



# Entrepreneurship Ecosystem Development

## *Findings and Recommendations*

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Augusta, Maine  
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## 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](mailto:aball@mdf.org)), Program Director Sylvie Piquet ([spiquet@mdf.org](mailto:spiquet@mdf.org)), and Program Coordinator Perri Williams ([pwilliams@mdf.org](mailto: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-work spaces, 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 Augusta	
<b>Owner</b>	Downtown Augusta
<b>Downtown Augusta’s Role</b>	Primary Lead, Convener, Supporter, Developer
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>• Affordability. Still has some vacancy ready for new entrepreneurs.</li><li>• Good technology infrastructure</li><li>• Large area workforce is prime for market opportunity.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>• Start-up space beyond the entrepreneurs’ residence. This is at many levels, including incubators, an entrepreneurial hub, etc.</li><li>• Lacking third spaces</li><li>• Programming for pitch to pop-ups is also a missing element.</li><li>• Housing diversity beyond single family, especially focused on downtown.</li><li>• Access to design and building renovation services/assistance is an issue.</li></ul>



## 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 Augusta	
<b>Owner</b>	City of Augusta
<b>Downtown Augusta’s Role</b>	Advocate, Connector
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>• City as a Wi-Fi program for the downtown area.</li><li>• Current zoning allows for a great deal of latitude in uses and functions in the community.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>• Entrepreneurs indicated services are there but if you are not local it is often difficult to know who to communicate with, or first place to start.</li></ul>



## 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 Augusta

<b>Owner</b>	SBA Maine; Coastal Enterprises Inc.; Skowhegan Savings Bank; Kennebec Savings Bank
<b>Downtown Augusta's Role</b>	Supporter, Connector
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>Local banking community appears strong and there is active engagement potential with the SBA and CEI.</li><li>City has access to suite of public financing tools, such as TIF.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>In terms of the financial capital spectrum, aside from early-stage personal capital (self-financing and credit cards), and public sector funding tools, non-traditional tools such as angel and crowdfunded community capital important for scaling businesses is missing.</li><li>Many entrepreneurs seemed to lack either knowledge or how to connect with the broader state and/or federal agency and organizational funding opportunities.</li></ul>



## 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 Augusta

<b>Owner</b>	Maine SCORE
<b>Downtown Augusta's Role</b>	Supporter, Convener
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>SCORE is present and actively engaged within the area.</li><li>There was acknowledgement that if you know the right people or actively engage, the local business community is supportive of new entrepreneurs.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>It was apparent in the Entrepreneurs Focus Group that there was energy and peer networking occurring as a result of the group coming together. Currently there is not an informal or formal network group for entrepreneurs in Augusta.</li><li>Need to connect with Kennebec Valley Chamber of Commerce.</li></ul>



## 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 Augusta	
<b>Owner</b>	Maine SBDC; CEI; Maine SCORE
<b>Downtown Augusta's Role</b>	Supportive, Connector, Convener
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>• The area SBDC through CEI offers a wide range of entrepreneurial programming and is felt to be quite strong.</li><li>• Teen Center in Augusta is seeking to get more engaged in hosting entrepreneurial programming.</li><li>• Education/Training cuts across all parts of the business life cycle.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>• Connections to broader directory of educational opportunities that connect to multiple providers and through various distribution methods (in-person, virtual, on-demand, etc.).</li><li>• It was also felt that training hosted locally is important, but currently a not as active as preferred.</li></ul>



## 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 Augusta	
<b>Owner</b>	Downtown Augusta
<b>Downtown Augusta's Role</b>	Primary, Connector, Developer
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>• Community generally supports Entrepreneurship</li><li>• There is a new crop of young entrepreneurs begging to inject a culture of start-up and collaboration within the downtown area.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>• Events or activities that feature/celebrate local entrepreneurs</li><li>• Need to look outside when needed...not everything has to be internalized or driven locally.</li><li>• Likely potential connections with Kennebec Valley Chamber to drive additional promotion but will need further connections.</li></ul>








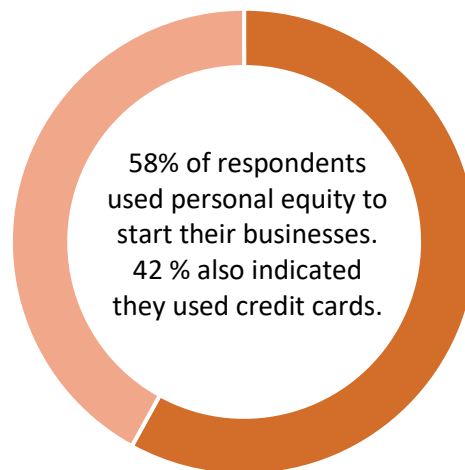
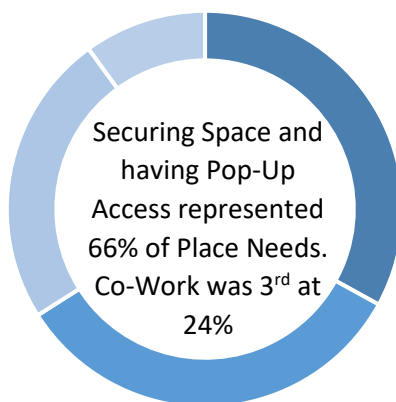
## Human Capital

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 Augusta	
<b>Owner</b>	Kennebec Valley Chamber; University of Maine-Augusta; Kennebec Valley Community College
<b>Downtown Augusta's Role</b>	Advocate
<b>Existing Strengths</b>	<ul style="list-style-type: none"><li>• Geographic proximity provides foundation for talent attraction.</li><li>• Prospects for downtown housing exist with some recent successes.</li></ul>
<b>Primary Gaps</b>	<ul style="list-style-type: none"><li>• No clear primary on this but a distributed group, each with a portion of the challenge for talent.</li><li>• Teen Center engagement is quite positive for future pipeline.</li><li>• Several businesses acknowledged challenges with retention and attraction with workforce.</li></ul>

## Augusta Entrepreneurs Survey Summary

 Place-Based	<ul style="list-style-type: none"> <li>• Business expressed needs for additional assistance with finding space, including traditional storefronts, but also pop-up programming and mobile retailing options.</li> <li>• Largest increase in desired future space was for independent storefront and shared/co-op space.</li> <li>• Finding affordable space was the top business location issue.</li> </ul>
 Social Capital	<ul style="list-style-type: none"> <li>• Looking for assistance in with networking and mentorship.</li> <li>• Critical to engage the private sector given its standing in being a connection.</li> </ul>
 Education & Finance	<ul style="list-style-type: none"> <li>• Respondents expressed a need for greater guidance and connectivity on overall financial capital strategies and programs.</li> <li>• Looking for training and educational assistance with marketing and promotions.</li> </ul>



## Augusta Entrepreneurs Focus Group – Challenges

Place-Based	<ul style="list-style-type: none"> <li>• More promotional events and activation of the downtown area would help with consumer traffic.</li> <li>• Need access to market research and data that provide benchmarks.</li> <li>• A “Hub” of sorts is needed to provide resources and connect with other businesses/entrepreneurs.</li> </ul>
Social Capital	<ul style="list-style-type: none"> <li>• A “Think Tank” approach to helping businesses with peer-to-peer problem solving with items such as business model shifts, pricing, inflationary pressures.</li> </ul>
Government - Regulatory	<ul style="list-style-type: none"> <li>• Desire a Getting Started Checklist or Resource Guide.</li> </ul>

## Critical Gaps Summary

 <p>Place-Based</p>	<ul style="list-style-type: none"> <li>• Businesses could benefit from assistance with finding space.</li> <li>• Finding space was the top business location assistance need.</li> <li>• Businesses would like additional access to pop-up programming and mobile retailing options.</li> <li>• Much of the increase in desired next location was for independent storefront or coop space.</li> <li>• Need start-up spaces depending upon strategic niche (i.e., shared food kitchen, maker space, entrepreneurial hub, co-work space, etc.).</li> <li>• Need place programming dedicated to emerging businesses like pitch contests or pop-up events.</li> <li>• Desire access to design and building renovation assistance/services.</li> <li>• Additional promotional activities to activate the downtown would be helpful with driving more customer traffic.</li> <li>• Need access to market data and research for KPI benchmarks and business model shifts.</li> <li>• A “Hub” of sorts is needed to provide resources and connect with other businesses/entrepreneurs, service providers and events.</li> </ul>
 <p>Financial Capital</p>	<ul style="list-style-type: none"> <li>• Need connections to the broader set of state and federal resources as indicated from the inventory.</li> <li>• Lack of understanding and some education around crowdfunding as a potential resource for needed equity.</li> </ul>
 <p>Social Capital</p>	<ul style="list-style-type: none"> <li>• Greater access and connections to mentorship and networking.</li> <li>• Critical to engage the private sector given their strong position as a local connector to small businesses and entrepreneurs.</li> <li>• A “Think Tank” approach to helping businesses solve problems was a sought-after service with peer-to-peer advice.</li> </ul>
 <p>Govt - Regulatory</p>	<ul style="list-style-type: none"> <li>• Need a checklist and/or resource guide for starting and growing a business within Augusta.</li> </ul>
 <p>Education and Training</p>	<ul style="list-style-type: none"> <li>• Greatest challenge is in acquiring marketing skills to identify and attract new customers.</li> </ul>
 <p>Human Capital</p>	<ul style="list-style-type: none"> <li>• Finding and retaining workforce remains one of the highest priorities and challenges for most businesses.</li> </ul>

