style="list-style-type: none"> • Not Available
Mission Statement	<ul style="list-style-type: none"> • “We strive to create a vibrant, energetic community for business development in the Palouse region leveraging the strength of the two universities, regional businesses, and local government. “
Local Competitors	<ul style="list-style-type: none"> • Not Available
How they Select Users / Participants	<ul style="list-style-type: none"> • Potential participants contact Judith Kolde for application process.
Awards and Recognition	<ul style="list-style-type: none"> • Undisclosed

Organization Name: Seattle Fashion Incubator

Website: <http://seattlefashionincubator.org/>



Type of Organization / Description	<ul style="list-style-type: none">● Incubator● Seattle Fashion Incubator intends to be a unifying symbol for the fashion and apparel industry in the region. We offer accessible and affordable design space, specialty goods & equipment, professional coaching and industry specific presentation space.
Region Focus	<ul style="list-style-type: none">● King County
City and Population	<ul style="list-style-type: none">● Renton, WA● Population: 90,927
Years in Operation	<ul style="list-style-type: none">● Undisclosed
Socioeconomic Status	<ul style="list-style-type: none">● Median household income: \$55,747● Per capita income: \$24,346
Nearby Community Attractions	<ul style="list-style-type: none">● Jimi Hendrix grave site● Beach parks● Aquatic centers● Rowing center
Customer Segments	<ul style="list-style-type: none">● New business / start-ups
Product / Service Mix	<ul style="list-style-type: none">● Wholesale fabric sources● Sample making● Showroom● Business coaching● Industry expert mentoring● Press and event opportunities● Mail Service● Wi-Fi● Conference area● Two bathrooms, one with shower● Kitchen area with refrigerator, microwave and coffee bar● Work station with cutting table, scissors and other office supplies● Sewing equipment● Computer Work Station● Resource Library

Marketing Mix	<ul style="list-style-type: none"> ● Online ● Word-of-mouth
Original / Start-up cost	<ul style="list-style-type: none"> ● Undisclosed
Physical Facilities	<ul style="list-style-type: none"> ● Design space ● Workspace ● Sample room
Growth Over Time	<ul style="list-style-type: none"> ● Undisclosed
Corporate Partners	<ul style="list-style-type: none"> ● Undisclosed
Leadership / People	<ul style="list-style-type: none"> ● Melissa McGraw, CEO/Creative Director ● Rizwan H. Quraishi, Demand Analyst ● Beth Stern, EVP of Fashion Marketing ● Adriane Holter – International Business Consultant ● Edna Kainz – Owner – EKCreative Works ● Jonnie R. Rettele – Designer/Owner – Nonnie Threads, Inc. ● Joshua Dirks – Founder – Project Bionic ● Mark Johnson – Architect – AIA, LEEDap, BD+C ● Neepaporn ‘A’ Bounjaktha – Vice President – Trade Development Alliance of Greater Seattle ● Ronald Leamon – Costume Designer ● Rose Dennis – Fashion Executive ● Stephen Gerritson – Vice President – Economic Development Council of Seattle & King County ● Sydney Mintle – Founder – Gossip & Glamour ● Stephane Boss, Marketing executive, social entrepreneur, kite fanatic ● Yakov Gorshkov, Retired Fashion Designer
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Melissa McGraw, CEO <ul style="list-style-type: none"> ○ 321 South 2nd Street ○ Renton, Washington 98057
Funding Structure	<ul style="list-style-type: none"> ● Sponsorships ● Renting out sewing machines ● Fabric Buyer’s Club: \$65/year ● Resident at Large: \$100/month ● Photography Member: \$250/month ● Associate Resident: \$250/month ● Designer in Resident: \$500/month
Key Resources	<ul style="list-style-type: none"> ● Garment District Development Group ● Built For Man

