



Entrepreneurship Ecosystem Development

Findings and Recommendations

Ellsworth, Maine
April 29, 2023

Prepared by Matthew Wagner, PhD
Chief Program Officer
Main Street America



About Main Street America

Main Street America has been helping revitalize older and historic commercial districts for nearly 40 years. Today it is a network of thousands of neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

Since 1980, over 2,000 programs have used the Main Street Approach, our time-tested framework for community-driven, comprehensive revitalization. The National Main Street Center conducts research to document our impact by annually collecting statistical information on the preservation, revitalization, and economic activities in local Main Street programs throughout the country.



About the Maine Downtown Center – SBA Appropriated Entrepreneurial Ecosystem Program

Maine Development Foundation’s Maine Downtown Center (MDC) is a Main Street America® Coordinating Program and was established in 1999. MDC currently has 10 nationally designated Main Street Maine programs, 14 state designated Maine Downtown Affiliate programs, and works with scores of other communities on revitalization and improvement efforts. The program is staffed by Senior Program Director Anne Ball (aball@mdf.org), Program Director Sylvie Piquet (spiquet@mdf.org), and Program Coordinator Perri Williams (pwilliams@mdf.org).



The MDC-SBA Appropriated Entrepreneurial Ecosystem Program is focused on 10 designated and/or affiliate Maine Main Street Programs and builds off the highly successful ecosystem pilot in Lisbon, Monson and Skowhegan, Maine. The project consists of ecosystem technical assistance and grants for project implementation.

About the Main Street Entrepreneurial Ecosystem Approach

The Main Street Entrepreneurial Ecosystem Approach is a framework for supporting a local and/or regional support system for entrepreneurs and small businesses in which “Place” centers our work.



Successful Entrepreneurial Ecosystems depend on cross-sector partnerships and collaboration. Main Street programs are in a prime position to convene key partners to assess gaps and opportunities within the local ecosystem.

Additionally, the importance of place is often missing from the dialogue around Entrepreneurial Ecosystems. Main Streets are well-positioned to bring this place-based perspective to the table and help ensure that entrepreneurship support strategies leverage the distinct sense of place that makes your community unique.

The Seven Critical Factors of Entrepreneurial Ecosystem

We think of Ecosystem building through the lens of seven (7) critical Factors. Given the diversity of needs to support the launch, growth/ scaling, and even the exiting of businesses, it is important to understand that Ecosystem building takes the alignment of many organizational stakeholders, grounded through input from entrepreneurs, in order to be successful and sustainable.



The Place Factor acknowledges that the external environment in which a business operates is extremely important relative to overall success. In addition, much of the programming and real estate components that serve to assist entrepreneurs and small businesses tend to have a spatial element, commonly centered in a downtown, where commerce, civic functions, housing, and recreation converge. Place Factors largely consist of the following examples:

- Real Estate — unique buildings (think breweries); move-in ready spaces; affordable start-up spaces, diversity of housing
- Launch support spaces — maker spaces, incubators/accelerators, shared-use food kitchens, night kitchens, mobile retail/food trucks, co-workspaces, entrepreneur hub centers
- Programming — pitch contests, pop-up programming, soup events
- Third Spaces — breweries, coffee houses, libraries – places that allow for entrepreneurs, remote workers, and small businesses to interact and accidental collisions.



The Social Capital Factor examines the ecosystem at the relationship level, primarily focused on mentorship and networking. We also examine the formal or informality of how entrepreneurs and small businesses make connections, find information, and interact with stakeholders and fellow business owners. The Social Capital Factor largely consists of the following examples:

- Networking events
- Entrepreneur and/or small business network groups
- Access to Service Corps of Retired Executives (SCORE)



The Financial Capital Factor looks at the availability and diversity of capital resources available to small businesses at all points of their life cycle; from early formation and launch, scaling and growing, maturity, and ultimately an exit or transition. Financial Capital for most communities needs to be evaluated locally, but also regionally, as many programs and tools tend to develop at a broader geographic scope than our own communities. The Financial Capital Factor largely consists of the following examples:

- Personal equity (home, credit cards, personal savings, friends and family)
- Government loans and grants (local, state and federal)
- Bank lending tools
- Nonprofit entities (CDFIs, façade loan programs, low-interest loans from economic development groups)
- Private equity (angel and venture capital investors)



The Culture Factor is more qualitative and appears in local attitudes about entrepreneurship, support of small businesses, celebration of new business openings, and even our willingness to accept the risk of failure with new business ideas and concepts. The Culture Factor largely consists of the following examples:

- Media features on small business and new business announcements
- Presence of buy local and promotions like “Shop Small” campaigns
- New residents opening businesses • Small business owners engaged in local civic organizations



The Government/Regulatory Factor evaluates the policies, ordinances, and the experience of entrepreneurs and small businesses as they work with the public sector to launch and scale their business operations. In an unhealthy support system, entrepreneurs find the process for getting permits difficult and an environment focused on what you can’t do rather than how do we find a solution. It also examines the prioritization of entrepreneurship as an economic development strategy. Examples of Government/Regulatory Factor to be evaluated include:

- Community-specific web resources on how to start a business
- Economic development resources and capacity targeting small business development

- Zoning practices that provide for protections while allowing for a broader mix of uses and functions



The Education and Training Factor examines not only access and availability of educational resources for small businesses and entrepreneurs but should also evaluate these aspects from the perspective of the business life cycle. As such, there may be a great deal of workshops and on demand content for business planning or even digital commerce, but very little for how to think through business model shifts, succession planning, or even dealing with supply chain issues. Thus, examples of the

Education and Training Factor consist of the following:

- Involvement and engagement from a Small Business Development Council (SBDC), Women’s Business Center (WBC) and/or Minority Business Development Agency (MBDA)
- Annual small business needs assessment
- Diversity of access to education and training: traditional onsite, virtual, and on-demand
- Local colleges and universities with entrepreneurship training programs



The Human Capital Factor is multi-faceted. As such, it examines a far range of human capital related variables including access to talent that might start and grow a business, the workforce necessary to support launching and growing businesses, and even the attraction of remote workers. Importantly, Human Capital also evaluates the level of equity and inclusiveness that enables women and minority businesses to engage in entrepreneurship. The Human Capital Factor consists of the following examples:

- Levels of minority and women-owned businesses as compared to local demographic profiles
- Youth entrepreneurship programming
- Engagement of local universities and colleges in workforce development matched to local market needs



Place-Based

This factor relates to the physical spaces, building fabric, amenities, and place assets that collectively provide the environment for entrepreneurs to be successful. Place-based indicators tend to focus on real estate support tools, like incubators, drop-in spaces, and maker spaces. However, amenities such as trail systems, diversity of housing options, and “fail fast” pipelines (like pop-ups, pitch it contests, and in-store product displays) represent critical indicators to having a place-based ecosystem factor.

Place-Based Factor in Ellsworth	
Owner	City of Ellsworth; Union River Center; Heart of Ellsworth
Heart of Ellsworth’s Role	Primary Lead, Developer, Supporter, Advocate, Convener, Provider
Existing Strengths	<ul style="list-style-type: none"> • The Union River Center provides space primarily for biomedical start-ups along with technical assistance and other program hosting. • Proximity to Acadia National Park, has provided during the global pandemic the opportunity for more remote workers to relocate and/or live permanently in Ellsworth. • Downtown has experienced a number of start-ups in the last few years.
Primary Gaps	<ul style="list-style-type: none"> • Additional design assistance for building and façade renovations. • Diversity of housing. This would likely require infill/new construction as downtown’s upper floor opportunities are minimal. • Space programming that creates launch opportunities for greater retail density in downtown.



Government Policy/Regulations

This factor focuses on the public sector’s role within the Ecosystem. Indicators reflect the government’s role in developing supportive business policies and creating streamlined regulatory, permitting, and zoning practices that encourage a broad range of business ventures, while also making critical capital investments in cell service and internet fiber that result in strong public infrastructure.

Government Policy/ Regulations Factor in Ellsworth	
Owner	City of Ellsworth; SBA Maine (Fed)
Heart of Ellsworth’s Role	Supporter and Advocate
Existing Strengths	<ul style="list-style-type: none"> • Current zoning allows for a great deal of latitude in uses and functions in the community, including things like small-scale production. • Ordinances allow for outdoor dining and cafes
Primary Gaps	<ul style="list-style-type: none"> • City’s comprehensive is in need of an update and reflective of changes within the economy, society and technology. • Additional investment is needed to update infrastructure.



Financial Capital

This factor examines the depth and breadth of financial resources available to entrepreneurs at all stages of the business life cycle, including traditional bank lending, crowdfunding, and microlending initiatives.

Financial Capital in Ellsworth	
Owner	SBA Maine; Machias Savings Bank
Heart of Ellsworth's Role	Supporter, Provider, Developer and Advocate
Existing Strengths	<ul style="list-style-type: none">• The Heart of Ellsworth Downtown Grants program is highly successful and should be applauded for the success in launching and supporting entrepreneurs with \$1,000 grants.• Local banks are supportive and engaged, as well as working with SBA supported financing programs.
Primary Gaps	<ul style="list-style-type: none">• Many entrepreneurs seemed to lack either knowledge or how to connect with the broader state and/or federal agency and organizational funding opportunities.• Need greater understanding and education around alternative equity sources of capital such as crowdfunding, angels, private equity, etc.



Social Capital

Entrepreneurs exist in a world where relationships, trust, and connections are significant in all aspects of the launch, growth, and sustainability of a business. This factor evaluates the community programs and activities that either proactively and/or organically add value to the entrepreneurship social network by promoting trust, reciprocity, and cooperation.

Social Capital in Ellsworth	
Owner	SCORE Maine; Union River Center
Heart of Ellsworth's Role	Supporter and Advocate
Existing Strengths	<ul style="list-style-type: none">• Private sector vendors were typically one of the first points of contact when businesses and entrepreneurs were seeking assistance.• The SCORE chapter is very actively engaged in the area.
Primary Gaps	<ul style="list-style-type: none">• There is a lack of more formal networking activities, including peer-to-peer learning opportunities for small businesses and entrepreneurs.• The audit revealed questions as to whether there was a sense of openness among existing businesses to support one another through for example, referrals, problem solving, connections, etc.



Education and Training

Technical assistance in the form of education and training opportunities represents a critical factor for the Entrepreneurship Ecosystem. Indicators examine opportunities for entrepreneurs to participate in the basics of entrepreneurship, as well as more sophisticated programming in logistics, multi-channel marketing, etc. Communities should have a sound grounding in both public and private education and training programming.

