



# **MARINETTE INCUBATOR FEASIBILITY STUDY**

**FINAL REPORT AND RECOMMENDATIONS**



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**September 15, 2005**

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## **EXECUTIVE SUMMARY:**

NorthStar was engaged by the Marinette Area Economic Development Corporation (MAEDC) to complete a study on the feasibility of establishing a small business incubator in the Marinette Area.

As part of this study, Dr. David J. Ward interviewed 33 individuals including officials and business owners from Marinette and Peshtigo, Wisconsin and Menominee, Michigan. Dr. Ward also interviewed individuals involved in running two successful incubators in Northeastern Wisconsin and also interviewed state officials involved in small business consulting and services.

In addition to the interviews, Dr. Ward gathered additional information on incubators and incubator operations including published reports and feasibility studies. He also interviewed the directors of two successful incubator operations in Northeastern Wisconsin.

Based upon the interviews and the data that was gathered, the following summarizes the findings and recommendations contained in this report:

There is substantial community support for creating a business incubator in the Marinette area.

We found substantial evidence of entrepreneurial activity in the Marinette area. Such activity can be supported and increased through a business incubator.

The Marinette Area needs a mixed-use business incubator that includes a physical space (building), shared services and business support services for tenants and for other businesses in the Marinette area.

With the right support and fiscal plan, we believe that a business incubator that includes a physical space (building), shared services and business support services for tenants and area businesses can be economically feasible in the Marinette area.

A business incubator should be located close to the main sources of entrepreneurial activity in the area. That southern edge of Marinette appears to be the center of that activity.

If an incubator is established, a network for identifying entrepreneurs who have started or are thinking of starting new businesses should be established. There should be in place a systematic way to collect this data and use it to support and nurture new business startups.

## **Economic and Demographic Background Data for the Marinette Area**

Table 1 contains data on the population of Marinette County in Wisconsin and Menominee County in Michigan in the period 1990-2004. The populations of Marinette and Menominee Counties grew very slowly in the period 1990-2000. Marinette County's population grew 7% in that period while the population of Menominee County grew less than 2%. In the period 2000-2004, the population of Marinette County did not grow and the population of Menominee County declined slightly.

Both counties have below average population growth when compared to that of the U.S. and Wisconsin. In the period 1990-2000, Wisconsin's population grew 9.6% and the U.S. population grew 13.2%.

Population projections for the next twenty five years for the two counties show very slow growth in the population of Marinette County and a slight overall decline in the population of Menominee County. The population of Marinette County is projected to grow about 2% in that period while the population of Menominee County is projected to decline.

**Table 1**  
**Population Data for Marinette (WI) and Menominee (MI) Counties**

	<b>Marinette, WI</b>	<b>Menominee, MI</b>
<b>Population 2004</b>	43,364	25,174
<b>Population 2003</b>	43,402	25,131
<b>Population 2002</b>	43,404	25,132
<b>Population 2001</b>	43,344	25,261
<b>Population 2000</b>	43,384	25,326
<b>Population 1990</b>	40,548	24,920

Source: United States Census Bureau

Marinette and Menominee Counties both trail their respective home states in terms of per capita income. Per capita income is all income received by county residents (wages, dividends, social security payments, etc) divided by the total population of the county. Table 2 shows data for Marinette County. The county's 2003 per capita income is a little over 80% of the Wisconsin's per capita income, and in recent years Marinette County's per capita income as a percentage of Wisconsin per capita income has shown improvement.

**Table 2**  
**Per Capita Income for Wisconsin and Marinette County**

	1999	2000	2001	2002	2003
<b>Wisconsin</b>	\$27,135	\$28,570	\$29,392	\$29,937	\$30,685
<b>Marinette County</b>	\$21,779	\$22,706	\$23,393	\$24,506	\$25,448
<b>Marinette as a % of Wisconsin</b>	78%	76%	77%	80%	81%

Source: U.S. Bureau of Economic Analysis (BEA)

Table 3 shows data for Menominee County. The county's 2003 per capita income is a little over 70% of the Michigan's per capita income and in recent years Menominee County's per capita income as a percentage of Michigan's per capita income has declined.

