Entrepreneurship Ecosystem Development

Findings and Recommendations

Rockland, Maine
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Prepared by Matthew Wagner, PhD
Chief Program Officer
National Main Street Center

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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), 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.

ENTREPRENEURIAL ECOSYSTEM

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 Rockland	
Owner	Rockland Downtown; Penobscot Bay Chamber; City of Rockland
Rockland Downtown's Role	Primary Lead, Convener, Supporter, Developer, Advocate, Provider
Existing Strengths	• Investment community is definitely looking at downtown Rockland • Sizable arts investments downtown with Farnsworth Art Museum
Primary Gaps	• Start-up space including incubators, an entrepreneurial hub, etc. • 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. • Accessing proximity to other resources and entrepreneurial "hubs." • Access to design and building renovation services/assistance is an issue. • Lack of permanent and/or co-work office spaces for newer businesses.

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 Rockland	
Owner	City of Rockland
Rockland Downtown's Role	Connector
Existing Strengths	• City is has demonstrated commitment to infrastructure and other support tools in the downtown. • Current zoning allows for a great deal of latitude in uses and functions in the community.
Primary Gaps	• 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.

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 Rockland	
Owner	SBA Maine; Coastal Enterprises Inc.; Local Banks
Rockland Downtown's Role	Supporter, Advocate
Existing Strengths	• Local banking community appears strong and there is active engagement potential with the SBA. • City has access to suite of public financing tools, such as TIF.
Primary Gaps	• 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 Rockland	
Owner	Maine SCORE, Rockland Main Street; Penobscot Bay Chamber
Rockland Downtown's Role	Primary Lead, Supporter, Developer
Existing Strengths	• SCORE is present and actively engaged within the area. • There was acknowledgement that if you know the right people or actively engage, the local business community is supportive of new entrepreneurs.
Primary Gaps	• It was apparent in the EE Audit Tool that there was a desire for networking, but there was a general lack of options. • This was most prevalent in having greater networking opportunities for Senior Management.

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 Rockland	
Owner	Maine SBDC; CEI; Maine SCORE
Rockland Downtown's Role	Supportive, Connector, Convener
Existing Strengths	• The area SBDC through CEI offers a wide range of entrepreneurial programming and is felt to be quite strong, but the group would like to engage more programming in Rockland. • Often overlooked in ecosystem building, the private sector service provider network is strong, with much participation and opportunity for engagement with local entrepreneurs and small business owners.
Primary Gaps	• It was felt that education and training within the Growth/Scaling phase of small business was a missing element. • Assistance with e-commerce/web development was a significant gap.

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 Rockland	
Owner	Rockland Downtown, Penobscot Bay Chamber
Rockland Downtown's Role	Primary, Supporter, Convenor
Existing Strengths	• 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 entrepreneurs begging to inject a culture of start-up and collaboration within the downtown area. This also includes the real estate development aspects, which is important to "place."
Primary Gaps	• Events or activities that feature/celebrate local entrepreneurs. • Capacity of Rockland Downtown to shoulder this role as a primary, given the needs on Place.

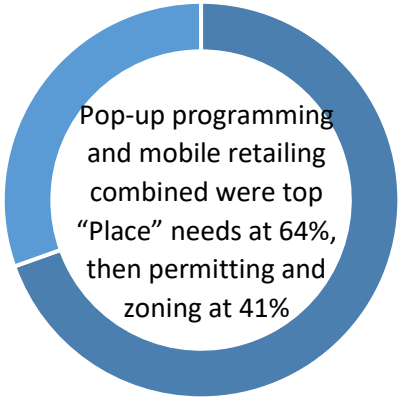
Human Capital

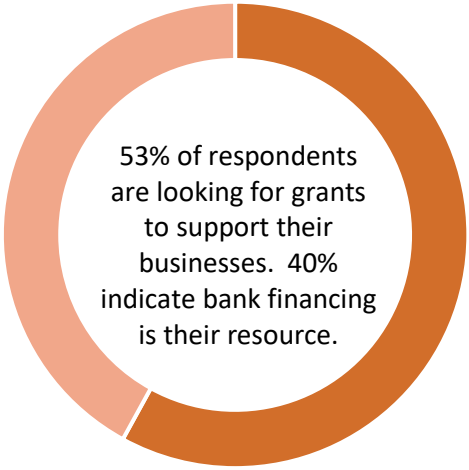
Human Capital explores whether communities are creating pipelines of entrepreneurial talent from example academic institutions and whether they have the human capital in their workforce to fill positions as entrepreneurs grow their businesses. This is especially important in areas facing workforce shortages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

Human Capital in Rockland	
Owner	U of Maine; Midcoast School of Technology; Steelhouse; Maine DOL; K-12
Rockland Downtown's Role	Advocate
Existing Strengths	• A self-assessment reveals the small business community is highly representative and diverse. • There is a strong opportunity for partnership building with programs at Steelhouse and K-12 for future pipeline building. • Having the Maine DOL representative in Rockland is a huge opportunity for insights, connections and as a resource.
Primary Gaps	• There is a lack of child day care which hampers workforce participation for scaling businesses. • Scaling businesses are hampered with HR competitive issues like group health care and retirement benefits. • Like most places across the country, Rockland is experiencing challenges in workforce retention and attraction.