	<ul style="list-style-type: none"> • Economic Development Commission of Seattle & King County • Filson • Seattle Thread Company • Shopify E-Commerce Software • Stigmare Couture Marketing
Key Activities	<ul style="list-style-type: none"> • Undisclosed
Key Partnerships	<ul style="list-style-type: none"> • Urban Manufacturing Alliance • Seattle Garment District Advisory Board • Office of Community and Economic Development at the City of Renton, Washington
Cost Structure	<ul style="list-style-type: none"> • Undisclosed
Industry Focus	<ul style="list-style-type: none"> • Fashion and apparel
Examples of Clients / Users	<ul style="list-style-type: none"> • Private fashion designers
Mission Statement	<ul style="list-style-type: none"> • “Seattle Fashion Incubator is committed to providing independent fashion brands with the ideal environment to develop and grow their business.” • “At The Seattle Fashion Incubator we aspire to and expect those who work with us to share in the following values:” <ul style="list-style-type: none"> ○ “Collaboration: One of the great benefits of working in a co-working space is that you will meet all sorts of people with all sorts of knowledge and where possible collaborate to support each other’s activities.” ○ “Openness: We believe in transparency and openness. In a world where people are free, but ideas are not, only a few benefit. When ideas are free, everyone benefits. Therefore, we encourage open spaces and discussions.” ○ “Community: We thrive on connections and mutual support. It is important that everyone give into, as well as benefit from, the strong community co-working has become.” ○ “Accessibility: In order to be fully open, we must make the effort to be accessible to all. This means that we endeavor to create both a financially and a physically accessible space. We are committed to this principle and welcome feedback on how we can make it even more accessible.” ○ “Sustainability: Shared spaces are also better for the planet, so we like to take that a little further and make certain our space is environmentally responsible.”
Local Competitors	<ul style="list-style-type: none"> • Undisclosed
How they Select Users / Participants	<ul style="list-style-type: none"> • Potential participants contact Melissa McGraw for application process
Awards and Recognition	<ul style="list-style-type: none"> • http://seattlefashionincubator.org/in-the-news/

Organization Name: Thurston County Small Business Incubator

Website: <http://thurstonchamber.com/incubator/>



Type of Organization / Description	<ul style="list-style-type: none">● Incubator● Provides high quality space for companies to conduct business. Accommodates more than a dozen offices, two conference rooms, a kitchen and a work center.
Region Focus	<ul style="list-style-type: none">● Thurston County
City and Population	<ul style="list-style-type: none">● Olympia, WA (state capital)● Population: 46,478
Years in Operation	<ul style="list-style-type: none">● Founded in 2014
Socioeconomic Status	<ul style="list-style-type: none">● Median household income: \$40,846● Per capita income: \$22,590
Nearby Community Attractions	<ul style="list-style-type: none">● Theater● Arts● Roller derby league● Public parks and nature conservation areas● Artesian waters
Customer Segments	<ul style="list-style-type: none">● New / Small Businesses
Product / Service Mix	<ul style="list-style-type: none">● Conference room with multimedia access● Consulting services● Office equipment (fax, copier, postage equipment, etc)● Hands-on training● Assistance with small business financing● High speed internet access● Education in accounting, human resources, marketing and other business disciplines
Marketing Mix	<ul style="list-style-type: none">● Website● Word-of-mouth
Original / Start-up Cost	<ul style="list-style-type: none">● Undisclosed

Physical Facilities	<ul style="list-style-type: none"> ● Accommodates more than a dozen offices ● 2 conference rooms ● Kitchen ● Work center
Growth Over Time	<ul style="list-style-type: none"> ● Not Available
Corporate Partners	<ul style="list-style-type: none"> ● None
Leadership / People	<ul style="list-style-type: none"> ● Christina Bower - Administrator
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Christina Bower / cbower@thurstonchamber.com / (360) 357-3362
Funding Structure	<ul style="list-style-type: none"> ● Not Available
Key Resources	<ul style="list-style-type: none"> ● Access to office equipment, high speed internet, education in accounting, marketing and other business practices ● Expert consulting services ● Multiple state and local partnerships
Key Activities	<ul style="list-style-type: none"> ● Not Available
Key Partnerships	<ul style="list-style-type: none"> ● Chamber of Commerce ● Thurston Economic Development Council ● Thurston Business Resource Center ● Hawk's Prairie Small Business Development Center (SPSCC) ● Thurston Regional Planning Council ● Employment Solutions ● Enterprise for Equity ● Thurston County Chamber Benefit Services
Cost Structure	<ul style="list-style-type: none"> ● Not Available
Industry Focus	<ul style="list-style-type: none"> ● Non-specific
Examples of Clients/Users	<ul style="list-style-type: none"> ● Imaje Massage Therapy ● J. Robertson & Co. ● Pardiman Productions ● Pixatel Systems ● Rebuilding Together Thurston County