## Local Ecosystem Roles - Augusta

	Financial Capital	Social Capital	Place Factors	Govt Policy and Regulatory	Education/Training	Culture	Human Capital/Workforce
–PRIMARY	SBA Maine; CEI; Skowhegan Savings Bank; Kennebec Savings Bank	Maine SCORE; Kennebec Valley Chamber Cynergy; Networking; Kiwanis & Rotary	Downtown Augusta (MS)	City of Augusta	Maine SBDC; CEI; Maine SCORE	Downtown Augusta (MS);	KV Chamber; U of Maine-Augusta; Jobs for Maine; Kennebec Valley Community College
–SUPPORTER		Realize Maine Network	Maine Downtown Center		Maine SCORE	Kennebec Valley Chamber	
–CONVENER		Realize Maine Network	Maine Downtown Center		Maine DOL; Maine SCORE		Maine DOL
–ADVOCATE		Maine SCORE	Maine Downtown Center	SBA Maine	Maine SCORE		
–PROVIDER	Roux Institute; CEI; SBA Maine; State of Maine TIF	Roux Institute; Realize Maine Network; BNI;	Maine Downtown Center	Opportunity Zone (Maine-Feds)	Maine DOL; CEI; Maine SBA; Maine SCORE; Roux Institute		Maine DOL; Jobs for Maine; EDGE for Teens
–CONNECTOR	Maine SBDC; CEI; SBA Maine; Maine SCORE	Maine SBDC; Realize Maine Network; Maine SCORE	Maine SBDC; Maine Downtown Center; Maine SCORE	Maine SBDC; Maine SCORE	Maine SBDC; Maine DOL; CEI; Maine SBA; Maine SCORE	Maine SCORE	Maine SBDC; Maine DOL
–DEVELOPER	CEI		Roux Institute; Maine Downtown Center		Roux Institute; CEI; Maine SBA; Maine SCORE	Kennebec Valley Chamber	

## Augusta Ecosystem Recommendations

1. Conduct Feasibility Analysis for an Entrepreneurial Hub Facility (Facility Needs, Budget, Programming, Structure, etc.) Space should flex to allow for multi-use. This may also represent an opportunity to explore partnerships with the Teen Center.
2. Leverage local stakeholders like SCORE and volunteer professionals in the areas of accounting, marketing, legal, in addition to fellow small business owners to develop a small “Think Tank” like group that could meet as needed with entrepreneurs and small business owners to problem solve and or direct to private-public resources. This could be a stand-alone program or as a value-add initiative within a new incubator/entrepreneurial hub center.
3. Explore the process of Transformation Strategy Development. Given that there is not an over-abundance of vacancies, it’s always good to be targeted relative to the downtown market. Use this to better understand and create a target entrepreneurs’ “wish list” that is aligned with the downtown Augusta niches. You can then “incentivize” the market to move in that direction through your programming and even with participation in things like pop-ups or an incubator initiative.
4. Create a comprehensive property inventory with not only vacant spaces and their current suitability and details for occupancy, but a review of current business owners and their interest in serving as a “co-op” site for a complementary new business to take some space in the form of a getting started space.
5. Once this report is aligned, would encourage additional conversations with the Kennebec Valley Chamber and their role, support and alignment around small business and entrepreneurial-led

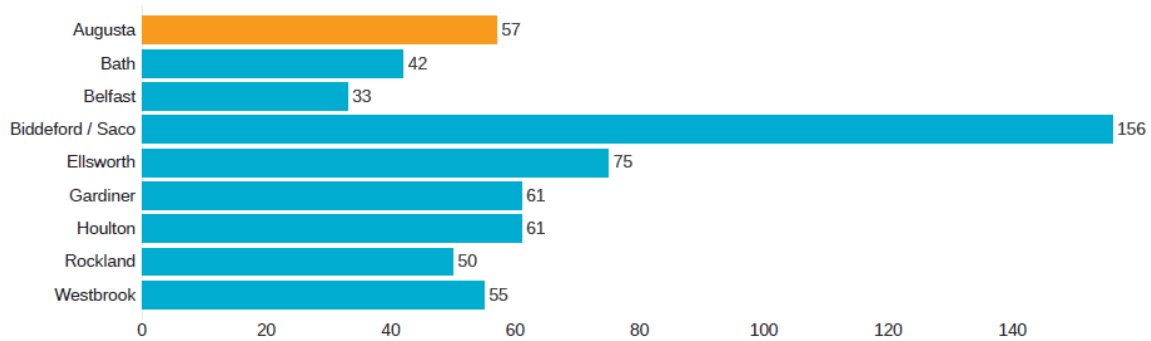
	programming. They have resources and capacity that can be hugely valuable and important to this work.
6.	Develop a more formalized programming plan for targeted, emerging entrepreneurs. This pipeline plan should include place elements like pop-ups and perhaps a combined Main Downtown Center coordinated Pitch Contest for Main Street EE communities. (*this recommendation will be statewide).
7.	Formalize the E.E. Stakeholder Group by creating a joint workplan focused on entrepreneurs. Meet with the group every two months to update.
8.	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 Downtown Augusta website.
9.	Advocate and collaborate with the City of Augusta to develop a “Getting Started in Augusta” checklist that walks through the process of starting a business within the city.
10.	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 Augusta team and a chance to showcase ecosystem partnerships



## Appendix – Entrepreneurs Survey Results

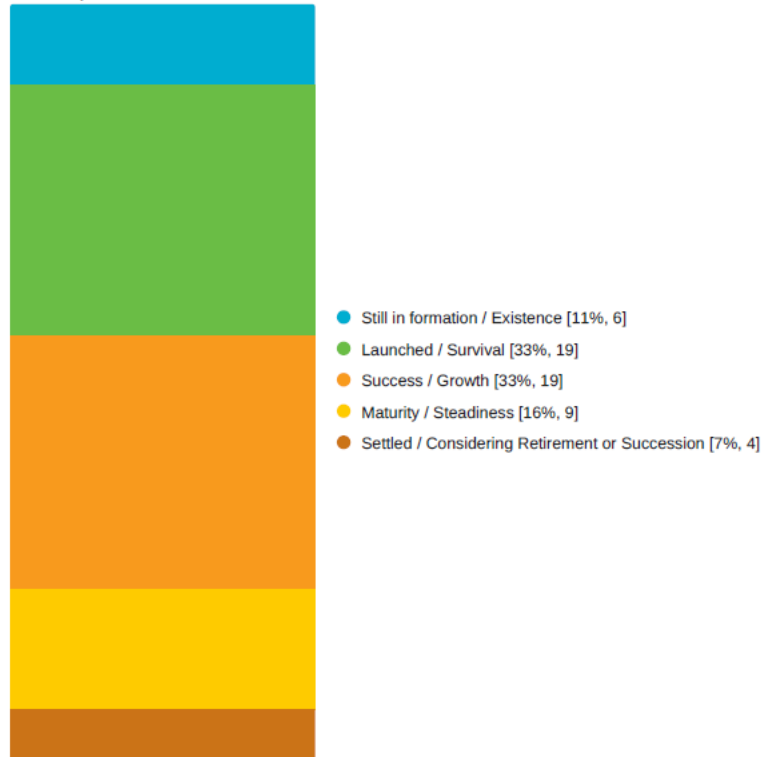
Q1 - To start, please identify the community nearest where you do most of your business or where you've been developing your business idea.

590 Responses



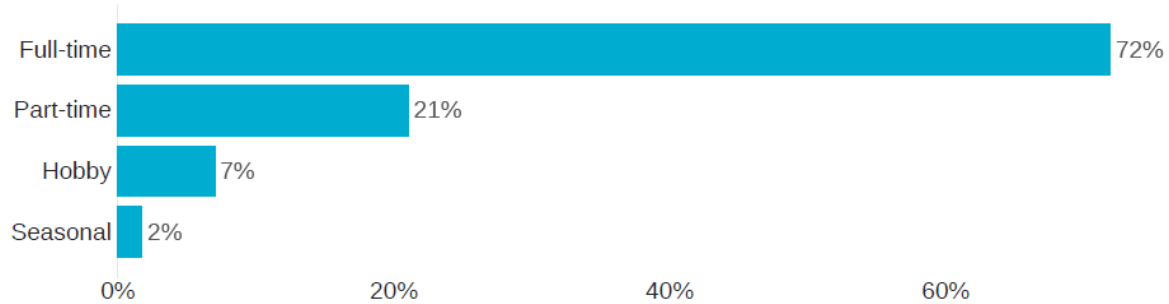
Q2 - What stage best characterizes you and your business or business idea's current state?