**Table 3**  
**Per Capita Income for Menominee County, MI**

	1999	2000	2001	2002	2003
<b>Michigan</b>	\$28,095	\$29,552	\$29,940	\$30,048	\$31,178
<b>Menominee County</b>	\$21,376	\$21,945	\$21,860	\$21,812	\$22,558
<b>Menominee as a % of Michigan</b>	77%	74%	71%	71%	72%

Source: U.S. Bureau of Economic Analysis (BEA)

A broader gauge of economic standing and growth is the total personal income of each county and the growth in that income over the last four years. Table 4 contains data for growth in personal income in the period 1999-2003.

**Table 4**  
**Total Personal Income and Growth in Total Personal Income for Marinette and Menominee Counties in the Period 1999-2003**

	1999	2000	2001	2002	2003	Growth Rate 1999-2003
<b>Marinette</b>	\$941,424	\$986,709	\$1,013,962	\$1,063,650	\$1,104,502	17.3%
<b>Menominee</b>	\$542,094	\$555,118	\$552,210	\$548,177	\$566,902	4.5%
<b>Wisconsin</b>						16.3%
<b>Michigan</b>						13.0%
<b>United States</b>						17.4%

Source: U.S. Bureau of Economic Analysis (BEA); Personal income shown in 000's.

The following are our observations from the data in Table 4:

- Marinette County’s economy is approximately twice the size of the economy of Menominee County. Marinette County is the economic center of the Marinette-Menominee Micropolitan Statistical Area (MSA)
- Marinette County experienced very favorable economic growth in the period 1999-2003. The personal income growth rate in Marinette County exceeded the growth rate of the State of Wisconsin and was comparable to the growth rate for the U.S.
- Menominee County experienced a very low rate of economic growth in the period 1999-2003. The county’s growth rate in personal income in that period was 4.5%, 8.5% less than the personal income growth rate for the State of Michigan and nearly 13% less than the growth rate for personal income in the United States.
- The growth rates should be viewed in perspective. Both counties trail their respective state per capita income levels by substantial margins and both the State of Michigan and the State of Wisconsin under perform the U.S. averages in terms of per capita income and the rate of growth in personal income.

The economies of both counties are heavily dependent on manufacturing and small businesses. Table 5 breaks down business employment by sector. Table 6 shows major changes in employment levels over a five year period. Table 7 shows the distribution of business establishment by size and overall number of business establishments for 1998 and 2003.

**Table 5**  
**Major Business Employment Sectors for Marinette and Menominee Counties in 2003**

<b>Sector</b>	<b>Marinette County # of Workers</b>	<b>Menominee County # of Workers</b>
Manufacturing	6627	2197
Health Care	2759	451
Retail Trade	2420	798
Other Services	1334	353
Accommodation/ Food Services	1301	525
Transportation	749	207
Finance/Insurance	531	197
Construction	473	203

Source: United States Census Bureau County Business Patterns

**Table 6**  
**Selected Changes in Employments Levels and Business Establishments 1998-2003**

	<b>Employment Category</b>	<b>1998</b>	<b>2003</b>	<b>Growth 1998-2003</b>
<b>Marinette Co.</b>	Total	15,939	17,581	10.3%
	Manufacturing	6,627	6,195	-6.5%
	Business Establishments	1,070	1,184	10.7%
<b>Menominee Co.</b>	Total	6,956	5,748	-17.4%
	Manufacturing	2,822	2,197	-22.1%
	Business Establishments	539	498	-7.6%
<b>United States</b>	Business Establishments	6,941,822	7,254,745	4.5%

Source: United States Census Bureau County Business Patterns

**Table 7**  
**Size Distribution of Business Establishments in 2003**

<b>Business Establishments by Employment Size Category</b>	<b>Marinette County</b>	<b>Menominee County</b>
<b>Number of Employees</b>		
1-4	644	265
5-9	240	119
10-19	166	54
20-49	80	39
50-99	30	9
100-249	14	11
250-499	4	1
500-999	5	0
1000 or more	1	0
<b>Total Number of Establishments</b>	<b>1,184</b>	<b>498</b>

