



Entrepreneurship Ecosystem Development

Findings and Recommendations

Houlton, Maine
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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 Houlton	
Owner	Town of Houlton; SADC; Roxanne Bruce; Houlton Community Market; County Co-op and Farm Store; Rec Dept; Maliseets Incubator Facility; HDRC
Town of Houlton’s Role	Primary Lead
Existing Strengths	<ul style="list-style-type: none">• Given Houlton’s geographic position, businesses have a captured trade area.• Internet infrastructure is pretty strong, allowing for more bricks & clicks opportunities.• The Houlton Higher Education Center is a key asset for this EE work.
Primary Gaps	<ul style="list-style-type: none">• Start-up and co-workspace• Market understanding to which place related spaces and programming could be targeted to specific niches.• Programming for pitch to pop-ups is also a missing element.• Access to design and building renovation services/assistance is an issue.



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 Houlton	
Owner	Town of Houlton
Town of Houlton’s Role	Primary Lead
Existing Strengths	<ul style="list-style-type: none">• Town staff is actively engaged in place-based work and aggressive in seeking funding resources.• Current zoning allows for a great deal of latitude in uses and functions in the community.
Primary Gaps	<ul style="list-style-type: none">• Assistance with permitting and zoning.• Connection to more regional/state/federal resources.



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 Houlton

Owner	SBA Maine; Coastal Enterprises Inc.; Katahdin Trust Company; Vocational Rehabilitation Services; NMDC; Local Banks; Town of Houlton
Town of Houlton's Role	Primary Lead and Provider
Existing Strengths	<ul style="list-style-type: none">Local banking community appears strong and there is active engagement potential with the SBA.Town has some funding programs, including façade assistance.
Primary Gaps	<ul style="list-style-type: none">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.Many entrepreneurs seemed to lack either knowledge or how to connect with the broader state and/or federal agency and organizational funding opportunities.



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 Houlton

Owner	Maine SCORE; NMDC; Greater Houlton Chamber; SADC
Town of Houlton's Role	Supporter
Existing Strengths	<ul style="list-style-type: none">There was acknowledgement that if you know the right people or actively engage, the local business community is supportive of new entrepreneurs.The community is very supportive of newcomers, and many were engaged in this process.
Primary Gaps	<ul style="list-style-type: none">There is great potential in Houlton to leverage more direct mentoring from SCOREThere is a lack of more formal networking activities, including peer-to-peer learning opportunities for small businesses and entrepreneurs.



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 Houlton	
Owner	Maine SBDC; CEI; Maine SCORE; Houlton Higher Ed Center; USDA Center; FSA
Town of Houlton's Role	Supporter and Connector
Existing Strengths	<ul style="list-style-type: none">• The area SBDC is actively engaged and coupled with the resources of the Houlton Higher Ed Center there are a number of resources in Houlton for small businesses and entrepreneurs.
Primary Gaps	<ul style="list-style-type: none">• Assistance with e-commerce/web development along with succession planner were key gaps for small business and entrepreneurs.• 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 Houlton	
Owner	NMDC; Greater Houlton Chamber; HDRC; SADC
Town of Houlton's Role	Supporter
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.• There is a new crop of young and female-led entrepreneurs bringing life to the start-up culture and building collaboration.
Primary Gaps	<ul style="list-style-type: none">• Events or activities that feature/celebrate local entrepreneurs.• Additional media coverage where possible.






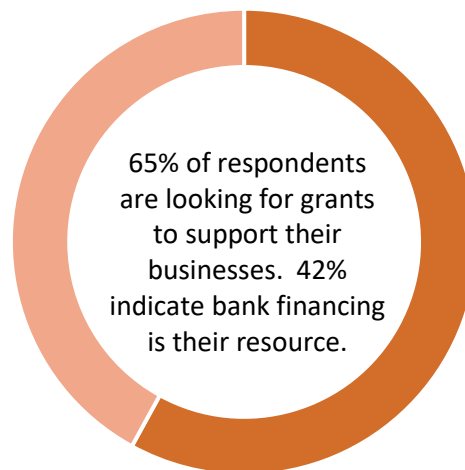
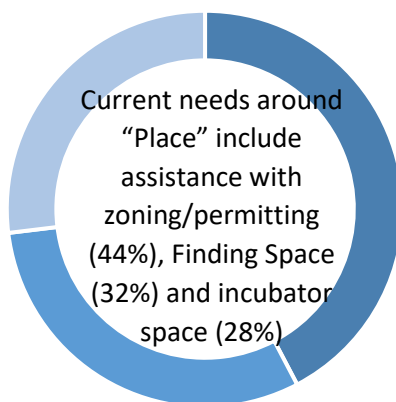
Human Capital

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 Houlton	
Owner	Vocational Rehabilitation Services; Houlton Higher Ed Center; Region 2 – CTE; SADC – Young Professionals in K12; Jobs for Maine’s Graduates
Town of Houlton’s Role	Supporter
Existing Strengths	<ul style="list-style-type: none">• What Houlton lacks in professional service providers, the area does serve as a northern Maine concentration of public sector service providers and connectors that can benefit small business owners and entrepreneurs to access talent and operational resources.
Primary Gaps	<ul style="list-style-type: none">• Like most places across the country, Houlton is experiencing challenges in workforce retention and attraction.• While there is an opportunity, there is currently no entrepreneurship programming at the K-12 level.

Houlton Entrepreneurs Survey Summary

 Place-Based	<ul style="list-style-type: none"> • Important to note that for most Houlton entrepreneurs their “go to” for resources is typically an organization/agency at the State of Maine. This is great but also suggests they may not be aware of local and regional resources and connections. • Issues with Building Condition served as most significant barrier to finding the right location in Houlton. • More than 50% desired a Ground Floor Storefront, Historic and/or Shared Co-op Space is preferred location for most entrepreneurs.
 Human Capital	<ul style="list-style-type: none"> • Finding and Retaining Employees is Most Significant Barrier to Business Operations.
 Education & Govt.	<ul style="list-style-type: none"> • Assistance with e-commerce/web development was most indicated need for training and other educational resources. • Support with permitting and zoning was most needed in finding and locating in Houlton.



Houlton Entrepreneurs Focus Group – Challenges

Place-Based	<ul style="list-style-type: none"> • Having a Getting Started Checklist or Guide Would be Helpful • Understanding all of the Resources available to Small Businesses • Needed Assistance with finding space • Some sort of property database of owners
Social-Capital	<ul style="list-style-type: none"> • Having a “Human Capital” asset map of the broader Houlton community. With a number of new folks and remote workers moving in, it would be a great opportunity to connect as mentors.
Education & Training	<ul style="list-style-type: none"> • Greater resources and connections to Succession Planning for mature businesses and family transactions.

Critical Gaps Summary

 <p>Place-Based</p>	<ul style="list-style-type: none"> • Assistance with finding spaces for new or growing businesses. • Pop-Up, Micro-Retailing, Co-op and Mobile Retailing Pipeline Programming • Issues around Overall Building Conditions • Need for creativity around “density” of retail within the downtown area. • Future desire is around Stand-Alone Storefronts and/or Co-Op Retail Opportunities • Need to Understand Local Market Conditions and Niches to Tailor the Ecosystem Programs and Any Future Incentives • Dedicated space for New Entrepreneurs, Solo-preneurs and Remote Workers • Need more Place programming and support (pop-ups, pitch, etc.) • Need for a “Getting Started” checklist and resource center for financial and technical assistance programming. • Overall understanding of property ownership and conditions
 <p>Financial Capital</p>	<ul style="list-style-type: none"> • Understanding and connections to Crowdfunding Options/Opportunities. • Education around equity and other investment tools
 <p>Social Capital</p>	<ul style="list-style-type: none"> • Additional networking and mentoring options • Greater connections with SCORE • Understanding all the new talent that has relocated to the Houlton as well as current human resources that could be leveraged for mentorship and even services.
 <p>Govt - Regulatory</p>	<ul style="list-style-type: none"> • Need a checklist and/or resource guide for starting and growing a business within Houlton.
 <p>Culture</p>	<ul style="list-style-type: none"> • Lacking opportunities thorough social media to highlight local small business and entrepreneurship programming.
 <p>Education and Training</p>	<ul style="list-style-type: none"> • Assistance with web development/e-commerce and succession planning.
 <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 local High Schools and Colleges/Universities in entrepreneurial programming.