57 Responses



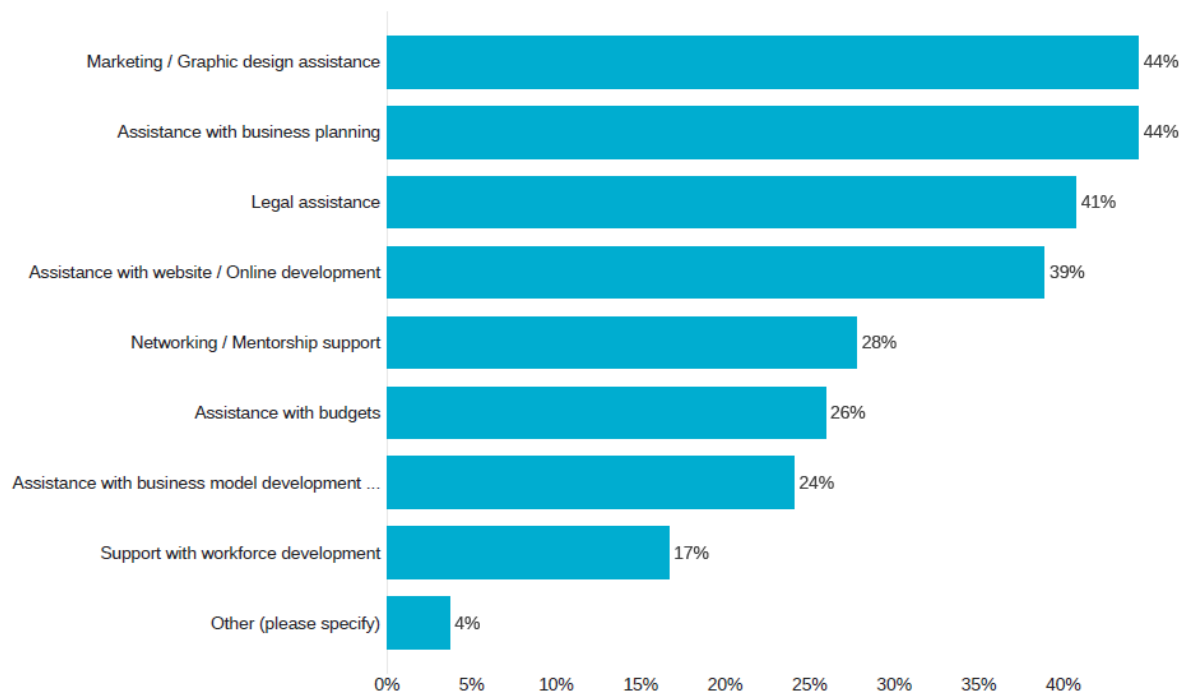
Q3 - How much time do you put into your business or business idea? (Please select all that apply.)

57 Responses



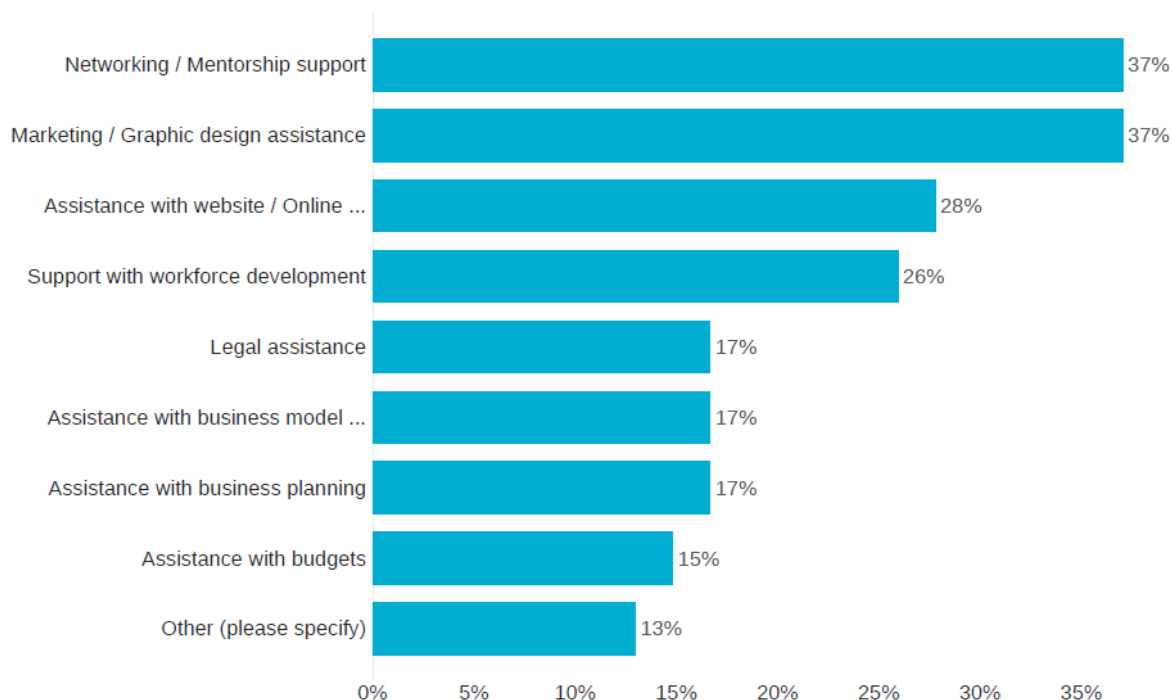
Q4 - What forms of business support and technical assistance have you used in the past as part of your business development? (Select all that apply.)

54 Responses



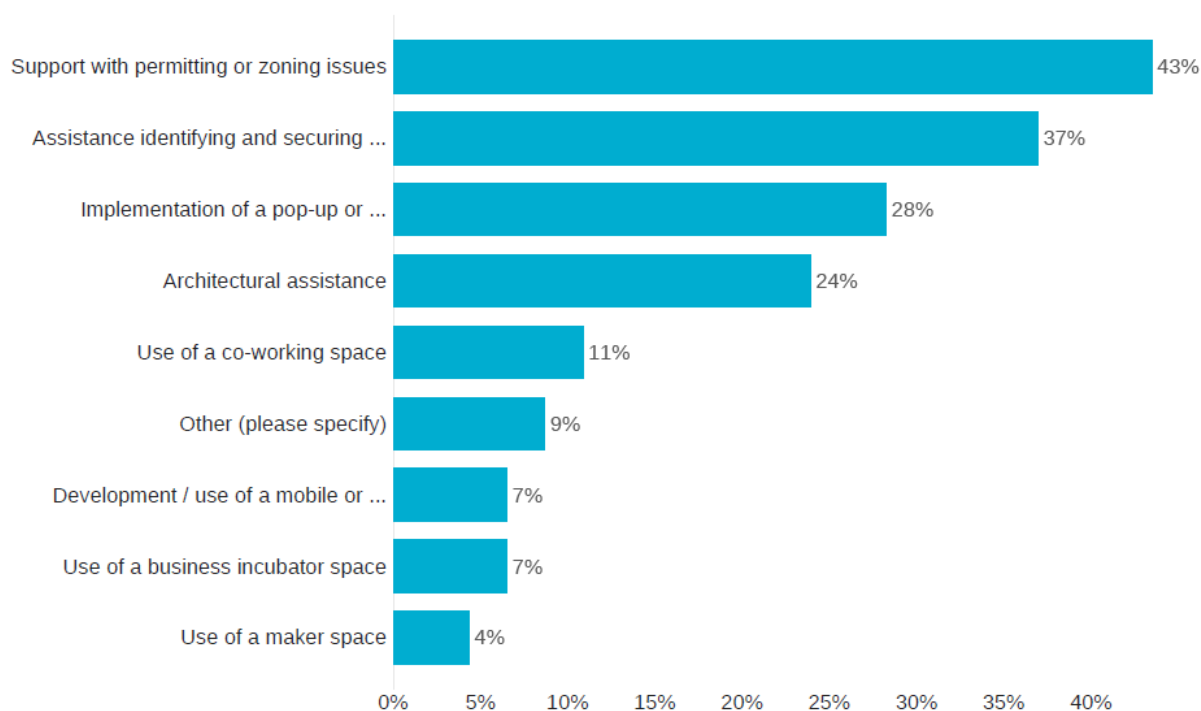
Q5 - What forms of business support and technical assistance could you currently benefit from as part of your business development? (Please check all that apply.)

