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# City of Eagle River

## Business Incubator Feasibility Study

2009



Prepared by: North Central Wisconsin Regional Planning Commission

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This plan was prepared at the request of the City of Eagle River under the direction of the Eagle River Revitalization Program by the North Central Wisconsin Regional Planning Commission. For more information contact:

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## **Business Incubator Feasibility Study Summary**

### **Project Scope:**

The feasibility study was designed to determine how to revive Downtown Eagle River's economy through the development of home-grown businesses. It focused on assessing the feasibility of a community small business incubator as a means of enhancing downtown revitalization efforts and promoting new business and job growth. The study examined the feasibility of providing business incubator services and physical space for the creative community including artists and fine artisans, and professional services and other small business entrepreneurs.

### **Feasibility Process:**

A steering committee was established by the Eagle River Revitalization Program (ERRP) to manage the feasibility study. The feasibility process included the following steps:

- Arts center tour in Marshfield, WI
- Small Business Incubator Survey
- Arts and Artisan Survey
- Small Business Focus Group
- Arts and Artisan Focus Group
- Available Building Tours
- Service and Management Option Assessment
- Financial Analysis

### **Project Findings:**

Survey and focus group results demonstrated interest in and support for an arts and artisan incubator. There was, however, limited interest in and support for a small business incubator, and it would appear that the market would not support dedicated space for a small business incubator.

An arts and artisan incubator facility may be feasible and there was a sufficient level of support for the concept to warrant further discussions. The survey results and the arts and artisan focus group session identified interest in developing a collaborative facility that would allow local artists to share gallery and retail sales space, classroom space, studio space and equipment. The majority of artists who provided input suggested they would benefit from the additional exposure and collaborative marketing an arts and artisan incubator could provide. Artists also showed a preference towards classroom space that would allow them to teach their respective crafts, and indicated there is a strong market for this type of activity in the region.

### **Next Steps:**

The study recommends that ERRP continue the work of the Steering Committee by developing a business plan for an arts and artisan incubator. The business plan should build on the information provided in the feasibility study and refine core issues such as an appropriate organizational structure, facility identification, programming and budget.

## I. Introduction

The City of Eagle River and the Eagle River Revitalization Program submitted a grant proposal to the WI Department of Commerce and subsequently received approval to conduct an incubator feasibility study. The North Central Wisconsin Regional Planning Commission (NCWRPC) was retained to conduct the study. A steering committee comprised of City Council members, Eagle River Revitalization Program volunteers and community volunteers guided the process.

Business incubators are one of a number of tools communities can utilize to assist new business formations. An incubator can increase the likelihood of business success by providing physical space at below market rents. Incubators also provide a variety of support services ranging from shared equipment and staff, to access to shared legal, financial and marketing services. As the new businesses grow and establish themselves, they generally leave the incubator and acquire their own space to conduct business. There are a significant number of business incubators throughout Wisconsin that have been instrumental in growing new companies and creating jobs.

For the purposes of this study, NCWRPC was asked to explore two primary business incubator options. The first involved exploring the feasibility of an incubator with an emphasis on arts and artisans, and the second was exploring the feasibility of a general business incubator. The Steering Committee also encouraged exploration of a hybrid model that would accommodate both artists and artisans while making space available for general business incubation at the same time. The study was designed to assess current economic conditions in the region, assess the viability of an incubator facility and recommend an incubator model that is consistent with the study's findings.

From the onset the Steering Committee discussed the concept of an incubator with some uncertainty relative to whether or not the term was consistent with an arts and artisans facility. Most committee members envisioned a facility that would house artists and artisans for a longer period of time than most incubator facilities, and would not necessarily emphasize growing new businesses that would locate elsewhere once they became going concerns. Instead, many Steering Committee members envisioned a collaborative arts and artisan space where a variety of artists working with various mediums would be able to maintain individual work spaces while sharing retail, gallery or classroom spaces. This type of facility would be focused less on growing new businesses and more on providing an environment conducive to local artists and artisans and a space that would allow them to interact with and generate sales from the community and the tourists that vacation in the area. The Committee thought that this type of facility would benefit the downtown area in general by providing an additional draw to bring tourists and consumers into the downtown. While this concept differs from the traditional business incubator model, there is value in establishing a venue that supports local artists and artisans and drives additional retail sales.

## II. Methodology

The study included a series of steps designed to determine feasibility. Additionally, the Steering Committee provided input based on their intimate understanding of the community and the broader region. For example, no known demographic data on the artist and artisan community was available for assessment. Steering Committee members were instrumental in identifying artists and artisans to participate in the survey and focus group discussions. The following steps were used to examine the feasibility of an incubator:

- **Demographic and Economic Profile** – Data and information on the City of Eagle River and Vilas County was acquired from the U.S. Census, WI Department of Administration and the WI Department of Workforce Development to gain an understanding of the current economic base in the region.
- **Arts Center Tour in Marshfield, WI** – Steering Committee members conducted a tour of an existing arts and artisan incubator in Marshfield, WI to see an active incubator and learn more about their organizational model.
- **Small Business Incubator Survey** – A survey instrument was developed and disseminated to acquire input from prospective small business incubator tenants and service providers.
- **Arts and Artisan Survey** – A survey instrument was developed and disseminated to artists and artisans to acquire input from prospective tenants.
- **Small Business Focus Group** – A focus group session was held to allow prospective tenants and service providers an opportunity to provide their input and identify core priorities specific to small business incubation.
- **Arts and Artisan Focus Group** – A focus group session was held to allow prospective tenants an opportunity to provide their input and identify core priorities specific to artists and artisans.
- **Available Building Tours** – The Steering Committee conducted tours of six buildings in and around downtown Eagle River to explore available spaces that could serve as a site for an incubator.

The information gathered from the steps identified above were then used to determine feasibility, explore service and management options and conduct a preliminary financial assessment. It is important to note that this document is not intended to serve as a business plan. Additional refinement of the concept and the financial model would be required if the community elects to move forward and establish an incubator facility.

### **III. Demographic and Economic Profile**

The City of Eagle River is located in Vilas County, which is situated on the northern border of Wisconsin and the Upper Peninsula of Michigan. Eagle River is the only city in Vilas County and is the county seat. However, it is not the largest municipality in terms of population. Many of the surrounding townships have larger residential populations than the city, which is primarily due to residential subdivisions that are located on many of the county's lakes.

#### **Population and Workforce:**

Vilas County is in the bottom third of Wisconsin counties in terms of population, with less than 25,000 residents. It is also one of a small number of Wisconsin counties that relies almost entirely on net migration for its population growth. As a scenic, recreation-rich county, the area has become highly attractive to relatively affluent retirees. The result is a county with the second highest median age in the state at 42.6 years.

The older population has direct implications on the available workforce in the county. On average in Wisconsin, the workforce is generally around 70% of the overall population. In Vilas County, the workforce is estimated at less than 64%, and demographic trends suggest this percentage will continue to decline over the next decade.

Population and available workforce in the area show trends that are somewhat unfavorable for a small business incubator, but somewhat favorable for an artists and artisan incubator. A small business incubator may be less desirable due to the limited available workforce and trends pointing to a further reduction in that workforce over the upcoming decades. This suggests it will become more difficult for existing businesses in the region to fill positions currently held by those who will vacate the workforce, much less fill new positions that would result from a business incubator. On the other hand, an artist and artisan incubator may be favorable in that a population of relatively affluent retirees combined with the substantial number of tourists who visit the area annually are an ideal target market for artists and artisans. Also, the arts can be an ideal hobby or second career for many retirees, which implies some potential for maintaining a viable pool of local artists and artisans to sustain an incubator facility.

#### **Income:**

Vilas County and the City of Eagle River show slightly lower per capita and median household incomes than the state average, but are higher than the averages for other non-metropolitan counties in Wisconsin. What becomes most prevalent about income in Vilas County is the source. There are generally three types of income sources, including income from earnings (employment), dividend income and transfer receipts. The most common pattern is for earnings to make up the vast majority of income, with the other two categories making up the balance. In Vilas County, however, less than 50% of income comes from earnings, while over half comes from dividends and transfer payments. This demonstrates that the majority of income in Vilas County

comes from retiree pensions (i.e. dividend income), Social Security, Medicare and Medicaid (i.e. transfer payments). Income in the county reinforces the discussion above relative to population. And as the population becomes older over the coming decades, it is likely that earnings will continue to decrease while dividend income and transfer payments will continue to increase.

**Employment:**

Table 1 below outlines employment by industry in Vilas County in 2006. Leisure and Hospitality is by far the largest employment segment, which is indicative of the strong tourism industry located in the county. Relatively low levels of employment in manufacturing, professional and business services, and information technology do not bode well for a business incubator. These industry types include the types of companies that would potentially utilize a business incubator, and the relatively low level of employment in each segment suggests there is a limited pool of employees available to both start new business and become employed at any new business that would incubate at such a facility. An artists and artisan incubator, however, would have a much larger pool of prospective employees to draw from as it would fall into the leisure and hospitality category.

2006 Employment by Industry in Vilas County		Table 1
Industry		Annual Average
Natural Resources		61
Construction		792
Manufacturing		488
Trade, Transportation, Utilities		1,596
Information Technology		104
Financial Activity		326
Professional & Business Service		283
Education & Health		1,184
Leisure & Hospitality		2,039
Other service		332
Public Administration		1,336
Not assigned		0
All industries		8,542

Source: WI Department of Workforce Development

Table 2 shows the most prominent industries in Vilas County by industry type and employment. Besides government, the most prominent industries are food service and drinking places, accommodation, education and food and beverage stores. This is mainly due to the large segment of the working population that is dedicated to servicing the tourism industry in the region. What is interesting about the industry listing below are the limited number of avenues available for business

Prominent Industries in Vilas County		Table 2
Industry Sub-sectors (3-digits NAICS)		2006 Annual Average Employment
Executive, Legislative, & Gen. Government		1250
Food Service and Drinking Places		1202
Accommodation		656
Education Service		629
Food and Beverage Stores		397
Specialty Trade Contractors		336
Construction of Building		281
Nursing and Residential Care Facilities		262
Motor Vehicle and Parts Dealers		212
Building Material & Garden Supply Stores		169

Source: WI Department of Workforce Development



incubation. None of the industries shown are considered high-growth industry sectors that would be conducive to a business incubator setting for new business formations that lead to new companies and new jobs. This suggests that a small business incubator in Eagle River would have to rely on attracting entrepreneurs from outside the county.