Education and Training in Ellsworth	
Owner	Maine SBDC; Union River Center; Ellsworth Chamber; SCORE Maine
Heart of Ellsworth's Role	Supporter, Provider and Advocate
Existing Strengths	<ul style="list-style-type: none"> • During the pandemic, Heart of Ellsworth ran programming designed to migrate bricks businesses to include a digital commerce component to their business. • The SBDC is actively engaged and active in Ellsworth. • There are services and assistance throughout the life cycle relative to education and training programs.
Primary Gaps	<ul style="list-style-type: none"> • Assistant with education and training that is more just in time and relevant to the "time." For example, pricing and consumer elasticity is a challenge now as is the topic of "social commerce." • Additional on-demand content was felt to be helpful but missing or unknown.



Culture

Localized attitudes toward entrepreneurship as a career option and as a social activity define regional entrepreneurship culture, which in turn impacts personal choices to engage in entrepreneurial activities, as well as investor confidence. This factor contains indicators that examine a community's perspectives on risk-taking, innovation, career self-determination, business regulation, and acceptance from outsiders and their ideas, as well as how entrepreneurship is portrayed in the media.

Culture in Ellsworth	
Owner	Union River Center; Heart of Ellsworth
Heart of Ellsworth's Role	Primary Lead; Supporter, Provider, Developer and Advocate
Existing Strengths	<ul style="list-style-type: none"> • Local media does a very good job of supporting coverage and features of local businesses and start-ups.
Primary Gaps	<ul style="list-style-type: none"> • Programming that would engage or support entrepreneurs and small businesses to be more active in civic life. There is a great example in the owner of FogTown Brewery winning a city council seat.






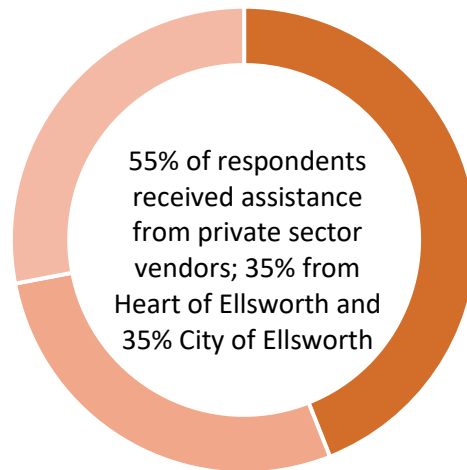
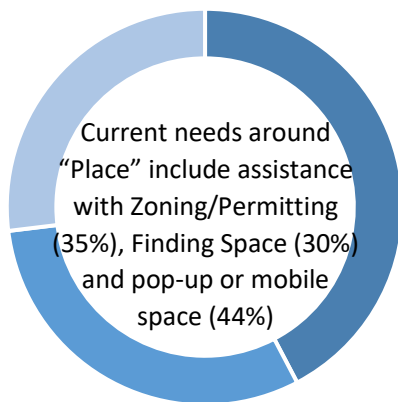
Human Capital

Human Capital explores whether communities are creating pipelines of entrepreneurial talent from example academic institutions and whether they have the human capital in their workforce to fill positions as entrepreneurs grow their businesses. This is especially important in areas facing workforce shortages and/or areas where entrepreneurs operating in niche fields need specialized talent.

Human Capital in Ellsworth	
Owner	Ellsworth Chamber
Heart of Ellsworth's Role	Supporter and Advocate
Existing Strengths	<ul style="list-style-type: none">• Opportunities exist to tap potential growing pipelines for entrepreneurship in two primary areas: remote workers (who often require similar services relative to space that new start-ups do) and High School students.
Primary Gaps	<ul style="list-style-type: none">• Like most places across the country, Ellsworth is experiencing challenges in workforce retention and attraction.• Housing for employees is especially challenging in Ellsworth, given the demand from newcomers, as well as some of the seasonality of its workforce.

Ellsworth Entrepreneurs Survey Summary

 <p>Place-Based</p>	<ul style="list-style-type: none"> Finding affordable space was most significant business location issue Pop-ups had largest growth in preferred location More than one-third (37%) of respondents operate their business out of the home, suggesting a large opportunity to cultivate a pipeline to other forms of microventures. Interestingly, this is backed by when asked about future location, home-based drops to 16%, with corresponding increases to storefronts and shared space.
 <p>Human Capital</p>	<ul style="list-style-type: none"> Finding and Retaining Employees, while not the most significant remained high on the minds of most respondents, and with one-third indicating a need for workforce development support.
 <p>Education & Social Capital</p>	<ul style="list-style-type: none"> Assistance with marketing and branding was most indicated need for training and other educational resources. Ellsworth respondents greatly leveraged private sector vendors when seeking assistance and connections to resources.



Ellsworth Entrepreneurs Focus Group – Challenges

<p>Place-Based</p>	<ul style="list-style-type: none"> Funding programs to support building and façade renovations. Housing affordability especially as it relates to workforce and seasonal nature of employment. Programming that builds and identifies our entrepreneurial pipeline.
<p>Government & Regulatory</p>	<ul style="list-style-type: none"> Overall City Infrastructure needs improvement City Comp Plan needs updated
<p>Education & Training</p>	<ul style="list-style-type: none"> Marketing and Customer Diversification around Seasonality of Trade Area Understanding pricing strategy and consumer elasticity Need for more on-demand educational content

Critical Gaps Summary

 <p>Place-Based</p>	<ul style="list-style-type: none"> • Examining issues around affordability for getting started in a downtown facility. • Pop-Up, Micro-Retailing, Co-op and Mobile Retailing Pipeline Programming • Grants for building and façade renovations. • Future desire is around Stand-Alone Storefronts and/or Co-Op Retail Opportunities • Greater access to design and architectural assistance • Dedicated space for New Entrepreneurs, Solo-preneurs and Remote Workers
 <p>Financial Capital</p>	<ul style="list-style-type: none"> • Understanding and connections to Crowdfunding Options/Opportunities. • Connections and greater marketing of resources from the local, regional, state and federal resources. • Need additional education and understanding of equity tools, including angels and private equity.
 <p>Social Capital</p>	<ul style="list-style-type: none"> • Additional networking and mentoring options • Connecting in private vendors to the entrepreneurial ecosystem and ensuring they also have access to the inventory and how to connect to their public sector resources.
 <p>Govt - Regulatory</p>	<ul style="list-style-type: none"> • Need a checklist and/or resource guide for starting and growing a business within Ellsworth. • Improvements to existing infrastructure. • Making strides on a new city comprehensive plan and ensuring new plan is supportive of ecosystem building.
 <p>Culture</p>	<ul style="list-style-type: none"> • Building more opportunities to promote entrepreneurship and small business highlights through the media and social media.
 <p>Education and Training</p>	<ul style="list-style-type: none"> • Greater educational content and training in topics such as marketing, branding, web development/e-commerce, pricing related to consumer elasticity. • Examining opportunities to expand the seasonality of the market through the growth of digital commerce and linking new residents to Ellsworth. • Need for more virtual and on-demand education and training content.
 <p>Human Capital</p>	<ul style="list-style-type: none"> • Finding and retaining workforce remains one of the highest priorities and challenges for most businesses. • Engaging K-12 and local colleges in entrepreneurial programming. • Examination of housing affordability and opportunities for new housing concepts (e.g., tiny home villages).

Local Ecosystem Roles - Ellsworth

	Financial Capital	Social Capital	Place Factors	Govt Policy and Regulatory	Education/Training	Culture	Human Capital/Workforce
-PRIMARY	SBA Maine; Machias Savings Bank	SCORE Maine; Union River Center	City of Ellsworth; Union River Center; Heart of Ellsworth	City of Ellsworth; SBA Maine (Fed)	Maine SBDC; Union River Center; Ellsworth Chamber; SCORE Maine	Union River Center; Heart of Ellsworth	Ellsworth Chamber
-SUPPORTER	Union River Center; Heart of Ellsworth	Realize Maine Network; City of Ellsworth; Union River Center; Heart of Ellsworth	Maine Downtown Center; City of Ellsworth; Union River Center; Heart of Ellsworth	Heart of Ellsworth	City of Ellsworth; Union River Center; Ellsworth Chamber; Heart of Ellsworth; SCORE Maine	Union River Center; Heart of Ellsworth	City of Ellsworth; Ellsworth Chamber; Heart of Ellsworth;
-CONVENER	Union River Center	Realize Maine Network; City of Ellsworth; Union River Center; Ellsworth Chamber	Maine Downtown Center; City of Ellsworth; Union River Center	Union River Center; Ellsworth Chamber	Maine DOL; City of Ellsworth; Union River Center; Ellsworth Chamber; SCORE Maine	City of Ellsworth; Union River Center	Maine DOL; City of Ellsworth; Ellsworth Chamber
-ADVOCATE	City of Ellsworth; Union River Center; Heart of Ellsworth	City of Ellsworth; Union River Center; Heart of Ellsworth; SCORE Maine	Maine Downtown Center; City of Ellsworth; Union River Center; Heart of Ellsworth	Union River Center; Heart of Ellsworth; SBA Maine; CEI	City of Ellsworth; Union River Center; Heart of Ellsworth; SCORE Maine	City of Ellsworth; Union River Center; Heart of Ellsworth	City of Ellsworth; Union River Center; Heart of Ellsworth
-PROVIDER	Roux Institute; CEI; Union River Center; Ellsworth Chamber; Heart of Ellsworth	Roux Institute; Realize Maine Network; Union River Center; Ellsworth Chamber	Maine Downtown Center; City of Ellsworth; Union River Center; Heart of Ellsworth	Ellsworth Chamber	Maine DOL; CEI; Union River Center; Ellsworth Chamber; SCORE Maine; Heart of Ellsworth	Union River Center; Heart of Ellsworth	Maine DOL; Ellsworth Chamber
-CONNECTOR	Maine SBDC; CEI; City of Ellsworth; Union River Center; Machias Savings Bank; Ellsworth Chamber	Maine SBDC; Realize Maine Network; City of Ellsworth; Union River Center; Machias Savings Bank; Ellsworth Chamber; SCORE Maine	Maine SBDC; Maine Downtown Center; City of Ellsworth; Union River Center; Machias Savings Bank	Maine SBDC; Union River Center; Machias Savings Bank; Ellsworth Chamber	Maine SBDC; Maine DOL; CEI; Union River Center; Machias Savings Bank; Ellsworth Chamber; SCORE Maine	City of Ellsworth; Union River Center; Machias Savings Bank	Maine SBDC; Maine DOL; Ellsworth Chamber
-DEVELOPER	CEI; Union River Center; Machias Savings Bank; Ellsworth Chamber; Heart of Ellsworth	Union River Center; Ellsworth Chamber; Heart of Ellsworth	Roux Institute; Maine Downtown Center; City of Ellsworth; Union River Center; Ellsworth Chamber; Heart of Ellsworth		Roux Institute; CEI; Union River Center; Ellsworth Chamber; SCORE Maine	Union River Center; Heart of Ellsworth	Ellsworth Chamber; K-12 University of Maine; Hancock County Extension; Ellsworth Adult Ed; Hancock County Technical Center; JA