Mission Statement	<ul style="list-style-type: none"> • “To create jobs by helping entrepreneurs and small businesses access resources they need for growth and long term success.”
Local Competitors	<ul style="list-style-type: none"> • Not Available
How they Select Users / Participants	<ul style="list-style-type: none"> • The Application Process <ul style="list-style-type: none"> • “Identifying the appropriate companies to be part of the Incubator is key to the overall synergy of the program. We consider the quality of a company’s business plan, and their potential for growth, and their contribution to the local economy.” • Step One: Does Your Business Fit? <ul style="list-style-type: none"> • “Incubator companies are expected to be locally owned, have a business plan and be a full-time venture.” • Step Two: Let’s Meet and Discuss <ul style="list-style-type: none"> • “The application process begins with a preliminary interview to determine whether the Incubator can provide useful services to the company. Afterwards, they are invited to submit a formal application to be evaluated by a professional business consultant who will review the company’s business plan, resources, etc. This determines if the company is a good fit for the Incubator’s mission of strengthening the local economy through its growth and employment.” • Step Three: Logistics <ul style="list-style-type: none"> • “Upon acceptance to the program, companies will receive a lease agreement, welcome packet, and meet with the administrator to go over any questions about setting up equipment, internet, phone service, etc...”
Awards and Recognition	<ul style="list-style-type: none"> • Not Available

Organization Name: Telluride Venture Accelerator (TVA)

Website: <http://www.tellurideva.com/>



<p>Type of Organization / Description</p>	<ul style="list-style-type: none"> ● Accelerator ● The organization is an application-based accelerator that provides accepted teams with \$30,000 in funding for a 5% equity stake. ● TVA provides mentoring, co-working spaces, and a network of entrepreneurs, investors, and industry professionals. ● The Accelerator is a program within the Telluride Foundation, which is a registered non-profit in Colorado.
<p>Region Focus</p>	<ul style="list-style-type: none"> ● Telluride, Colorado ● Mountain Village, Colorado ● Southwestern Mountain Ranges, Colorado
<p>City and Population</p>	<ul style="list-style-type: none"> ● Telluride: 2,319 ● Mountain Village: 1,367
<p>Years in Operation</p>	<ul style="list-style-type: none"> ● Founded in 2012
<p>Socioeconomic Status</p>	<ul style="list-style-type: none"> ● Estimated Median Household Income: \$67,484 ● Estimated Per Capita Income: \$39,069
<p>Nearby Community Attractions</p>	<ul style="list-style-type: none"> ● Built on the edge of a mountain, outdoor activities include skiing, hiking, snowshoeing, swimming, and climbing.
<p>Customer Segments</p>	<ul style="list-style-type: none"> ● Outdoor Recreation ● Travel / Tourism ● Natural Resource Management ● Health / Well-Being
<p>Product / Service Mix</p>	<ul style="list-style-type: none"> ● The TVA provides accelerator services for companies focusing in outdoor recreation, travel / tourism, natural resource management, and health and well-being. ● Services include a 5-month program (please see Appendix XX for visual description) in which admitted applicants receive mentorship, access to facilities and workspaces, and the opportunity to showcase the startup to investors and other industry professionals. ● The 5-month program is broken down into three phases: <ul style="list-style-type: none"> ○ Phase 1 – Build and Test Business Model: Develop product idea, establish business model assumptions, and understand potential customer ○ Phase 2 – Build and Launch: Continue to test the business model, develop intellectual property strategy, and prepare materials for fundraising ○ Phase 3 – Prepare for Fundraising: Finalize materials and pitch deck, present company at Demo day and roadshows.
<p>Marketing Mix</p>	<ul style="list-style-type: none"> ● TVA utilizes WOM, website, a blog, Twitter, Facebook, an existing network of professionals, Roadshows, and a Demo Day to attract potential applicants while also showcasing current applicants. ● The Accelerator’s reputation allows for a selective application process. ● The Accelerator has had multiple media outlets feature the business model.