Local Ecosystem Roles - Houlton

	Financial Capital	Social Capital	Place Factors	Govt Policy and Regulatory	Education/Training	Culture	Human Capital/Workforce
–PRIMARY	SBA Maine; CEI; Katahdin Trust Company; Vocational Rehabilitation Services; NMDC; Local Banks; Town of Houlton	Maine SCORE; NMDC; Greater Houlton Chamber; SADC	Town of Houlton; SADC; Roxanne Bruce; Houlton Community Market; County Co-op and Farm Store; Rec Dept; Maliseets Incubator Facility; HDRC	Town of Houlton	Maine SBDC; CEI; Maine SCORE; Houlton Higher Ed Center; USDA Center; FSA	NMDC; Greater Houlton Chamber; HDRC; SADC	Vocational Rehabilitation Services; Houlton Higher Ed Center; Region 2 – CTE; SADC – Young Professionals in K12; Jobs for Maine's Graduates
–SUPPORTER	Vocational Rehabilitation Services; NMDC	Realize Maine Network; NMDC; Town of Houlton	Maine Downtown Center; NMDC		Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; Town of Houlton	NMDC; Houlton Historical Society; Town of Houlton	Houlton Higher Ed Center; NMDC; Town of Houlton
–CONVENER	Vocational Rehabilitation Services; NMDC	Realize Maine Network; NMDC	Maine Downtown Center; NMDC		Maine DOL; Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; NMDC	NMDC	Maine DOL; Houlton Higher Ed Center
–ADVOCATE	Vocational Rehabilitation Services; NMDC	Maine SCORE; NMDC	Maine Downtown Center; NMDC	SBA Maine; NMDC	Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; NMDC	NMDC	Katahdin Trust Company; Houlton Higher Ed Center
–PROVIDER	Roux Institute; CEI; SBA Maine; Katahdin Trust Company; NMDC; Town of Houlton; USDA; Farm Service Agency	Roux Institute; Realize Maine Network; SADC; Rotary Club; Women's Business Center; Veterans Service Centers	Maine Downtown Center; US, EDA		Maine DOL; CEI; Maine SBA; Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; NMDC	NMDC; Radio, TV, Pioneer Times	Maine DOL; Aspire Program
–CONNECTOR	Maine SBDC; CEI; SBA Maine; Maine SCORE; Vocational Rehabilitation Services; NMDC	Maine SBDC; Realize Maine Network; Maine SCORE; Vocational Rehabilitation Services; NMDC	Maine SBDC; Maine Downtown Center; Maine SCORE; Vocational Rehabilitation Services; NMDC	Maine SBDC; Maine SCORE; Vocational Rehabilitation Services; NMDC; Federal Legislative Office; APEX	Maine SBDC; Maine DOL; CEI; Maine SBA; Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; Vocational Rehabilitation Services; NMDC; Town of Houlton	Maine SCORE; Vocational Rehabilitation Services; NMDC; Maine Office of Tourism; DECD	Maine SBDC; Maine DOL; Katahdin Trust Company; Houlton Higher Ed Center; Vocational Rehabilitation Services; NMDC
–DEVELOPER	CEI	NMDC	Roux Institute; Maine Downtown Center		Roux Institute; CEI; Maine SBA; Maine SCORE; Katahdin Trust Company; Houlton Higher Ed Center; NMDC		

Houlton Ecosystem Recommendations

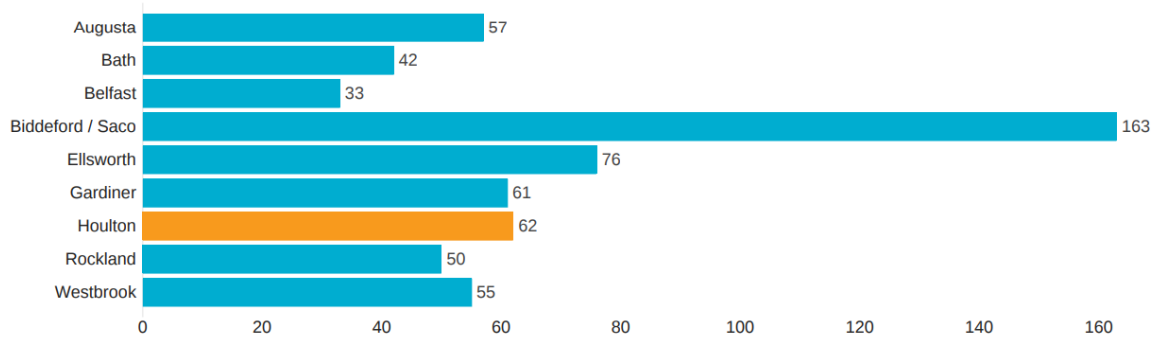
1. One of the potential market niche areas for Houlton is upscaling people in the trades to own their own businesses. The State of Maine is providing funding for free tuition at community colleges. Being the conversations with your Houlton Higher Education Center as to potential for overlaying greater entrepreneurial programming to community college programming running within the Center.
2. Work with the SBDC and SCORE to examine opportunities to create a series of workshops/training tools for existing employees that may be interested in eventually buying the business they work for or striking out on their own. This would begin to create a more proactive pathway for succession planning.
3. Given that there is currently not a full-time “Main Street” director, capacity to execute will be a challenge unless the E.E. Stakeholder Group doesn’t become a more formalized group, with regular meeting updates and a co-created and aligned work plan of activities. The Skowhegan Plan is a good example to follow/guide the effort. Furthermore, Roxanne Bruce is doing a great deal of work within the Houlton community in “lighter, quicker, cheaper” creative strategies for space, programming, etc. Engage with her to see how her work could be incorporated and supported through this effort.
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. Focus for Houlton should also include more ancillary properties like current or former churches, civic spaces, as well as the library.
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 Houlton team and a chance to showcase ecosystem partnerships
6.	Examine space programming opportunities that could create further “density” within downtown Houlton for retail businesses. This would be in conjunction with the property inventory but have a programming element. For example, there may be several small business owners that would be willing to clear some space to host a complementary business in the form of an instore “pop-up” or sublet situation. A private individual may be interested in taking out a master lease and creating a micro market opportunity such as the Middle Village Micro Market in Lansing that also has technical assistance to participants from Ecosystem Stakeholders. https://www.facebook.com/middlevillagemicromarket
7.	Hold a brainstorming session with your EE Stakeholders around naming recent newcomers to the community and those individuals that you might be surprised to learn they have XYZ background or skill set. Use this to create a Human Capital asset map and reach out to see if they would be willing to participate on an ad hoc basis in supporting a new venture depending upon the issue.
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 Town of Houlton website.
9.	Advocate and collaborate with the City of Houlton to develop a “Getting Started in Houlton” 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
10.	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.

Appendix – Entrepreneurs Survey Results

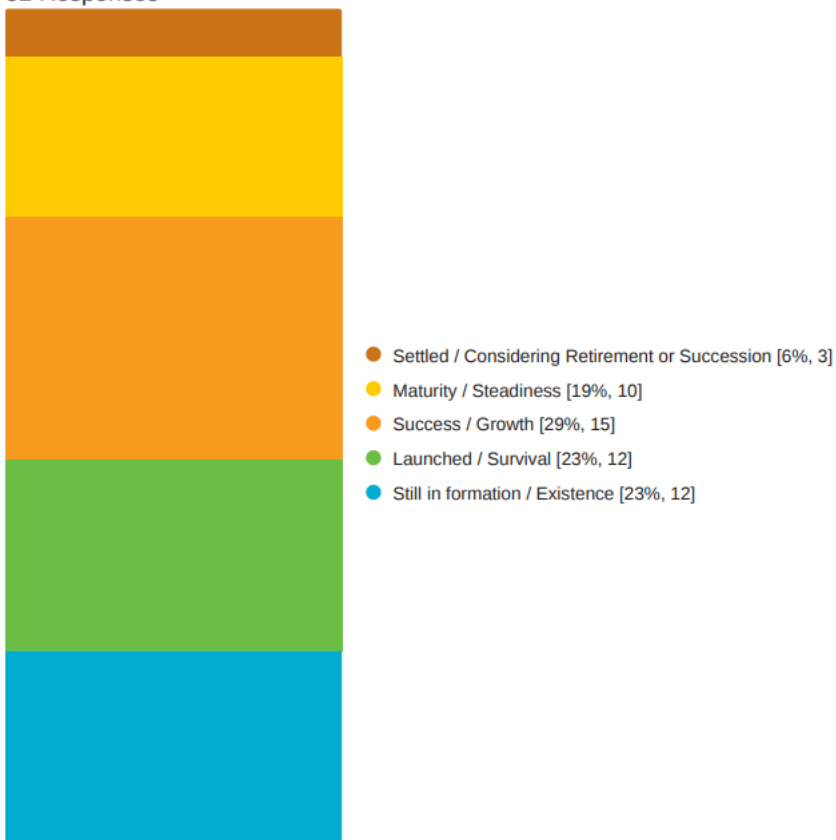
Q1 - To start, please identify the community nearest where you do most of your business or where you've been developing your business idea.

599 Responses



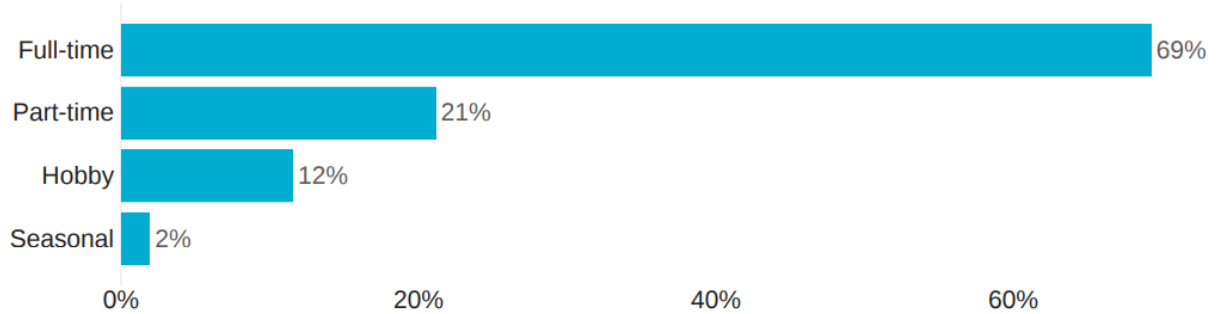
Q2 - What stage best characterizes you and your business or business idea's current state?