Ellsworth Ecosystem Recommendations

1. Given affordability and lack of available spaces, create or build on your existing property inventory, with an overlay that examines which property and business owners would be open to pop-up or co-op retailing opportunities. Document how much square footage, sublet rates, times of operation/availability, and any limitations on business types. Use this to match or link to your Downtown Grant program as another incentive. It's also recommended to extend beyond the downtown to more ancillary properties like churches and underutilized civic spaces that could also potentially serve as start-up space and create close-in density to downtown.
2. Given the number of interested home-based businesses to move to a dedicated storefront and/or co-op space, hold an activity (could be a training or networking event) that is specifically for home-based businesses. Use this as an opportunity to find out more about their needs and build a "pipeline" database for future programming. Topics could be repeated from #3 below, but also include more targeted topics such as accounting for home-based businesses, managing work-life balance as a home-based business, etc. You could also assemble some resources, hosted with the broader set of resources, but specifically for home-based businesses. Consider a set of helpful checklists, like: <https://articles.bplans.com/the-ultimate-work-from-home-checklist/> and <https://articles.bplans.com/startup-guide-launch-home-based-business/>
3. Work with your SBDC and SCORE stakeholder participants to examine a topical series of workshops and/or webinars built on the key findings from the focus group and survey of entrepreneurs. Topics to be considered included, pricing and consumer elasticity; marketing and

branding; using social and ecommerce to grow/scale and perhaps business models shifts to reach new customers/trade areas. Opportunities to agglomerate existing resources that would be more virtual, or on-demand would be preferable. Develop into a series of courses that could essentially be packaged. One great source is the SBA's Learning Platform:

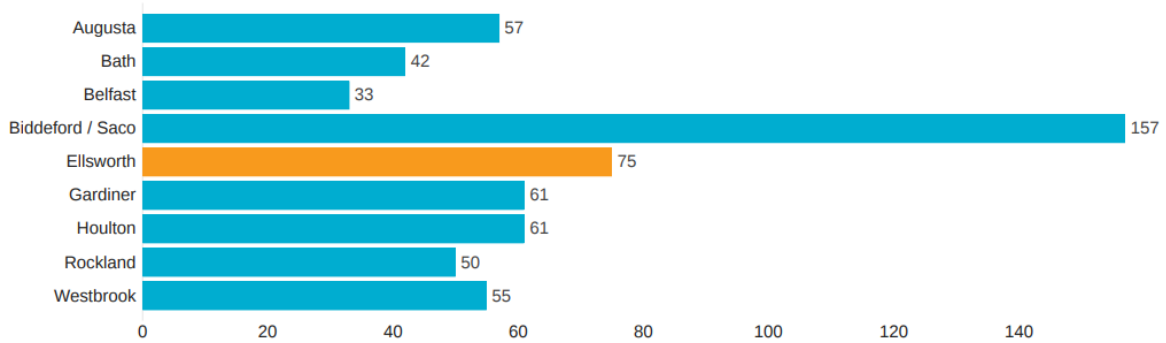
<https://www.sba.gov/sba-learning-platform>

4. As an extension of a "resource directory" consider building out an agglomerated set of on-demand educational opportunities, such as "Grow with Google Tools" <https://grow.google/> and GoDaddy's Empower Program - <https://www.godaddy.com/godaddy-for-good/empower> The SBDC, SBA, IRS and SCORE also have a number of on-demand programs for small business and entrepreneurs.
5. Work with the regional U.S. SBA representative to conduct a "lunch and learn" type of event around different SBA programs and the diversity of financial capital types and programs within the state of Maine and federal ecosystem. This is a wonderful "light lift" project that can be co-sponsored by your local Ellsworth team and a chance to showcase ecosystem partnerships
- 6.
7. Leverage the Ecosystem Life Cycle Inventory we developed of hyper local and statewide/federal resources and establish an updatable resource tool for sharing with partner stakeholders and hosted on the City of Ellsworth website.
8. Advocate and collaborate with the City of Ellsworth to develop a "Getting Started in Ellsworth" checklist that walks through the process of starting a business within the city. Here is a very good example from Charlottesville, Virginia: <https://www.charlottesville.gov/216/Starting-a-Small-Business>
9. Formalize the E.E. Stakeholder Group by creating a joint workplan focused on entrepreneurs. Meet with the group every two months to update. Review Skowhegan Plan as an example to follow/guide the effort.
10. There are a number of ways to engage the local high school in entrepreneurial programming. We are currently working in Hartwell, Georgia in planning a High School pitch event. Perhaps this too could be linked to the Downtown Grant program with a special high school category. In addition, attaching an article that highlights both in-school (hosted by the district); in-school but externally taught, and online programs that engage students in entrepreneurship. <https://empowerly.com/blog/high-school-entrepreneur-programs-to-actually-help-teens-launch-startups> First step is to establish a conversation with the district administration and perhaps an that they identify in which a particular class would be aligned to the subject. Even an initial class presentation would be a good start to understand levels of interest and current student engagement.

Appendix – Entrepreneurs Survey Results

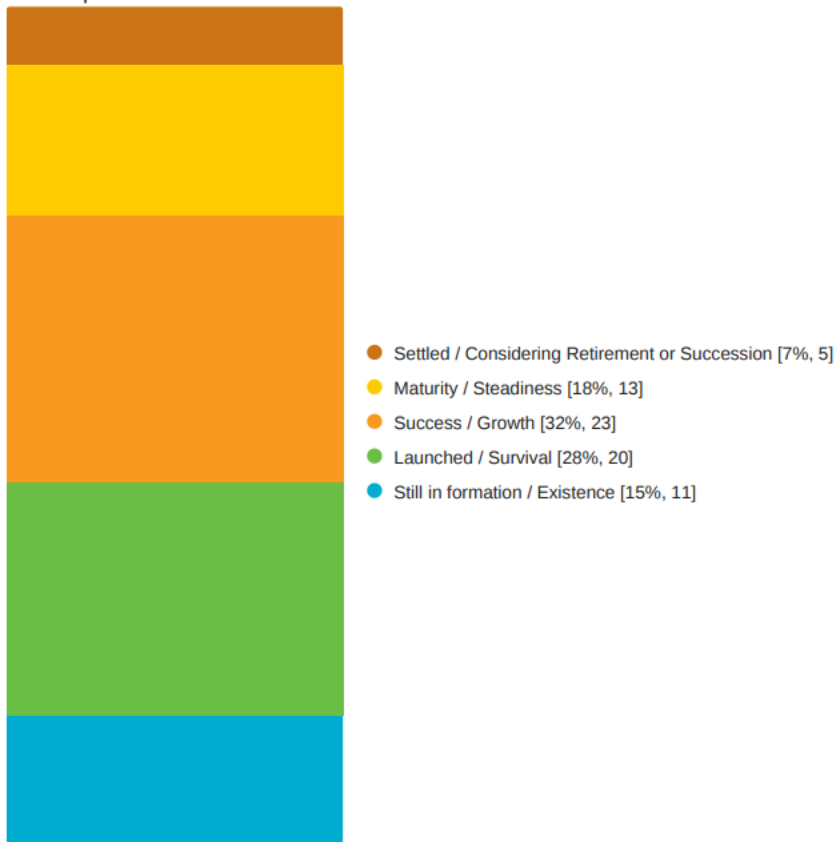
Q1 - To start, please identify the community nearest where you do most of your business or where you've been developing your business idea.

591 Responses



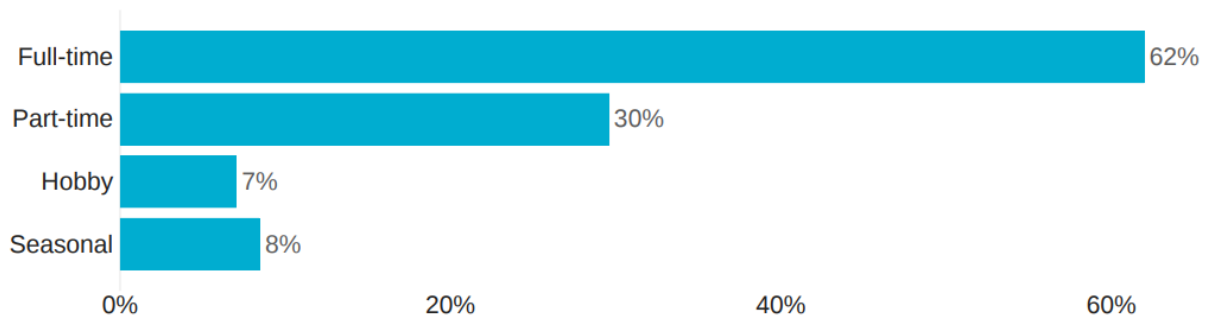
Q2 - What stage best characterizes you and your business or business idea's current state?

72 Responses



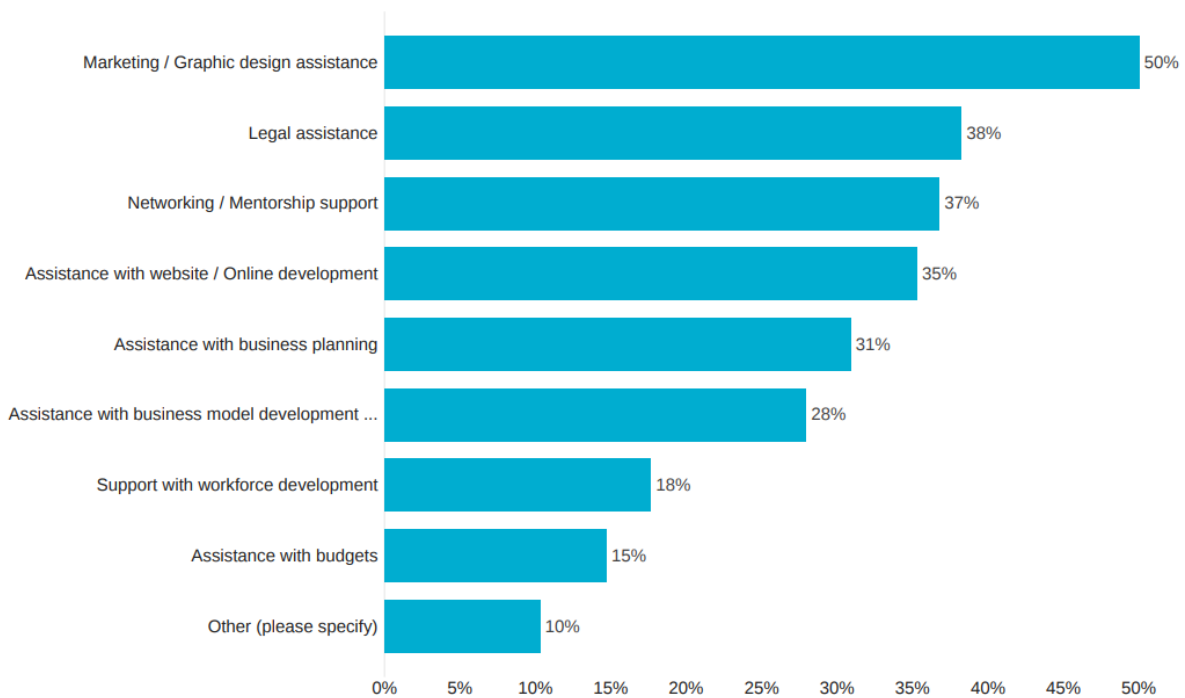
Q3 - How much time do you put into your business or business idea? (Please select all that apply.)