### **Demographic and Economic Summary:**

Based on the demographic, income and employment data, it would appear that developing a small business incubator facility may not be feasible for the City of Eagle River. This is due primarily to the relatively small number of entrepreneurs that could be made available from the existing workforce, and the demographic trends that show the workforce will likely decrease in size over the coming decades. This, combined with an industry mix that is highly concentrated in leisure and hospitality, suggests that focusing solely on a small business incubator may not be the most feasible option. It is important to note that a business incubator is one of a number of options available to support emerging businesses. Other support mechanisms such as entrepreneurial boot camps, inventors and entrepreneurs clubs and various finance programs can be used to assist new start-ups. Eagle River has conducted boot camps and there is an inventors and entrepreneurs club in the region. These types of support systems should be retained and strengthened and do not require an incubator to succeed.

Unfortunately, it is difficult to find data specific to artists and artisans that would allow one to identify whether or not there is a significant enough presence to warrant an incubator facility. However, based on the combination of the demographic profile, the high level of tourism the area supports and the high concentration of employment in the hospitality industry, it would appear that the City of Eagle River could potentially support an artists and artisan incubator and augment an industry segment that is already well-established in the region.

## **IV. Surveys**

NCWPRC drafted two survey instruments with significant input from the Steering Committee. One survey focused on small businesses and the second focused on artists and artisans. Both surveys were available online and posted on the Eagle River Revitalization Program and the Vilas County Extension websites. Notices about the surveys were sent out to various constituent groups, including the Northwoods Inventors & Entrepreneurs Club and various artists identified by the Steering Committee. In addition, a press release was issued and a story about the survey availability was run in the Vilas County News Review on October 1, 2008. Both surveys are attached at the end of this document in Appendix 1.

### **Small Business Survey**

A total of fourteen people responded to the small business survey. Of those, nine were respondents who were already in business. Of those in business, six had been in business more than seven years, eight owned their own facility and two ran businesses out of their homes. Eight of the nine existing businesses indicated that their current facilities were adequate for their current needs, and five thought their facilities would meet their needs three to five years from now. However, ten respondents indicated they would consider an incubator for their business if it were available.

Six respondents indicated they had a current business plan, and seven indicated they would be interested in attending a seminar or class in business plan preparation. Marketing assistance was also identified as a need, with seven respondents expressing interest in attending a seminar or class on marketing and six claiming interest in market development.

When asked about shared services commonly found in an incubator facility, respondents indicated strong interest in joint marketing and promotions, but limited interest in the other available options such as secretarial support, copy and fax machine, phone service shared retail employees or computers.

Respondents also indicated they have sought business services in the past. Bankers and accountants were the most common people sought for business services. The technical college and web development services were also sought by at least a third of the respondents. As a whole, respondents indicated the services they sought were helpful or at least somewhat helpful.

Of the fourteen respondents, only three indicated they would consider renting space in a business incubator. The others indicated they would use services but would not rent space. Six indicated they would not rent space in an incubator facility. The overall survey response would appear to show limited interest in a small business incubator for the community.

It is also important to note that two of the small business survey respondents indicated their business interests are focused on the arts. Additionally, the average age of the

survey respondents was 52.4 years, which is not consistent with the average age of individuals starting new businesses.

### **Artists and Artisans Survey**

A total of thirty-one individuals responded to the artists and artisan survey. When asked about the types of mediums artists used, over 70% indicated they worked with two dimensional paintings, drawings or watercolors. Another medium that received substantial responses was pottery, with nearly 40% of those surveyed. Other mediums identified included working with fiber, papermaking, digital photography and printmaking.

Thirty of the thirty-one respondents indicated they currently occupy studio or work space. The largest number of respondents indicated they occupy 51-100 sq. ft. The second largest group occupies 401-600 sq. ft. This size difference is likely the result of the type of medium or mediums each artist engages in.

When asked how much each artists pays to occupy their current space, 28 responded that their current space is free and either in their home or garage. Only two respondents indicated they currently pay for space, with one paying less than \$100 per month and the other paying less than \$300 per month. Respondents were also asked how much they would be willing to pay per month for incubator space that met their needs. Nearly half indicated they would pay less than \$100, and another twenty-eight percent indicated they would pay between \$100-\$200 monthly. The maximum amount any respondents indicated they would be willing to pay per month was in the \$350-\$400 range.

Respondents were asked to identify what they considered to be the ideal size for their studio or workspace. Nine indicated they would like to have 401-600 sq. ft., which is somewhat consistent with the seven respondents that currently occupy that amount of space. Thirteen indicated they would like between 50 and 200 sq. ft., and three indicated they would like between 251 and 400 sq. ft.

When asked what type of amenities artist and artisans need in their personal work spaces, respondents indicated that storage space, a slop sink with hot and cold water, windows that open and phone jacks were items they must have. Items artists would like to have included high speed internet, high tech lighting and high ceilings. Respondents indicated they didn't need hooded ventilation, hazardous waste storage and disposal, a darkroom, sound proof space, joists to hang heavy objects, mirrors or a specific flooring type.

Artists and artisans were also asked about attributes they would like to see in common spaces in an incubator facility. Bathrooms and an exhibition gallery were the two items over 90% of the respondents indicated they must have. A retail sales gallery, slop sink, storage and parking were other items a majority of the respondents indicated an incubator must have. The only item a majority of respondents suggested an incubator does not need is a performance space. Other common spaces respondents thought an incubator should have included high security, a freight elevator, a loading dock, a

visiting artists studio, classrooms and demonstration spaces, a kitchen and large accessible doors.

When asked about the types of resources, workshops and support respondents would be interested in receiving, the majority of the responses for each category indicated that an incubator should provide the resource. The only categories a majority of the respondents indicated an incubator must provide were special events and a cooperative insurance policy. Nearly fifty percent of the respondents indicated that secretarial support was not something an incubator should provide, and over fifty percent indicated that computers and computer technical support were also not necessary.

Respondents were asked if they would be interested in year-round studio or work space if an incubator was developed. Three respondents indicated they would be interested, eight indicated they would not be interested, and seventeen stated they may be interested, but would need additional information. When asked if they would be interested in seasonal studio or work space, three said they would be interested, ten indicated they would not be interested and fifteen stated they may be interested by would require additional information.

The survey also asked respondents to indicate their level of interest in retail sales and gallery space. Over seventy percent of the respondents indicated interest, while fourteen percent indicated they would not be interested. Three respondents stated they may be interested but would need additional information.

Overall, the artist and artisan survey identified a number of issues and opportunities pertaining to an arts-oriented incubator facility. Regarding the space itself, the survey responses suggest that there are relatively few special needs required, which means the facility could be adapted to a variety of existing buildings available in the downtown area. Respondents also expressed strong interest in gallery and retail sales space to exhibit work. This suggests that further discussions about an arts and artisans incubator should consider exhibition space as part of the discussion.

There was also sufficient interest amongst respondents to infer that a facility would be used by artists and artisans if the facility were to meet their needs and the lease prices were affordable. It would appear that an incubator facility could anticipate lease revenues in the range of \$1.00 - \$1.50 per square foot per month for studio and work spaces according to the survey respondents.

The survey responses demonstrated what appears to be a sufficient level of interest to warrant pursuit an artist and artisan incubator facility in the community.

## **V. Focus Group Sessions**

The Steering Committee hosted two focus group sessions in an effort to build off the information gathered through the surveys. The focus groups were comprised of individuals who filled out the survey along with others who were invited to participate based on their interest in an incubator facility.

### **Small Business Focus Group**

The Small Business focus group session was very small. Besides Steering Committee members only two individuals attended, and both were affiliated with government. The group discussed the concept of a small business incubator in general, and there was some discussion of developing a shared office facility where small businesses could utilize shared equipment and secretarial services. The group also discussed strengthening economic development programs in the community and throughout the county. There was some discussion of the County's Economic Development Committee and collaborate efforts on a regional level with Grow North.

The limited attendance at the Small Business Focus Group reinforced the concerns identified through the survey that demonstrated what appears to be a limited pool of prospective tenants for a physical business incubator. It would appear that investing in developing a variety of services targeting small business development may be more effective for the community. ERRP has already hosted an entrepreneurial boot camp, which is a weeklong program designed to assist entrepreneurs with business plan development. This, and other specialized services provided on an individual and as-needed basis, may result in a reasonable level of entrepreneurial development services for the community.

### **Artists and Artisan Focus Group**

Attendance at the artists and artisan focus group session was much better than the small business focus group. Over fifteen participants attended the three hour session. The Steering Committee kicked off the session by providing background on the feasibility study in general, and discussed the overall goals and objectives associated with the project. Committee members stated that downtown Eagle River should remain a destination point for the community and the tourism industry, and suggested that an incubator facility could build off the success of the ArtScape Program and provide an additional retail anchor downtown.

The group then discussed the concept of an artists and artisan incubator in general, and questioned whether the term 'incubator' was appropriate. Most expressed the sense that a better term would be a cooperative instead of an incubator. The general consensus was that a facility should provide more permanent space for artists and artisans, and that the term incubator implied temporary space.

One of the coordinators of the Three Lakes arts facility attended the focus group and provided information on their experience. She indicated that there is interest in developing a regional arts corridor in the northwoods with a variety of facilities in

communities throughout the region. Someone indicated that Land O' Lakes is exploring similar options through their Chamber of Commerce. She indicated that the Three Lakes facility is organized as a 501(c)(3) non-profit. The organization began in 2003 and occupied a former barbershop in the downtown. They are currently housed in a building that was donated to the organization. The building includes a gallery, a 125 seat theatre and classrooms on the second floor. Building renovation costs totaled \$700,000.

When asked about the how the Three Lakes facility works with artists, the coordinator indicated that artists who display pieces in the gallery are required to either donate a piece or donate volunteer time. Artists set the prices for their art, and the facility receives 30% of the sales to cover costs associated with the facility. Most attendees agreed that it is important to allow artists and artisans to set their own prices. The facility does not have a screening process and allows all artists to display. This led to a discussion about screening, and it would appear that there is some interest in developing a screening process for the display of pieces in an Eagle River facility. Overall, thirty different artists and artisans displayed pieces last summer in Three Lakes.

Three Lakes conducted a survey recently and learned that there is an interest in arts-oriented classes and other training or workshops. The survey also indicated that tourists have an interest in classes as well. Volunteers are a critical part of the Three Lakes facility, and not all of the volunteers are artists or artisans. Publicity and marketing have also been important aspects of the facility. The facility does an annual plan of work that outlines their marketing and promotions for the upcoming year.

The discussion of marketing and promotions continued with more of a focus on a facility in Eagle River. The sense was that developing a brand for a facility would be important, and marketing the brand would increase the likelihood of a facility's success.

Attendees were asked to prioritize the types of space an artists and artisan incubator should maintain. Classroom and teaching space was at the top of the list. The consensus was that there is strong interest in developing a variety of arts-oriented classes where artists can teach various mediums. Some suggested developing a model where the facility would be tied to a non-profit organization, and teaching classes would be open to members of the organization. There would be a fee for taking the class that would cover costs associated with materials, the course instructor and the space itself.