Rockland Entrepreneurs Survey Summary

Place-Based	• Support needed with Pop-Up programming and Mobile Retailing • Private Providers were a top provider and connector to resources and technical assistance for entrepreneurs. • Issues with Building Condition served as most significant barrier to finding the right location in Rockland. • Desire for Ground Floor Storefront, Historic and/or Shared Co-op Space is preferred location for most entrepreneurs.
Human Capital	• Finding and Retaining Employees is Most Significant Barrier to Business Operations.
Education & Govt.	• Assistance with e-commerce/web development was most indicated need for training and other educational resources. Selling products online was also indicated as a need relative to marketing and SEO tactics. • Support with permitting and zoning was most needed in finding and locating in Rockland.





Rockland Entrepreneurs Focus Group – Challenges

Place-Based	• Internet Coverage is a Challenge • Finding Private Sector Vendors for Growth and More Complex Businesses • Need more Child Care Options • Need additional Office Space, both Co-Work and Permanent
Social Capital	• Lack of Networking Opportunities for Senior Management
Human Capital	• Workforce Retention and Attraction • Opportunities to Seek Group-Level Employee Benefits • Many of the Issues are Around Growing from Phase 1 to Phase 2 • Opportunities to Work More with High School for Workforce •

Critical Gaps Summary

Place-Based	• Pop-Up and Mobile Retailing Pipeline Programming • Issues around Overall Building Conditions • 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.) • Internet Speed and Access Challenges • Private Sector Service Providers versed in scaling businesses that require more complex solutions. • Attracting More Child Care Businesses • Need more office and co-work spaces.
Financial Capital	• Understanding and connections to Crowdfunding Options/Opportunities.
Social Capital	• Additional networking and mentoring options for upper management not just the CEO or business owner. • Linking Ecosystem resources (note inventory/map) to private vendors who are often first points of contact.
Govt - Regulatory	• Need a checklist and/or resource guide for starting and growing a business within Rockland.
Education and Training	• Assistance with web development/e-commerce. • Engage statewide providers more directly within Rockland.
Human Capital	• 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. • Seeking programs/models that allow for group level employer/employee benefits.

Local Ecosystem Roles - Rockland

	Financial Capital	Social Capital	Place Factors	Govt Policy and Regulatory	Education/Training	Culture	Human Capital/Workforce
–PRIMARY	SBA Maine; CEI; Local Banks	Maine SCORE; ; Rockland Main Street; Penobscot Bay Chamber ;	Rockland Main Street; Penobscot Bay Chamber; City of Rockland	City of Rockland	Maine SBDC; Roux Institute; CEI; Maine SCORE	Rockland Main Street; Penobscot Bay Chamber	U of Maine; Midcoast School of Technology; Steelhouse; Maine DOL; K-12
–SUPPORTER	Rockland Main Street; Penobscot Bay Chamber	Realize Maine Network; Rockland Main Street; City of Rockland; Penobscot Bay Chamber	Maine Downtown Center; Rockland Main Street, City of Rockland; Penobscot Bay Chamber; Island Institute	Penobscot Bay Chamber	Maine SCORE; Penobscot Bay Chamber	Rockland Main Street, City of Rockland; Penobscot Bay Chamber	Penobscot Bay Chamber
–CONVENER		Realize Maine Network	Maine Downtown Center; Rockland Main Street, City of Rockland; Penobscot Bay Chamber		Maine DOL; Maine SCORE; Penobscot Bay Chamber	Rockland Main Street	Maine DOL; Penobscot Bay Chamber
–ADVOCATE	Rockland Main Street	Maine SCORE	Maine Downtown Center; Rockland Main Street; Penobscot Bay Chamber	SBA Maine	Maine SCORE; Penobscot Bay Chamber		Rockland Main Street; Penobscot Bay Chamber; City of Rockland
–PROVIDER	CEI; SBA Maine; City of Rockland; Mid-Coast Council of Govts; FAME; MTI	Roux Institute; Realize Maine Network	Maine Downtown Center; Rockland Main Street; Penobscot Bay Chamber		Maine DOL, CEI; Maine SBA; Maine SCORE; Penobscot Bay Chamber	Live +Work	Maine DOL; Penobscot Bay Chamber; Leadership Maine; Mid Coast Leadership Academy; SBA Emerging Leaders;
–CONNECTOR	Maine SBDC; CEI; SBA Maine; Maine SCORE; Rockland Main Street; City of Rockland; Penobscot Bay Chamber; Roux Institute;	Maine SBDC; Realize Maine Network; Maine SCORE; Penobscot Bay Chamber	Maine SBDC; Maine Downtown Center; Maine SCORE; Rockland Main Street; City of Rockland; Penobscot Bay Chamber	Maine SBDC; Maine SCORE; Rockland Main Street; Penobscot Bay Chamber	Maine SBDC; Maine DOL; CEI; Maine SBA; Maine SCORE; Rockland Main Street; City of Rockland; Penobscot Bay Chamber	Maine SCORE; Penobscot Bay Chamber; Live + Work	Maine SBDC; Maine DOL; City of Rockland; Penobscot Bay Chamber
–DEVELOPER	CEI	Rockland Main Street	Roux Institute; Maine Downtown Center; Rockland Main Street; Penobscot Bay Chamber		Roux Institute; CEI; Maine SBA; Maine SCORE; Penobscot Bay Chamber		Penobscot Bay Chamber