52 Responses



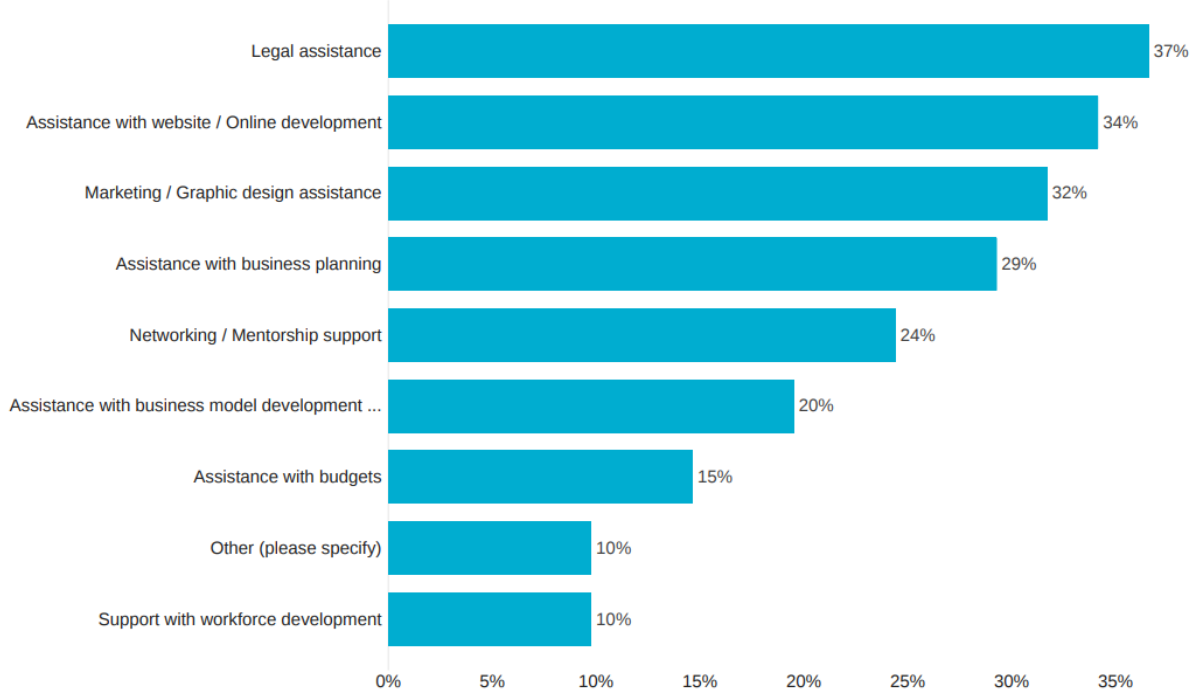
Q3 - How much time do you put into your business or business idea? (Please select all that apply.)

52 Responses



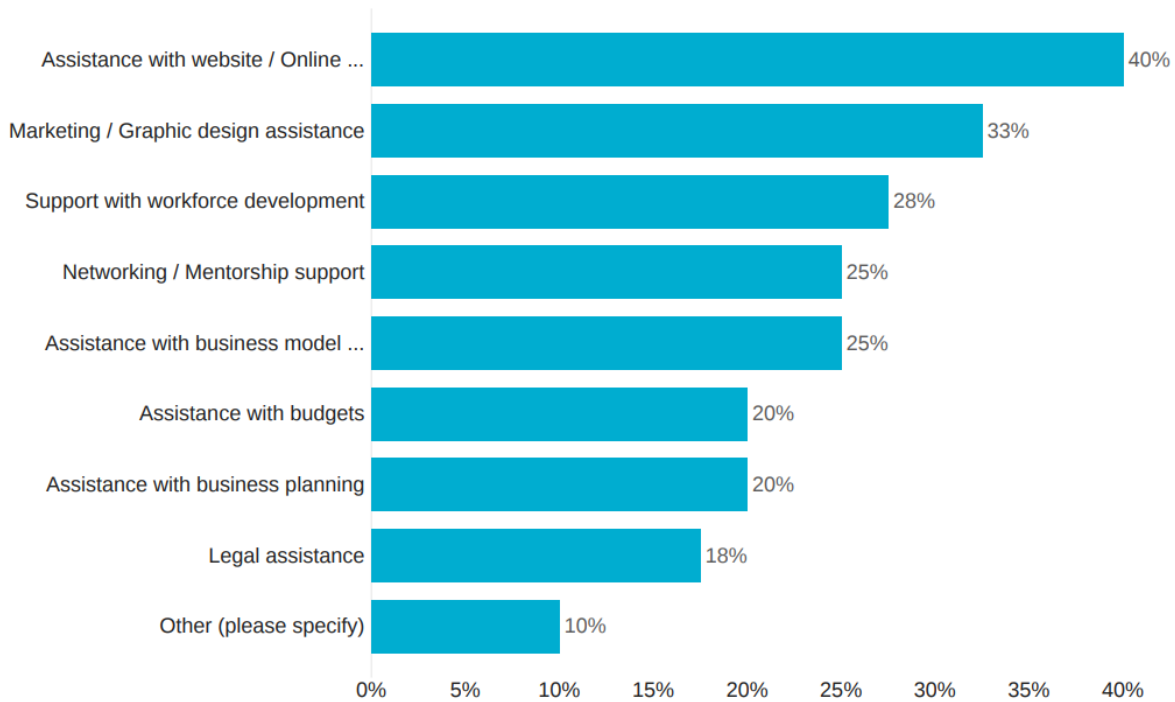
Q4 - What forms of business support and technical assistance have you used in the past as part of your business development? (Select all that apply.)

41 Responses



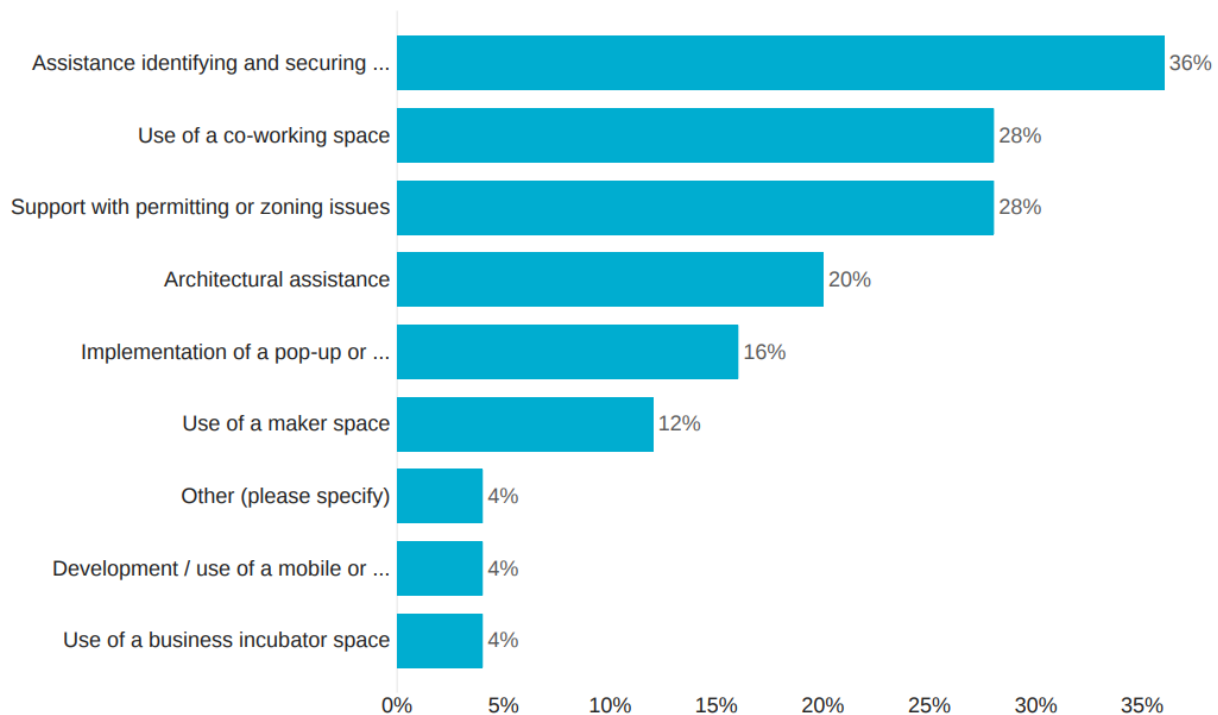
Q5 - What forms of business support and technical assistance could you currently benefit from as part of your business development? (Please check all that apply.)