In addition to classroom space, there was also strong interest in increasing the exposure of local artists and artisans through retail and exhibition space. Attendees indicated that marketing a collaborative facility is more effective than each artist or artisan marketing their own work. A facility that offered a retail gallery could also increase sales for local artist and artisans. Attendees also expressed interest in providing work space and classroom space for visiting artists. The consensus was that there is potential to bring in a broad group of visiting artists from various facilities who could conduct classes and teach local artists and artisans.

Attendees were asked to describe specific space needs within a facility. Participants indicated that lighting is very important throughout the facility, including gallery,

classroom and studio spaces. Sinks were also identified as an important component, as were floors that are cleaned easily. People also expressed interest in adequate storage space and good ventilation.

Participants generally thought that studio space and classroom needs were essentially the same. When asked if there was sufficient interest in studio space, some participants indicated there was while others stated they would continue to use their current studio space. There was interest in making spaces available for shared equipment such as a pottery wheel and a firing kiln for pottery. In general, many thought that one of the key advantages to an artists and artisan incubator would be the opportunity use shared equipment and work in a variety of different mediums. There was also some consensus that collaboration amongst artists and artisans would occur more readily in an incubator facility.

One participant pointed out that Nicolet College offers a pottery class in a 500 sq. ft. classroom that houses up to 20 students per class. Another participant relayed her experience at an arts cooperative called Santa Fe Clay. Studio spaces at the facility were 12' x 12', and some thought spaces that were 10' x 10' would be sufficient. Participants indicated that people working with clay would have to be separated from artists working with paints and other mediums. Some also thought that artists and artisans could share studio spaces as long as there were separate storage areas for each individual artist.

Participants indicated that it is important to for a facility to have space that can be easily reconfigured to meet the needs of specific artists. Some suggested developing a space with walls that could be moved easily to make spaces larger or smaller according to needs. Many also indicated that it would be important to establish policies and procedures to define responsibilities associated with maintaining the facility and each of the individual components therein.

One of the Steering Committee members asked if it would be possible to develop space within an artists and artisan incubator to incubate small businesses. Some suggested that it may be possible and could create an additional revenue stream for the facility. Another suggested that printing equipment could also add a revenue stream and could be used by some of the artists and artisans for their work. One participant also indicated that it is difficult to find art supplies in the area, and purchasing bulk supplies through the incubator facility could be another source of revenue.

The discussion shifted to focus on the type of organizational structure that would work best for an artists and artisan incubator. The Steering Committee suggested there are three options worth considering, including a for-profit company, a non-profit entity or a cooperative. Someone indicated that the gallery located in boulder Junction operates as a cooperative with twelve members. Each member is required to work one day a month at the gallery. The cooperative receives 20% of the revenue from art sales, or 40% if the artist does not work at the facility. The consensus appeared to eliminate the for-profit option, and the participants expressed interest in learning more about the

advantages and disadvantages associated with a non-profit organization and a cooperative.

People indicated it would be important to have a paid coordinator who would oversee the facility and its volunteers, coordinate the retail space and/or gallery, schedule classroom programs and oversee marketing and promotions. One participant also thought that ERRP or a similar organization may be ideal to provide management services if the relationship was structured appropriately.

There was some additional discussion of the need to collaborate with other arts organizations in the region to create a broader arts community. Some also indicated that schools are reducing their arts-related programming, which may offer an opportunity for an arts incubator. People also indicated that communications with the community would be important to generate volunteers and create a critical mass of prospective artists and artisans to engage with the facility.

The discussion then moved to identifying revenue streams for an incubator facility. Space rental was discussed, and the sense was that artists and artisans would be interested in renting work space if it were offered. Classroom space was also identified as a revenue source. Consignment for objects sold in a gallery or retail space was another option, and it appeared that the group agreed that a portion of sales should be allocated towards the facility. Other revenue sources the group discussed included grant funding, local benefactors, membership fees and space rental for special events or private gallery presentations.

As the focus group session began to wind down there were questions about next steps and how to keep the conversation moving forward. The consensus was that the focus group should result in a committee, perhaps a sub-committee of ERRP, to use the information provided in the feasibility study to develop a business plan for an artist and artisan incubator. Many thought it would be important to identify a core group of individuals who would be willing to champion the project and guide the process.

Based on the information acquired through the focus group, there appears to be adequate interest in an artists and artisans incubator facility in the community. There also appeared to be consensus towards identifying a building in or near the downtown area to house the facility. Participants also felt it was important to identify a building so that volunteers would have a better sense of the facility and a stronger understanding of the end product they would be involved with.



## VI. Building Tours

Members of the Steering committee and some participants of the artists and artisans focus group session participated in a tour of eight available buildings. The tour was organized by Bob Merz, a Steering Committee member and real-estate agent, and only included buildings that were currently on the market and for sale. In addition to the Steering Committee, Kevin Korpela, an architect from Becher–Hoppe Associates, Wausau, attended the tour and provided input on the buildings. The following buildings were viewed, and the summary provided includes the building location, size, list price and strengths and weaknesses.

### **113 Division St.** 5,900 Sq. Ft. – List Price: \$159,900

This building was a former retail space and is currently unoccupied. The building has two storefronts, with a kitchen space on one side and retail space on the other. There is also a large Quonset hut attached to the back of the building with a large garage door. The Quonset hut would make an ideal space for artists and artisan work spaces and could accommodate tall objects and a firing kiln. The retail space in the front of the building would be ideal as retail and gallery space, and the adjacent kitchen space would be ideal for classroom space. There are also apartments on the second floor that would generate rents. The building location was considered a disadvantage in that it is off the main street and not adjacent to other retail stores. The building would also require significant investment to renovate the space to meet the needs of an arts and artisan incubator. There was some interest in this facility.

### **209 Wall St.** 10,000 Sq. Ft. – List Price: \$289,000

Located in the center of the downtown, the building includes three retail spaces on the ground level and a large basement space that was once a bowling alley. The ground level spaces are occupied and would generate rents. The basement space would be used for an incubator facility. The space has low ceilings and limited access for moving objects in and out. The space would also require substantial investment to redevelop. There appeared to be limited interest in the facility.

### **509 Wall St.** 5,780 Sq. Ft. – List Price: \$289,000

This building was a former rectory and is adjacent to a large parking lot. The building had a number of attributes that Steering Committee members liked, including large windows, an attached kitchen, a double garage door attached to the building and a basement area that would be ideal for classroom space. The building is situated on a large lot with an area that could be utilized to display artwork outdoors. There was

**1019 Wall St.** 15,000 Sq. Ft. – List Price: \$400,000

This two-story building was a restaurant and banquet center at one time. The building is situated near Trig's grocery store and shares parking with Trig's. The Steering Committee thought that the building was too large and not well-suited as an incubator facility.

**1239 Wall St.** 2,650 Sq. Ft. – List Price: \$99,500

Known as the Little Red Schoolhouse, this building includes one large main room with a few smaller classrooms. The building has a kitchen and two bathrooms as well. The large main room would potentially be ideal as a gallery space, but the building offers limited room for work spaces and classroom space. Overall, the Steering Committee did not think the location was suitable and was too far from the downtown area.

**226 First St.** 7,900 Sq. Ft. – List Price \$339,000

This building is very visible with high traffic flow and adjacent to a large parking lot. The one-story building is essentially one large room with a small basement. Some members of the Steering Committee liked the building, but it has been sold and is no longer available.

## **Summary**

Two of the buildings toured generated the most interest from the Steering Committee, although both had strengths and weaknesses. The building located at 113 Division St. appears to have potential, but is located away from the main part of downtown and will require a significant amount of renovation. The building located at 509 Wall St. is closer to downtown and situated on the Main St. The price is substantially higher, but the facility would require less renovation. Either building could be suitable for an artist and artisan incubator.

Both buildings have slightly less than 6,000 sq. ft. of available space. This would allow for up to 2,500 sq. ft. of gallery and exhibition space, 800 sq. ft. of classroom space, 2,000 sq. ft. of individual work spaces and 700 sq. ft. for storage and miscellaneous space. Based on the information acquired from the surveys and the focus group session, 6,000 sq. ft. appears to be an ideal amount of space for an artists and artisan incubator.

## VII. Service and Management Options

There are a variety of organizational and management options under which an artists and artisan incubator can be organized. Based on the information acquired through the focus group, it would appear that the most ideal organizational model would be either a cooperative or a non-profit organization. As ERRP continues to develop the incubator concept it will be important to weigh the advantages and disadvantages associated with each of these models to determine the most suitable option.

It may also be possible to operate the incubator through an existing non-profit organization such as ERRP. ERRP staff could fill the role of a part-time facility coordinator, and the organization could also coordinate the facility's promotional efforts. The advantage of using an existing non-profit is that the organizational structure already exists for volunteers to plug themselves into. The challenge is to ensure that the organization can fulfill its original mission while taking on an expanded role, and provide the level of attention necessary to successfully develop an incubator facility.

Defining a specific organizational model and management structure is beyond the scope of this study, and should be refined by ERRP and the Steering Committee through business plan development. During the focus group session participants recognized that the organizational model would require some additional input from a core group of committed volunteers and would be a key part in the process of developing a business plan for the facility. A website called Virtual Arts Incubator ([www.artsincubator.org](http://www.artsincubator.org)) has a business plan template that may be ideal for the Steering Committee to use as it continues business planning efforts.

## VIII. Financial Analysis

Determining the financial feasibility for an artists and artisan incubator is challenging due to key variables that are currently unknown. Specifically, identifying the proposed facility and outlining costs associated with renovation are two critical variables that will play a significant role in the amount of debt the facility would have to service. On the revenue side, there are a variety of public and private grant making institutions that can provide operating funds and/or funding for the facility purchase. These options should be explored by the Steering Committee moving forward, including additional funding from WI Department of Commerce’s CBED Program to the purchase of a facility. The Wisconsin Arts Board is a good resource for information on arts-oriented grant opportunities.

Beyond the costs associated with purchasing the facility, Table 3 outlines estimates for annual expenses and potential sources of revenues to determine financial feasibility.

Based on the estimates provided above, an artists and artisans incubator facility has the potential to generate approximately \$70,000 in annual revenues to offset estimated costs of \$66,300. The revenues assume 2,000 sq. ft. of workspace fully leased to artists and artisans at a monthly rate of \$1.00 per sq. ft. Classroom rents assume just over \$900 in classroom rents monthly, based on two programs per week generating slightly more than \$100 per program. Gallery sales assume annual sales of \$100,000 with 30% of sales revenues attributed to the facility. Space rental assumes various programs throughout the year where the space is rented for use. Revenues do not show any grant revenue or donations.