Rockland Ecosystem Recommendations

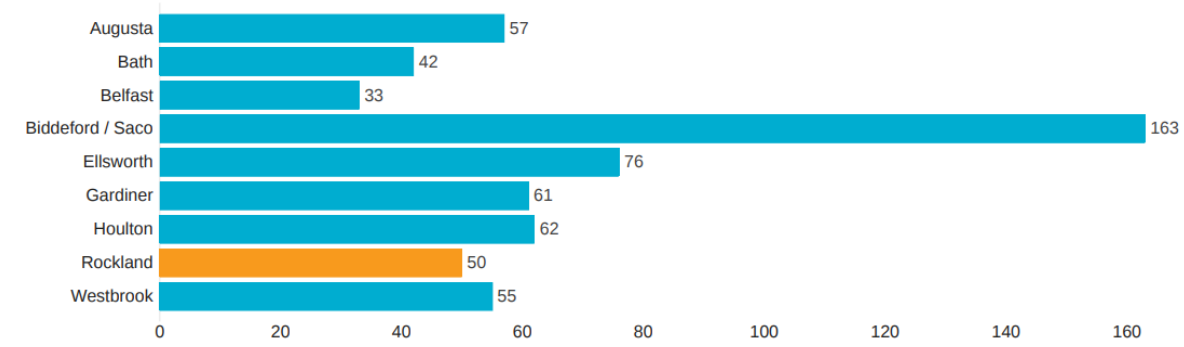
1.	One of the potential market niche areas for Rockland is in the area of small-scale producers. Based on current small business landscape, examine opportunities to coalesce interest in a shared retail space downtown around a "Made in Rockland" brand. There could also be a "back" space dedicated to fail fast production, like a maker space and/or pop-up venues. A good example is the Middle Village Micro Market concept in Lansing, Michigan https://www.facebook.com/middlevillagemicromarket
2.	Create a Rockland Pop-Up Event using existing storefronts with businesses willing to "host" a new business venture. Attaching as a resource the "Wall Pop Up Tool Kit."
3.	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 around e-commerce/social commerce; accounting for home-based businesses; managing work-life balance as a home-based business, etc.
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 Rockland should also include more ancillary properties like current or former churches, civic spaces, etc.

5.	Work with the Penobscot Bay Chamber on a Co-Workspace Feasibility that would examine properties, organizational structure, revenue models, etc. The following is an interesting article on how to think through starting a co-workspace. **https://coworkingmag.com/blog/opening-a-coworking-space-guide/** An example of a Main Steet and Chamber of Commerce collaborative program running a co-workspace is in Charlevoix, Michigan: **https://www.charlevoix.org/thevault/**
6.	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.
7.	One of the interesting observations about the Rockland area small business landscape is the number of small businesses in the growth/scaling phase of the life cycle. These businesses have rather unique needs especially relating to HR and Finance related issues. Regroup focus group participants, bringing together with local private and public sector stakeholders, a listening and dialogue series of meetings, with each focused on a specific topic and what could be accomplished locally to get to some solutions. Topics could include (Child Care Options; Workforce Programming with K-12; Access to Statewide Resources for Growth/Scaling; Networking and Mentorship Programming for Senior Management) etc.
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 Rockland Downtown website.
9.	Advocate and collaborate with the City of Rockland to develop a “Getting Started in Rockland” 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 Rockland team and a chance to showcase ecosystem partnerships