40 Responses



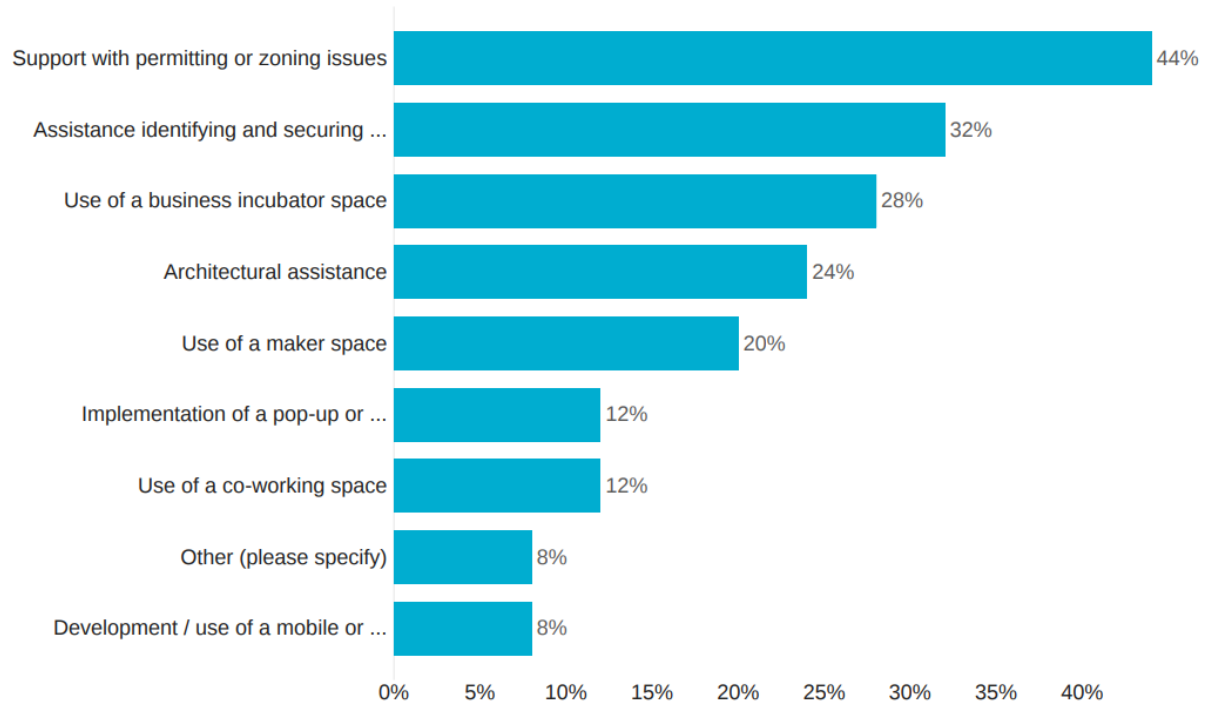
Q6 - What forms of real estate, design, or architectural support have you used in the past as part of your business development? (Please check all that apply.)

25 Responses



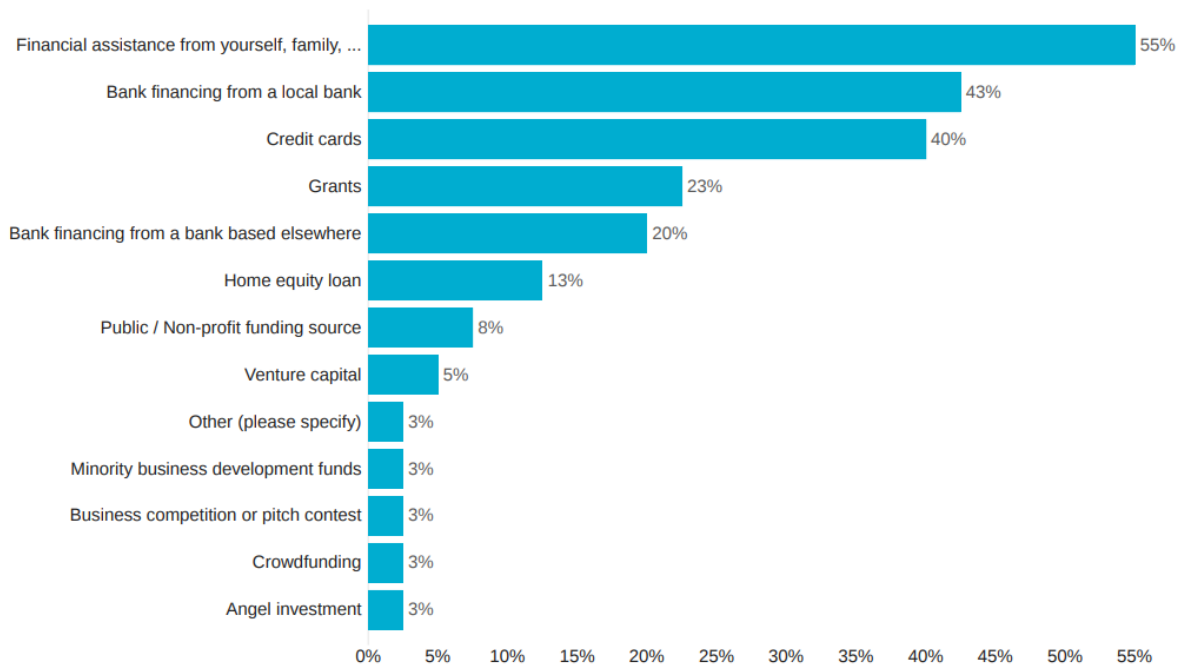
Q7 - What forms of real estate, design, or architectural support could you currently benefit from as part of your business development? (Please check all that apply.)

25 Responses



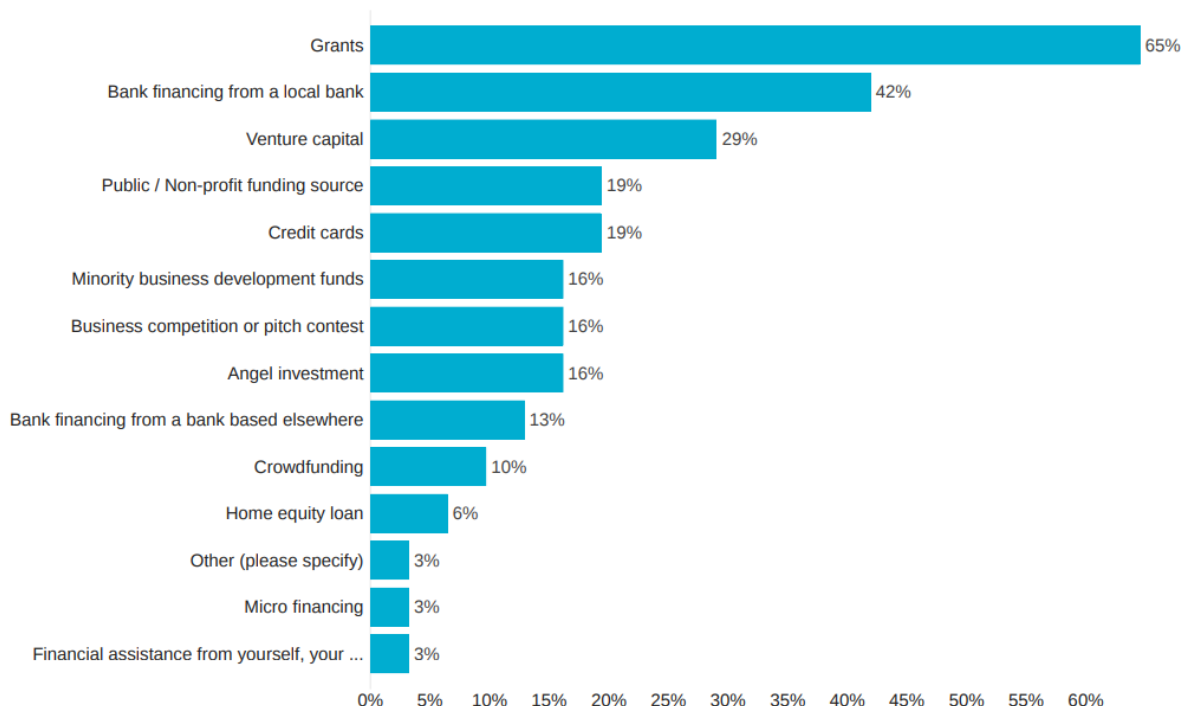
Q8 - What forms of financial assistance or support have you used in the past as part of your business development? (Reminder: Your responses to all questions will be kept confidential and will only be distributed in anonymized / aggregated form.)