Source: United States Census Bureau County Business Patterns

The following observations are drawn from the data in Tables 5, 6 and 7:

- Manufacturing is the single most important private sector employer in both Marinette and Menominee Counties. Marinette County has a sizable employment in the health care sector and both counties have significant employment in retail and food service/accommodations.
- Both counties lost manufacturing jobs in the period 1998-2003.
- In the period 1998-2003, the number of business establishments and total employment grew in Marinette County. In the same period, the number of business establishments and total employment declined in Menominee County.
- Both counties have a large proportion of small businesses. Business establishments that employ fewer than 20 employees account for approximately 88% of the business establishments in each county.
- In the period 1998-2003, Marinette County's 10.7% increase in business establishments was over twice the U.S. rate of growth in the same period.

**Summary:** The data in tables 1-7 gives a snapshot of the economies of Marinette and Menominee Counties. There is a distinct difference in the size and performance of these two economies. Marinette County has clearly emerged as the center of regional economic activity and has begun to catch up with the Wisconsin economic benchmarks.

The economic data forms a good case for aggressive economic development in the region. The need to raise per capita income in both counties should be clear. The data also indicates a potential entrepreneurial base in the region, particularly in Marinette County. This level of entrepreneurial activity needs to be maintained and grown to materially change the economy of the region. To do that will require an aggressive economic development program.

## **Interview Summary and Observations**

### *Breakdown of Interviews:*

Thirty-three individuals were interviewed for this report. The bullet points below show interviewees by various classifications:

- Interviews with study sponsors/advisors (6)
- Interviews using survey document with business owners, public officials, bankers, realtors, accountants and educators (19)
- Interviews with incubator managers/founders (2)
- Interviews with state (Michigan and Wisconsin) and SBDC officials (6)
- Marinette County business owners, bankers, realtors and officials (19)
- Menominee County business owners, bankers, realtors, and officials (6)

The individuals who were selected for interview were very gracious in sharing their time, knowledge and experience. Below is a brief condensation of key points that emerged from these interviews:

### *Key Information Gathered and Observations from the Interviews:*

#### 1. Study sponsor/advisor group

- Need strategies to promote economic growth and diversify the regional economy.
- Strengths of the regional economy include a strong work ethic, workers who are experienced in manufacturing, quality of life, strong manufacturing base, location, harbor, low housing cost and low overall cost of living.
- Significant threats to the regional economy include large plant closings, diminishment of local ownership, pace of technological change, an aging workforce, and heavy reliance on manufacturing and the auto industry.

#### 2. Survey respondent group from Marinette and Menominee Counties

- Heavy support for the concept of a business incubator.
- Most of the interviewees come in contact with people who want to start or have just started a new business.
- There is a need for more early stage seed equity financing for start up businesses.
- A business incubator should be suitable for mixed use and likely clients include small manufacturers, professional and technical service firms (forestry consultants, paper industry engineers and consultants, software developers), call center, small job shops, wholesalers, wood manufacturing, and tool and die makers.
- Most interviewees indicated a willingness to help an incubator effort and many saw an incubator and the businesses that come from the incubator as potential markets for their products and services.

### 3. Incubator managers

- Business incubators can improve the success rate for new businesses.
- Need operating rules and an operational plan to make the incubator successful.
- Minimum size for an incubator is 30,000-50,000 square feet.
- It will take at least three years to get the incubator running at full capacity.
- An incubator needs partnership with key support services such as the SBDC.
- Don't incur debt in building the incubator because debt will be a financial anchor.
- A successful incubator requires on-site management and a business support network.
- A successful incubator requires an on-going marketing plan to attract new businesses.
- What really matters is what you do for the incubator tenants.

### 4. SBDC and state officials

- Service to mentor and nurture new business is the key to success.
- Most officials thought that an incubator was a good concept.
- Many have been surprised by the level of entrepreneurial activity in the Marinette area.