71 Responses



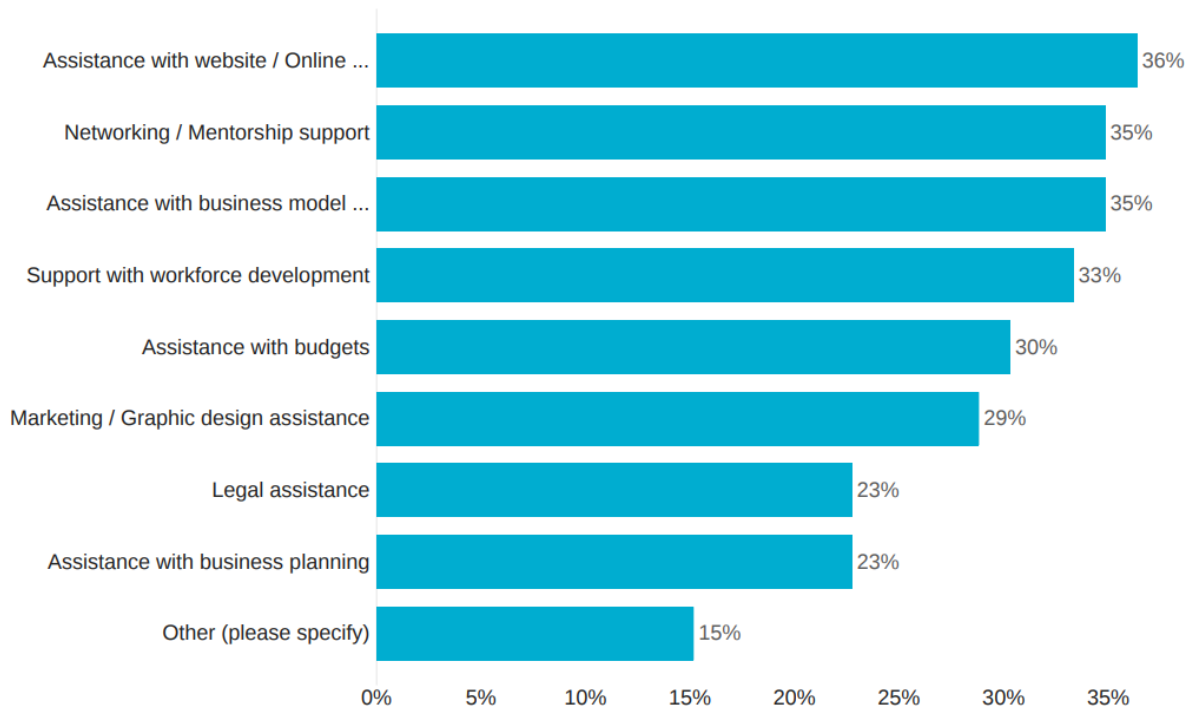
Q4 - What forms of business support and technical assistance have you used in the past as part of your business development? (Select all that apply.)

68 Responses



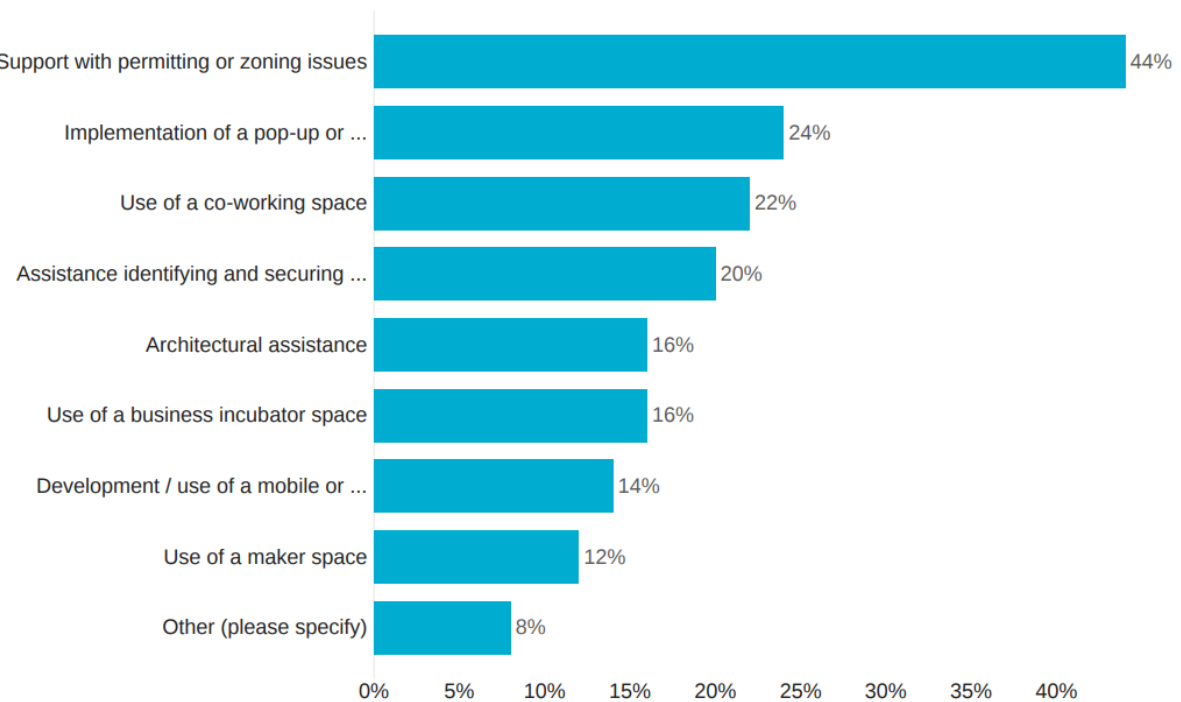
Q5 - What forms of business support and technical assistance could you currently benefit from as part of your business development? (Please check all that apply.)

66 Responses



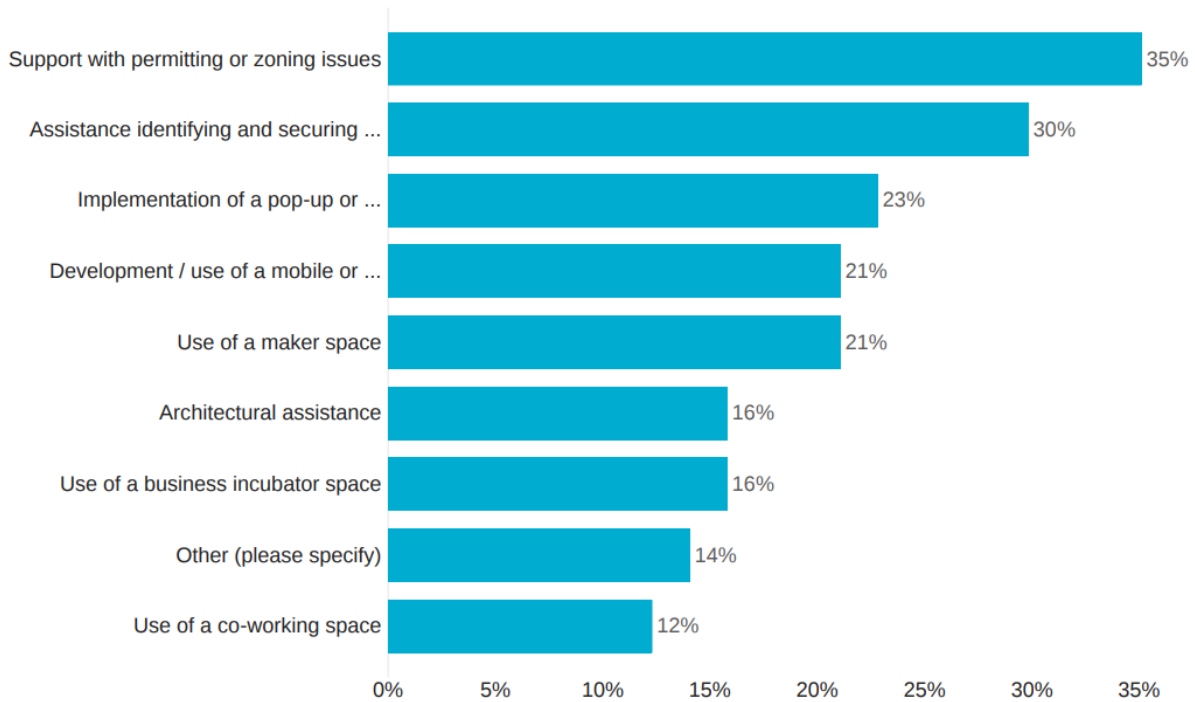
Q6 - What forms of real estate, design, or architectural support have you used in the past as part of your business development? (Please check all that apply.)