Appendix – Entrepreneurs Survey Results

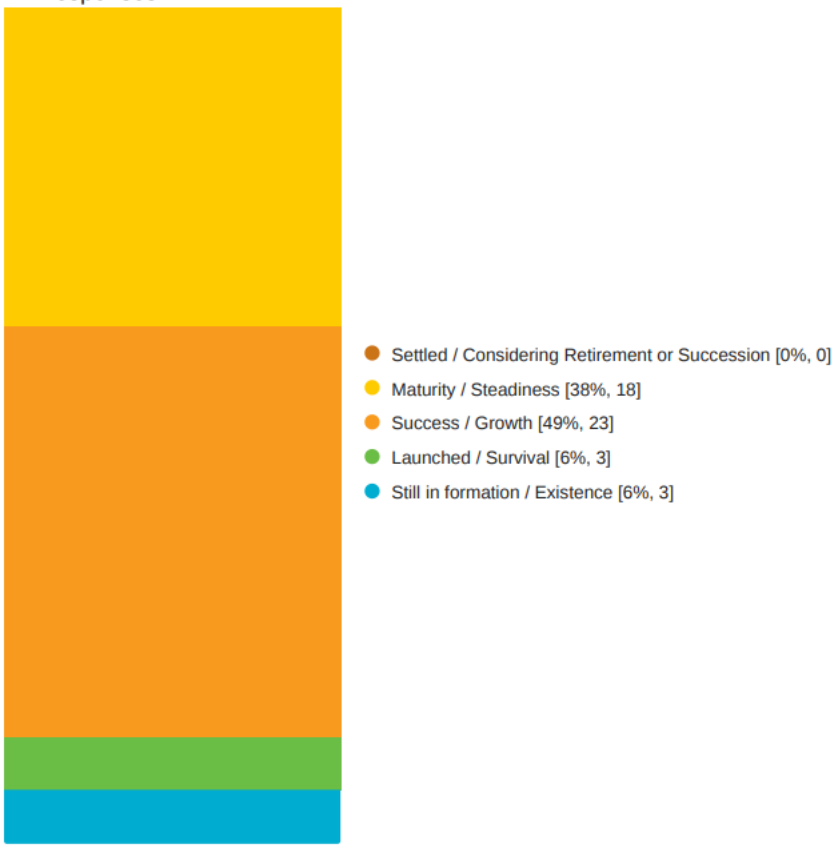
Q1 - To start, please identify the community nearest where you do most of your business or where you've been developing your business idea.

599 Responses



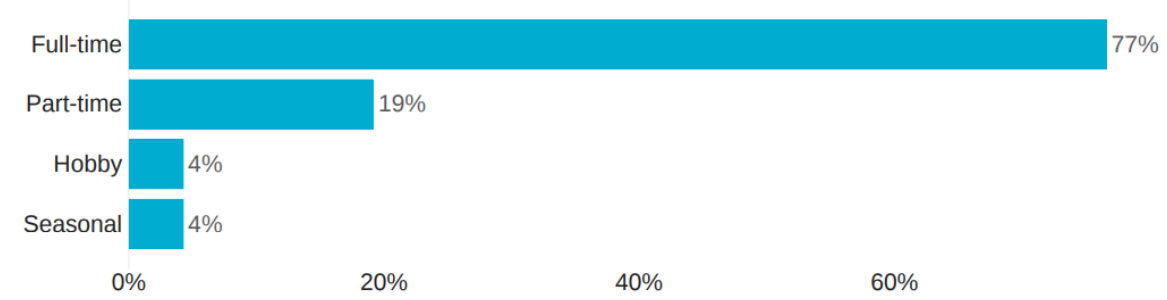
Q2 - What stage best characterizes you and your business or business idea's current state?

47 Responses



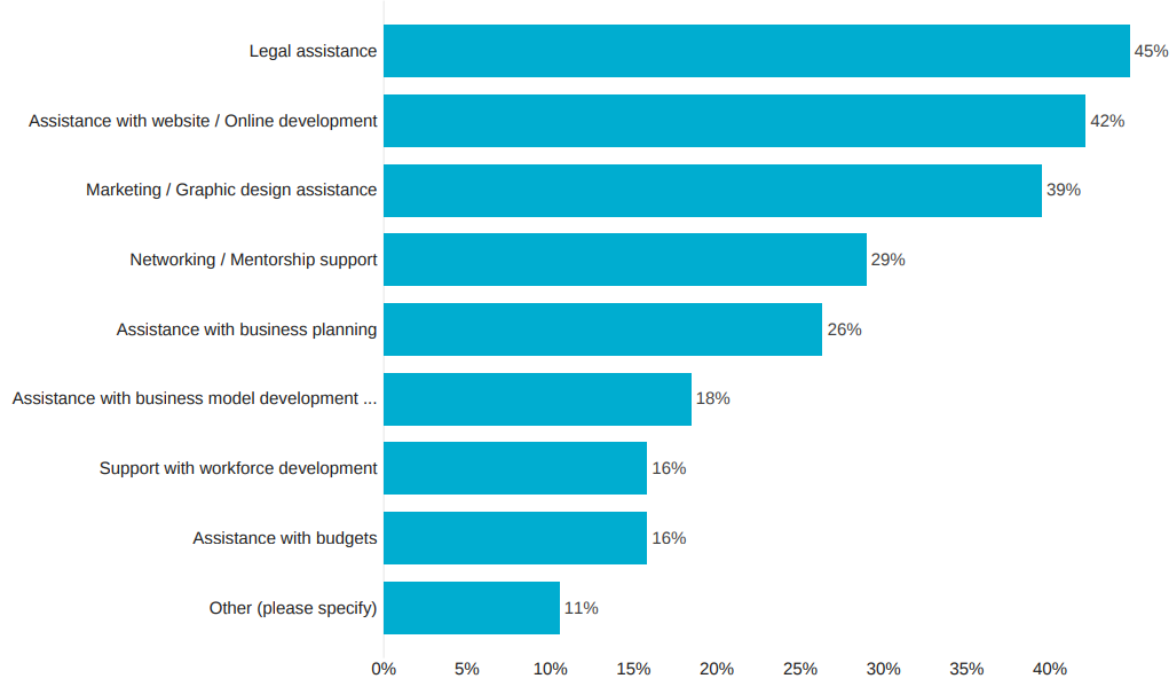
Q3 - How much time do you put into your business or business idea? (Please select all that apply.)