40 Responses



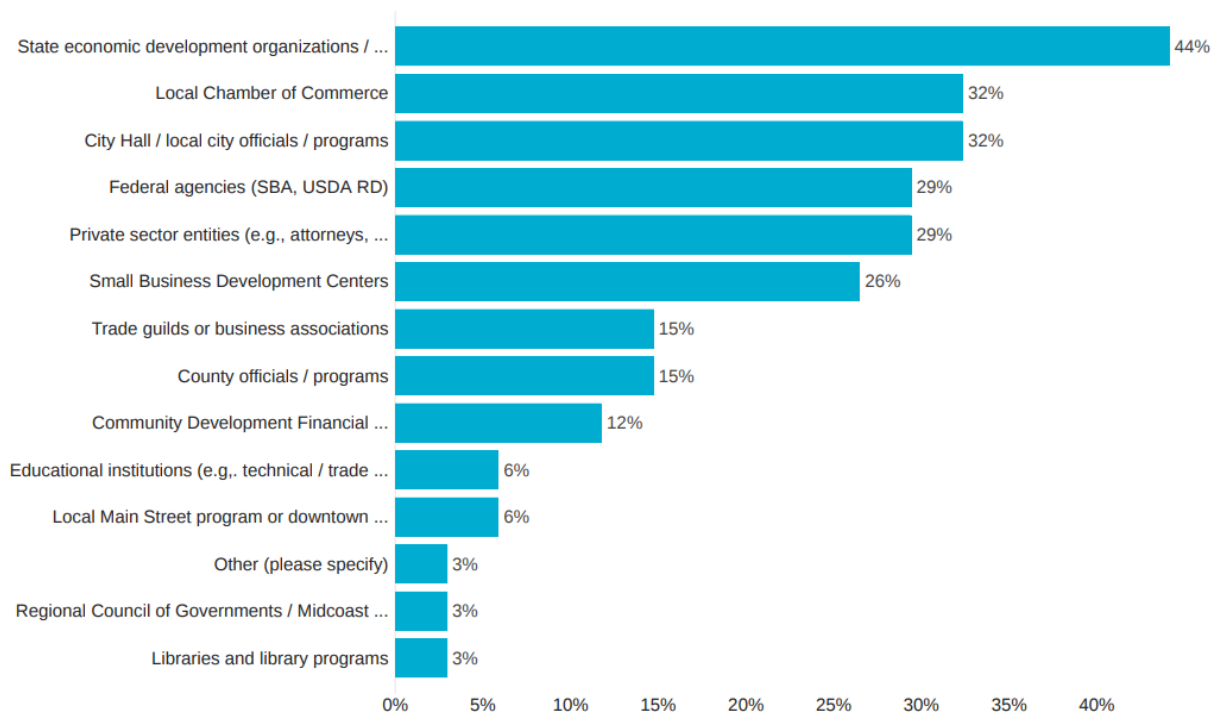
Q9 - What forms of financial assistance or support could you currently benefit from as part of your business development?

31 Responses



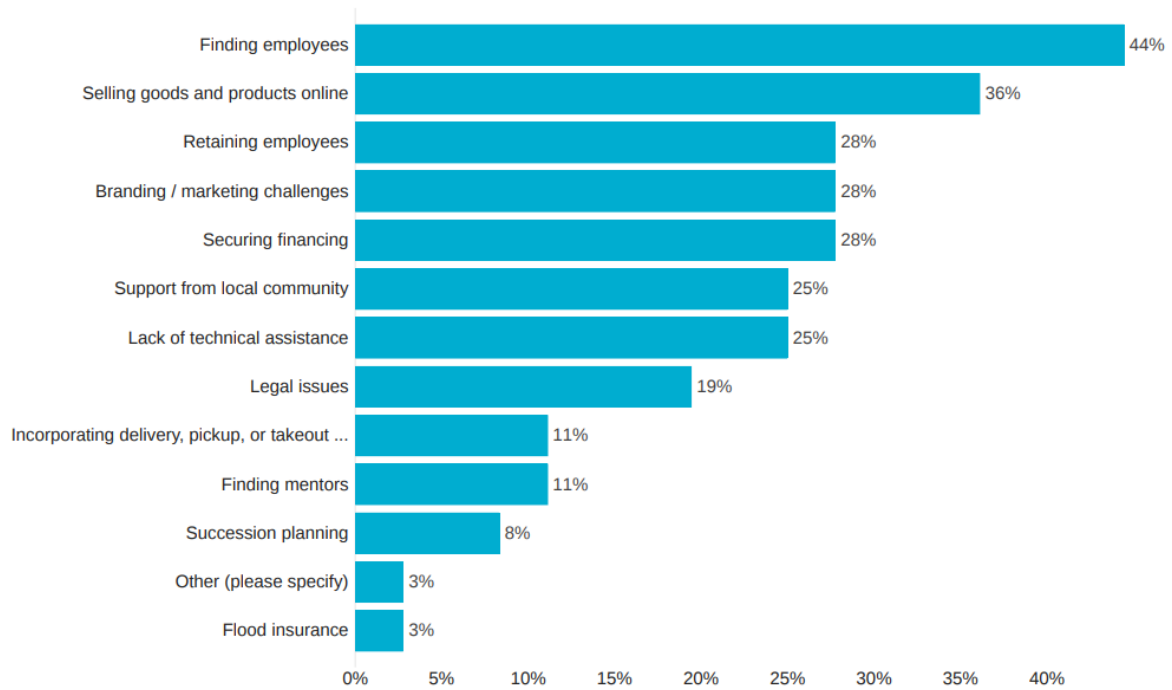
Q10 - Which of the following entities have provided you business-related support as part of your business development? (Please check all that apply.)

34 Responses



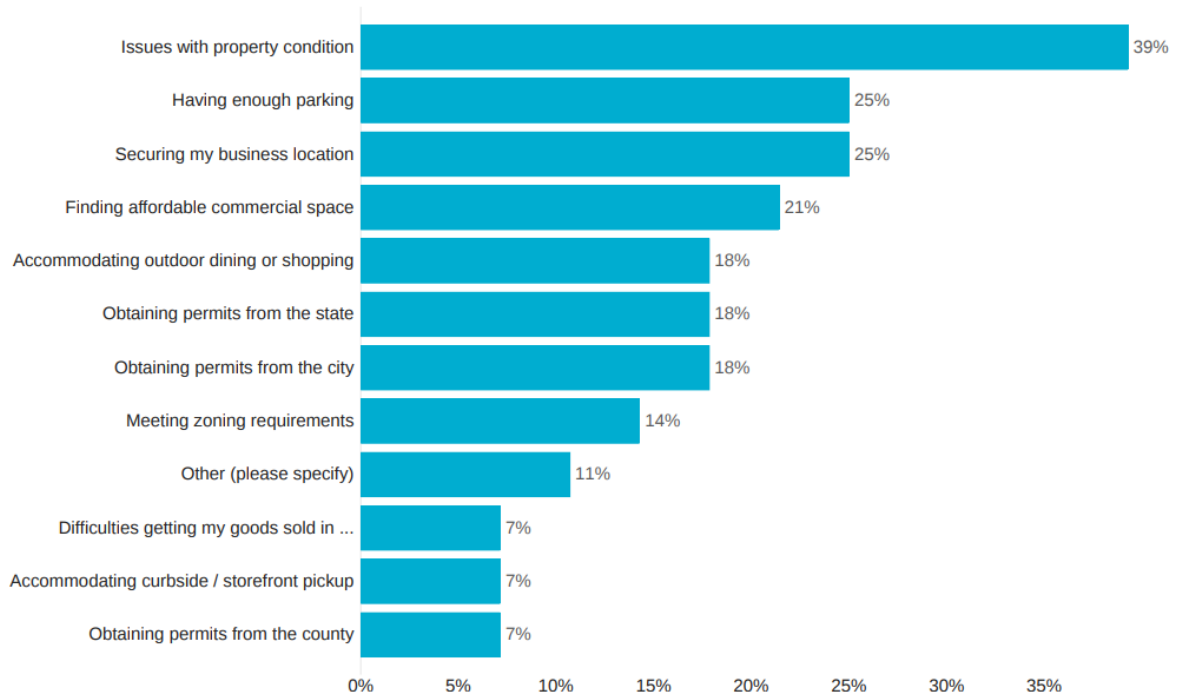
Q11 - What issues / barriers related to business planning, operations, and financing have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

36 Responses



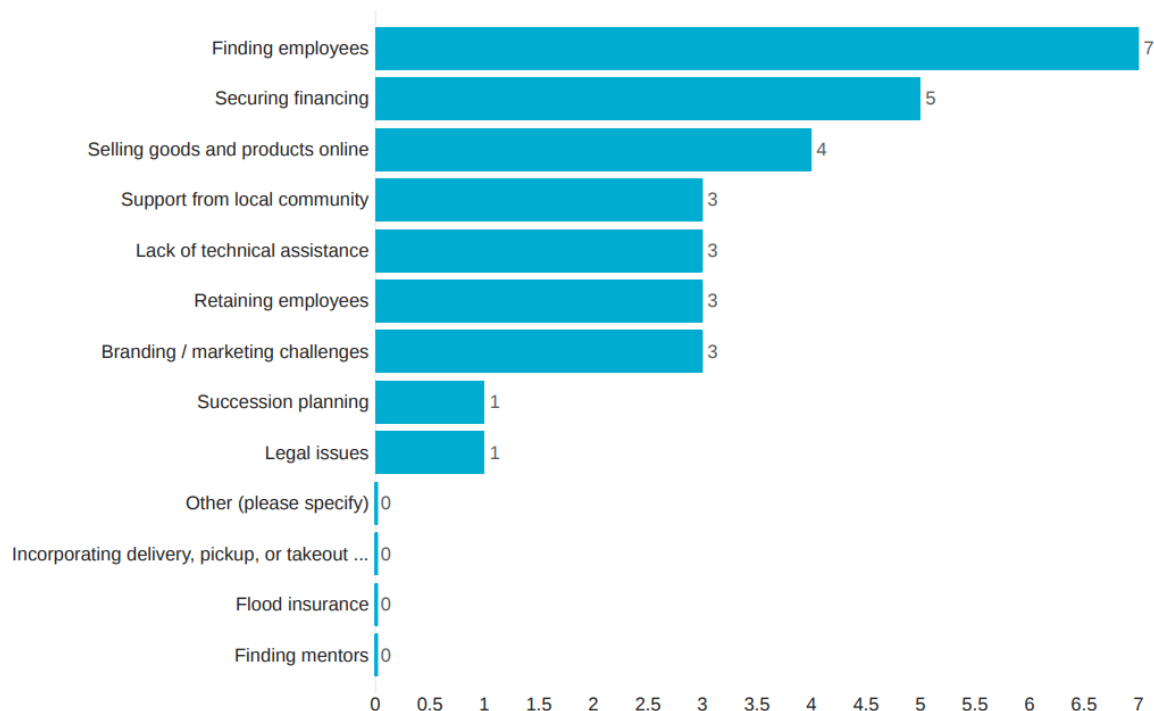
Q12 - What issues / barriers related to your present or potential business location and location design have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