Facility Expenses and Revenue	Table 3
<b>Annual Expenses:</b>	
Utilities	\$11,000
Maintenance	\$7,000
Insurance	\$2,800
Employee	\$12,000
Taxes	\$9,500
Equipment	\$5,500
Supplies	\$6,500
Marketing	\$12,000
<b>Total Expenses:</b>	<b>\$66,300</b>
<b>Annual Revenue:</b>	
Work Space Rents	\$24,000
Classroom Rents	\$11,000
Gallery Sales	\$30,000
Space Rental	\$5,000
<b>Total Revenue:</b>	<b>\$ 70,000</b>

Source: NCWRPC

Expenses do not show any debt service and the estimates assume average expenses associated with maintaining a 6,000 sq. ft. building. Expenses also do not show any initial costs associated with building acquisition or renovation.

It is important to note that developing a business plan and identifying the facility will likely result in refining the estimates shown above. In general, it would appear that an incubator facility is feasible from a cost perspective based on the estimates provided.

## IX. Conclusion

Based on the information gathered through the surveys and focus group sessions, findings and recommendations presented to the Eagle River City Council after a public hearing included the following:

### Findings:

1. The economic data, combined with the information gathered through the small business survey and focus group, demonstrates a lack of critical mass necessary to support investment in an incubator designed exclusively to incubate small businesses.
2. The data also demonstrates the need for an aggressive economic development strategy designed to expand and diversify the economic base in the community and should include a component that focuses on entrepreneurial development and a targeted support system to augment new company formations.
3. Tourism and tourism-related industries is the largest segment of the economic base in Eagle River and Vilas County. Generating additional retail sales of locally made products to the tourist market is a viable economic growth strategy.
4. Information gathered from the artists and artisan survey and focus group demonstrated a sufficient level of interest in and support for an arts-oriented incubator in the downtown area that could become a focal point for growth the sale of locally made products.
5. An artists and artisan incubator should include three essential components; including artists work spaces, a retail gallery and classroom space.

### Recommendations:

1. Expand the Steering Committee that directed the feasibility study to include artists and artisans and other key stakeholders.
2. Determine the appropriate organizational structure for an artists and artisans incubator.
3. Identify an appropriate facility to house an artists and artisan incubator.

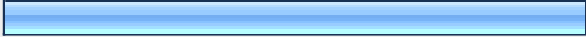
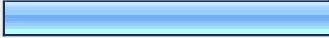
4. Using the expanded Steering Committee, develop a business plan for the incubator facility.
5. Develop a fundraising plan that includes local benefactors and grant funding sources to cover costs associated with acquiring a building and facility renovation costs.
6. In lieu of a small business incubator, coordinate economic development efforts with the Vilas county Economic development Committee and other interested parties to develop programs to strengthen entrepreneurial growth and development in the community.
7. Expand on existing programs, such as the Entrepreneurial Boot Camps to support local entrepreneurs.

## APPENDIX A

### Small Business Incubator Survey

# Eagle River Small Business Incubator Survey

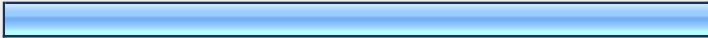
1. What Town/City/State do you reside in?		
		Response Count
		14
<i>answered question</i>		14
<i>skipped question</i>		0

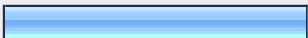


2. Are you in business now? (IF NO, PLEASE SKIP TO QUESTION #15)			
		Response Percent	Response Count
YES		64.3%	9
NO		35.7%	5
<i>answered question</i>			14
<i>skipped question</i>			0



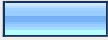
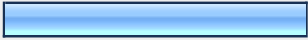
3. How many years have you been in business?			
		Response Percent	Response Count
<1 year		22.2%	2
1-2 years		0.0%	0
2-3 years		0.0%	0
3-5 years		0.0%	0
5-7 years		11.1%	1
>7 years		66.7%	6
<i>answered question</i>			9
<i>skipped question</i>			5



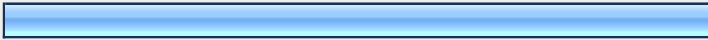

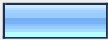
4. What is the Zip Code of your business?		
		Response Count
		9
	<i>answered question</i>	9
	<i>skipped question</i>	5

5. Including yourself, how many people does your business employ?			
		Response Percent	Response Count
1-2		77.8%	7
3-4		0.0%	0
5-6		0.0%	0
7-10		0.0%	0
More than 10		22.2%	2
	<i>answered question</i>		9
	<i>skipped question</i>		5

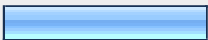



6. What type of business entity do you operate?			
		Response Percent	Response Count
Sole Proprietorship		33.3%	3
<b>Limited Liability Company (LLC)</b>		44.4%	4
Partnership (LLP or LTD)		0.0%	0
Service Corporation (S.C.)		0.0%	0
Corporation (Inc.)		22.2%	2
Other (please specify)		0.0%	0
	<i>answered question</i>		9
	<i>skipped question</i>		5

7. What best describes your business?			Response Percent	Response Count
Service & Professional			33.3%	3
Retail			22.2%	2
Technology Development			0.0%	0
Value Added			0.0%	0
Manufacturing			11.1%	1
Other (please specify)			33.3%	3
		<i>answered question</i>		9
		<i>skipped question</i>		5

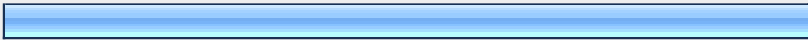

8. What are your products or services?		Response Count
		9
	<i>answered question</i>	9
	<i>skipped question</i>	5

9. Do you consider your business:			Response Percent	Response Count
Full-time			77.8%	7
Part-time			11.1%	1
Hobby			11.1%	1
Supplemental Income			0.0%	0
Other (please specify)			0.0%	0
		<i>answered question</i>		9
		<i>skipped question</i>		5

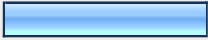

**10. In what type of facility do you currently operate your business?**

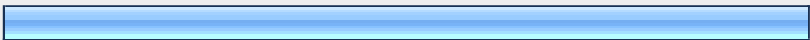

		Response Percent	Response Count
Home		22.2%	2
Office		0.0%	0
Downtown Retail		22.2%	2
Other Retail		22.2%	2
Other (please specify)		33.3%	3
<i>answered question</i>			<b>9</b>
<i>skipped question</i>			<b>5</b>

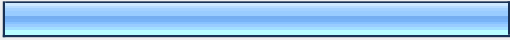
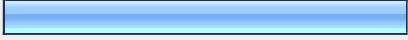
**11. Do you own your facilities?**

		Response Percent	Response Count
Yes		88.9%	8
No		11.1%	1
<i>answered question</i>			<b>9</b>
<i>skipped question</i>			<b>5</b>

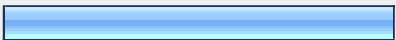

**12. Do you rent/lease your facilities?**

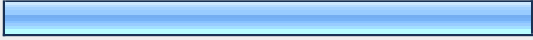

		Response Percent	Response Count
Yes		22.2%	2
No		77.8%	7
If yes, how much do you pay per month?)			2
<i>answered question</i>			<b>9</b>
<i>skipped question</i>			<b>5</b>

13. Are your facilities adequate for your current needs?				
			Response Percent	Response Count
Yes			88.9%	8
No			11.1%	1
			<i>answered question</i>	<b>9</b>
			<i>skipped question</i>	<b>5</b>


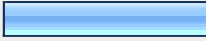
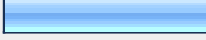
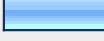
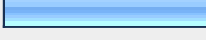
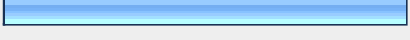
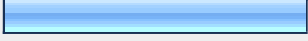
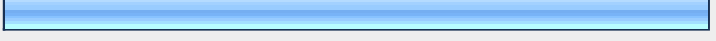
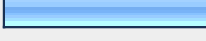
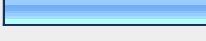
14. Do you anticipate your current facilities will continue to meet your business needs 3-5 years from now?				
			Response Percent	Response Count
Yes			55.6%	5
No			44.4%	4
			<i>answered question</i>	<b>9</b>
			<i>skipped question</i>	<b>5</b>

15. If you have an idea for a new business or an expansion of your existing business, what assistance would be helpful to you to determine the feasibility of your idea, help you get the business started, or provide you with the skills so you have confidence moving forward?				
			Response Count	
			12	
			<i>answered question</i>	<b>12</b>
			<i>skipped question</i>	<b>2</b>

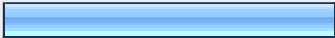

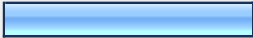



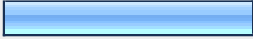

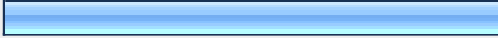
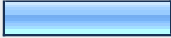

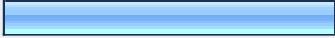

16. Do you have a current business plan?			Response Percent	Response Count
Yes			42.9%	6
No			57.1%	8
			<b>answered question</b>	<b>14</b>
			<b>skipped question</b>	<b>0</b>

17. Would you be interested in attending any of the following seminars or classes if they were offered? (Check all that apply)			Response Percent	Response Count
<b>Prepare a business plan</b>			58.3%	7
Options for business legal structures			41.7%	5
Obtaining and using credit			41.7%	5
<b>Marketing assistance</b>			58.3%	7
Market development			50.0%	6
Self-employment opportunities			41.7%	5
Other (please specify)			33.3%	4
			<b>answered question</b>	<b>12</b>
			<b>skipped question</b>	<b>2</b>

**18. Business incubators often offer shared services and equipment to provide efficiencies to their tenants. Would your business be interested in the following shared services? (Check all that apply)**

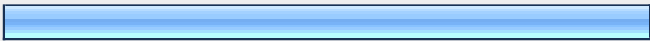
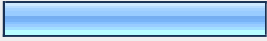
		Response Percent	Response Count
Secretarial		22.2%	2
Reception		22.2%	2
Copy machine		22.2%	2
Fax machine		11.1%	1
Phone service		22.2%	2
High-speed internet access		44.4%	4
Shared cash register		0.0%	0
Shared retail employee		33.3%	3
<b>Joint marketing and promotions</b>		<b>77.8%</b>	<b>7</b>
Computers & Technology		22.2%	2
Other (please specify)		22.2%	2
		<b>answered question</b>	<b>9</b>
		<b>skipped question</b>	<b>5</b>


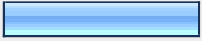
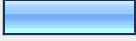
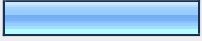
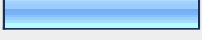
**19. Have you sought services from any of the following in your area? (Check all that apply)**