50 Responses



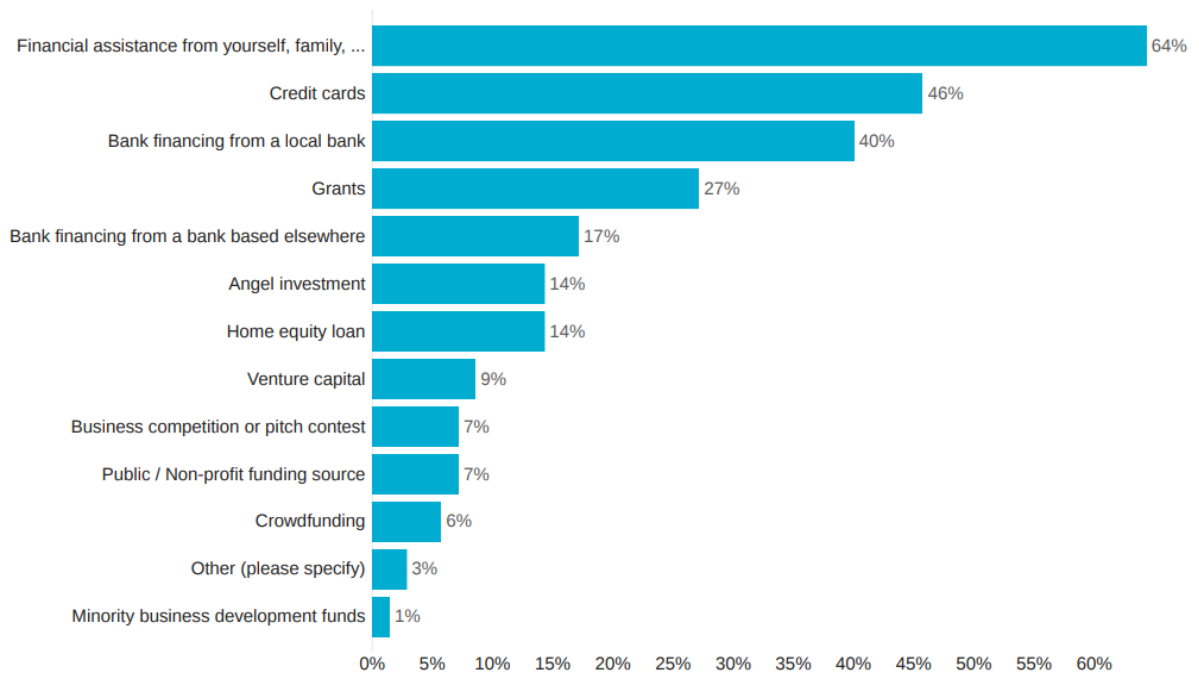
Q7 - What forms of real estate, design, or architectural support could you currently benefit from as part of your business development? (Please check all that apply.)

57 Responses



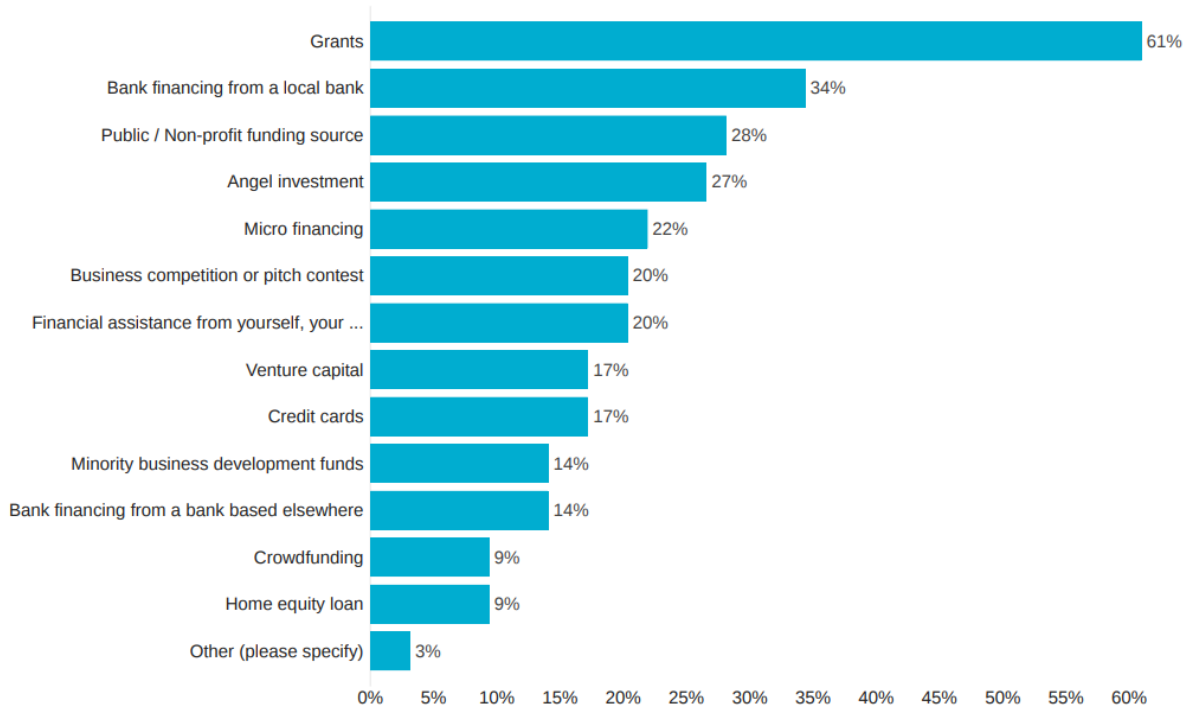
Q8 - What forms of financial assistance or support have you used in the past as part of your business development? (Reminder: Your responses to all questions will be kept confidential and will only be distributed in anonymized / aggregated form.)

70 Responses



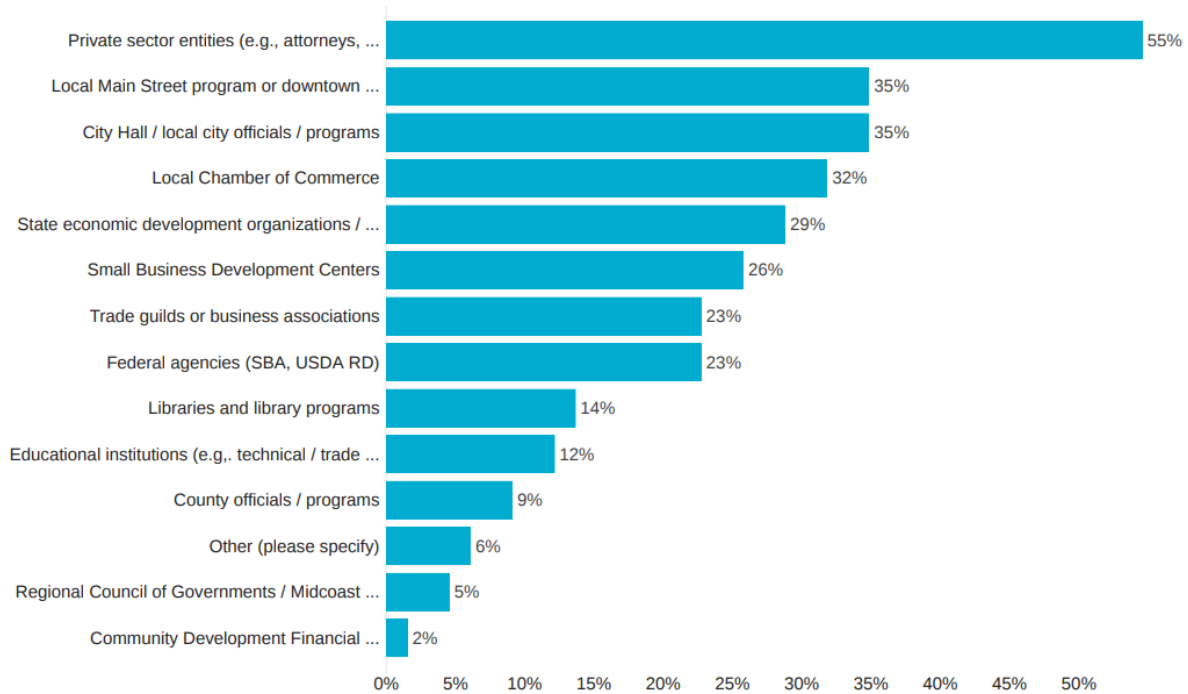
Q9 - What forms of financial assistance or support could you currently benefit from as part of your business development?

64 Responses



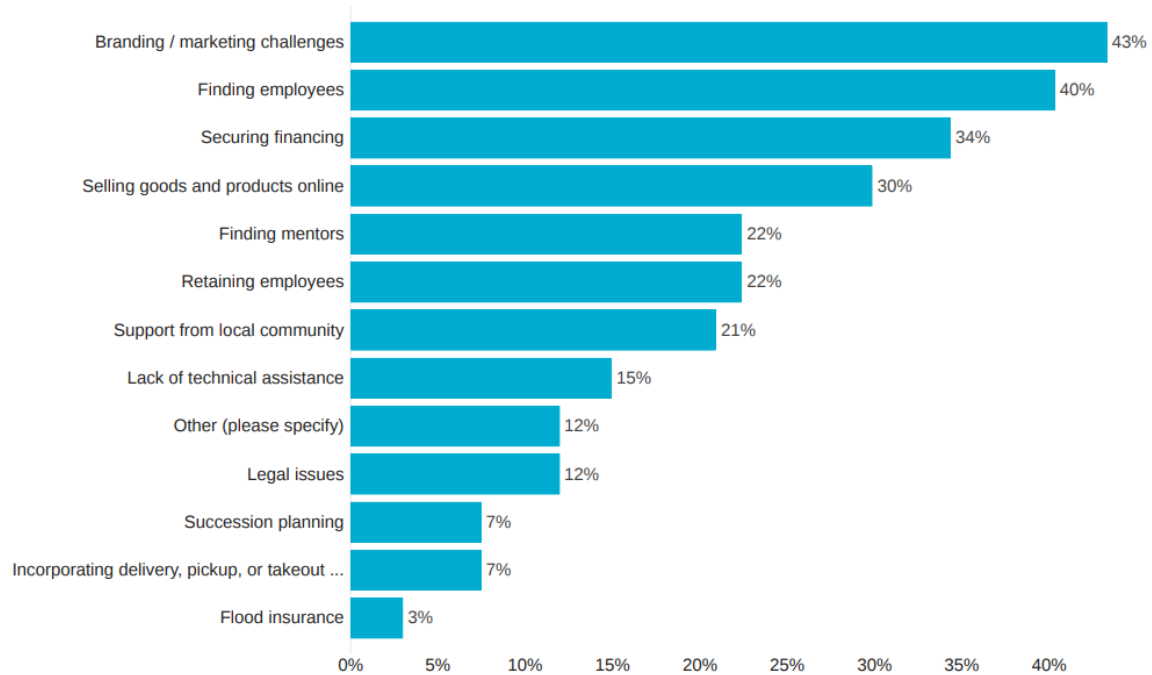
Q10 - Which of the following entities have provided you business-related support as part of your business development? (Please check all that apply.)