28 Responses



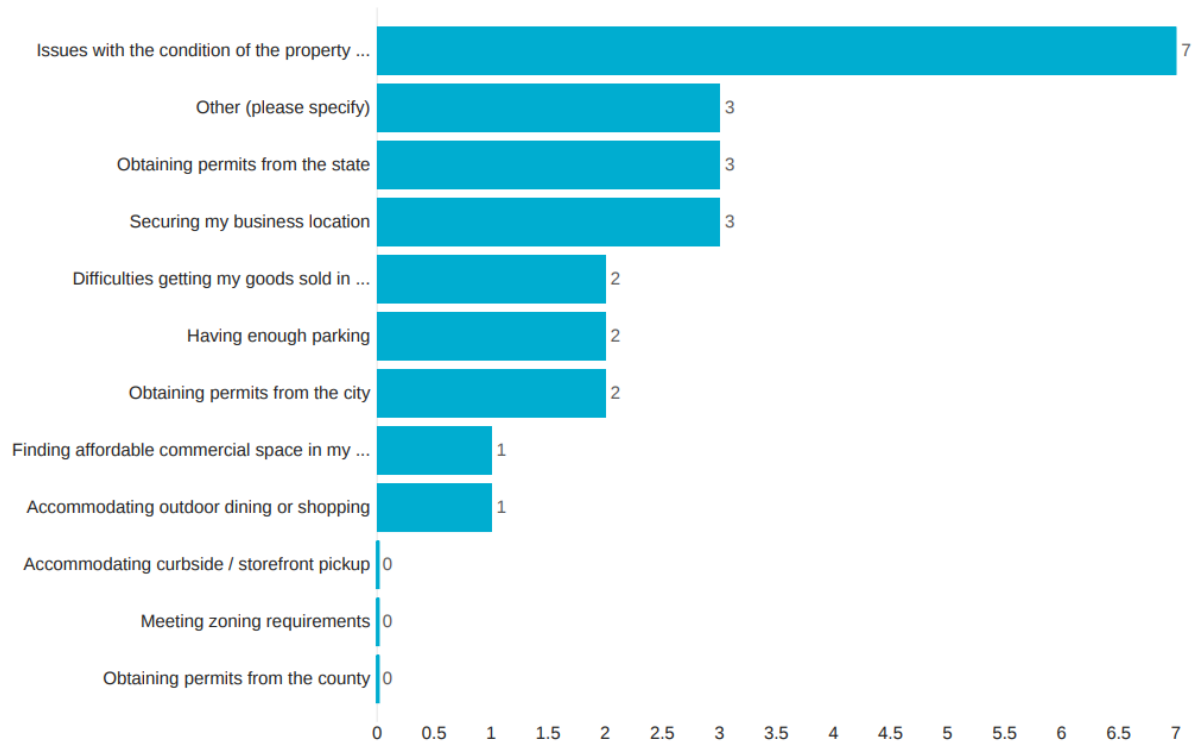
Q13 - As you think about the issues and barriers related to business planning, operations, and financing that you have faced or are currently facing, which do you think is most significant?

30 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?

24 Responses



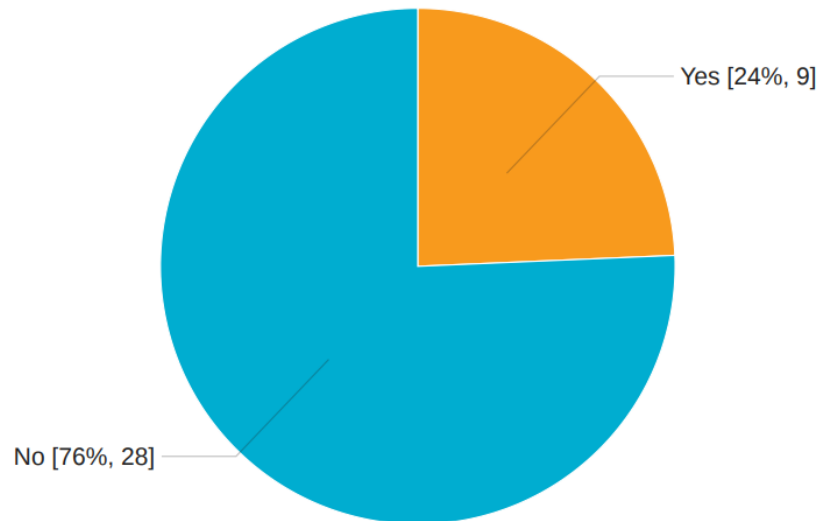
Q15_1 - Single / Greatest Current Need

39 Responses

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
upkeep in historic district	aging sewer main connection	paving driveway is too expensive
creating store traffic	support from local development entities	relocation
Financing my next property	Removing barriers to improvement.	N/A
hg	N/A	N/A
obtaining permitting	obtaining workforce	N/A
Capital	Properties	N/A
employees	financing	online presense
finding and keeping quality employees	N/A	N/A
entry into storefront (sidewalks)	N/A	N/A
Find employees	Retaining employees	Training programs
client	N/A	N/A
Finding a potential buyer for the business	N/A	N/A
1	2	2
Consumer demand	Investment demand	Foreign demand
Technical support	Technical support	Technical support
Employees	Employees	Employees
Employees	Grants	N/A
marketing	funding	knowing what's available
parking	website shopping	local shoppers
staying relevant to community and moving forward	adequate work force with technical skills needed	N/A
Getting more clients	Finding a new location	Financing
Community Support	N/A	N/A
Cost of repairs/updates to the property	Financial planning/accounting support	Technical support to reduce cost of services ie: reservations, takeout, credit card processing, etc.
Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Decent affordable vending opportunities	N/A	N/A
Good employees	N/A	N/A
Financing	Financing	Financing
Advertising	Financial	N/A
Finding employees	N/A	N/A
Financing to cut a check	N/A	N/A
Funding	N/A	N/A
Finding and Keeping Quality employees	Pricing of food supplies	Economic market
support from community	finding employees	N/A
marketing	N/A	N/A
where to find needed services like repairmen, electricians, etc	how to develop a website & learn about how to ship product	how to get set up to take credit cards
Marketing	Advertising	Online traffic
Funds to hire employees.	Funds to get inventory.	Funds to upgrade our online sales.
Finding and Retaining Quality Employees	Crop production and storage	Sticking with a tight budget
Proper manufacturing facility	Cash to buy inventory	Employee health insurance
Affordable Office Space	Financing	Cash Flow

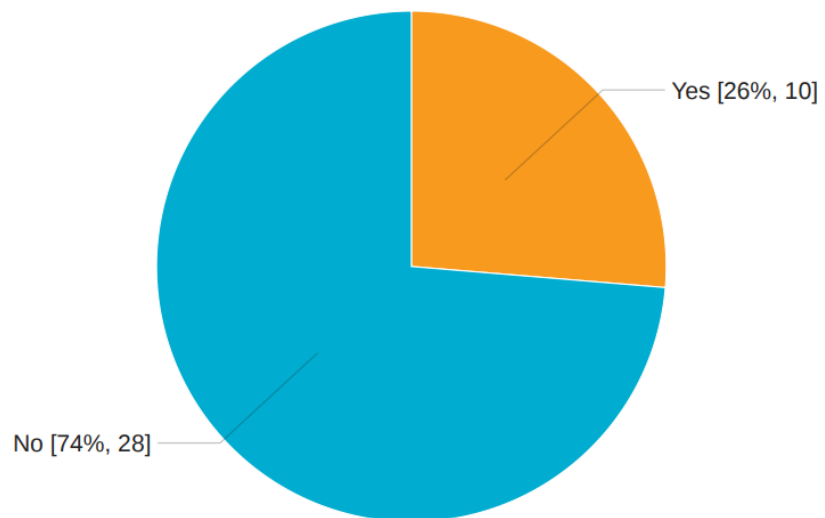
Q16 - Does the availability of housing currently impact where you choose to open or operate your business?