		Response Percent	Response Count
Technical College		36.4%	4
Main St. Program		9.1%	1
Economic Development Organization		27.3%	3
Downtown Business Association		9.1%	1
Chamber of Commerce		27.3%	3
UW-Extension		18.2%	2
Inventors and Entrepreneurs Club		27.3%	3
Attorney		27.3%	3
<b>Accountant</b>		<b>54.5%</b>	<b>6</b>
Consultant		18.2%	2
<b>Banker</b>		<b>54.5%</b>	<b>6</b>
Web Development		36.4%	4
Other (please specify)		18.2%	2
		<i>answered question</i>	<b>11</b>
		<i>skipped question</i>	<b>3</b>

**20. Were the services you sought helpful?**

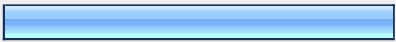
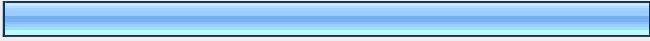
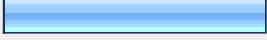
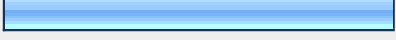
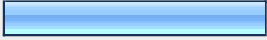
		Response Count
		10
		<i>answered question</i>
		<b>10</b>
		<i>skipped question</i>
		<b>4</b>

<b>21. A small business incubator is for new, existing and expanding small businesses. Is an incubator something that you would consider for your business?</b>			
		<b>Response Percent</b>	<b>Response Count</b>
<b>Yes</b>		<b>71.4%</b>	<b>10</b>
<b>No</b>		<b>28.6%</b>	<b>4</b>
<b>answered question</b>			<b>14</b>
<b>skipped question</b>			<b>0</b>


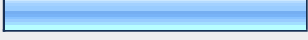

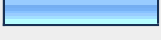
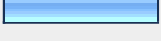
<b>22. Which of the following best reflects your interest in a small business incubator?</b>			
		<b>Response Percent</b>	<b>Response Count</b>
<b>I would consider renting space in an incubator if it opens in the area</b>		<b>21.4%</b>	<b>3</b>
<b>I would use resources and business assistance services, but may not rent space</b>		<b>21.4%</b>	<b>3</b>
<b>I might use resources and business assistance services, but may not rent space</b>		<b>14.3%</b>	<b>2</b>
<b>I might locate in the business incubator as an anchor tenant (defined as a firm not needing services)</b>		<b>0.0%</b>	<b>0</b>
<b>I probably would not be interested in locating in or using services of an incubator</b>		<b>21.4%</b>	<b>3</b>
<b>I would be interested in providing services to the incubator</b>		<b>0.0%</b>	<b>0</b>
<b>Other (please specify)</b>		<b>21.4%</b>	<b>3</b>
<b>answered question</b>			<b>14</b>
<b>skipped question</b>			<b>0</b>



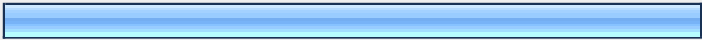

23. If you would be interested in locating in the incubator, please mark all of the following that best describes the types of space you would need.

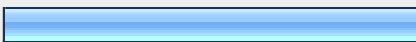
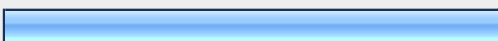
		Response Percent	Response Count
Office space		42.9%	3
<b>Retail space</b>		<b>71.4%</b>	<b>5</b>
Service space		28.6%	2
Storage space		42.9%	3
Manufacturing space		0.0%	0
Loading dock		0.0%	0
Conference room		28.6%	2
Other (please specify)		0.0%	0
		<i>answered question</i>	<b>7</b>
		<i>skipped question</i>	<b>7</b>

24. If you would be interested in locating in the incubator, how much space do you think you would need?


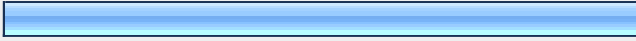
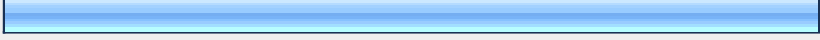

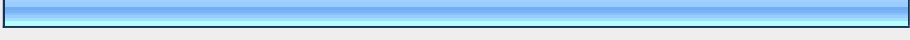
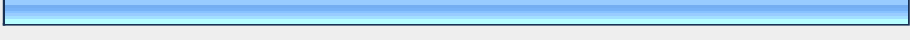
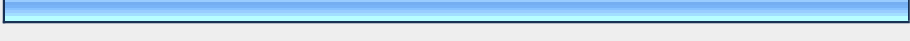
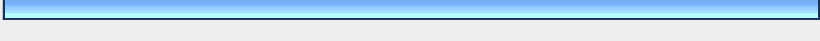
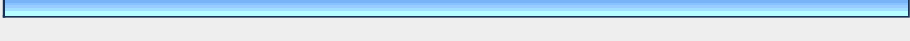
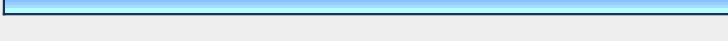
		Response Percent	Response Count
<100 sq. ft.		16.7%	1
101-200 sq. ft.		0.0%	0
<b>201-300 sq. ft.</b>		<b>33.3%</b>	<b>2</b>
301-400 sq. ft.		16.7%	1
401-500 sq. ft.		16.7%	1
>500 sq. ft.		16.7%	1
		<i>answered question</i>	<b>6</b>
		<i>skipped question</i>	<b>8</b>

25. How much would you be willing to pay PER MONTH PER SQUARE FOOT of space in the incubator?		
		Response Count
		6
<i>answered question</i>		6
<i>skipped question</i>		8

26. Would you like to receive email updates from the Eagle River Revitalization Program on the progress of the Small Business Incubator project?			
		Response Percent	Response Count
Yes		76.9%	10
No		23.1%	3
<i>answered question</i>			13
<i>skipped question</i>			1

27. Would you be interested in participating in a three hour focus group discussion to help the community further determine the feasibility of a business incubator?			
		Response Percent	Response Count
Yes		45.5%	5
No		54.5%	6
<i>answered question</i>			11
<i>skipped question</i>			3

**28. If you are interested in the small business incubator or answered YES to Questions 26 and/or 27 please provide your contact information**

		Response Percent	Response Count
<b>Name:</b>		100.0%	10
Company:		70.0%	7
Address:		90.0%	9
Address 2:		30.0%	3
<b>City/Town:</b>		100.0%	10
<b>State:</b>		100.0%	10
<b>ZIP/Postal Code:</b>		100.0%	10
Country:		90.0%	9
<b>Email Address:</b>		100.0%	10
Phone Number:		80.0%	8
		<i>answered question</i>	10
		<i>skipped question</i>	4

**29. Are there any other shared needs you can think of that would be helpful for encouraging small businesses in the community?**

		Response Count
		5
		<i>answered question</i>
		<i>skipped question</i>
		9

30. Age (For grant purposes only)		
		Response Count
		13
<i>answered question</i>		13
<i>skipped question</i>		1

31. Gender (For grant purposes only)			
		Response Percent	Response Count
Male		61.5%	8
Female		38.5%	5
<i>answered question</i>			13
<i>skipped question</i>			1

32. Do you require any special accomodations for a disability?			
		Response Percent	Response Count
Yes		7.1%	1
No		92.9%	13
(If yes, please specify)			1
<i>answered question</i>			14
<i>skipped question</i>			0

33. THANK YOU for taking the Downtown Eagle River Small Business Incubator Survey! Please sign up below to enter the drawing for a FREE scholarship to our Entrepreneurial Boot Camp November 6,7,8 and 10. (Please note your contact information will remain confidential)

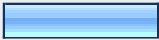


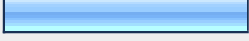
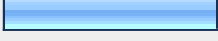
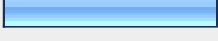

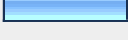


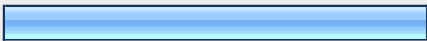
		Response Percent	Response Count
<b>Name:</b>	<input type="text"/>	100.0%	4
Company:	<input type="text"/>	75.0%	3
<b>Address:</b>	<input type="text"/>	100.0%	4
Address 2:	<input type="text"/>	25.0%	1
<b>City/Town:</b>	<input type="text"/>	100.0%	4
<b>State:</b>	<input type="text"/>	100.0%	4
<b>ZIP/Postal Code:</b>	<input type="text"/>	100.0%	4
<b>Country:</b>	<input type="text"/>	100.0%	4
<b>Email Address:</b>	<input type="text"/>	100.0%	4
<b>Phone Number:</b>	<input type="text"/>	100.0%	4
		<i>answered question</i>	4
		<i>skipped question</i>	10

## APPENDIX B


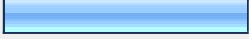


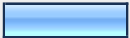

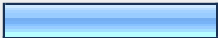

### Artists & Artisans Survey

# Eagle River Artists & Artisans Survey

1. What town/city/state do you reside in?		
		Response Count
		30
<i>answered question</i>		<b>30</b>
<i>skipped question</i>		<b>1</b>

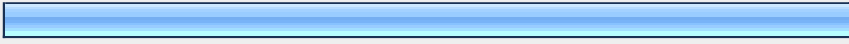


2. What is your media? (Please check all that apply)			
		Response Percent	Response Count
Fiber		16.7%	5
Blacksmithing/metalworking		0.0%	0
Papermaking		3.3%	1
Mixed media, includes found objects		13.3%	4
Painting - acrylics or oils		26.7%	8
Drawing/pastels		23.3%	7
Watercolor		23.3%	7
Darkroom photography		6.7%	2
Digital photography		13.3%	4
Printmaking - screen, intaglio, letterpress, linoleum, or wood cuts		3.3%	1
Digital media - graphics		0.0%	0
Video		0.0%	0
Music		0.0%	0
Performance art, includes dance & theatre		0.0%	0
Writing - poetry, manuscripts		6.7%	2
Audio		0.0%	0
<b>Other (please specify)</b>		<b>46.7%</b>	<b>14</b>

	<i>answered question</i>	<b>30</b>
	<i>skipped question</i>	<b>1</b>

<b>3. How many square feet do you occupy in your current studio or work space?</b>			<b>Response Percent</b>	<b>Response Count</b>
0-50 sq. ft.			13.3%	4
<b>51-100 sq. ft.</b>			<b>26.7%</b>	<b>8</b>
101-150 sq. ft.			10.0%	3
151-200 sq. ft.			0.0%	0
201-250 sq. ft.			0.0%	0
251-300 sq. ft.			3.3%	1
301-350 sq. ft.			13.3%	4
351-400 sq. ft.			3.3%	1
401-600 sq. ft.			23.3%	7
600 + sq. ft.			6.7%	2
		<i>answered question</i>		<b>30</b>
		<i>skipped question</i>		<b>1</b>