Appendix I of this report contains a summary of the responses gathered during the interview process. Appendices II and III are the interview scripts used in interviewing the study sponsors and the selected interviewees from each county.

## **Conclusions and Recommendations:**

### *Community Support and Knowledge:*

There is substantial community support for creating an incubator in the Marinette area. That being said, we make the following observations:

- Most of the people interviewed were familiar with the proposed Marinette incubator project but most really don't understand the concept of a business incubator. It may be useful to create an education package to lay out the principles and benefits of a business incubator and to deliver that message with face-to-face meetings with key people in the community who help shape community consensus.
- Very few people thought that the incubator was not needed but a number of people have doubts about the demand or number of businesses available to populate an incubator.

### *Entrepreneurial Activity and Supply:*

We found substantial evidence of entrepreneurial activity in the Marinette area. The attached table summarizes the amount of entrepreneurial activity encountered by those people who were interviewed for this project. In addition, we gathered entrepreneurial information from Ernie Johnson of the SBDC in Green Bay, Wisconsin and Jim Beauchamp of the Michigan First Step program.

There is a wide variety of entrepreneurial activity in the area and much of it is not suitable for an incubator. For example, retail and bar and restaurant businesses were the most frequent businesses cited in the interview process and these businesses are largely not compatible with an incubator.

Businesses that might fit into a mixed use incubator that were mentioned by those who were interviewed or those that ran incubators in the region include the following:

- Contractors
- Publishers
- Manufacturers of specialty food products (such as coffee roasters)
- Computer services
- Design services
- Engineering and technical services
- Printing
- Wood manufacturing
- Plastics manufacturing
- Internet sales
- Sporting goods manufacturing (such as fishing lures, fishing rods, ATV accessories)

### *Feasibility:*

With the right support and fiscal plan, we believe that a business incubator that includes a physical space (building), shared services and business support services for tenants and area businesses can be successfully established in the Marinette area. There is enough entrepreneurial activity in the area to support an incubator in the 20,000 – 30,000 square foot range. The incubator should be a mixed-use (light manufacturing-business services) facility with as much flexible space as possible. And it should provide enough room and space for services that can be extended to area businesses located outside the incubator facility.

### *Incubator Services:*

The following incubator services were identified by experienced incubator managers and regional business people as services that should be included in an incubator:

- Space for light manufacturing and business service companies.
- Shared physical office services including a phone system, fax and copying machines, and conference space.
- Access to services such as legal, accounting, personnel and computer technical support.
- Loading dock with common forklift equipment.
- Business coaching and consulting.

### *Other Factors Needed to Increase Chances of Success:*

The following factors were identified in interviews as weak or missing inputs that would help start-up and expanding businesses:

- Seed capital for equity investment in new companies
- Marketing expertise
- An organized management advising and coaching system
- Business plan assistance
- Connections to organizations that have technology and processes that may expand businesses in the area or be the basis for new businesses. The University and the U.S. Forest Products Laboratory are two sources of technology ideas and products.

### *Incubator Concept and Focus:*

The Marinette Area needs a mixed-use business incubator that includes a physical space (building), shared services and business support services for tenants and for other businesses in the Marinette area. The physical incubator should be a mixed-use facility that would attract both light manufacturing and business service companies. The service component of the incubator should include shared services for tenants and management coaching and advisory services for businesses throughout the Marinette area.

In the process of completing this study, we talked to the managers of incubators in Green Bay and Sturgeon Bay. Paul Erhfurth is the lead person for the incubator in Green Bay and Bill Chaudoir is the person responsible for the incubator in Sturgeon Bay. Both were very open and helpful in sharing information about their incubators and incubator operation in general.

It may be helpful to tour each incubator to gather more information on the feasibility of an incubator in the Marinette area. Some of the early development ideas and concepts for the Green Bay facility may be particularly helpful. Attached in Appendix IV is an outline of the basic components of the original Green Bay incubator and a site plan for that facility. Green Bay is

about to open a new, very advanced incubator facility adjacent to the Northeast Wisconsin Technical College on the west side of Green Bay but the plans for the previous mixed use facility may be useful for this project.