37 Responses



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

38 Responses



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

11 Responses

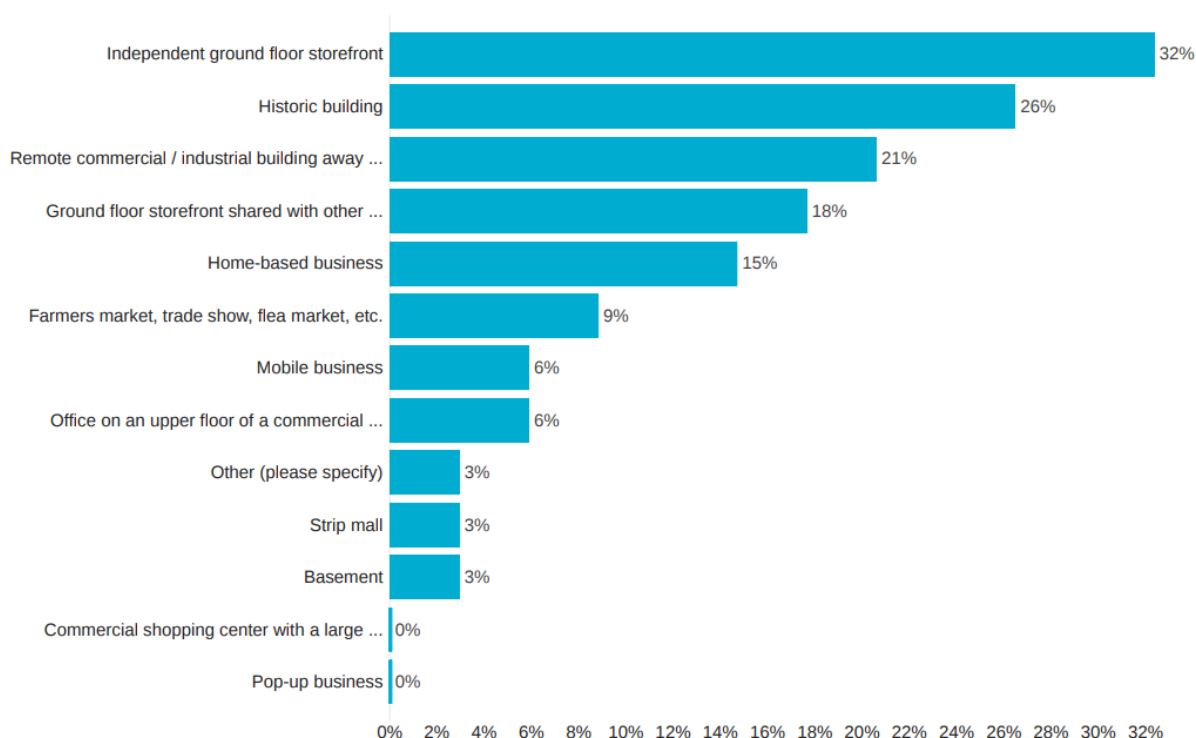
Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
In terms of overall availability	2.00	5.00	3.78	1.31	1.73	9	34.00
In terms of affordability	2.00	5.00	4.00	1.10	1.20	10	40.00

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

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
As a place with a strong entrepreneur network / programs supporting entrepreneurs	1.00	5.00	3.31	1.29	1.66	36	119.00
As a place where entrepreneurs can locate and succeed	1.00	5.00	3.58	0.98	0.97	36	129.00

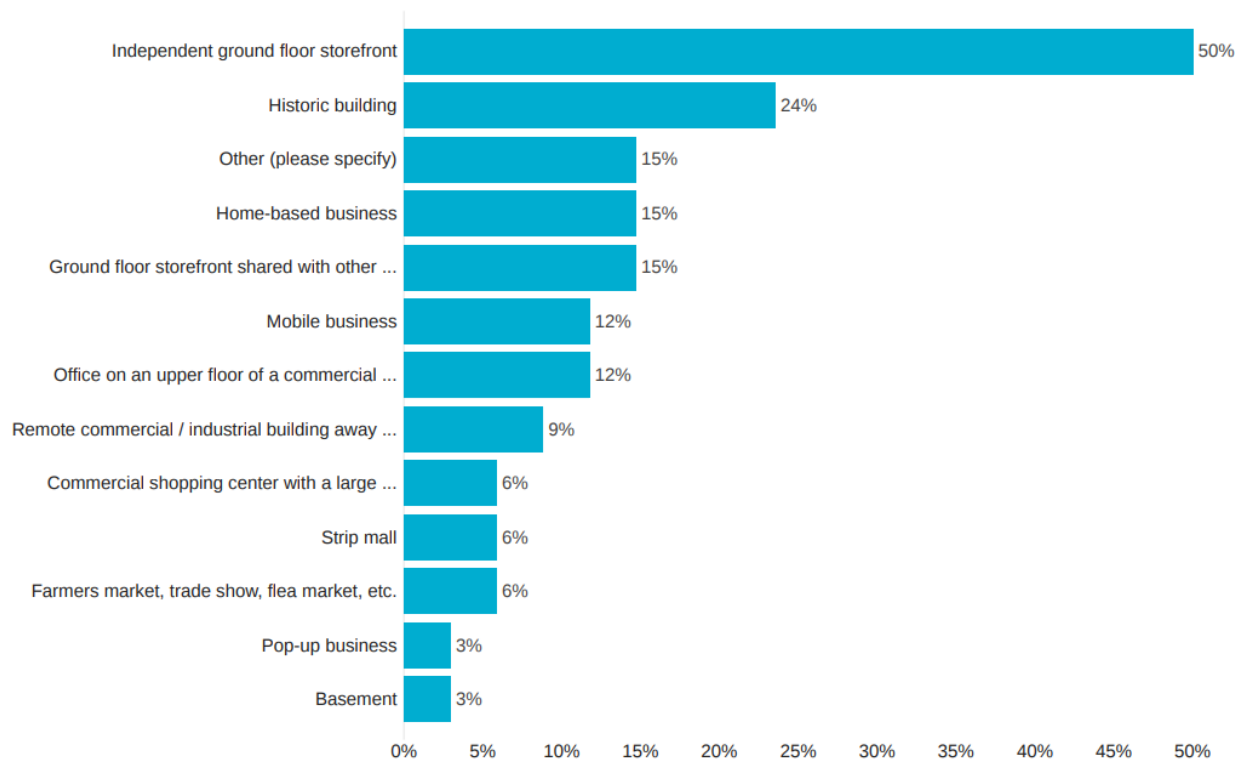
Q22 - Which of the following words or phrases could describe your current business location(s)? (Please select all that apply.)

34 Responses



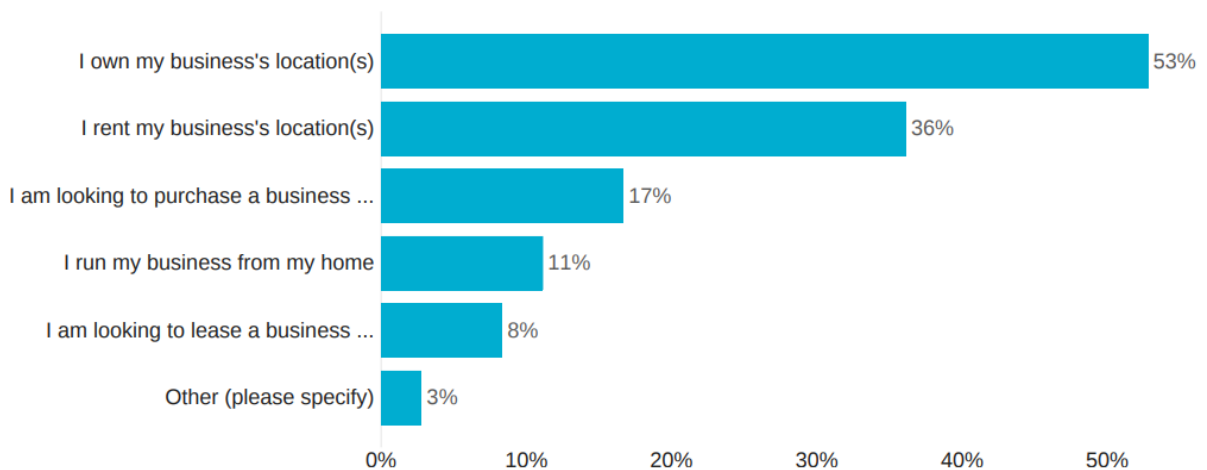
Q23 - Which of the following words or phrases could describe your ideal future business location(s)? (Please select all that apply.)

34 Responses



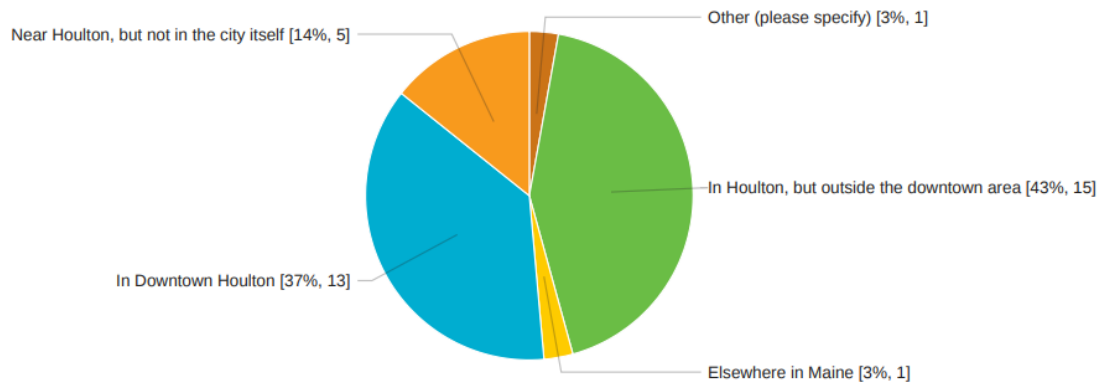
Q24 - What is your current situation relative to your business's location? (Please check all that apply.)