66 Responses



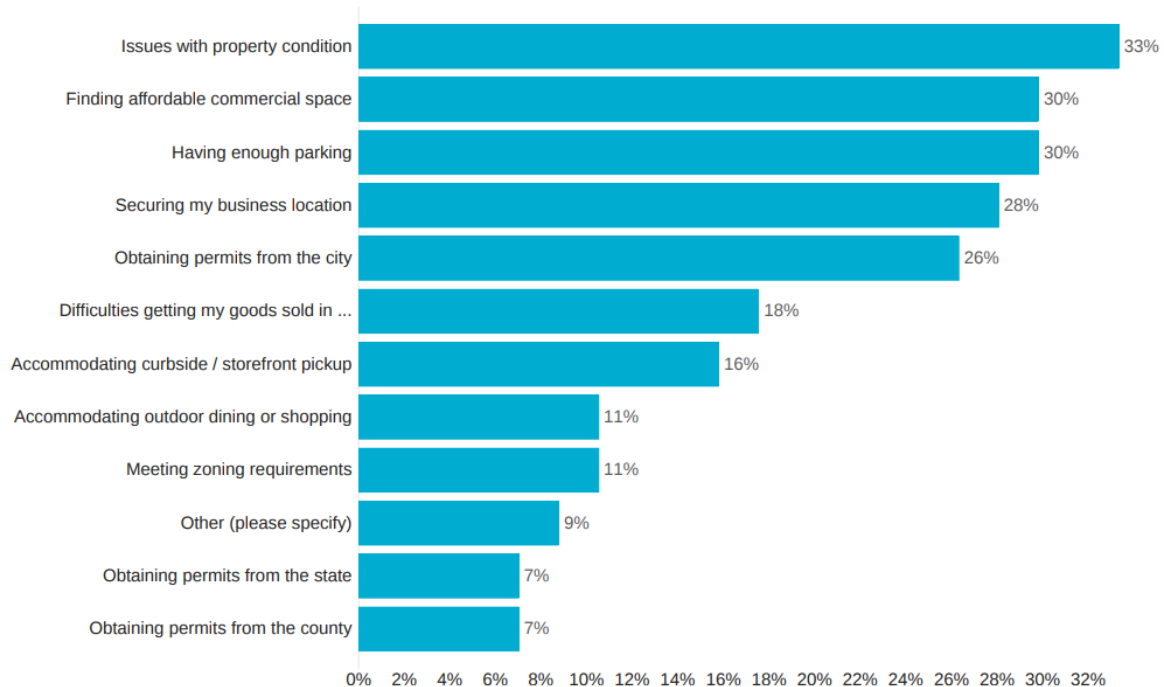
Q11 - What issues / barriers related to business planning, operations, and financing have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

67 Responses



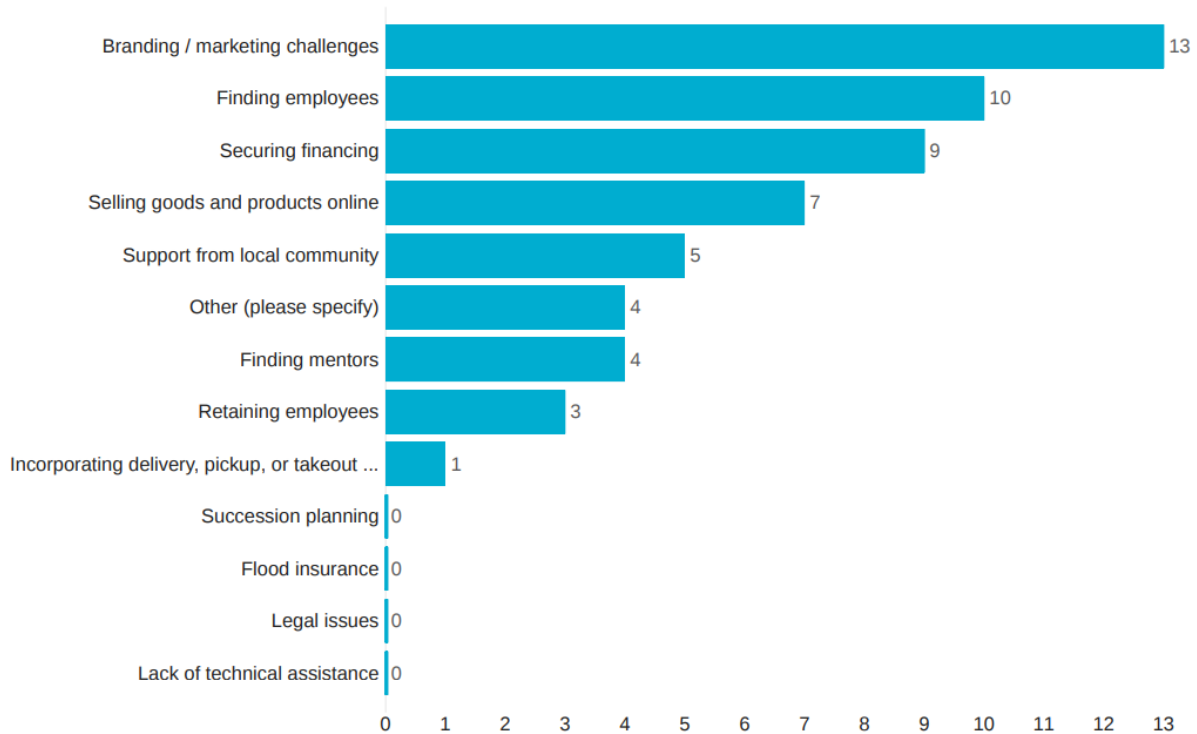
Q12 - What issues / barriers related to your present or potential business location and location design have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

57 Responses



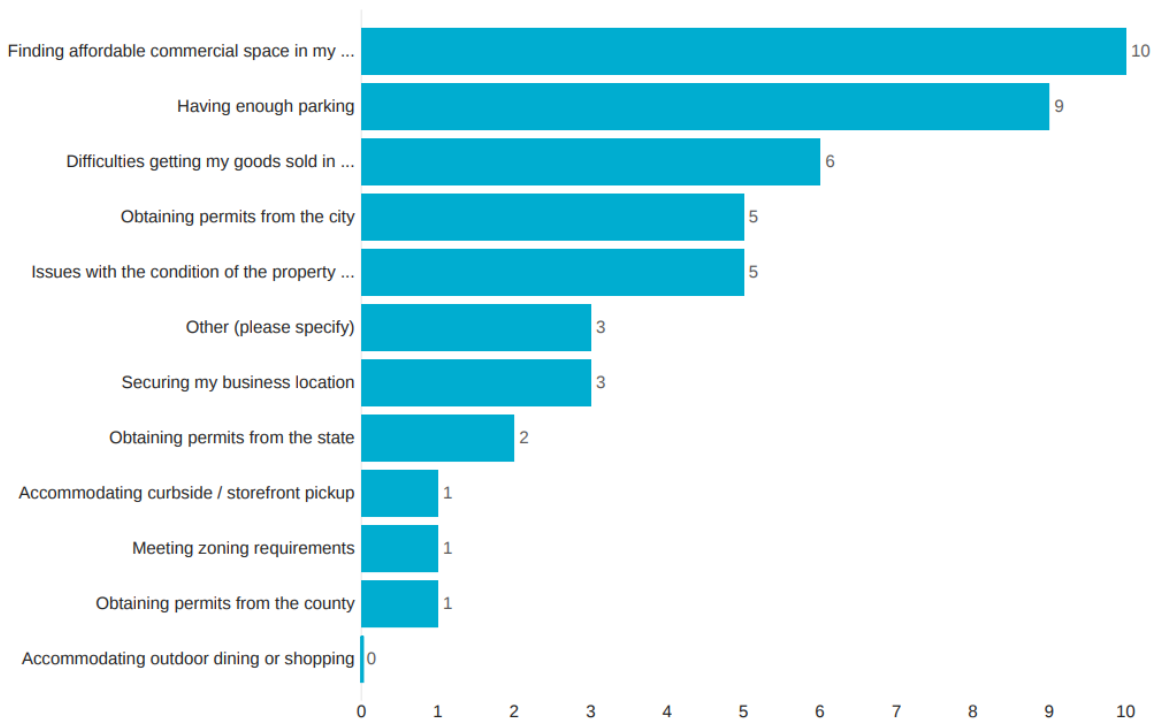
Q13 - As you think about the issues and barriers related to business planning, operations, and financing that you have faced or are currently facing, which do you think is most significant?

56 Responses



Q14 - As you think about the issues and barriers related to business location and design that you have faced or are currently facing, which do you think is most significant?

46 Responses



Q15_1 - Single / Greatest Current Need

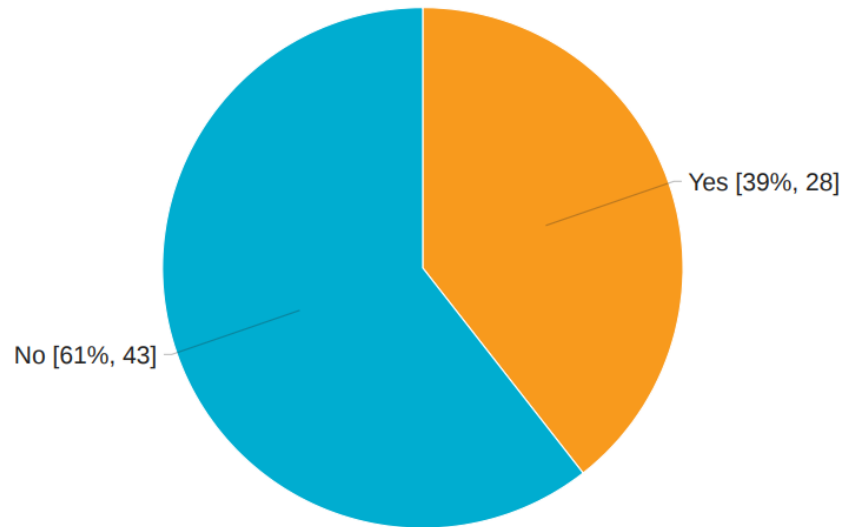
73 Responses

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Workforce Development	Lean management practice	N/A
Marketing	N/A	N/A
Larger space as home base	Administrative assistance	Staff
capital \$	business development	further education/skills
Formation of a business centric downtown group for marketing, obtaining grants, employees and townwide events and promotion of downtown shopping	Wayfaring signage	Public facilities, parking and safety measure improvements
Accommodating city regulation.	Local patrons.	Labor.
Networking	N/A	N/A
Branding/Marketing assistance	SEO support	N/A
HR assistance	N/A	N/A
Creating repeat customer base for social engagement	N/A	N/A
Cost of materials stabilization	N/A	N/A
Funding	Permissible Location	Approval from abutters & government
Finding staff	Affordable housing for staff	N/A
Improvements on exterior and interior of current location.	Increasing online sales.	N/A
Employee recruitment	Less government interference/red tape	Healthy business climate
Transition from paper records to digital	Employee development and reliability for future	N/A
new affordable location	Community support /board members	community awareness /referrals for members
1	N/A	N/A
Getting customers in the door	N/A	N/A
Zoning Issues	N/A	N/A