Original / Start-up cost	<ul style="list-style-type: none"> • Not Available
Physical Facilities	<ul style="list-style-type: none"> • The Accelerator provides co-working and conference spaces.
Growth Over Time	<ul style="list-style-type: none"> • In operation since 2012 has since graduated 14 companies. <ul style="list-style-type: none"> ○ 2013: four TVA companies raising \$2+ million. ○ 2014: six TVA companies raising \$5+ million.
Corporate Partners	<ul style="list-style-type: none"> • None featured on the website.
Leadership / People	<ul style="list-style-type: none"> • Jesse Johnson, Co-Founder and CEO <ul style="list-style-type: none"> ○ “Jesse Johnson is the Director of the TVA. He co-founded and was CEO of Q Collection, a leading sustainable design company (now a part of Twill Textiles). He has been involved as a mentor and investor in several startup businesses and served on the board of two companies sold to a Fortune 50 company. He serves on the board of 1% For The Planet, Yale’s Center for Business and the Environment, Harvard’s Center for Health and the Global Environment and several others. Jesse has an MBA and MES (Environmental Science) from Yale and a BA from Princeton.” • Paul Major, Co-founder <ul style="list-style-type: none"> ○ Paul Major has served as the President and CEO of the Telluride Foundation since its inception in June 2000. Major leads the Foundation’s multi-million dollar development, grantmaking, capacity building and initiative efforts. ○ Prior to the Telluride Foundation, Major worked as the Director of Business Development for Booth Creek Ski Holdings six resorts. Major’s ski industry experience began in 1984 with the U.S. Ski Team in Park City, UT. He served as the Vice President of Athletics and Alpine Olympic ski coach, directing and managed all athletic aspects of the 6 Olympic sports of the U.S. Ski Team including 200 athletes, 60 staff and 50,000 members. • Thea Chase, Director <ul style="list-style-type: none"> ○ Thea Chase is the Director of the Telluride Venture Accelerator (TVA). She has vast experience in business development with a specialty in business incubation and as an entrepreneurship educator. Prior to returning to Colorado in 2013, Ms. Chase was the Managing Director of the Cal Poly Center for Innovation & Entrepreneurship (CIE) and the Director of the Cal Poly SBDC for Innovation.
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> • Thea Chase <ul style="list-style-type: none"> ○ Director ○ thea@tellurideva.com • Jesse Johnson <ul style="list-style-type: none"> ○ Co-Founder and CEO ○ jesse@tellurideva.com
Funding Structure	<ul style="list-style-type: none"> • The Accelerator offers admitted applicants a \$30,000 seed investment in exchange for a 5% equity stake.
Key Resources	<ul style="list-style-type: none"> • Easy access to multiple outdoor activities, including skiing, hiking, fishing, swimming, and climbing. The combination of a picturesque environment and the above outdoor activities serves as a key attraction for outdoor individuals. • The Accelerator provides capital up-front to selected applicants. • The Accelerator also provides mentoring, workspace, and a network of industry professionals, allowing a start-up the necessary resources to establish itself. • The Accelerator is specifically geared towards fundraising and each Company is able to participate in a Demo day and roadshow in which investors and industry professionals have the opportunity to interact with the Company. • A strong reputation of success and fundraising has allowed the Accelerator to have a selective application.