### *Incubator Operating Principles:*

The successful business incubators operating in Northeastern Wisconsin have established clear operating rules for their incubators and they implement those operating rules. Without operating rules, the incubator is likely to become a subsidized real estate project.

The following principles and ideas for successful incubator projects were identified in the national literature on incubators and by the experienced incubator managers who were interviewed for this project:

- Begin incubator operations with no capital debt.
- Have professional staff that can manage the incubator in terms of site management, financial records / accounting, tenant management, and professional assistance to clients.
- Establish outcome measures that track incubator performance.
- Establish a realistic start-up budget that ramps up the incubator over 2-3 years.
- Establish a regular marketing campaign to promote the space and services of the incubator.
- Establish a profile of business tenants (for example new businesses that are less than three years old or that currently operate out of a home location) and select tenants according to that criteria. The corollary to this is don't become a subsidized piece of real estate.
- Establish a tenant selection process.

### *Location:*

A business incubator should be located close to the main sources of entrepreneurial activity in the area. The southern edge of the City of Marinette appears to be the center of that activity.

The incubator should be located at a site that can provide broadband telecommunication service, convenient access by road, close by technical and educational support, and a business environment. Locations close by the campus of the Northeastern Wisconsin Technical College appear to meet all of these criteria.

### *Renovate or Build a New Building:*

Detailed analysis of potential incubator sites and the potential for using existing buildings to house an incubator is beyond the scope of this study. The interviews revealed a number of ideas about geographic location but did not contain much specific site or building location information.

In the study interviews, we did ask the experienced incubator managers for their general opinion on this issue. The Green Bay incubator was built in an existing building while the Sturgeon Bay incubator was new construction.

The consensus of the experienced incubator operators was that new space was preferable to renovating old space. They thought that the cost of renovating and the cost of building a new building was a wash. They also felt that ability to design new space around planned use was much more effective than trying to fit use into the current configuration of an existing building.

### *Key Questions That Need to be Answered:*

If a decision is made to proceed with establishing an incubator in the Marinette area, there will be a number of nuts and bolts issues that must be decided. Below is a short list of questions that may help to develop a list of key questions/issues:

- Who owns and manages the incubator facility?
- How will the incubator be governed?
- What services should be offered to incubator tenants and area businesses?
- How will services be priced to make them affordable to tenants and area businesses?
- Who will contribute to the capital costs and the start-up costs of an incubator?

### *Final Recommendations:*

1. With the right support and fiscal plan, we believe that a business incubator that includes a physical space (building), shared services and business support services for tenants and area businesses can be successfully established in the Marinette area. There is enough entrepreneurial activity in the area to support an incubator in the 30,000 square foot range. The physical incubator should be a mixed use (light manufacturing-business services) facility with as much flexible space as possible. And it should provide enough room and space for services that can be extended to businesses located outside the incubator facility. The incubator concept should include business services that can be extended to other businesses in the Marinette area.

2. If an incubator is established, the incubator should have a regional mission and should deliver business assistance and support to businesses throughout the region.

3. If an incubator is established, a network for identifying entrepreneurs who have started or are thinking of starting new businesses should be established. This feasibility study identified numerous community sources that come in contact with business prospects. These sources include realtors, bankers, the UW Extension community development agent, the Northeast Wisconsin Technical College (NWTC), the person who staffs the Wisconsin Department of Revenue office in Marinette, the County Clerks and Treasurers, state business assistance personnel, the mayor's office and the Chambers. There should be in place a systematic way to collect this data and use it to support and nurture new business startups.

4. A business incubator should be located close to the main sources of entrepreneurial activity in the area. The southern edge of the City of Marinette appears to be the center of that activity.