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Grants	Spreading the word	Customer safety getting to building
Promotion	Network	N/A
Affordable & effective marketing	N/A	N/A
Finding Employees	Navigating New Business Laws	N/A
PR challenges	N/A	N/A
Sales	N/A	N/A
I need more education in business ownership	We need to set up an online shopping site	I need to work on getting more people into the store, especially during the slow months

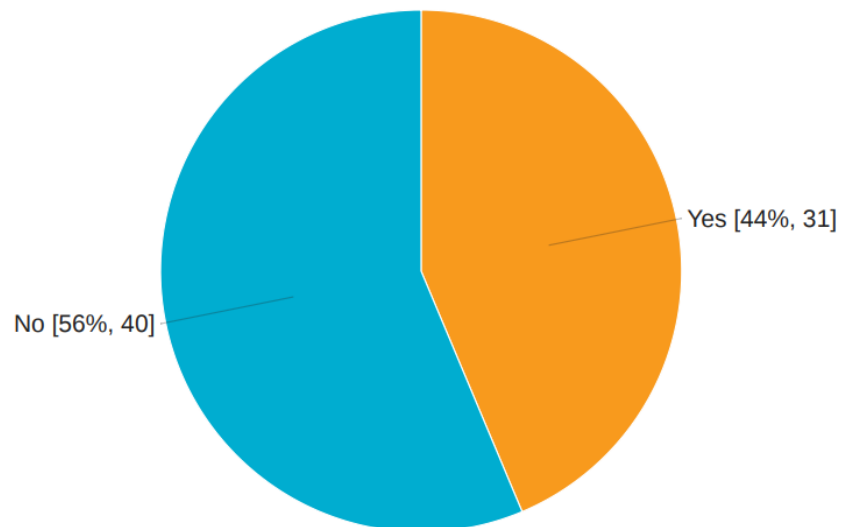
Q16 - Does the availability of housing currently impact where you choose to open or operate your business?

71 Responses



Q39 - Does the affordability of housing currently impact where you choose to open or operate your business?

71 Responses



Q16-1 - How significant is the impact of housing on where you choose to open or operate your business?

35 Responses

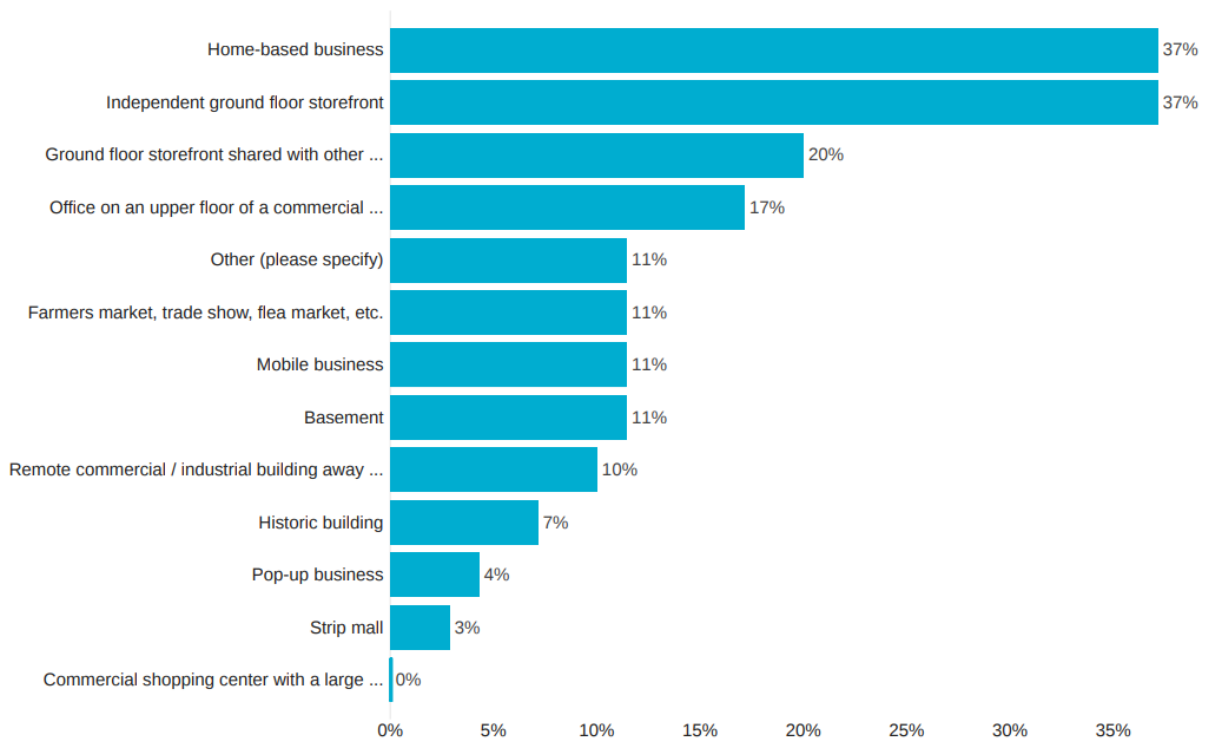
Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
In terms of overall availability	2.00	5.00	3.96	0.81	0.65	26	103.00
In terms of affordability	1.00	5.00	3.86	1.04	1.08	29	112.00

Q17 - Overall, how would you rate Ellsworth...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
As a place with a strong entrepreneur network / programs supporting entrepreneurs	1.00	5.00	3.58	1.08	1.17	71	254.00
As a place where entrepreneurs can locate and succeed	1.00	5.00	3.79	0.98	0.96	71	269.00

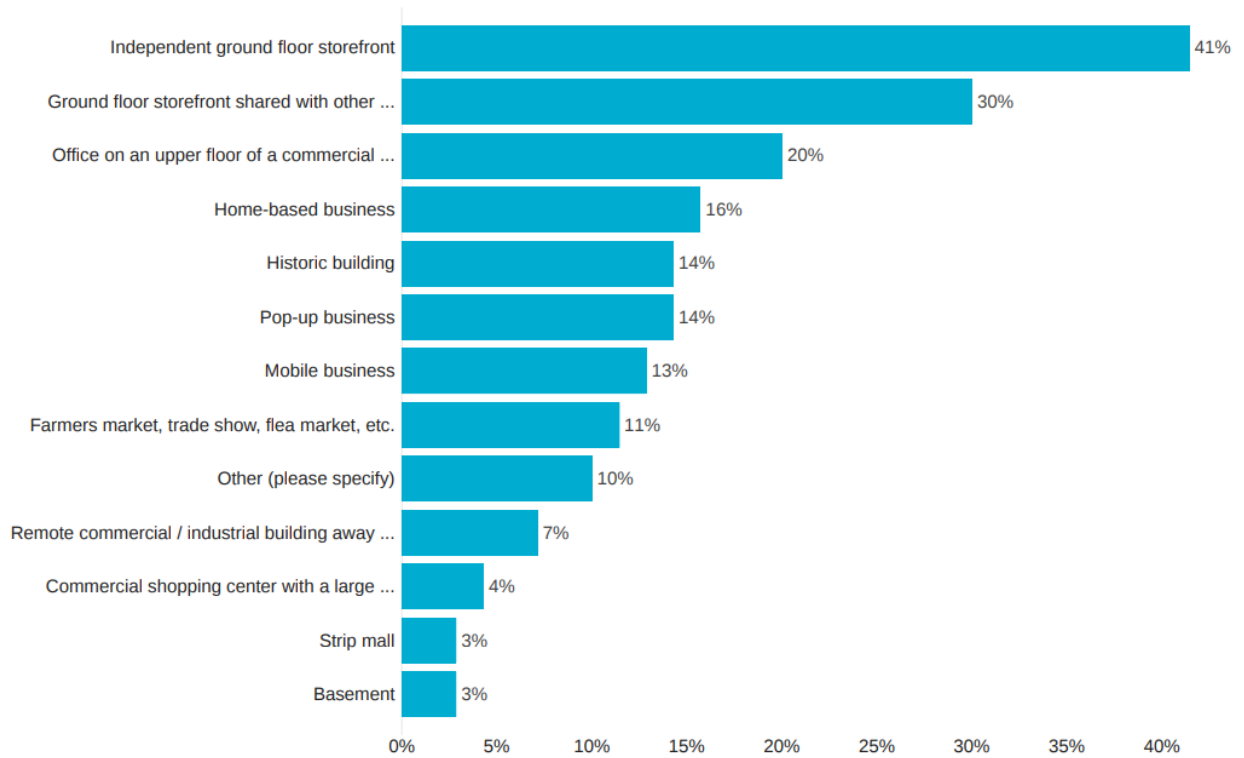
Q22 - Which of the following words or phrases could describe your current business location(s)? (Please select all that apply.)

70 Responses



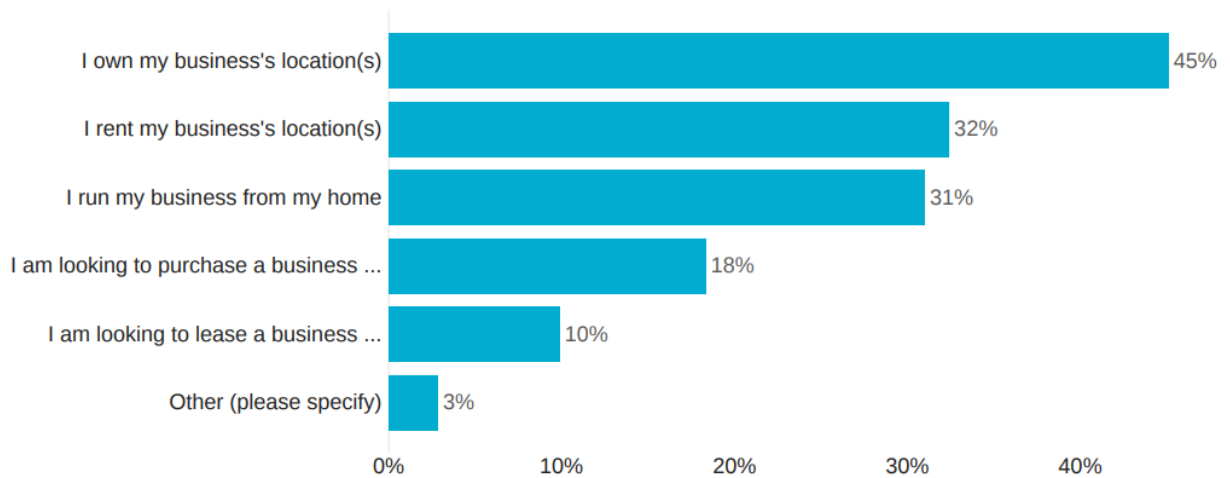
Q23 - Which of the following words or phrases could describe your ideal future business location(s)? (Please select all that apply.)