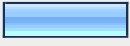
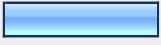
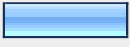



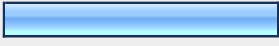
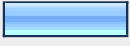
**4. How much do you pay per month for your current studio/work space?**

		Response Percent	Response Count
free - it's in my home/garage.		93.3%	28
under \$100		3.3%	1
\$101-\$200		0.0%	0
\$201-\$250		0.0%	0
\$251-\$300		3.3%	1
\$301-\$400		0.0%	0
\$401+		0.0%	0
		<b>answered question</b>	<b>30</b>
		<b>skipped question</b>	<b>1</b>

**5. What is the Zip Code of your current studio/work space?**

		Response Count
		30
		<b>answered question</b>
		<b>30</b>
		<b>skipped question</b>
		<b>1</b>

6. How many square feet would be IDEAL for your stuio/work space?

		Response Percent	Response Count
0-50 sq. ft.		3.3%	1
51-100 sq. ft.		13.3%	4
101-150 sq. ft.		16.7%	5
151-200 sq. ft.		13.3%	4
201-250 sq. ft.		0.0%	0
251-300 sq. ft.		3.3%	1
301-350 sq. ft.		3.3%	1
351-400 sq. ft.		3.3%	1
<b>401 - 600 sq. ft.</b>		<b>30.0%</b>	<b>9</b>
601 + sq. ft.		13.3%	4
		<i>answered question</i>	<b>30</b>
		<i>skipped question</i>	<b>1</b>

7. Which of the following do you need in your personal studio/work space? Please rate each based on thier importance.

	I MUST have this	I would LIKE to have this	I don't need this	Response Count
Slop sink - hot and cold water	<b>51.7% (15)</b>	37.9% (11)	10.3% (3)	29
Hooded ventialtion for toxic chemicals	14.3% (4)	39.3% (11)	<b>46.4% (13)</b>	28
Hazardous waste storage & disposal	11.1% (3)	18.5% (5)	<b>70.4% (19)</b>	27
Phone/fax jacks	<b>44.8% (13)</b>	<b>44.8% (13)</b>	10.3% (3)	29
High speed internet	28.6% (8)	<b>53.6% (15)</b>	17.9% (5)	28
LOTS of electric outlets	39.3% (11)	<b>50.0% (14)</b>	10.7% (3)	28
Gas	17.9% (5)	25.0% (7)	<b>57.1% (16)</b>	28
High tech/custom lighting	22.2% (6)	<b>51.9% (14)</b>	25.9% (7)	27
Windows that open - fresh air & sunlight	<b>60.0% (18)</b>	36.7% (11)	3.3% (1)	30
Darkroom	0.0% (0)	11.5% (3)	<b>88.5% (23)</b>	26
Sound proof	0.0% (0)	12.5% (3)	<b>87.5% (21)</b>	24
Concrete floor	11.5% (3)	30.8% (8)	<b>57.7% (15)</b>	26
Sprung wood floor	8.0% (2)	24.0% (6)	<b>68.0% (17)</b>	25
Mirrors	0.0% (0)	20.0% (5)	<b>80.0% (20)</b>	25
Joists to hang heavy objects	0.0% (0)	28.0% (7)	<b>72.0% (18)</b>	25
Large accessible door	11.1% (3)	37.0% (10)	<b>51.9% (14)</b>	27
Toxic-free workspace	<b>52.0% (13)</b>	32.0% (8)	16.0% (4)	25
High ceilings	8.3% (2)	<b>58.3% (14)</b>	33.3% (8)	24
Storage space - i.e. shelves, closets	<b>78.6% (22)</b>	21.4% (6)	0.0% (0)	28
			Other (please specify)	5
			<b>answered question</b>	<b>30</b>
			<b>skipped question</b>	<b>1</b>

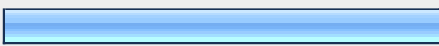
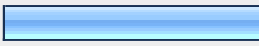
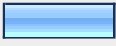



**8. Arts incubators usually have COMMON SPACES that artists use. Please rate the following COMMON SPACE amenities on the following scale.**

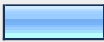
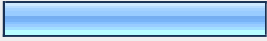
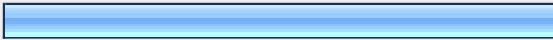
	<b>The Arts incubator MUST have this</b>	<b>The arts incubator SHOULD have this</b>	<b>The arts incubator does NOT need this</b>	<b>Response Count</b>
High speed wireless internet	<b>51.9% (14)</b>	40.7% (11)	7.4% (2)	27
Exhibition gallery with flexible lighting/walls used for both tenants and the public	<b>93.3% (28)</b>	6.7% (2)	0.0% (0)	30
Retail sales gallery	<b>73.3% (22)</b>	26.7% (8)	0.0% (0)	30
Slop sink - hot and cold water	<b>58.6% (17)</b>	37.9% (11)	3.4% (1)	29
Storage - including lockers	<b>66.7% (20)</b>	26.7% (8)	6.7% (2)	30
Large/Accessible doors	<b>44.8% (13)</b>	<b>44.8% (13)</b>	10.3% (3)	29
Bathrooms	<b>90.0% (27)</b>	10.0% (3)	0.0% (0)	30
Kitchen	3.7% (1)	<b>63.0% (17)</b>	33.3% (9)	27
Noise management system	23.3% (7)	<b>50.0% (15)</b>	26.7% (8)	30
Spray hood stations for toxic chemical ventilation	<b>53.6% (15)</b>	28.6% (8)	17.9% (5)	28
Safety shower	7.4% (2)	<b>48.1% (13)</b>	44.4% (12)	27
Performance space including stage	3.8% (1)	46.2% (12)	<b>50.0% (13)</b>	26
Classrooms, demonstration & public workshop spaces	42.9% (12)	<b>53.6% (15)</b>	3.6% (1)	28
Collaboration space for mixing medias	31.0% (9)	<b>65.5% (19)</b>	3.4% (1)	29
Loading dock	12.0% (3)	<b>68.0% (17)</b>	20.0% (5)	25
Visiting artist studio	23.3% (7)	<b>63.3% (19)</b>	13.3% (4)	30
Freight elevator & carts	7.7% (2)	<b>69.2% (18)</b>	23.1% (6)	26
High security with 24 hour access	19.2% (5)	<b>69.2% (18)</b>	11.5% (3)	26
Parking	<b>65.5% (19)</b>	31.0% (9)	3.4% (1)	29
			Other (please specify)	2
			<b>answered question</b>	<b>30</b>
			<b>skipped question</b>	<b>1</b>

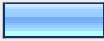
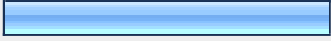

**9. What types of resources, workshops, and support would you be interested in receiving? Please rate them according to the following scale:**

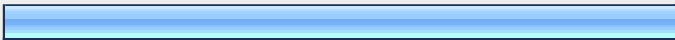

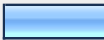
	The arts incubator MUST provide this	The arts incubator SHOULD provide this	The arts incubator does NOT need to provide this	Response Count
Business plan writing	19.2% (5)	<b>76.9% (20)</b>	3.8% (1)	26
Grant writing/grant resources	26.9% (7)	<b>65.4% (17)</b>	7.7% (2)	26
Marketing your art - creating a portfolio, business cards, networking, press releases, etc.	30.8% (8)	<b>65.4% (17)</b>	3.8% (1)	26
Brochures & publications	33.3% (9)	<b>66.7% (18)</b>	0.0% (0)	27
Web site development & hosting	33.3% (9)	<b>63.0% (17)</b>	3.7% (1)	27
Special events	<b>57.1% (16)</b>	42.9% (12)	0.0% (0)	28
Media advertising	46.4% (13)	<b>50.0% (14)</b>	3.6% (1)	28
How to obtain gallery representation	22.2% (6)	<b>74.1% (20)</b>	3.7% (1)	27
How to prepare for a show, includes hanging	23.1% (6)	<b>69.2% (18)</b>	7.7% (2)	26
Accounting/taxes	22.2% (6)	<b>55.6% (15)</b>	22.2% (6)	27
Legal assistance including contracts with galleries	19.2% (5)	<b>65.4% (17)</b>	15.4% (4)	26
Secretarial support	11.1% (3)	40.7% (11)	<b>48.1% (13)</b>	27
Receptionist/answering service	11.5% (3)	<b>53.8% (14)</b>	34.6% (9)	26
Photo copy equipment	23.1% (6)	<b>53.8% (14)</b>	23.1% (6)	26
Computer lab with shared technical equipment such as computers, digital camera, video camera, video projection, slide projector, photographic lights, slide scanner, flatbed scanner, printer, copier, fax	23.1% (6)	<b>57.7% (15)</b>	19.2% (5)	26
Directory resource for artists - contacts to buy/sell/trade services/supplies, jobs, art assistants, exhibit opportunities/call for artists	42.3% (11)	<b>57.7% (15)</b>	0.0% (0)	26
Mentor matching service	15.4% (4)	<b>53.8% (14)</b>	30.8% (8)	26

Computer/software training	3.7% (1)	40.7% (11)	<b>55.6% (15)</b>	27
Computer technical support	16.7% (4)	37.5% (9)	<b>45.8% (11)</b>	24
Cooperative studio spaces such as woodshop, glass studio, metal studio, printing press	34.6% (9)	<b>61.5% (16)</b>	3.8% (1)	26
Cooperative insurance policy covering studio contents and liability	<b>65.4% (17)</b>	30.8% (8)	3.8% (1)	26
Other (please specify)				4
<b>answered question</b>				<b>28</b>
<b>skipped question</b>				<b>3</b>


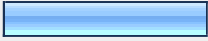
10. How much would you be willing to pay PER MONTH for a place that meets all the needs you have identified?				
			Response Percent	Response Count
<b>\$100 or less</b>			<b>48.0%</b>	<b>12</b>
\$101-\$200			28.0%	7
\$201-\$250			12.0%	3
\$251-\$300			4.0%	1
\$301-\$350			4.0%	1
\$351-\$400			4.0%	1
\$401-\$500			0.0%	0
\$501+			0.0%	0
<b>answered question</b>				<b>25</b>
<b>skipped question</b>				<b>6</b>

11. Would you be interested in YEAR-ROUND studio/work space if a new arts incubator building were developed in downtown Eagle River?			Response Percent	Response Count
YES			10.7%	3
NO			28.6%	8
MAYBE, I need more information about the Arts Incubator			60.7%	17
			<i>answered question</i>	<b>28</b>
			<i>skipped question</i>	<b>3</b>


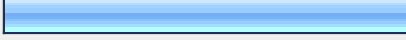
12. Would you be interested in SEASONAL studio/work space if a new arts incubator building were developed in downtown Eagle River?			Response Percent	Response Count
YES			10.7%	3
NO			35.7%	10
MAYBE, I need more information about the Arts Incubator			53.6%	15
			<i>answered question</i>	<b>28</b>
			<i>skipped question</i>	<b>3</b>

13. Would you be interested in retail sales/gallery space in downtown Eagle River?			Response Percent	Response Count
YES			74.1%	20
NO			14.8%	4
MAYBE, I need more information about the Arts Incubator			11.1%	3
			<i>answered question</i>	<b>27</b>
			<i>skipped question</i>	<b>4</b>

14. Would you like to receive email updates from the Eagle River Revitalization Program on the progress of the Arts Incubator project?