# Appendix I: Summary of Survey Responses

## Marinette Business Incubator Feasibility Study Survey Respondents

Information Source	Area	Aware of Incubator Idea	Level of Support	Would See a role in Incubator	Contact with People Who Want To Start a Business	Number of Contacts Per Month	Types of Businesses	What services/factors are missing or needed?
Realtor	Marinette	Yes	8	Maybe	Yes	1	Retail, Service,Manufacturing	
Banker	Marinette	Yes	9	Yes	Yes	3-Feb	Retail to Industrial	Seed financing:
CPA	Marinette	Yes	4	No	Yes	2	Service business, Retail	Seed financing;marketing expertis
State Official	Marinette	No	1	NA	Yes	40-60	Internet sales;building contrac-tors;	NA
Purchasing agent	Marinette	No	NA	No	Yes	NA	Manufacturing suppliers;	NA
Business Owner	Marinette	Yes	9	Yes	Yes	LessThan1	Coffee, gift, bait shops	Marketing:some technical areas;
Business Owner	Menominee	Yes	8	Yes	Yes	3	Services (appraisal); retail;	Jobs for college grads;
Realtor	Menominee	No	7	No	Yes	2	Manufacturing;shops;services;	Cell service;
EDC	Menominee	Yes	8	Yes	Yes	NA	E-commerce,Ferry line;Service	Cell service;marketing:
County Official	Menominee	Yes	7	No	Yes	LessThan1	Not sure:	Cell service;
Realtor	Menominee	No	9	Yes	Yes	LessThan1	Manufacturing;Office;	Marketing;
Banker	Marinette	Yes	4	Yes	Yes	1	Wood mfg.;Coffee/food shops;	Seed capital;marketing;cell in Menc
Business Owner	Marinette	Yes	6	Yes	Yes	LessThan1	NR	Organized management advice;
City Official	Menominee	Yes	5	Yes	Yes	1	Spa;retail;	Cell service;Organized Mgt Advice
Educator	Marinette	Yes	9	Yes	Yes	LessThan1	Early stage;	Marketing;
State Official	Marinette	Yes	9	Yes	Yes	3	Health club;retail;	Public transportation;
Business Owner	Marinette	Yes	5	Maybe	Yes	1	ATV;small engine;bar;travel;	Seed capital;skill level;marketing;
Business Owner	Marinette	No	6	Yes	No	NA	NA	Marketing;
Business Owner	Phestigo	Yes	6	Yes	Yes	LessThan1	Wood&plastics Mfging.;	Good workers that fit co; Marketing
Business Owner	Phestigo	No	9 or 10	Yes	Yes	LessThan1	Most are dreamers;	Marketing;space;
City Official	Marinette	No	8 or 9	Yes	No	NA	NA	NA
Banker	Marinette	Yes	9	Yes	Yes	3 to 5	Service;light mfging;retail;	Seed capital;space;cell service; marketing;

## **Appendix II: Marinette Project Launch Agenda**

May 24 and 25, 2005

### **Interview Questions for Sponsors/Advisors:**

1. What are the primary objectives of starting an incubator in Marinette?
2. What kinds of businesses do you think would be good candidates for an incubator?
3. What are three strengths that Marinette and the surrounding region have that will support new and existing companies?
4. What specific services would an incubator offer to its tenant companies?
5. What are three weaknesses or disadvantages to locating a business in Marinette?
6. Describe the business climate in Marinette? Is local government helpful? Who else offers help to new and existing businesses?
7. Describe the local workforce in terms of skills, work ethic and education and training.
8. What are the biggest threats to the Marinette economy?
9. List and describe new businesses that have been established in the area in the last five years.
10. Are there individuals who have started more than one successful business in the area in the last 10-20 years?
11. Is there a supply of existing commercial space available for new businesses? If so how much space is there and what is it suitable for in a business sense?
12. Describe the major employers in Marinette. Has any of these firms or former employees of these firms started a business in the last ten years?
13. Do recent high school graduates stay in the Marinette area? If not where do they go?
14. Suggest the names of five people that we should interview for this study.

# **Appendix III: Marinette Incubator Feasibility Study**

## **June / July 2005**

Survey Document:

Project Background:

About this Survey: We will interview 30-35 people in the Marinette area to help determine the feasibility of creating a business incubator in Marinette. We want to use the survey data to identify possible demand for such a facility by existing businesses and potential new businesses.