Key Activities	<ul style="list-style-type: none"> ● A 5-month, 3-phase program that begins with developing the fundamental business model and ends with companies showcasing their products / services to investors. ● Access to mentors and proven professionals allows for the startups to refine their business models, define their target markets, and establish a strategy – all under the eyes of professionals. ● Instant access to capital (\$30,000) allows companies to overcome the initial financial hurdle and relieves the financial pressure that may otherwise force them to compromise their business model / strategy. <ul style="list-style-type: none"> ○ A consequence of this structure is that the Accelerator now has a financial stake in the business and is thus incentivized to increase the value of their investment. ● Demo day / Roadshows allow for the startups to have interactions with investors and professionals, which may be the key to growing the business further.
Key Partnerships	<ul style="list-style-type: none"> ● Telluride Foundation <ul style="list-style-type: none"> ○ “The Telluride Venture Accelerator is a project of the Telluride Foundation, whose mission it is to promote philanthropy and create a stronger Telluride community.” ○ Telluride Foundation is headed by Paul Major, who also heads the Telluride Venture Accelerator. ● Telluride Venture Fund <ul style="list-style-type: none"> ○ “The Telluride Venture Fund (TVF) is a \$2 million early stage fund focused on equity investments in seed or early stage companies. The fund is focused on the Telluride and larger Colorado Plateau regions and has four main goals within that area: 1) be a catalyst for high-growth businesses, 2) serve as an essential component of the developing entrepreneurial ecosystem, 3) support “impact investing” (investments where the intention is to generate measurable social impact alongside a financial return), and 4) provide attractive returns for its investors.” ○ “The investors in TVF include numerous highly-respected entrepreneurs and private equity and venture capital investors. In addition to the funding, this group brings an extensive network of contacts and management expertise.” ● Global Accelerator Network (GAN) <ul style="list-style-type: none"> ○ “GAN is the global champion of the seed-stage, mentorship-driven accelerator model and includes 50 of the most respected accelerators from six continents around the world. Their goal is simple: support the top accelerators that grow top companies. TVA joined GAN in its first year as an associate member and achieved full membership status in 2014 because of its exceptional results. Membership in GAN insures TVA utilizes industry best practices and provides accelerator companies access to an expanded network of connections and over 100k in perks.” ○ Membership applications are approved 3-4% of GAN. GAN is network-based, offering conferences and connections to members. ○ Website: http://gan.co/
Cost Structure	<ul style="list-style-type: none"> ● The firm provides startups with \$30,000 for a 5% equity stake.
Industry Focus	<ul style="list-style-type: none"> ● Outdoor Recreation ● Travel / Tourism ● Natural Resource Management ● Health / Well-Being
Examples of Clients / Users	<ul style="list-style-type: none"> ● 2013 Cohort: <ul style="list-style-type: none"> ● Hyperlite Mountain Gear – Mountain gear company. ● High Desert Farms – natural foods company. ● Hoggle Goggle – Goggle making company. ● Globa.li – Exotic travel company. ● 2014 Cohort:

	<ul style="list-style-type: none"> ● <u>Life Dojo</u> – Corporate wellness programs. ● <u>Makeena</u> – A mobile app that helps users access healthy foods. ● <u>Fresh Monster</u> – Natural hair and body products for kids ages 3-9. ● <u>PlanitMapper</u> – Software that helps multi-person adventures with logistics and details of the trip. ● <u>Awestruck Dental</u> – A producer of a device that eases pain / discomfort for dentist visits. ● <u>Journey</u> – A social networking company.
Mission Statement	<ul style="list-style-type: none"> ● “The Telluride Venture Accelerator (TVA), a program of the Telluride Foundation (a 501(c)(3) community foundation), invests human and financial capital in innovative enterprises with the aim of building and strengthening the entrepreneurial community in the Telluride region to create a self-sustaining entrepreneurial ecosystem bringing innovation, jobs, ideas and a renewed dynamism.”
Local Competitors	<ul style="list-style-type: none"> ● None
How they Select Users / Participants	<ul style="list-style-type: none"> ● Application Process
Awards and Recognition	<ul style="list-style-type: none"> ● Not Available

Organization Name: Southwest Colorado Accelerator Program for Entrepreneurs (SCAPE)