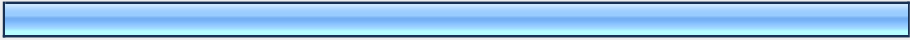

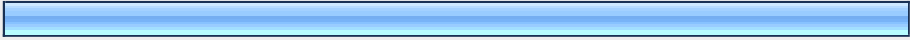
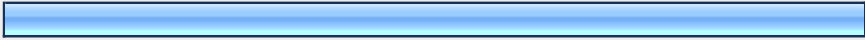

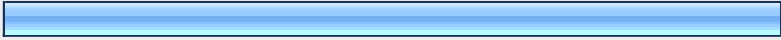

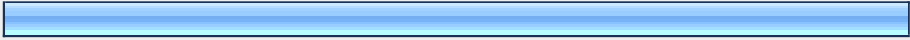
		Response Percent	Response Count
YES		77.8%	21
NO		22.2%	6
<i>answered question</i>			<b>27</b>
<i>skipped question</i>			<b>4</b>

15. Would you be willing to participate in a 3-hour focus group discussion to help the community further determine the feasibility of an artist & artisan incubator?



		Response Percent	Response Count
YES		55.6%	15
NO		44.4%	12
<i>answered question</i>			<b>27</b>
<i>skipped question</i>			<b>4</b>



16. If you answered YES or MAYBE to Questions 11 through 15 please provide your contact information.


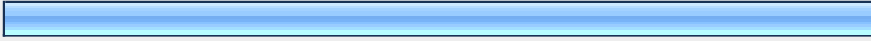
		Response Percent	Response Count
<b>Name:</b>		100.0%	21
Company:		66.7%	14
<b>Address:</b>		100.0%	21
Address 2:		4.8%	1
<b>City/Town:</b>		100.0%	21
State:		95.2%	20
<b>ZIP:</b>		100.0%	21
Country:		85.7%	18
Email Address:		95.2%	20
<b>Phone Number:</b>		100.0%	21
		<i>answered question</i>	21
		<i>skipped question</i>	10

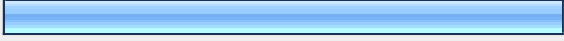
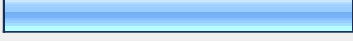
17. (Optional - for grantwriting purposes only) Gender

		Response Percent	Response Count
<b>Female</b>		91.7%	22
Male		8.3%	2
		<i>answered question</i>	24
		<i>skipped question</i>	7

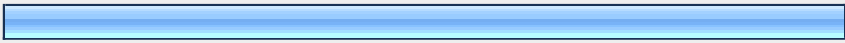

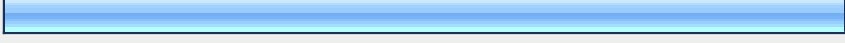
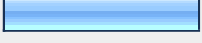
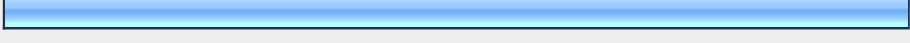
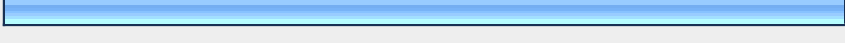
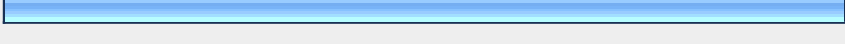
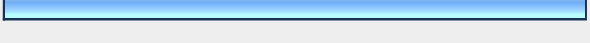
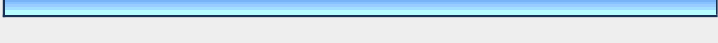
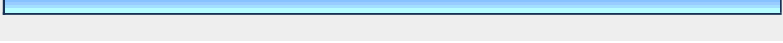
18. (Optional - for grantwriting purposes only) Age		
		Response Count
		22
		<i>answered question</i>
		22
		<i>skipped question</i>
		9

19. (Optional - for grantwriting purposes only) Ethnicity/Race		
		Response Count
		17
		<i>answered question</i>
		17
		<i>skipped question</i>
		14

20. Do you require accommodations for a disability?			
		Response Percent	Response Count
Yes		4.0%	1
No		96.0%	24
		<i>answered question</i>	25
		<i>skipped question</i>	6

21. Are you a current business owner?			
		Response Percent	Response Count
Yes		61.5%	16
No		38.5%	10
		If yes, for how many years?	15
		<i>answered question</i>	26
		<i>skipped question</i>	5

22. Are there any other shared needs you can think of that would be helpful for encouraging a creative community?		Response Count
		9
	<i>answered question</i>	9
	<i>skipped question</i>	22

23. THANK YOU for taking the Downtown Eagle River Artists & Artisan Survey! Please sign up below to enter the drawing for a FREE scholarship to our Entrepreneurial Boot Camp November 6, 7,8 and 10. (Please note your contact information will remain confidential)			
		Response Percent	Response Count
Name:		92.9%	13
Company:		71.4%	10
Address:		92.9%	13
Address 2:		21.4%	3
<b>City/Town:</b>		<b>100.0%</b>	<b>14</b>
State:		92.9%	13
ZIP/Postal Code:		92.9%	13
Country:		64.3%	9
Email Address:		78.6%	11
Phone Number:		85.7%	12
	<i>answered question</i>		14
	<i>skipped question</i>		17

Eagle River Artists & Artisans Survey



What town/city/state do you reside in?

Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	1

Number	Response Text
1	Eagle River
2	Eagle River
3	Lakewood, WI
4	Eagle River
5	Eagle River
6	Lac du Flambeau
7	Manitowish Waters
8	Langlade County
9	Illinois
10	Illinois
11	Milwaukee
12	Eagle River
13	Lake Tomahawk
14	Eagle River
15	Minocqua
16	Eagle River
17	Eagle River
18	St. Germain
19	Eagle River
20	Rhineland
21	Eagle River
22	Tomahawk
23	Eagle River
24	St. Germain
25	Rhineland
26	St. Germain
27	Land O' Lakes
28	Eagle River
29	Rhineland
30	Land O' Lakes



**What is your media? (Please check all that apply)**

Answer Options	Response Frequency	Response Count
Fiber	16.7%	5
Blacksmithing/metalworking	0.0%	0
Papermaking	3.3%	1
Mixed media, includes found objects	13.3%	4
Painting - acrylics or oils	26.7%	8
Drawing/pastels	23.3%	7
Watercolor	23.3%	7
Darkroom photography	6.7%	2
Digital photography	13.3%	4
Printmaking - screen, intaglio, letterpress, linoleum, or	3.3%	1
Digital media - graphics	0.0%	0
Video	0.0%	0
Music	0.0%	0
Performance art, includes dance & theatre	0.0%	0
Writing - poetry, manuscripts	6.7%	2
Audio	0.0%	0
Other (please specify)	46.7%	14
<i>answered question</i>		<b>30</b>
<i>skipped question</i>		<b>1</b>

Other (please specify)
Clay
sculptural ceramics
FUSED AND SLUMPED GLASS AND DICHROIC JEWELRY
Paper art Quilts
Pottery
Silver Jewelry
Potery
Rustic furniture and accent pieces
ceramic tile
memoirs & ceramics
Pottery
Mosaic Glass Art
sculpture
making beaded jewelry

# Eagle River Artists & Artisans Survey



**How many square feet do you occupy in your current studio or work space?**

Answer Options	Response Frequency	Response Count
0-50 sq. ft.	13.3%	4
51-100 sq. ft.	26.7%	8
101-150 sq. ft.	10.0%	3
151-200 sq. ft.	0.0%	0
201-250 sq. ft.	0.0%	0
251-300 sq. ft.	3.3%	1
301-350 sq. ft.	13.3%	4
351-400 sq. ft.	3.3%	1
401-600 sq. ft.	23.3%	7
600 + sq. ft.	6.7%	2
<i>answered question</i>		<b>30</b>
<i>skipped question</i>		<b>1</b>

# Eagle River Artists & Artisans Survey



How much do you pay per month for your current studio/work space?

Answer Options	Response Frequency	Response Count
free - it's in my home/garage.	93.3%	28
under \$100	3.3%	1
\$101-\$200	0.0%	0
\$201-\$250	0.0%	0
\$251-\$300	3.3%	1
\$301-\$400	0.0%	0
\$401+	0.0%	0
<i>answered question</i>		<b>30</b>
<i>skipped question</i>		<b>1</b>

Eagle River Artists & Artisans Survey



What is the Zip Code of your current studio/work space?

Answer Options	Response Count
	30
<i>answered question</i>	30
<i>skipped question</i>	1

	Response Text
	54521
	54521
	54138
	54521
	54521
	54538
	54545
	54491
	60605
	60605
	52311
	54521
	54539
	54521
	54548
	54521
	54521
	54560
	54521
	54501
	54521
	54564
	54521
	54558
	54501
	54558
	54540
	54521
	54501
	54519



Eagle River Artists & Artisans Survey



How many square feet would be IDEAL for your stuio/work space?

Answer Options	Response Frequency	Response Count
0-50 sq. ft.	3.3%	1
51-100 sq. ft.	13.3%	4
101-150 sq. ft.	16.7%	5
151-200 sq. ft.	13.3%	4
201-250 sq. ft.	0.0%	0
251-300 sq. ft.	3.3%	1
301-350 sq. ft.	3.3%	1
351-400 sq. ft.	3.3%	1
401 - 600 sq. ft.	30.0%	9
601 + sq. ft.	13.3%	4
<i>answered question</i>		<b>30</b>
<i>skipped question</i>		<b>1</b>



Which of the following do you need in your personal studio/work space? Please rate each based on thier importance.