54 Responses



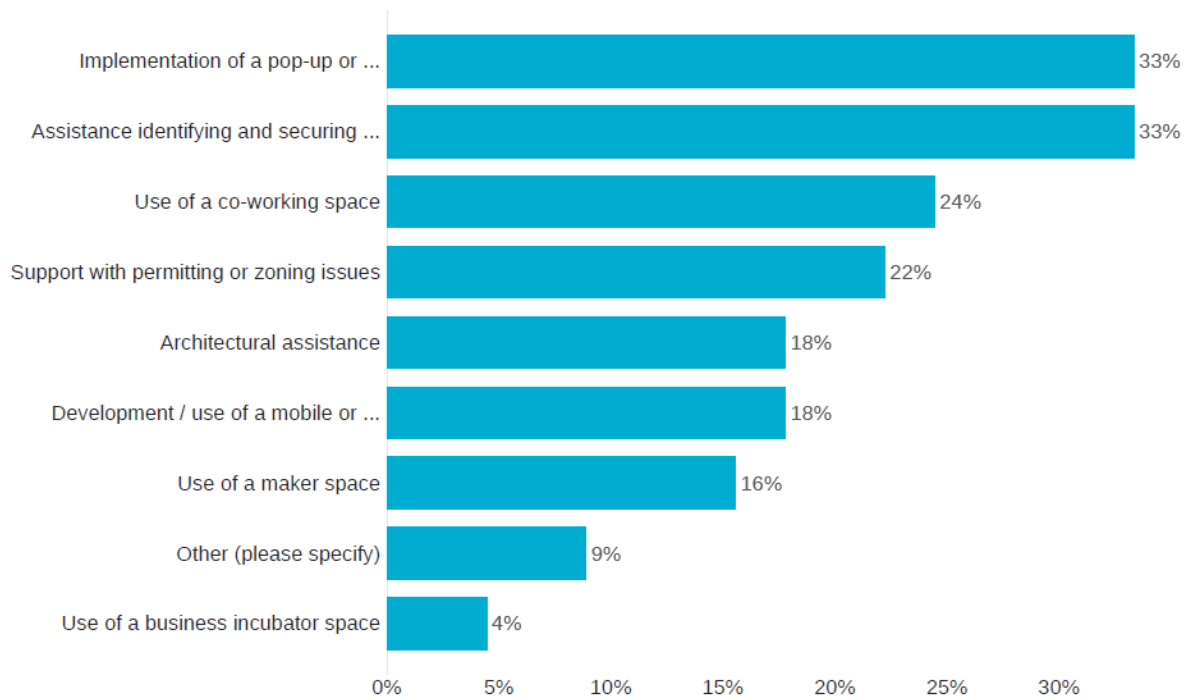
Q6 - What forms of real estate, design, or architectural support have you used in the past as part of your business development? (Please check all that apply.)

46 Responses



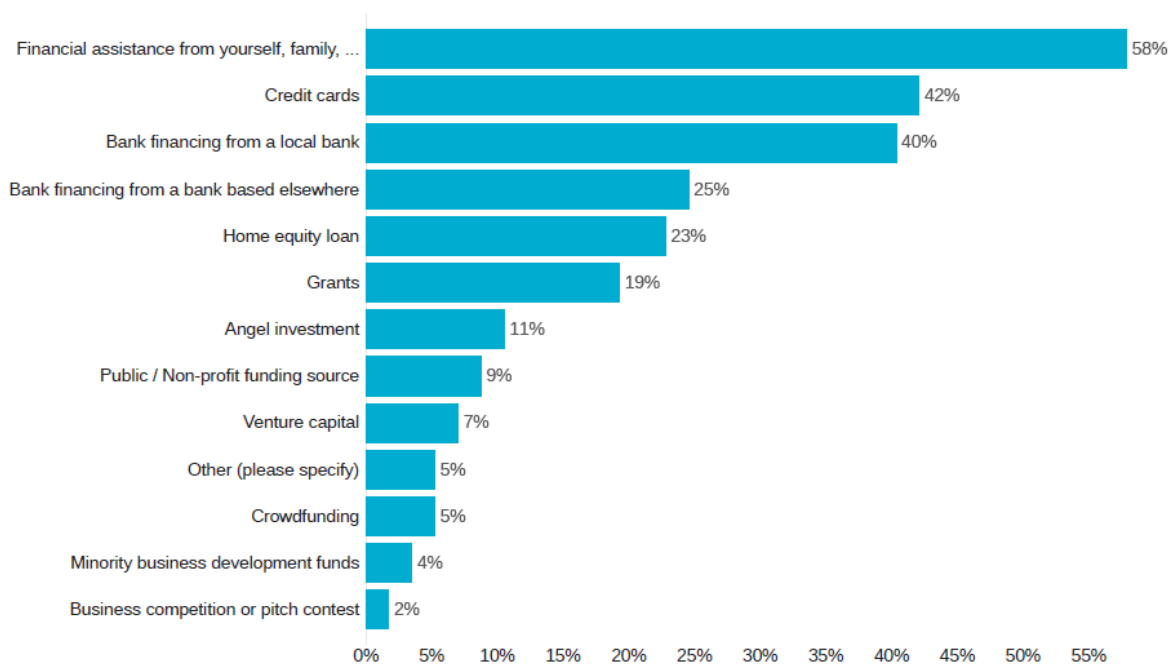
Q7 - What forms of real estate, design, or architectural support could you currently benefit from as part of your business development? (Please check all that apply.)

45 Responses



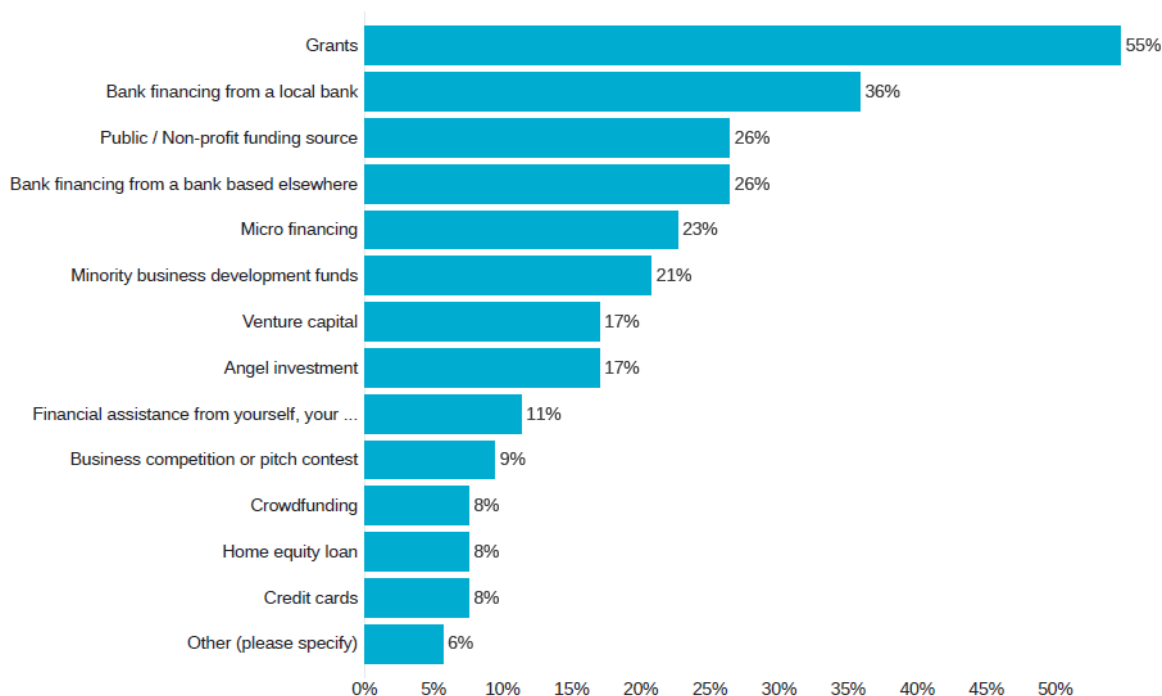
Q8 - What forms of financial assistance or support have you used in the past as part of your business development? (Reminder: Your responses to all questions will be kept confidential and will only be distributed in anonymized / aggregated form.)