47 Responses



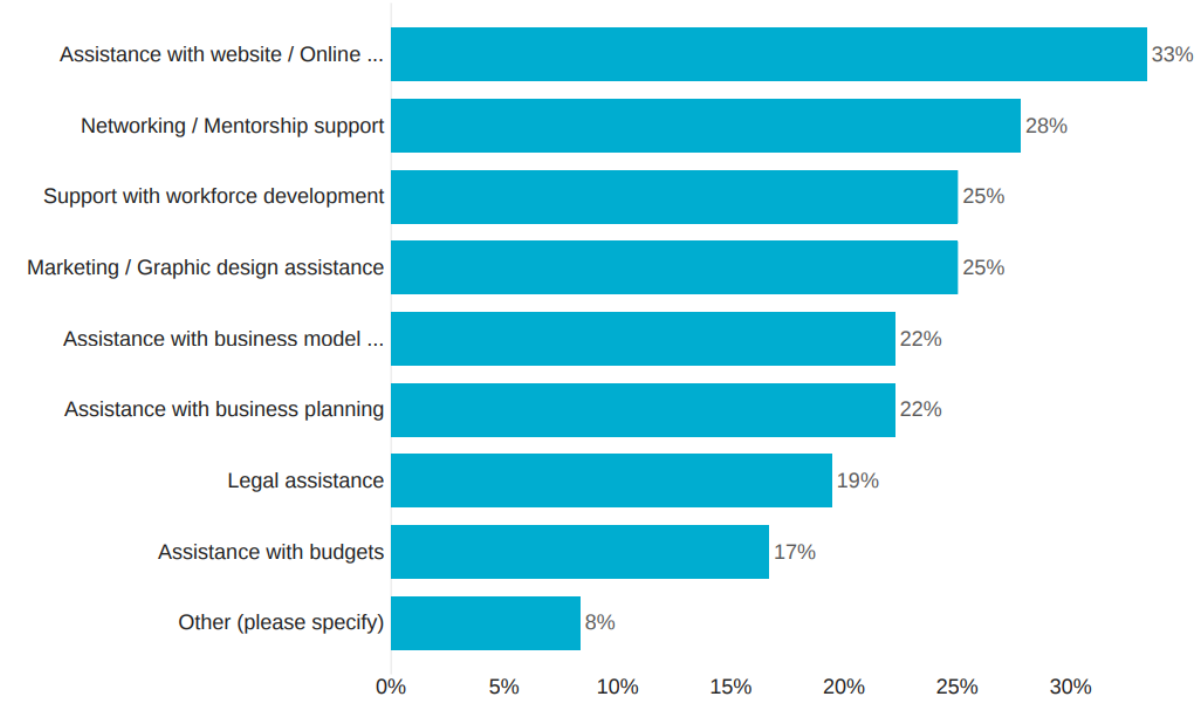
Q4 - What forms of business support and technical assistance have you used in the past as part of your business development? (Select all that apply.)