Website: <http://goscape.org/>



Type of Organization / Description	<ul style="list-style-type: none"> • Accelerator • The organization is an application-based accelerator that may provide \$30,000 in startup financing in exchange for a “reasonable” equity stake in the business. • 501 (c)(3) nonprofit entity.
Region Focus	<ul style="list-style-type: none"> • Southwest Colorado
City and Population	<ul style="list-style-type: none"> • Durango, Colorado: 17,557 (2013)
Years in Operation	<ul style="list-style-type: none"> • Founded in 2013.
Socioeconomic Status	<ul style="list-style-type: none"> • Estimated Median Household Income: \$54,123 • Estimated Income Per Capita: \$30,998
Nearby Community Attractions	<ul style="list-style-type: none"> • Skiing • Hiking • Snowshoeing • Swimming • Climbing • Outdoor Activities
Customer Segments	<ul style="list-style-type: none"> • New startups
Product / Service Mix	<ul style="list-style-type: none"> • Services include a 6-month program in which admitted applicants receive mentorship, access to facilities and workspaces, and preparation for interaction with investors.
Marketing Mix	<ul style="list-style-type: none"> • SCAPE utilizes WOM, a website, and local partnerships.
Original / Start-up cost	<ul style="list-style-type: none"> • Undisclosed.
Physical Facilities	<ul style="list-style-type: none"> • SCAPE has a physical location in Durango, Colorado. • Open and conference style rooms.
Growth Over Time	<ul style="list-style-type: none"> • 65 attendees at 2015 Investor Social • 100 attendees at 2015 StartUp Showcase • \$410,000 raised from local investors • \$2,665,000 raised by the Scape Companies
Corporate Partners	<ul style="list-style-type: none"> • National Business Incubator Association • Colorado Small Business Development Center

Leadership / People	<ul style="list-style-type: none"> ● Elizabeth Marsh <ul style="list-style-type: none"> ● “Our SCAPE Director is Elizabeth Marsh. Elizabeth is a Fort Lewis College grad, and has spent the last 15 years in various Marketing and Accounting roles around Durango. Most recently she was Finance and Operations Director of The Community Foundation Serving Southwest Colorado, a philanthropic organization which invests and manages contributions and awards impactful grants to meet the needs of our community.”
Contact Info (Name / Email / Phone)	<ul style="list-style-type: none"> ● Elizabeth Marsh (Staff) / Emarsh@goscape.org / (970) 317-0880
Funding Structure	<ul style="list-style-type: none"> ● Receives funding from various Local and State entities, donations, and gains on investments.
Key Resources	<ul style="list-style-type: none"> ● Over 35 volunteer mentors with a variety of industry backgrounds. ● Local investment community (at least twelve angel investors). ● Downtown facilities.
Key Activities	<ul style="list-style-type: none"> ● Established 6-month program that guides new companies through initial states. ● Provides mentorship, workspaces, basic amenities, and other support functions. ● Hosts events for investors that create direct exposure for the companies within the program. ● Collaborative relationships with other incubators / accelerators.
Key Partnerships	<ul style="list-style-type: none"> ● Southwest Colorado SBDC ● Business Advisor Network (BAN) ● CEO Network ● Durango Tech Group ● Alpine Bank ● 1st Southwest Bank ● Durango Space ● Office of Economic Development and International Trade ● Region 9 Economic Development District ● La Plata Economic Development Alliance ● City of Durango
Cost Structure	<ul style="list-style-type: none"> ● Approximately \$110,000 / year. ● Includes operations, office space, staff time, and program coordinating. ● Funded through State and Local economic development groups, donations, and foundation support.
Industry Focus	<ul style="list-style-type: none"> ● Non-specific
Examples of Clients / Users	<ul style="list-style-type: none"> ● Bike 20/20 – Helps buyers and sellers of used bicycles connect. ● Ecospire – An online marketplace for sustainable apparel resources. ● Ruff Puppies – Creates custom collars for dogs. ● New Hat Baking – Online gluten free baking mixes. ● Sit-Ins Music – Online-based platform focused on teaching music.
Mission Statement	<ul style="list-style-type: none"> ● “SCAPE’s objective is to help create more high growth, job creating companies in Southwest Colorado. We do this by providing access to funding and education to start-ups and early stage ventures.”