57 Responses



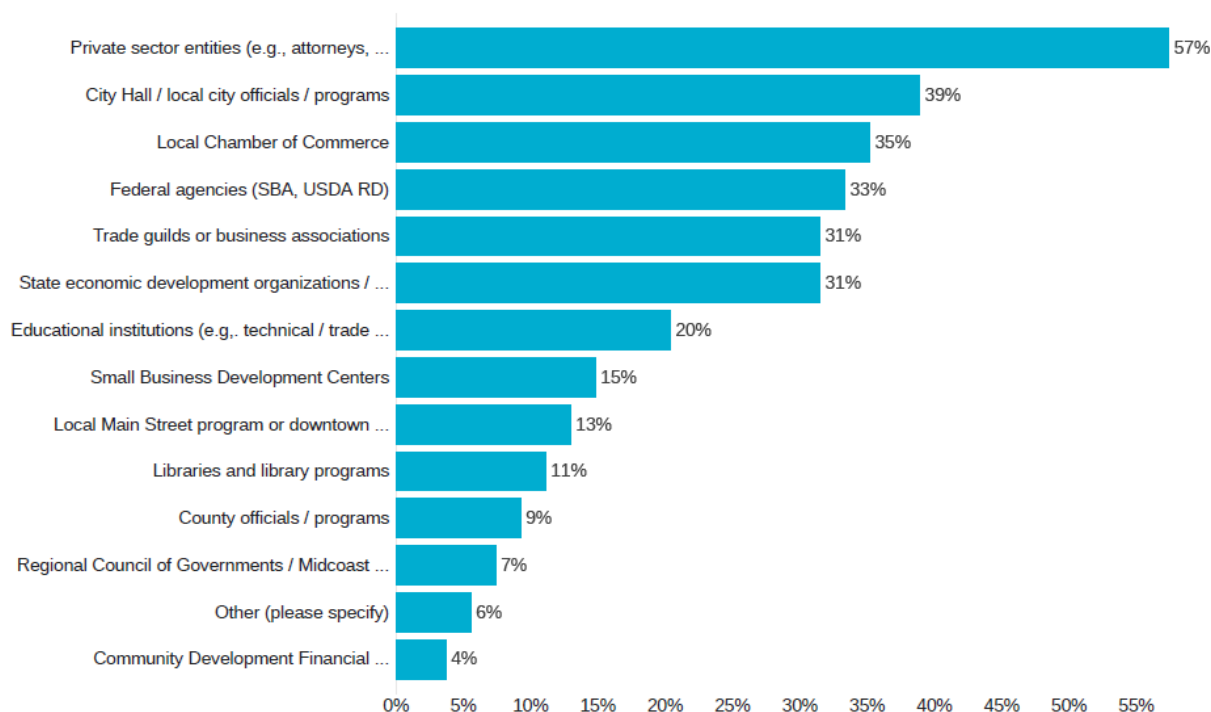
### Q9 - What forms of financial assistance or support could you currently benefit from as part of your business development?

53 Responses



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

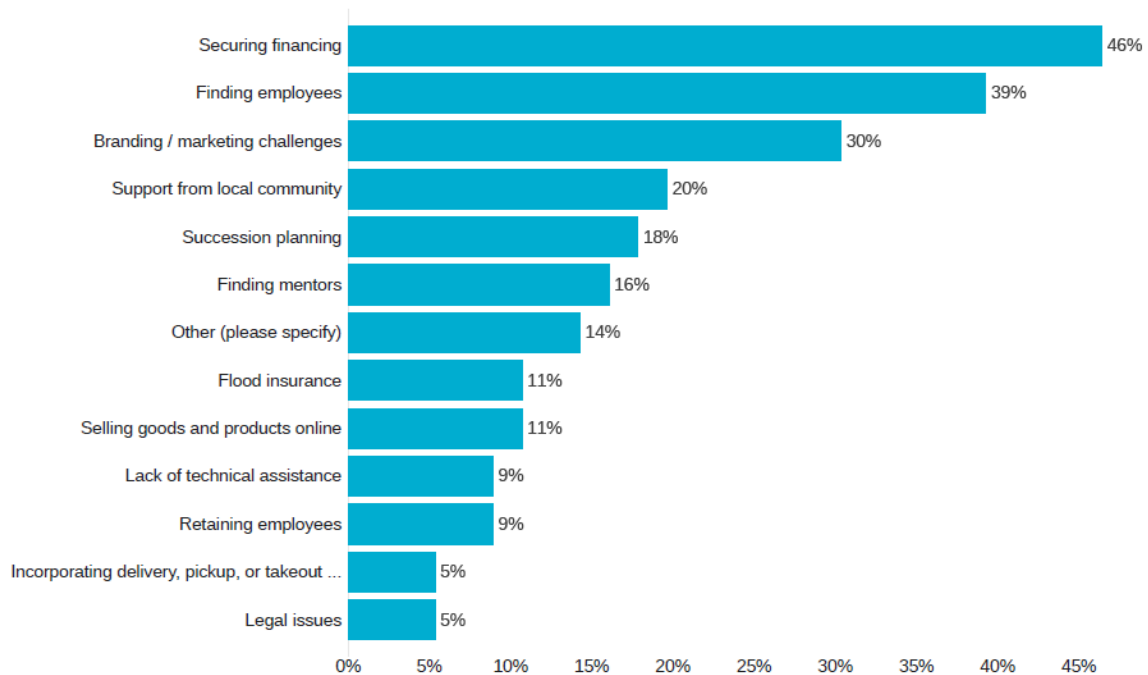
54 Responses





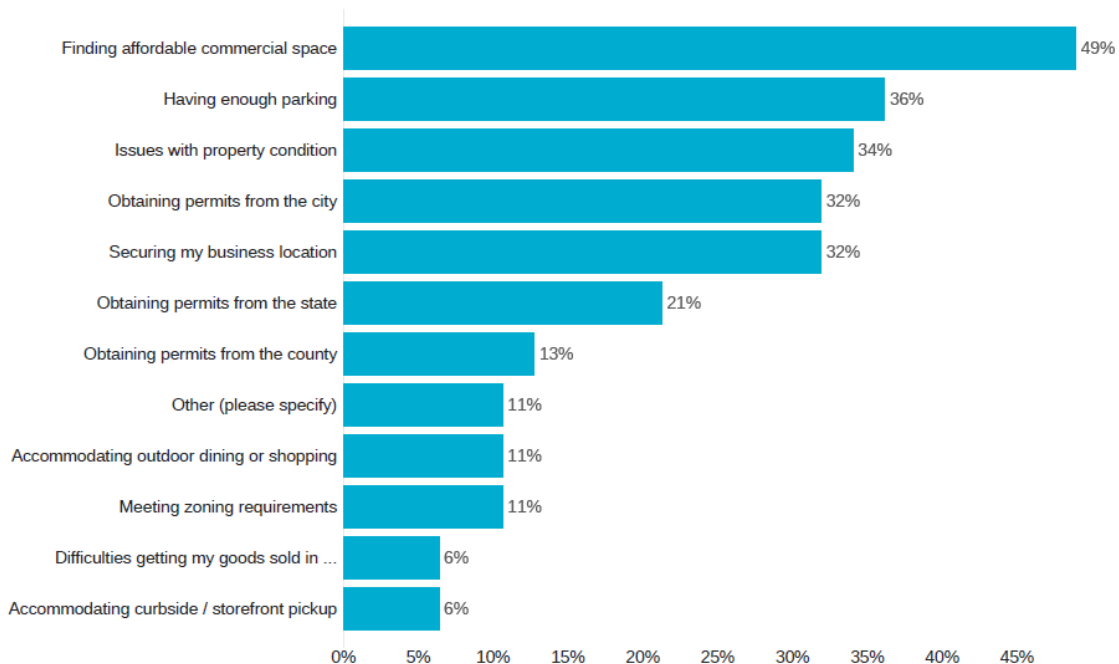
Q11 - What issues / barriers related to business planning, operations, and financing have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