38 Responses



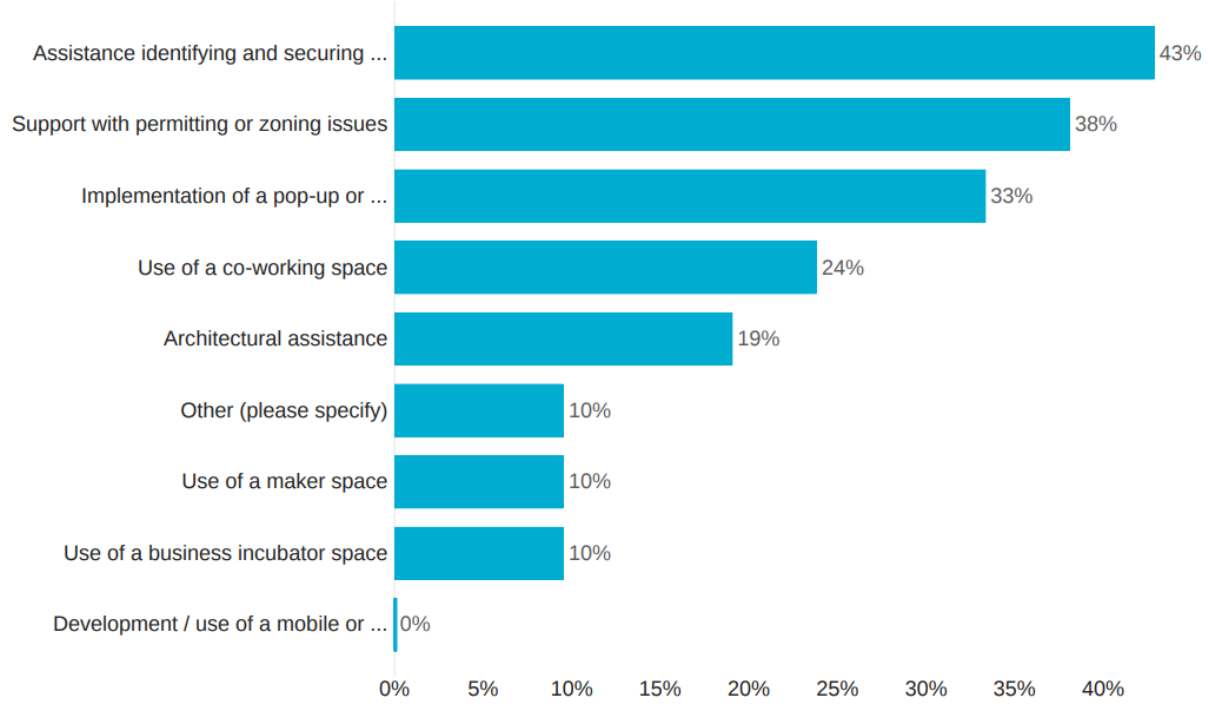
Q5 - What forms of business support and technical assistance could you currently benefit from as part of your business development? (Please check all that apply.)

36 Responses



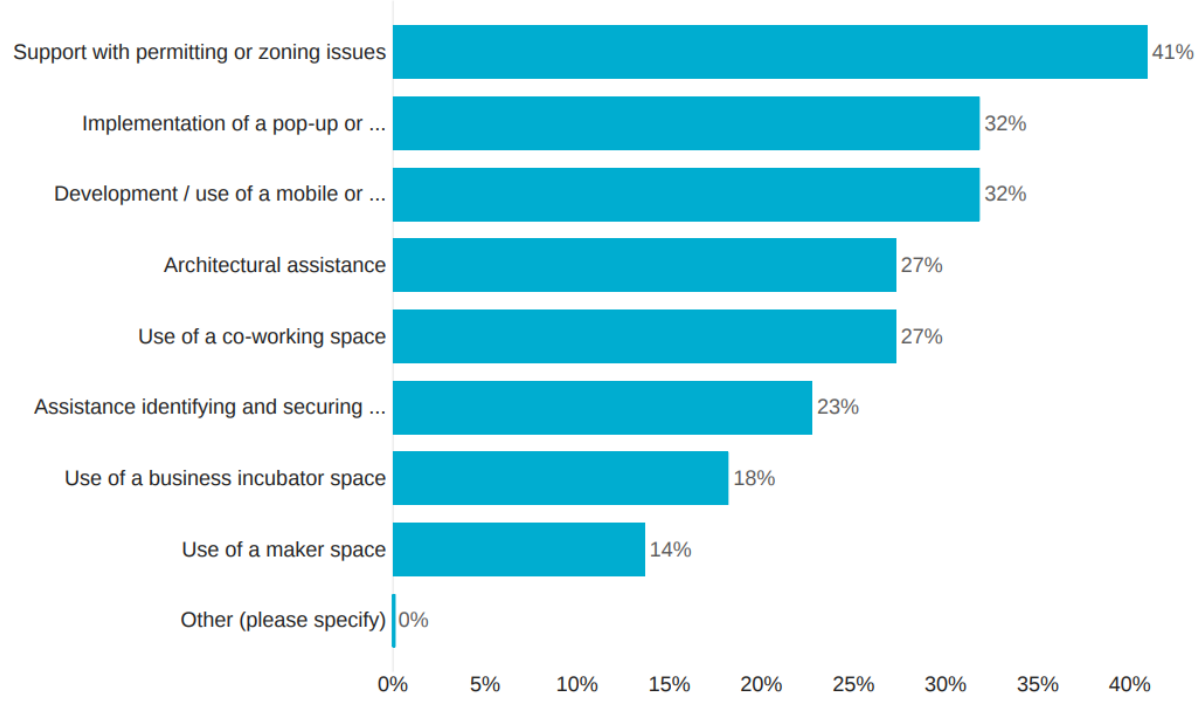
Q6 - What forms of real estate, design, or architectural support have you used in the past as part of your business development? (Please check all that apply.)