The basic incubator concept:

Questions:

1. From what I told you about incubators or from your own personal knowledge,
  - Are you aware of efforts on the part of the City, County and Chamber to start a small business incubator in the area?
  - Do you think there might be a need for a Business Incubator in the Marinette area?
  - What services should an incubator offer to help new and exiting businesses survive and grow?
  - Do you think your business might use the incubator?
  - Do you think your business might play a role in the incubator?
  - How do you think an incubator should be advertised and promoted?
  - Where should an incubator be located? Is there space or buildings available for an incubator?
  
2. Questions related to business climate and entrepreneurship in the Marinette area:
  - Do you come in contact with people who are interested in starting new businesses?
  - Do you know of people who have recently started a business or who are thinking of starting a business? If so can you share information about the entrepreneurs involved and the type of business?
  - For those interested in starting a business, do any of them already have a part time or sideline business started?
  - Who best knows and keeps track of business start up and business expansion inquiries?

3. With respect to your business:
  - Are there services and or facilities that would encourage you to expand your business?
  - If you were advising a person who was thinking of starting a business, what 2 or 3 things are most important to help that person succeed?
  - What products or services not currently available locally would help your business be more competitive?
  
4. For people starting, expanding or moving a business to the area, are the following available in the area?
  - Start up financing
  - Space / Facilities
  - Labor force / Workers
  - Telecommunications
  - Marketing expertise
  - Management mentoring or coaching
  - Help from local organizations and government
  
5. Do you have any other thoughts or ideas about the feasibility of an incubator and/or what should be part of an incubator if one is established?

# Appendix IV: Advance Business Development Center Plan

Advance Business Development Center \_\_\_\_\_ Plan 1  
1835 Potts Avenue  
Green Bay, WI 54304

**CONTACT:** *Dennis Srenaski, Manager*

Phone: 414/496-9010 Fax: 414/496-6009

Sponsorship: Chamber of Commerce

Tenant types: high tech.; res. & dev.; lt. mfg.; whlse./dist.; mail order; const.;  
sales/mktg.; service; heavy mfg.; not-for-profit; commercial/fine arts

## **BUILDING**

35 year-old swimming pool building

Acquisition: 1987; renovations have continued from 1988

Separate metal pole building has been converted to additional units

Cost per square foot: approximately \$8, renovation only

## **SPACE**

Total gross: 50,000 sq. ft.

Net leasable: 43,400 sq. ft.

Range of office units: 64 to 465 sq. ft. or 12% of total leasable

Range of manufacturing: 700 to 4,500 sq. ft. or 88% of total leasable

Tenants: 43

## **FEATURES**

Walls or partitions: fixed but somewhat flexible

Ceilings: varies; regular in offices; other from 10 to 18 ft.

Windows: for some office units

Exits: off number of manufacturing spaces and loading dock

Hallways: regular; wider at loading area

Freight elevators: no

Sprinklers: no

Loading docks: 4 overhead doors, 1 trailer-height dock

Forklifts: 2

Electrical service: 480, 440, 220, 208, 110; all power available as needed; 3-phase throughout

Security: sensor pad with combination

Parking: on-site; work vehicles in enclosed area; 40 spaces outside

Other: fence with barb-wire surrounds the buildings

SPECIFIC NEEDS

Wet labs or clean rooms: yes, as needed by tenants

Special vents and soundproofing: no

AMENITIES/SERVICES (beyond standard shared office services)