Answer Options	I MUST have this	I would LIKE to have this	I don't need this	Response Count
Slop sink - hot and cold water	15	11	3	29
Hooded ventialtion for toxic chemicals	4	11	13	28
Hazardous waste storage & disposal	3	5	19	27
Phone/fax jacks	13	13	3	29
High speed internet	8	15	5	28
LOTS of electric outlets	11	14	3	28
Gas	5	7	16	28
High tech/custom lighting	6	14	7	27
Windows that open - fresh air & sunlight	18	11	1	30
Darkroom	0	3	23	26
Sound proof	0	3	21	24
Concrete floor	3	8	15	26
Sprung wood floor	2	6	17	25
Mirrors	0	5	20	25
Joists to hang heavy objects	0	7	18	25
Large accessible door	3	10	14	27
Toxic-free workspace	13	8	4	25
High ceilings	2	14	8	24
Storage space - i.e. shelves, closets	22	6	0	28
Other (please specify)				5
<i>answered question</i>				<b>30</b>
<i>skipped question</i>				<b>1</b>

Other (please specify)	
	work tables
	Electricity for 220 (kilns etc.); drain in floor
	KILN/ 220 LINE, EXHAUST FAN, SHOPVAC, & DUSTBUSTER
	natural light, access to a bathroom
	Display area for finished work; storage area for yarns/fibers, etc.

Arts incubators usually have COMMON SPACES that artists use. Please rate the following COMMON SPACE amenities on the following scale.

Answer Options	The Arts incubator MUST have this	The arts incubator SHOULD have this	The arts incubator does NOT need this	Response Count
High speed wireless internet	14	11	2	27
Exhibition gallery with flexible lighting/walls used for both tenants and the public	28	2	0	30
Retail sales gallery	22	8	0	30
Slop sink - hot and cold water	17	11	1	29
Storage - including lockers	20	8	2	30
Large/Accessible doors	13	13	3	29
Bathrooms	27	3	0	30
Kitchen	1	17	9	27
Noise management system	7	15	8	30
Spray hood stations for toxic chemical ventilation	15	8	5	28
Safety shower	2	13	12	27
Performance space including stage	1	12	13	26
Classrooms, demonstration & public workshop spaces	12	15	1	28
Collaboration space for mixing medias	9	19	1	29
Loading dock	3	17	5	25
Visiting artist studio	7	19	4	30
Freight elevator & carts	2	18	6	26
High security with 24 hour access	5	18	3	26
Parking	19	9	1	29
Other (please specify)				2
<i>answered question</i>				<b>30</b>
<i>skipped question</i>				<b>1</b>

**Other (please specify)**

SOME OF THOSE ITEMS DEPEND ON THE TYPE OF ART TAKING PLACE.  
comfortable seating for discussions and critiques of each other's work



**What types of resources, workshops, and support would you be interested in receiving? Please rate them according to the following scale:**

Answer Options	The arts incubator <b>MUST</b> provide this	The arts incubator <b>SHOULD</b> provide this	The arts incubator does <b>NOT</b> need to provide this	Response Count
Business plan writing	5	20	1	26
Grant writing/grant resources	7	17	2	26
Marketing your art - creating a portfolio, business cards, networking, press releases, etc.	8	17	1	26
Brochures & publications	9	18	0	27
Web site development & hosting	9	17	1	27
Special events	16	12	0	28
Media advertising	13	14	1	28
How to obtain gallery representation	6	20	1	27
How to prepare for a show, includes hanging	6	18	2	26
Accounting/taxes	6	15	6	27
Legal assistance including contracts with galleries	5	17	4	26
Secretarial support	3	11	13	27
Receptionist/answering service	3	14	9	26
Photo copy equipment	6	14	6	26
Computer lab with shared technical equipment such as computers, digital camera, video camera, video projection, slide projector, photographic lights, slide scanner, flatbed scanner, printer, copier, fax	6	15	5	26
Directory resource for artists - contacts to buy/sell/trade services/supplies, jobs, art assistants, exhibit opportunities/call for artists	11	15	0	26
Mentor matching service	4	14	8	26
Computer/software training	1	11	15	27
Computer technical support	4	9	11	24
Cooperative studio spaces such as woodshop, glass studio, metal studio, printing press	9	16	1	26
Cooperative insurance policy covering studio contents and liability	17	8	1	26
Other (please specify)				4
<i>answered question</i>				<b>28</b>
<i>skipped question</i>				<b>3</b>

### Other (please specify)

group critiques

It is hard to pull out the stops when you are used to doing it on your own!!! You are used to "making do". Large studio equipment that is not practical for an individual artist to own. IE, presses, Hollander beaters (papermakers), letterpress printing, possibilities are endless

I am not familiar with much of this as to what extent the arts incubator would service

For all the "Must Haves", really should read, as thought to be "Most Important" from a needed resource for artist. Really a "wish list".



**How much would you be willing to pay PER MONTH for a place that meets all the needs you have identified?**

Answer Options	Response Frequency	Response Count
\$100 or less	48.0%	12
\$101-\$200	28.0%	7
\$201-\$250	12.0%	3
\$251-\$300	4.0%	1
\$301-\$350	4.0%	1
\$351-\$400	4.0%	1
\$401-\$500	0.0%	0
\$501+	0.0%	0
<i>answered question</i>		<b>25</b>
<i>skipped question</i>		<b>6</b>

Eagle River Artists & Artisans Survey



Would you be interested in YEAR-ROUND studio/work space if a new arts incubator building were developed in downtown Eagle River?

Answer Options	Response Frequency	Response Count
YES	10.7%	3
NO	28.6%	8
MAYBE, I need more information about the Arts	60.7%	17
<i>answered question</i>		<b>28</b>
<i>skipped question</i>		<b>3</b>

Eagle River Artists & Artisans Survey



Would you be interested in SEASONAL studio/work space if a new arts incubator building were developed in downtown Eagle River?

Answer Options	Response Frequency	Response Count
YES	10.7%	3
NO	35.7%	10
MAYBE, I need more information about the Arts	53.6%	15
<i>answered question</i>		<b>28</b>
<i>skipped question</i>		<b>3</b>

Eagle River Artists & Artisans Survey



Would you be interested in retail sales/gallery space in downtown Eagle River?

Answer Options	Response Frequency	Response Count
YES	74.1%	20
NO	14.8%	4
MAYBE, I need more information about the Arts	11.1%	3
<i>answered question</i>		<b>27</b>
<i>skipped question</i>		<b>4</b>



Eagle River Artists & Artisans Survey



Would you like to receive email updates from the Eagle River Revitalization Program on the progress of the Arts Incubator project?

Answer Options	Response Frequency	Response Count
YES	77.8%	21
NO	22.2%	6
	<i>answered question</i>	<b>27</b>
	<i>skipped question</i>	<b>4</b>

Eagle River Artists & Artisans Survey



Would you be willing to participate in a 3-hour focus group discussion to help the community further determine the feasibility of an artist & artisan incubator?

Answer Options	Response Frequency	Response Count
YES	55.6%	15
NO	44.4%	12
<i>answered question</i>		<b>27</b>
<i>skipped question</i>		<b>4</b>

# Eagle River Artists & Artisans Survey



**If you answered YES or MAYBE to Questions 11 through 15 please provide your contact information.**

Answer Options	Response Frequency	Response Count
Name:	100.0%	21
Company:	66.7%	14
Address:	100.0%	21
Address 2:	4.8%	1
City/Town:	100.0%	21
State:	95.2%	20
ZIP:	100.0%	21
Country:	85.7%	18
Email Address:	95.2%	20
Phone Number:	100.0%	21
<i>answered question</i>		<b>21</b>
<i>skipped question</i>		<b>10</b>



(Optional - for grantwriting purposes only) Gender

Answer Options	Response Frequency	Response Count
Female	91.7%	22
Male	8.3%	2
<i>answered question</i>		24
<i>skipped question</i>		7

Eagle River Artists & Artisans Survey



(Optional - for grantwriting purposes only) Age

Answer Options	Response Count
	22
<i>answered question</i>	22
<i>skipped question</i>	9

	Response Text
	63
	47
	52
	53
	40
	47
	46
	41
	78
	43
	54
	50
	73
	48
	30
	44
	62
	65
	43
	75
	72
	58





**Do you require accommodations for a disability?**

Answer Options	Response Frequency	Response Count
Yes	4.0%	1
No	96.0%	24
<i>answered question</i>		25
<i>skipped question</i>		6



Are you a current business owner?

Answer Options	Response Frequency	Response Count
Yes	61.5%	16
No	38.5%	10
If yes, for how many years?		15
<i>answered question</i>		<b>26</b>
<i>skipped question</i>		<b>5</b>

	If yes, for how many years?
	4
	35
	16
	5
	12
	freelance, for 6 years
	30
	2
	11
	2
	2
	5 yrs. - only an art business at my home
	37
	Self employed artist - 7 years
	6



# Eagle River Artists & Artisans Survey



**Are there any other shared needs you can think of that would be helpful for encouraging a creative community?**

Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	22

## Response Text

Community art education facility - a sales gallery that would include a room for solo or group shows (could be experimental and not necessarily focused on making money - a bit out of the box). For me a way to educate the community about arts through an arts incubator would be wonderful. I would most be interested in a partially or fully equipped facility that would allow me to teach groups of 5 or more people that perhaps could be rented or there might be a membership of some sort (modeled on centers of various kinds throughout the country).

no

Good book store-coffee shop and FREE parking atmosphere.  
I don't go to Eagle River for shopping because the shops aren't conducive to my needs. It hasn't changed much since the 50's it appears... We have changed since the 50's however..... It would be interesting to do an "on the street" poll of visitors or/and of local people.... What would they enjoy visiting/seeing/being exposed to?

This is a good plan and a well-done questionnaire. I already have a shop/studio which meets most of my needs and desires. Thanks, anyhow.

Any help with marketing would be appreciated.

classes/workshops to increase skills  
a shared library of magazines etc that all could benefit from, but not all need to buy (ie, if 5 painters were a part of it and wanted to read 5 different painting journals/magazines to inspire them, they could each subscribe to only 1 and then store at the studio for others to read)

Would suggest rental of limited use equipment, space, etc. also. For example, I have most that I need at my personal studio, but may want to use a printing press for a couple afternoons, or high speed internet, classes, etc. I personally would probably not rent monthly space, however, artists without a home studio will, and it is a great idea and opportunity.

An arts community requires the support of local citizens and businesses.

Including area artists in gallery, shop, and publicity, who are not part of the shared studio space.

# Eagle River Artists & Artisans Survey



**THANK YOU** for taking the Downtown Eagle River Artists & Artisan Survey!  
**Please sign up below to enter the drawing for a FREE scholarship to our Entrepreneurial Boot Camp November 6, 7,8 and 10. (Please note your contact information will remain confidential)**

Answer Options	Response Frequency	Response Count
Name:	92.9%	13
Company:	71.4%	10
Address:	92.9%	13
Address 2:	21.4%	3
City/Town:	100.0%	14
State:	92.9%	13
ZIP/Postal Code:	92.9%	13
Country:	64.3%	9
Email Address:	78.6%	11
Phone Number:	85.7%	12
<i>answered question</i>		<b>14</b>
<i>skipped question</i>		<b>17</b>