36 Responses



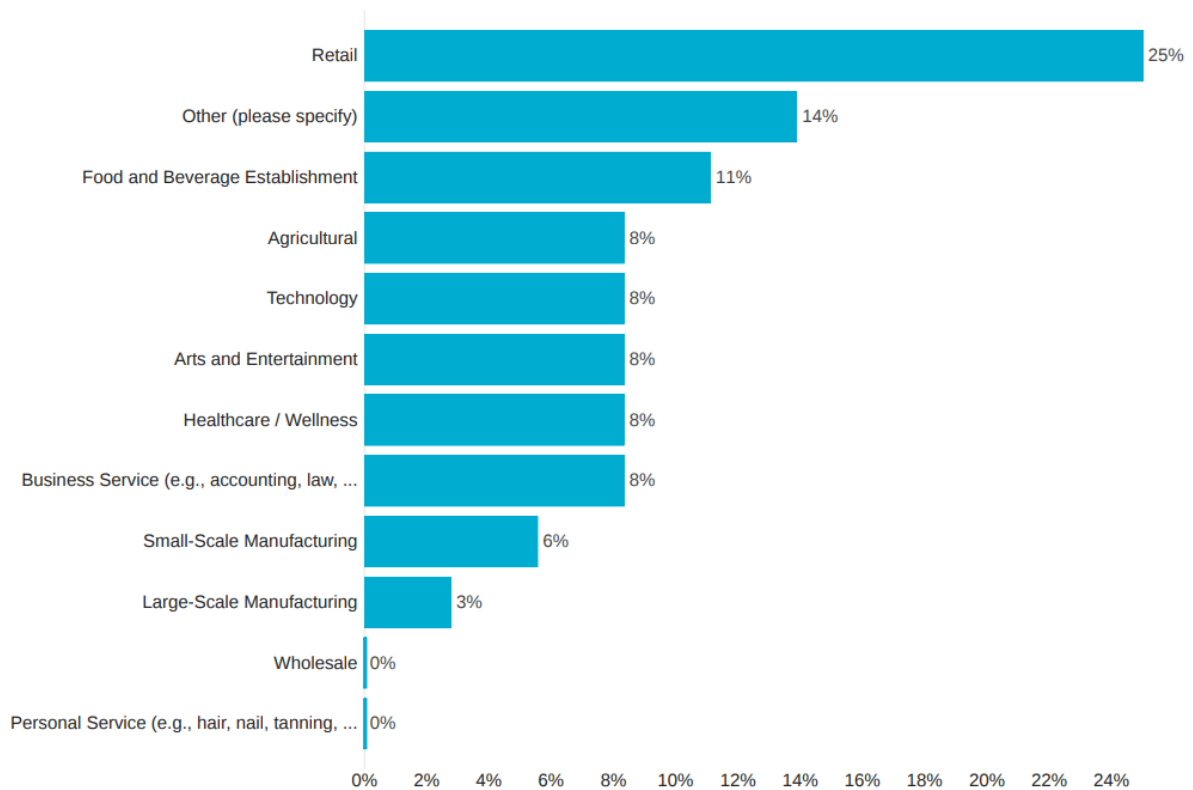
Q25 - What is the primary location of your business?

35 Responses



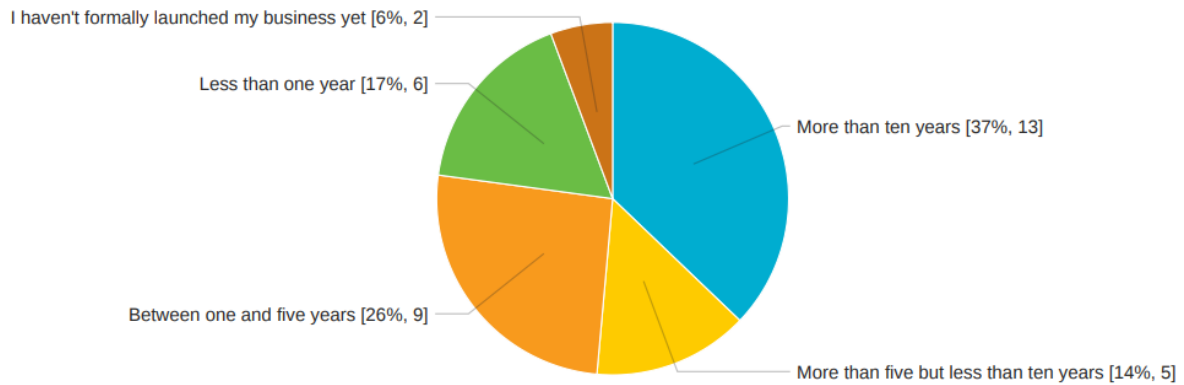
Q26 - What sector best describes your business or business idea?

36 Responses



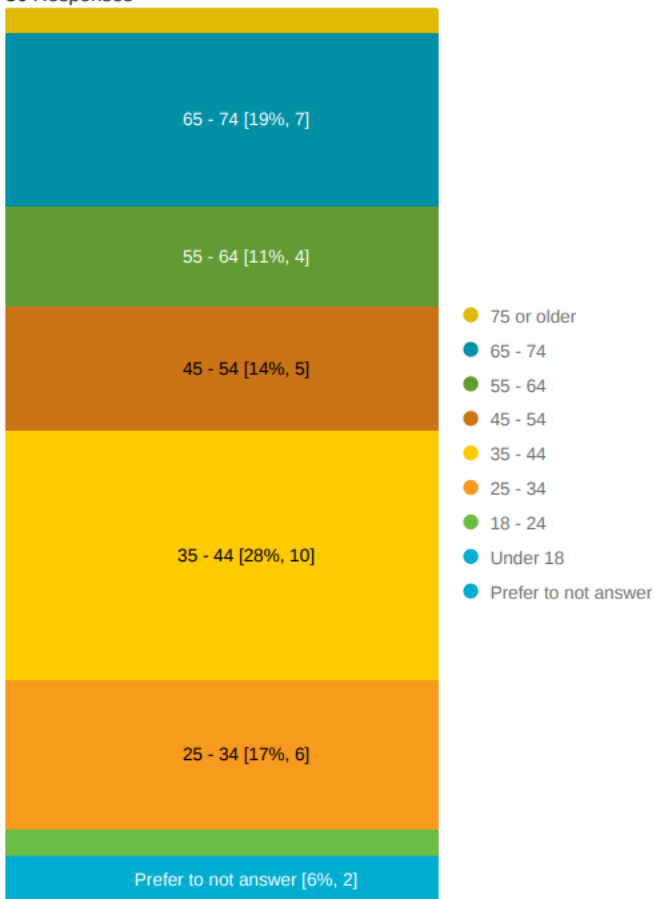
Q27 - How long have you been in business?

35 Responses



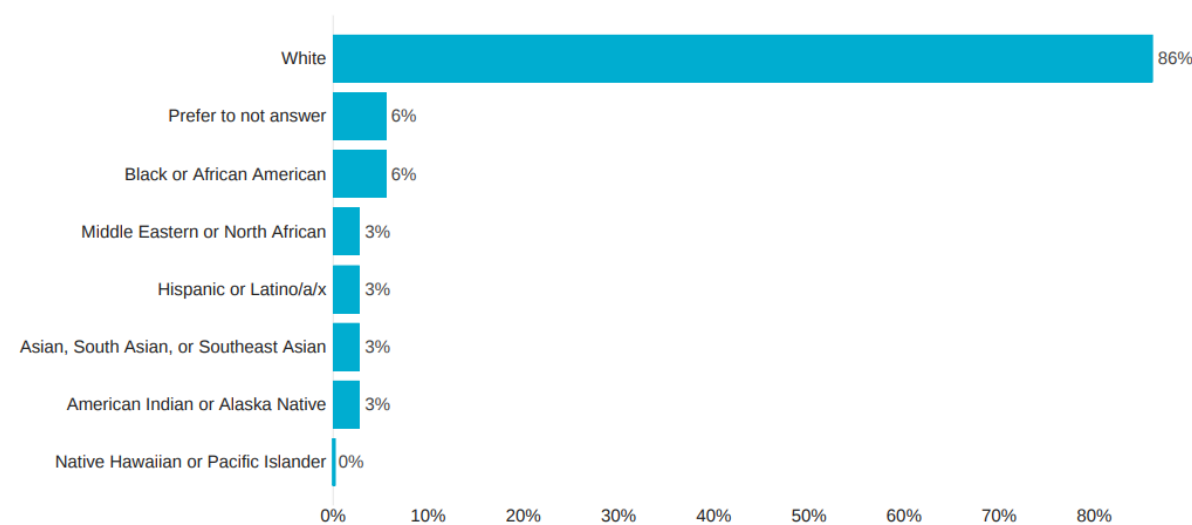
Q28 - How old are you?

36 Responses



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

36 Responses



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

36 Responses