21 Responses



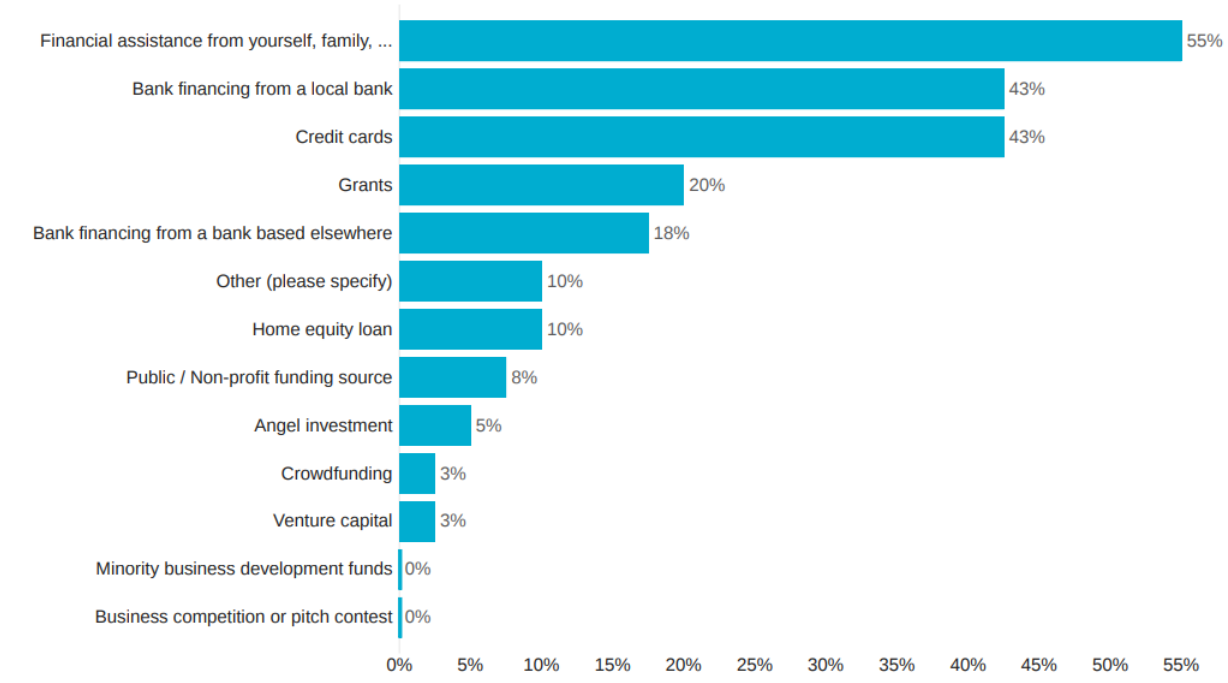
Q7 - What forms of real estate, design, or architectural support could you currently benefit from as part of your business development? (Please check all that apply.)