70 Responses



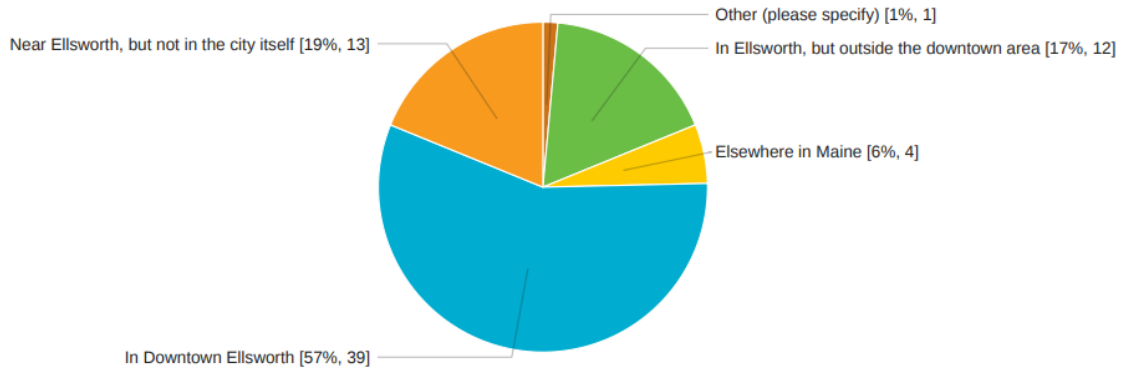
Q24 - What is your current situation relative to your business's location? (Please check all that apply.)

71 Responses



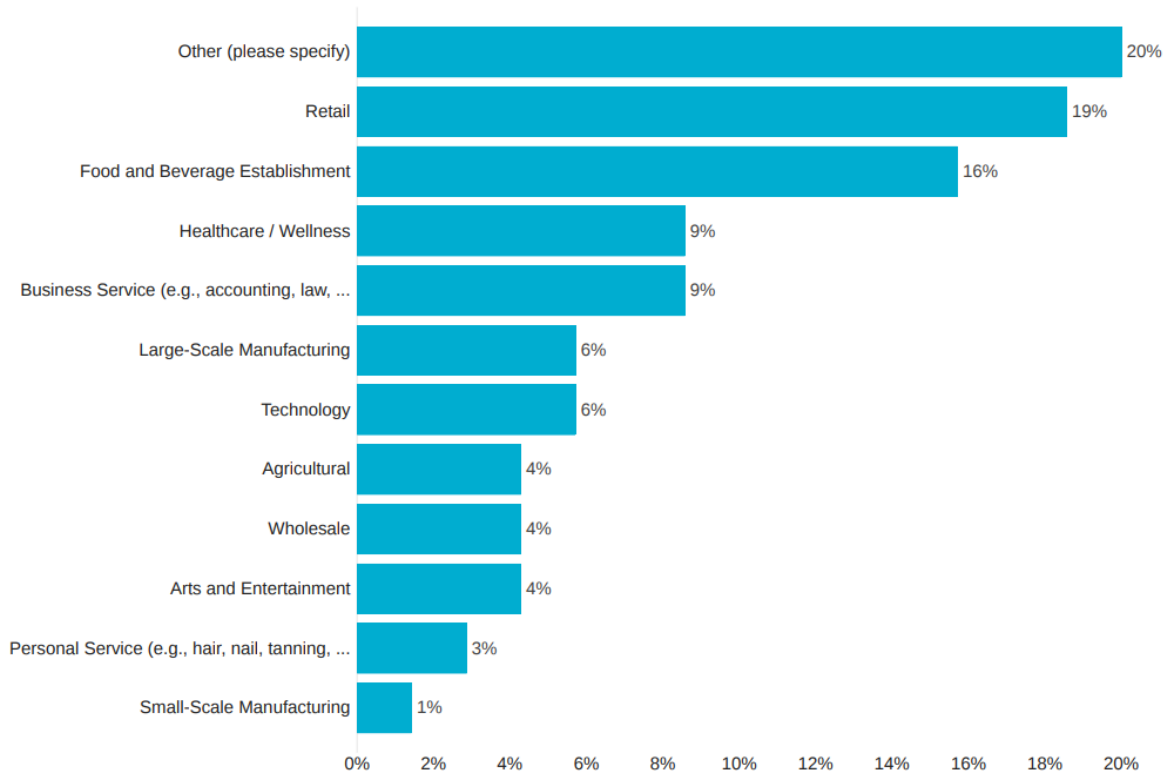
Q25 - What is the primary location of your business?

69 Responses



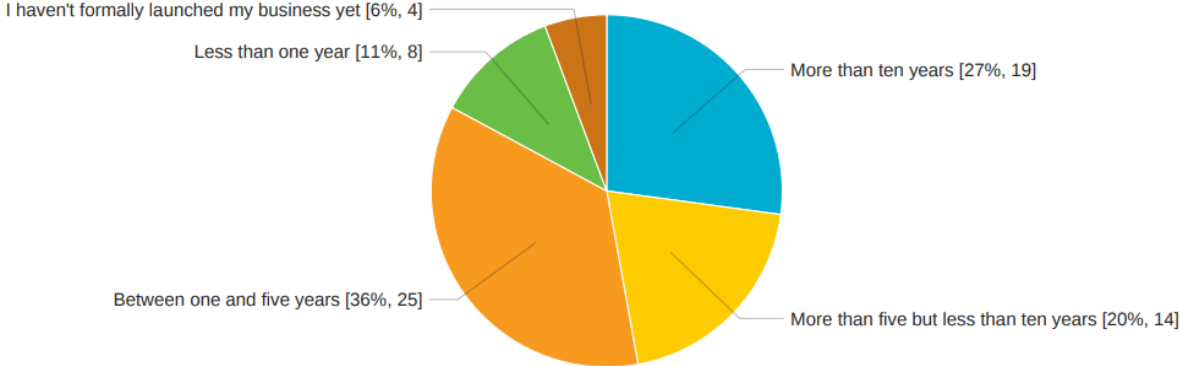
Q26 - What sector best describes your business or business idea?

70 Responses



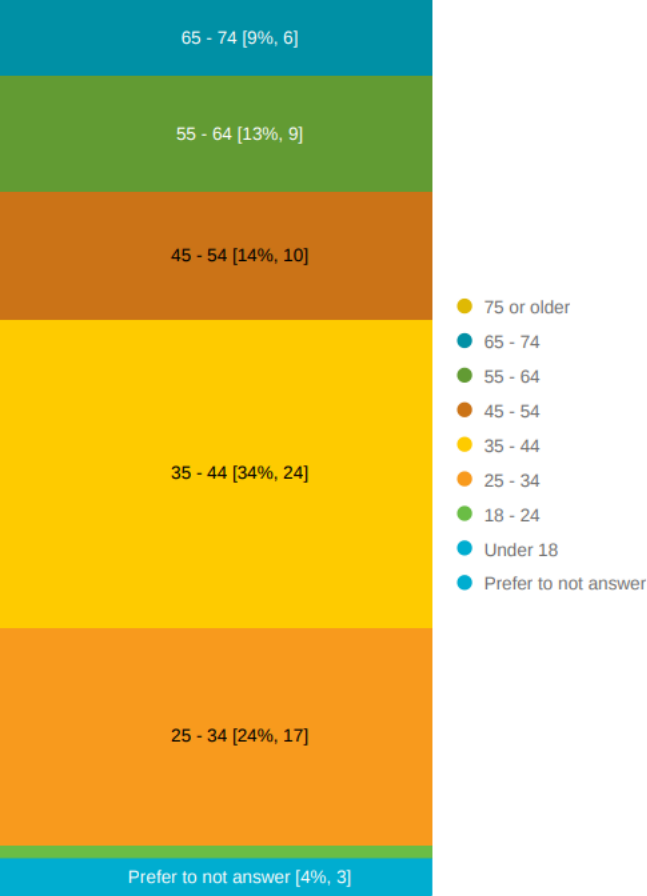
Q27 - How long have you been in business?

70 Responses



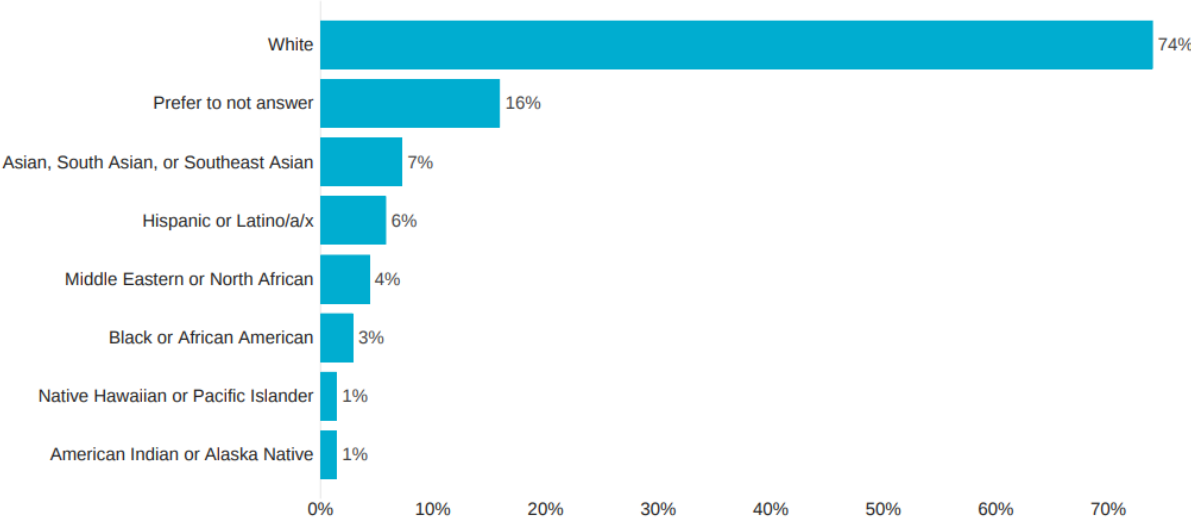
Q28 - How old are you?

70 Responses



Q29 - How do you identify in terms of race and ethnicity? (Please select all that apply.)

69 Responses



Q30 - How do you identify in terms of your gender? (Please select all that apply.)

70 Responses