56 Responses



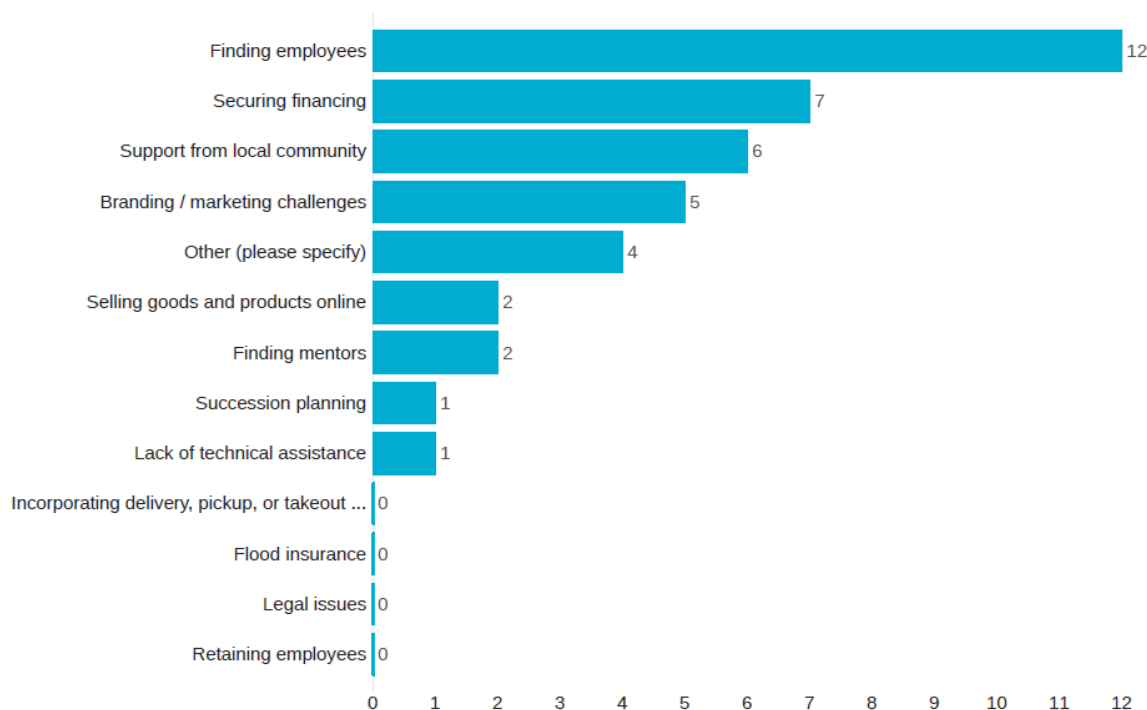
Q12 - What issues / barriers related to your present or potential business location and location design have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

47 Responses



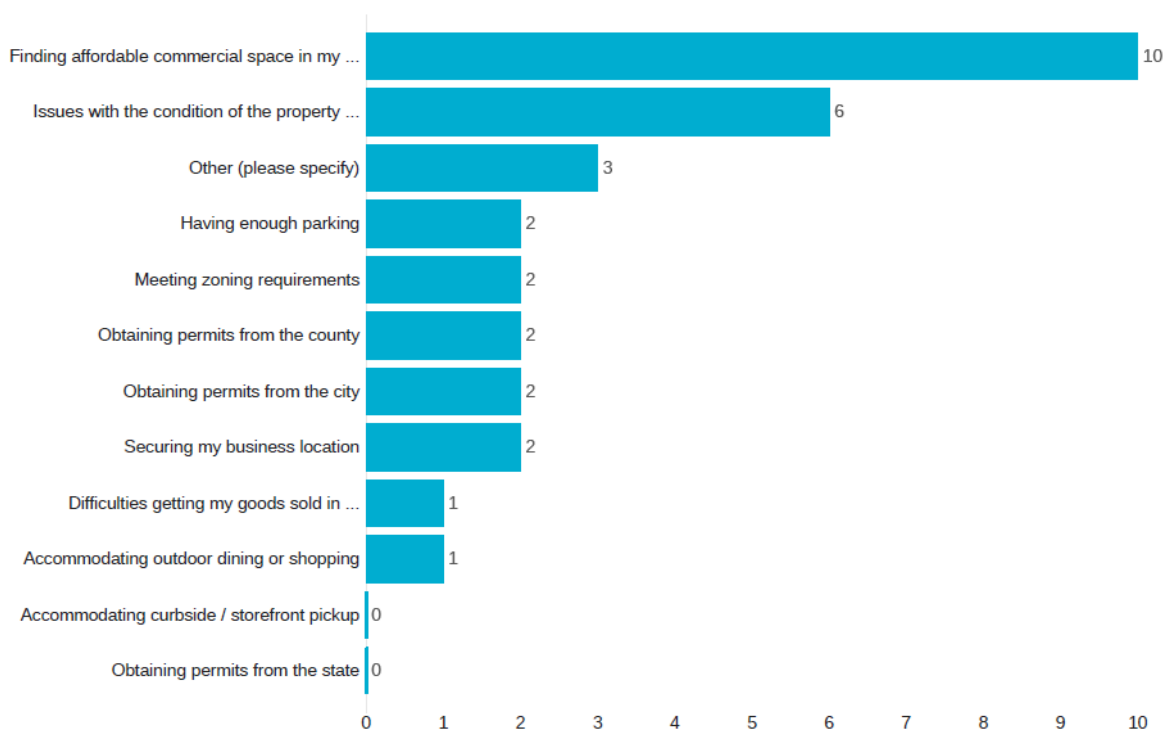
Q13 - As you think about the issues and barriers related to business planning, operations, and financing that you have faced or are currently facing, which do you think is most significant?

40 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?

31 Responses



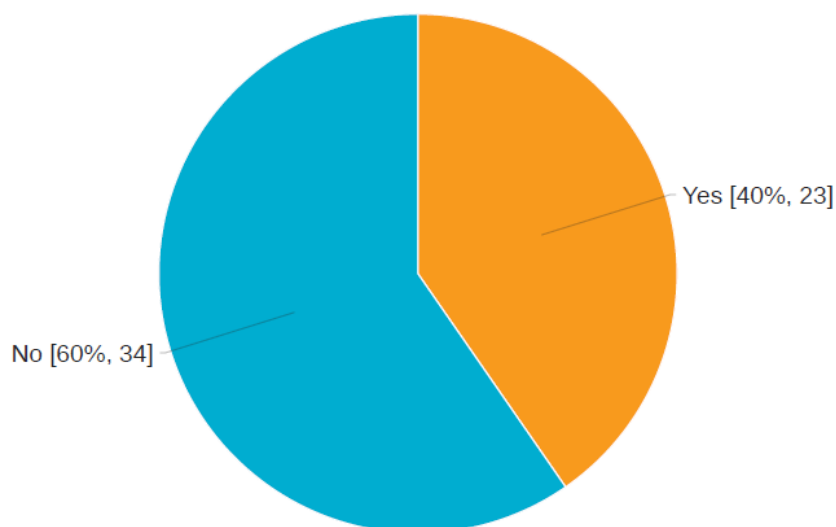
## Q15\_1 - Single / Greatest Current Need

57 Responses

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Financial support	Community support	Marketing
Support from chamber and downtown association	Expansion space availability	Finance assistance
Competent and affordable part time help	N/A	N/A
Staff	N/A	N/A
parking	finding employees	marketing
Finding employees	Affordable office space with parking	N/A
NA	NA	NA
State and Federal Enviro Permits	Finding Employees	Defense against some proposed anti-business proposed state legislation.
A welcoming environment	N/A	N/A
Quality employees	Marketing assistance	N/A
Marketing	Finding Employees	Managing Cash Flow
Employee Recruitment	Employee Retainment	Rising supply costs
Labor for Construction Projects	N/A	N/A
Finding employees	Retaining employees	Succession Planning
Investment	N/A	N/A
gfdgsdg	豆腐干岁的法国发	dfsgsdfg
Finding employees	Consistent, dependable mail delivery	N/A
How to transition business	How to close down business	How to select necessary post closing insurance
Marketing	Networking	Workforce development
Hiring when vacancies occur	N/A	N/A
Funding	N/A	N/A
Money	N/A	N/A
extra cash flow to expand/grow business	reducing operating costs	finding experienced workers for expansion
More education	Larger space	Renters

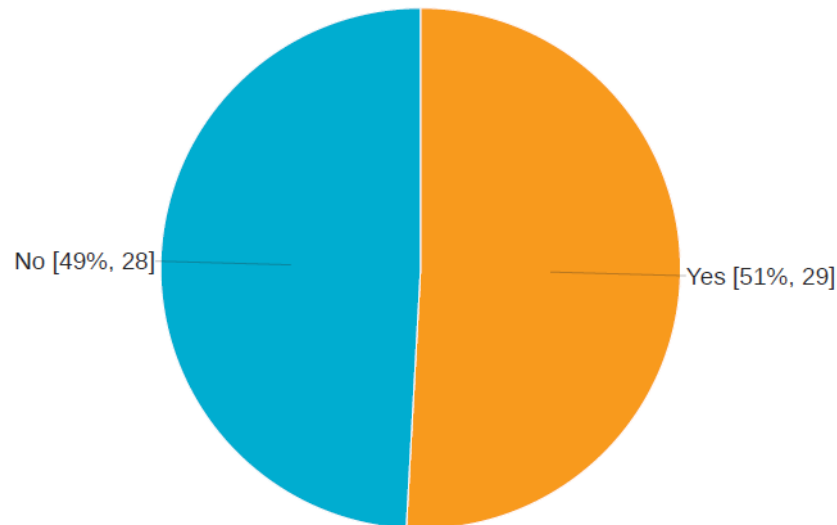
## Q16 - Does the availability of housing currently impact where you choose to open or operate your business?