Local Competitors	<ul style="list-style-type: none"> • None
How they Select Users / Participants	<ul style="list-style-type: none"> • Online application process. • Selection criteria includes growth prospects and desire to remain headquartered in the area.
Governance	<ul style="list-style-type: none"> • 501(c)(3) nonprofit entity. • Board Members: <ul style="list-style-type: none"> • Gary Masner – Co-founder: <ul style="list-style-type: none"> • “Gary Masner has a very broad and diverse professional background. He has worked with everything from start-ups to billion dollar corporations. He is currently serving as CEO of Advanced Mobile Propulsion Testing.” • Jim Mackay – Co-founder: <ul style="list-style-type: none"> • “Jim Mackay’s experience in business-to-business software development spans over 25 years, starting on the engineering side and eventually migrating to sales and marketing. He has founded or co-founded four companies, one which had a successful exit in 2011 and two which are still active. He has lived and worked in Canada and Texas, eventually moving to Durango in 2002. He has flown over 2 million miles during his career and now only travels on vacation.” • John Wolgamott <ul style="list-style-type: none"> • “John Wolgamott is the Chairman and co-founder of StoneAge Inc. He has served on its board of directors from the beginning in 1979 and is still active in helping guide company strategy and management. John is a major owner of Girard Properties LLC, a local commercial real estate firm. He is also part owner and managing member of Peak Brewing LLC which operates two local restaurants.” • Liz Ross <ul style="list-style-type: none"> • “Liz Ross is Director of the Small Business Development Center at Fort Lewis College in Durango, CO. Ross provides one-on-one business counseling to existing and start-up businesses in the five (5) county area of Region 9 in southwestern Colorado.” • Ed Morlan <ul style="list-style-type: none"> • “Ed Morlan has served as the founding Executive Director for the Region 9 Economic Development District of SW Colorado since 1989, and has brought the organization’s assets to over \$5 million dollars.” • Roger Zalneraitis <ul style="list-style-type: none"> • “Roger Zalneraitis is Executive Director at La Plata Economic Development Alliance. Roger is an economic development specialist, currently focusing on financial analysis, fiscal impact, community outreach, and business development.”
Awards and Recognition	<ul style="list-style-type: none"> • Winner of NADO Innovation Award • InnovateHer host through SBA • 2014 and 2015 Economic Developer of the Year Awards to SCAPE Founders

Appendix B: Stakeholder Interviews Cumulative Question Set

These questions are designed to gather information on the Redmond community and the attractiveness of the area for a Redmond-based business incubator. The Redmond culture questions ask for information on the community and its ability to supply strong candidates. The partnership questions explore possible partnerships for an incubator. The internal question refers to operation. The funding questions explore possible funding channels.

Redmond Culture

- Describe the culture within the Redmond community regarding collaboration and entrepreneurial culture.
- Do you see a demand for incubator services in Redmond?
- Do you think there is enough demand to create a competitive candidate pool for the incubator?
- Where would you recommend the incubator be located to best maximize reach and effectiveness?
- Would the Redmond community be open to an incubator that is an extension of a Bend program?

Partnerships

- What is the relationship between the SBDC and the COCC?
- What is the role of the SBDC in the Redmond campus/branch of the COCC?
- Would it be feasible for an incubator in Redmond to partner with the COCC? And what would that look like?
- How could the SBDC be involved?
- Would it be feasible for an incubator in Redmond to partner with a large accredited research university? (i.e. OSU Cascades)

Internal

- What attributes would a capable individual need to spearhead the incubator? Do you have anyone in mind in Redmond who would be capable?

Funding

- What is the availability of state/local government funding to create an incubator in Redmond?
- What is the process for establishing relationships between an incubator and local/state level economic development entities?
- What is the investment community like in Redmond as far as availability of capital, VC, etc.?
- What is the investment community like in Bend as far as availability of capital, VC, etc.?
 - What is it like in Redmond? Do you think Redmond has the potential to tap these resources (in Bend)?