Conference room: yes

Library: no

Eating area: no; vending machines in hallways

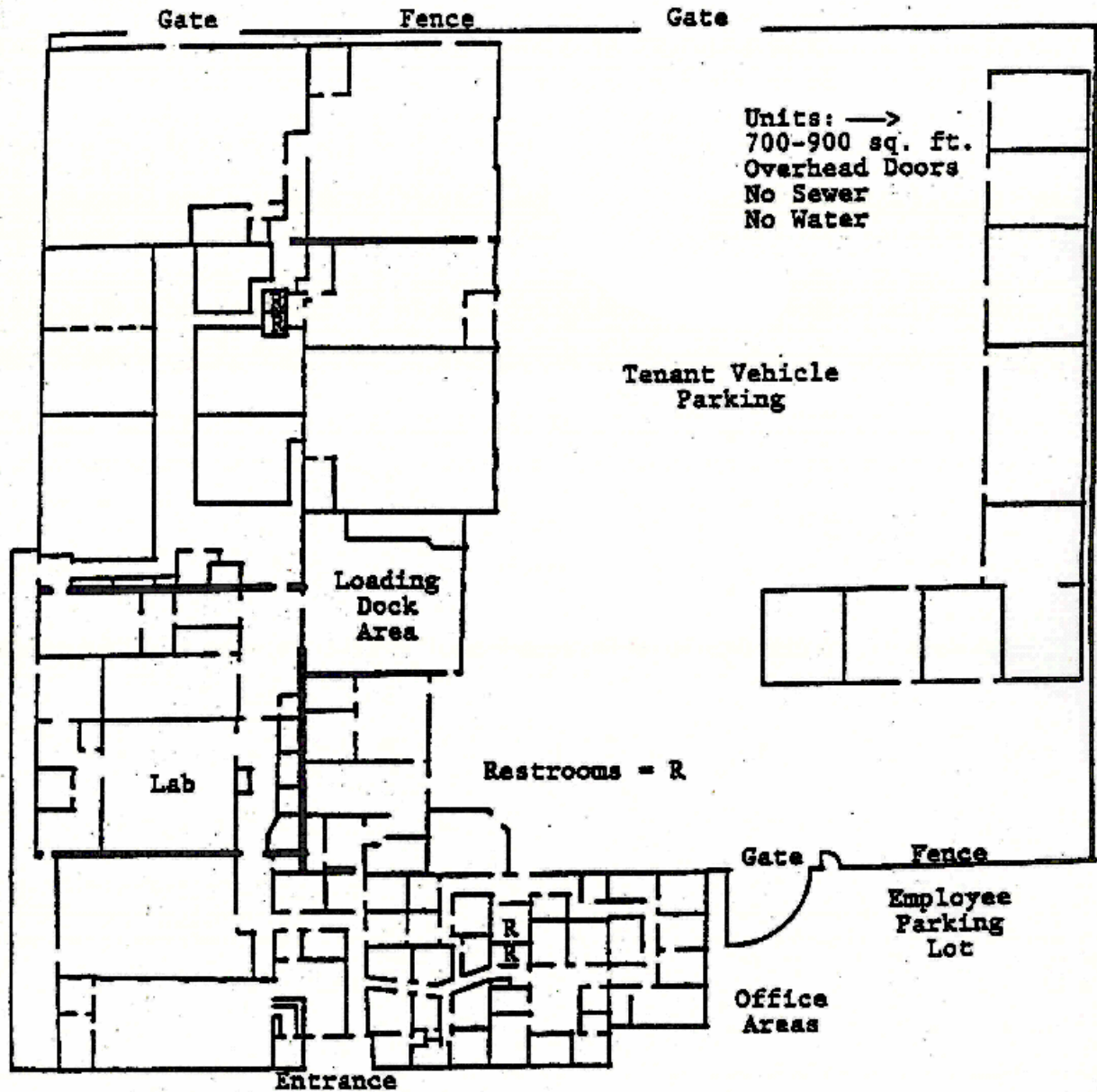
Other: sewer and water pipe fittings overhead; SCORE offices on-site

COMMENTS

We are happy with the one-story building which is surrounded by a barb-wire fence. Although it isn't beautiful, the secured area has worked out well for tenants' work vehicles and general security. The offices are centrally located in one wing which helps to bring the tenants together.

The underground storage tanks that were on the site had to be removed and created a real hassle for clean-up. The electrical service is currently sub-metered by units. This is satisfactory but it would be even better to have separate utility meters for each unit. We have needed a lunch area and are working on this. Although there seemed to be plenty of parking, we now find the need for more.

PLAN 1



**Appendix V:  
Map of Marinette and Menominee Counties**