57 Responses



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

57 Responses



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

29 Responses

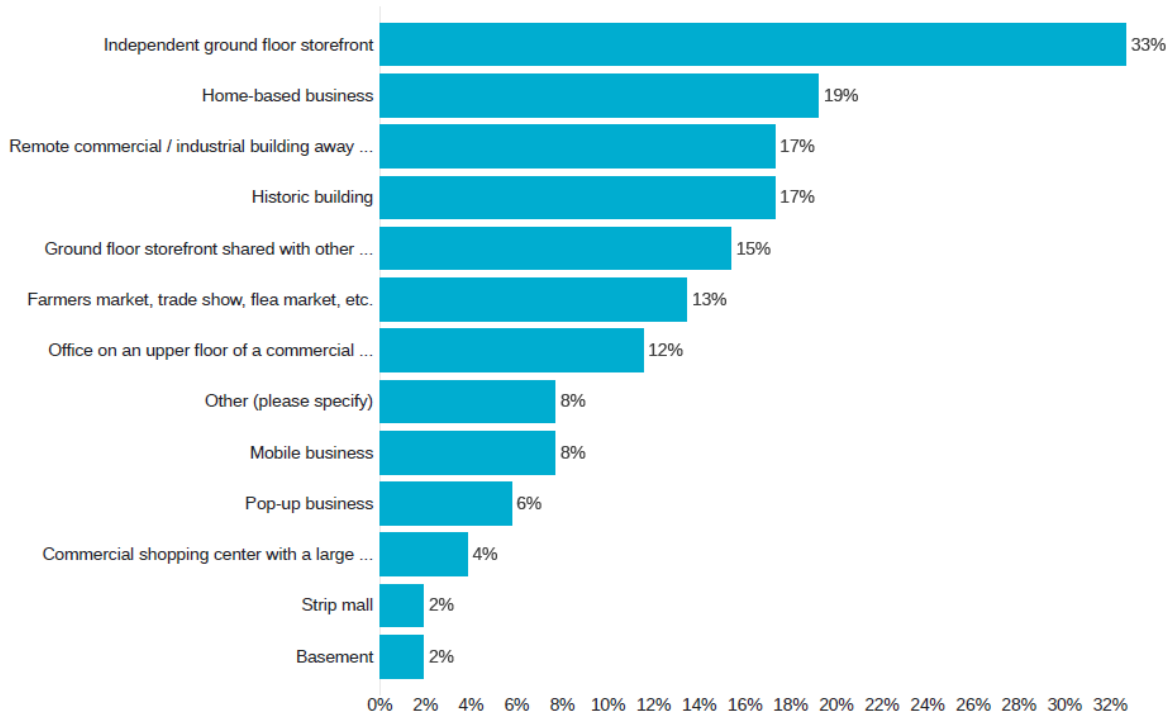
Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
In terms of overall availability	1.00	5.00	3.82	1.50	2.24	22	84.00
In terms of affordability	1.00	5.00	3.86	1.41	1.98	28	108.00

### Q17 - Overall, how would you rate Augusta...

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
As a place with a strong entrepreneur network / programs supporting entrepreneurs	1.00	5.00	3.16	1.32	1.74	55	174.00
As a place where entrepreneurs can locate and succeed	1.00	5.00	3.47	1.08	1.16	55	191.00

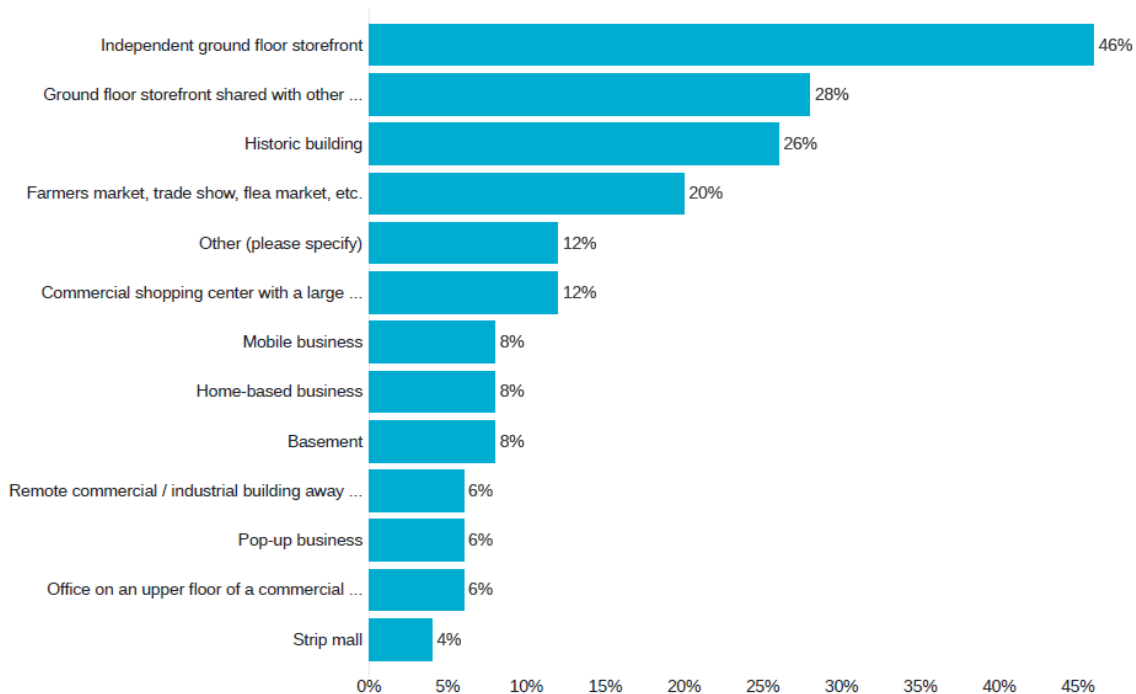
Q22 - Which of the following words or phrases could describe your current business location(s)?  
(Please select all that apply.)

52 Responses



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

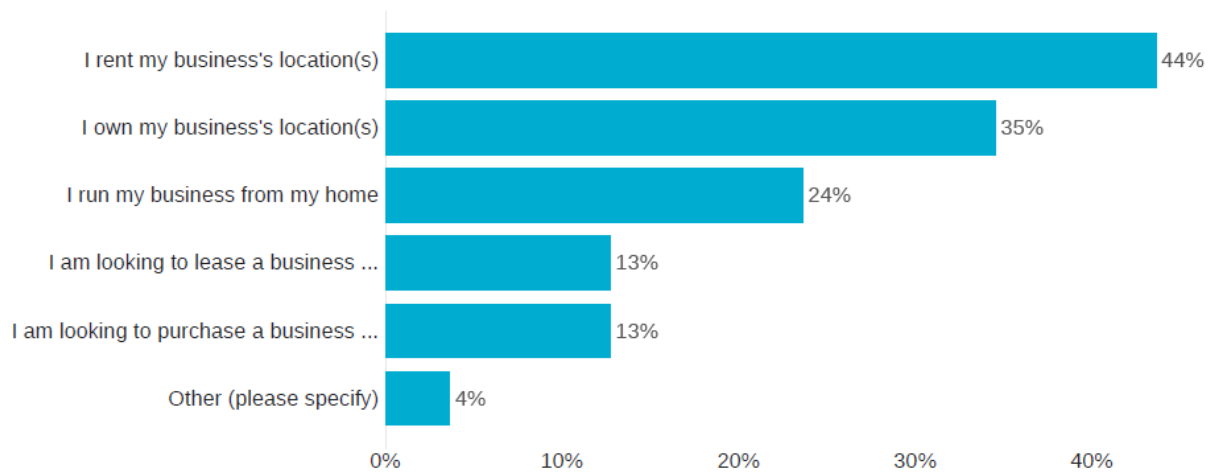
50 Responses





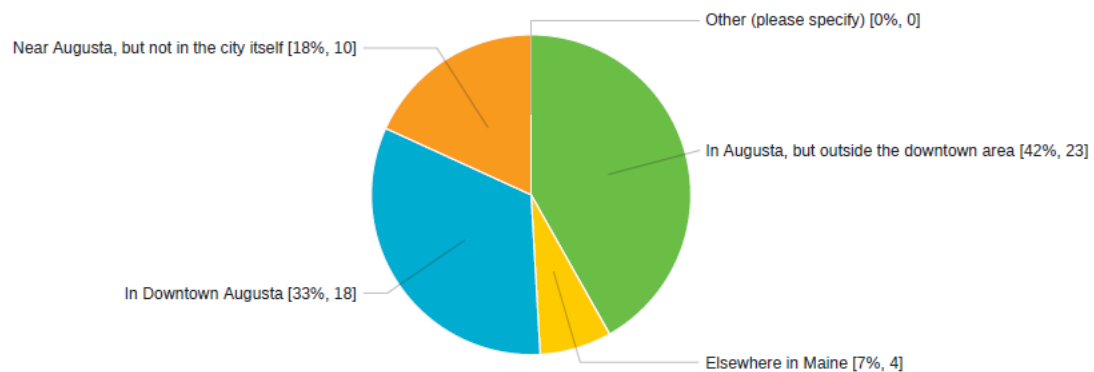
Q24 - What is your current situation relative to your business's location? (Please check all that apply.)

55 Responses



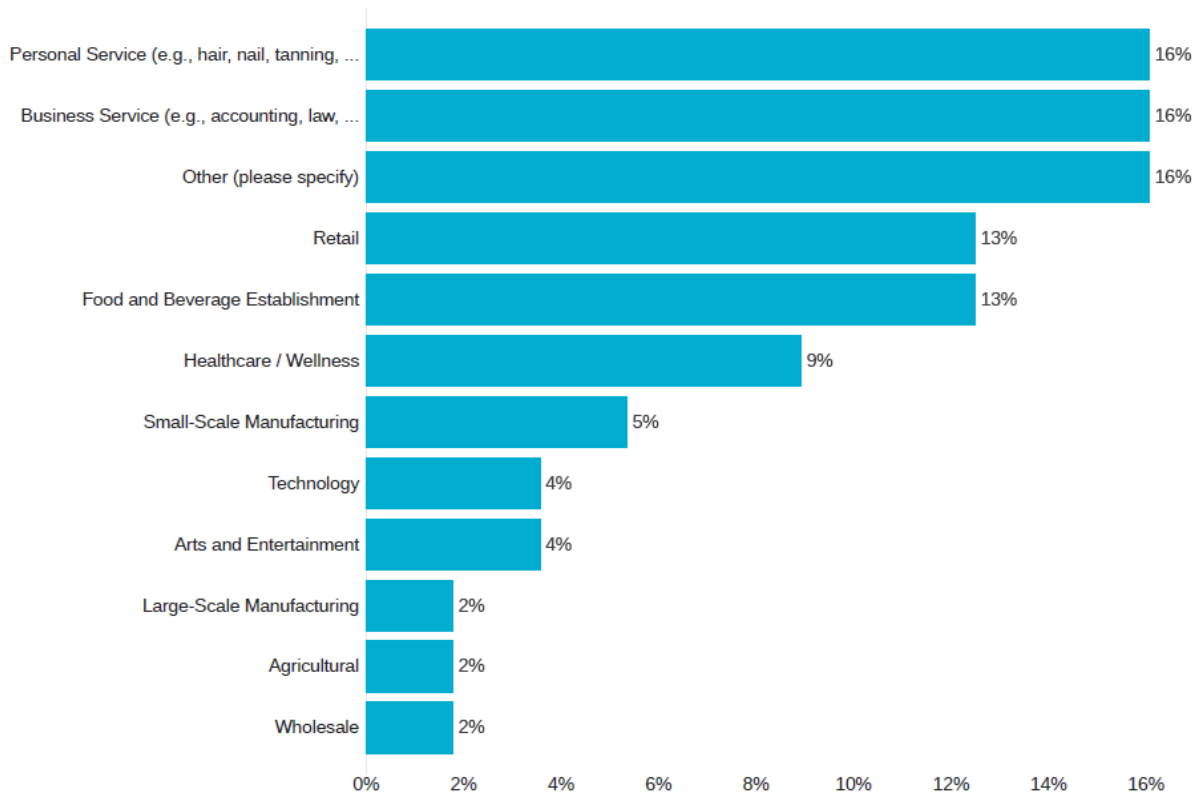
Q25 - What is the primary location of your business?

55 Responses



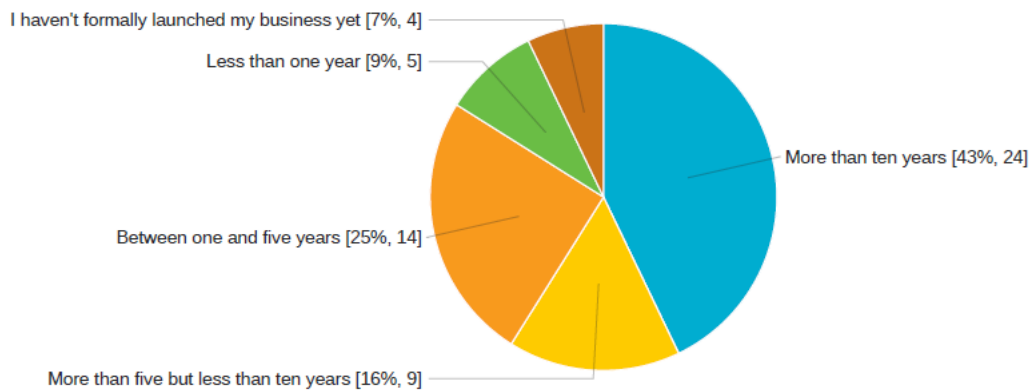
## Q26 - What sector best describes your business or business idea?

56 Responses



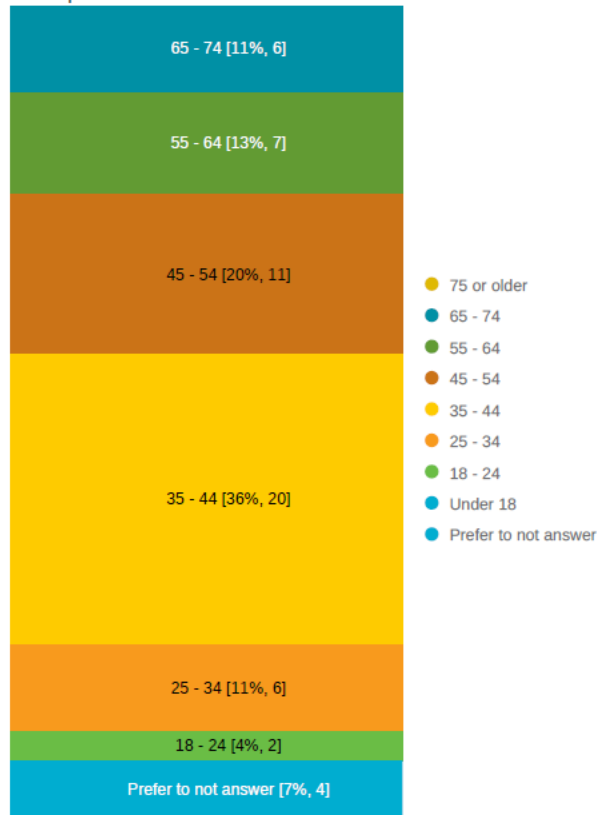
## Q27 - How long have you been in business?

56 Responses



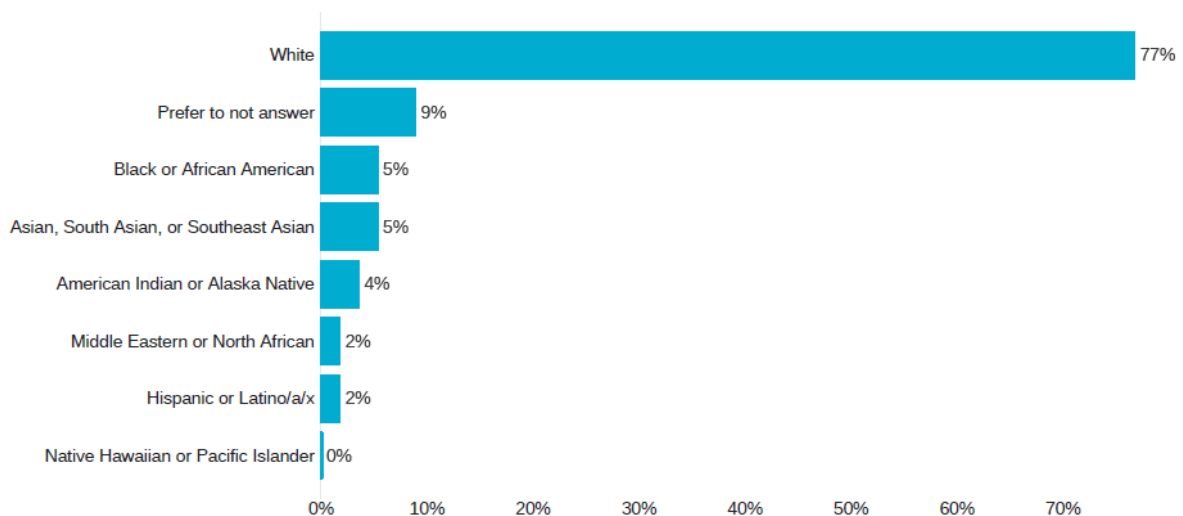
## Q28 - How old are you?

56 Responses



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

56 Responses



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

56 Responses