22 Responses



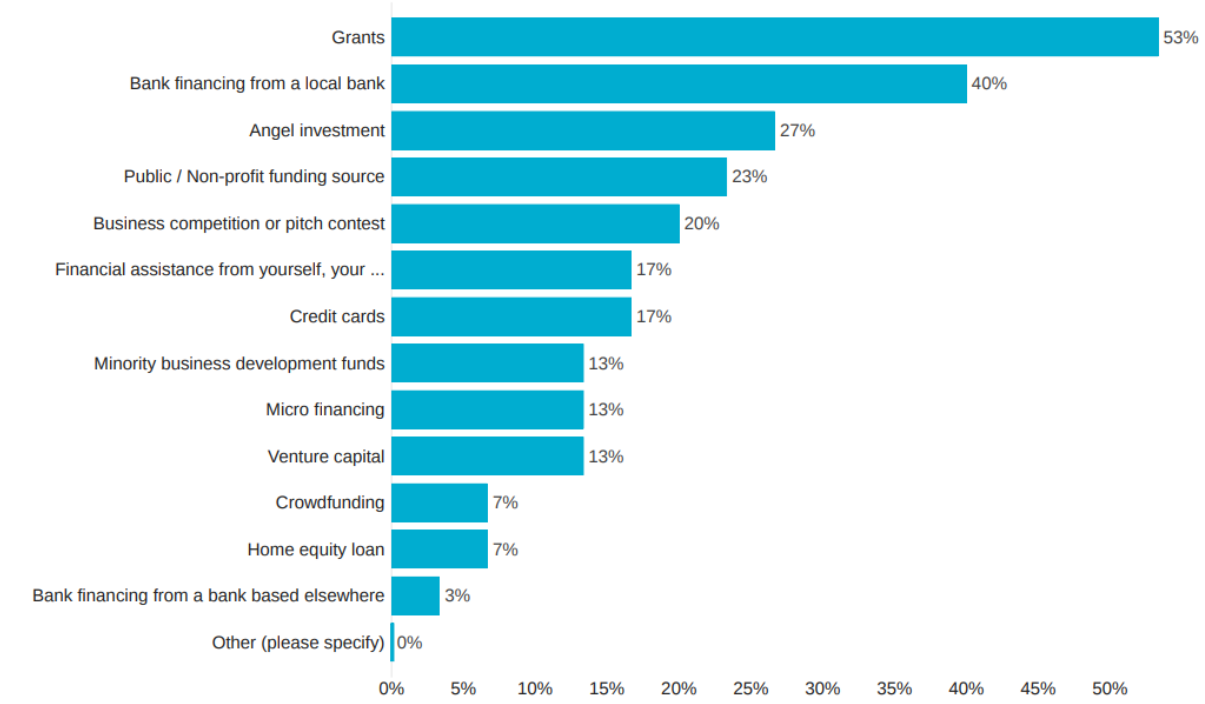
Q8 - What forms of financial assistance or support have you used in the past as part of your business development? (Reminder: Your responses to all questions will be kept confidential and will only be distributed in anonymized / aggregated form.)

40 Responses



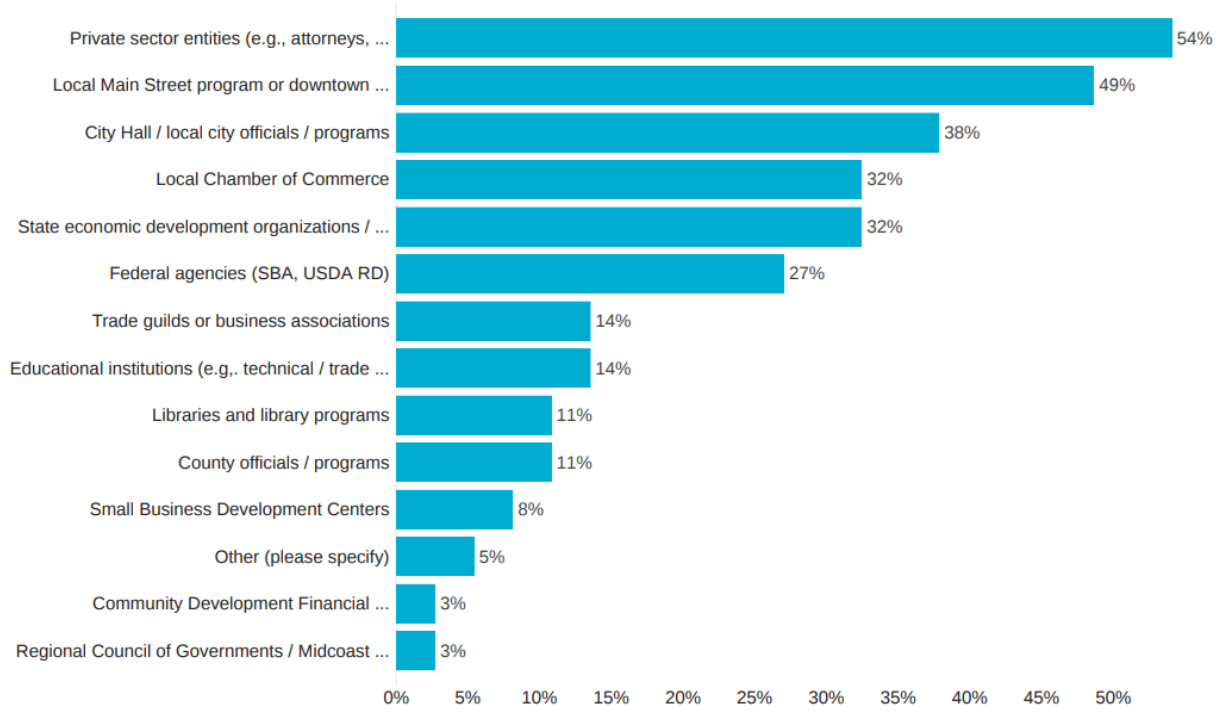
Q9 - What forms of financial assistance or support could you currently benefit from as part of your business development?

30 Responses



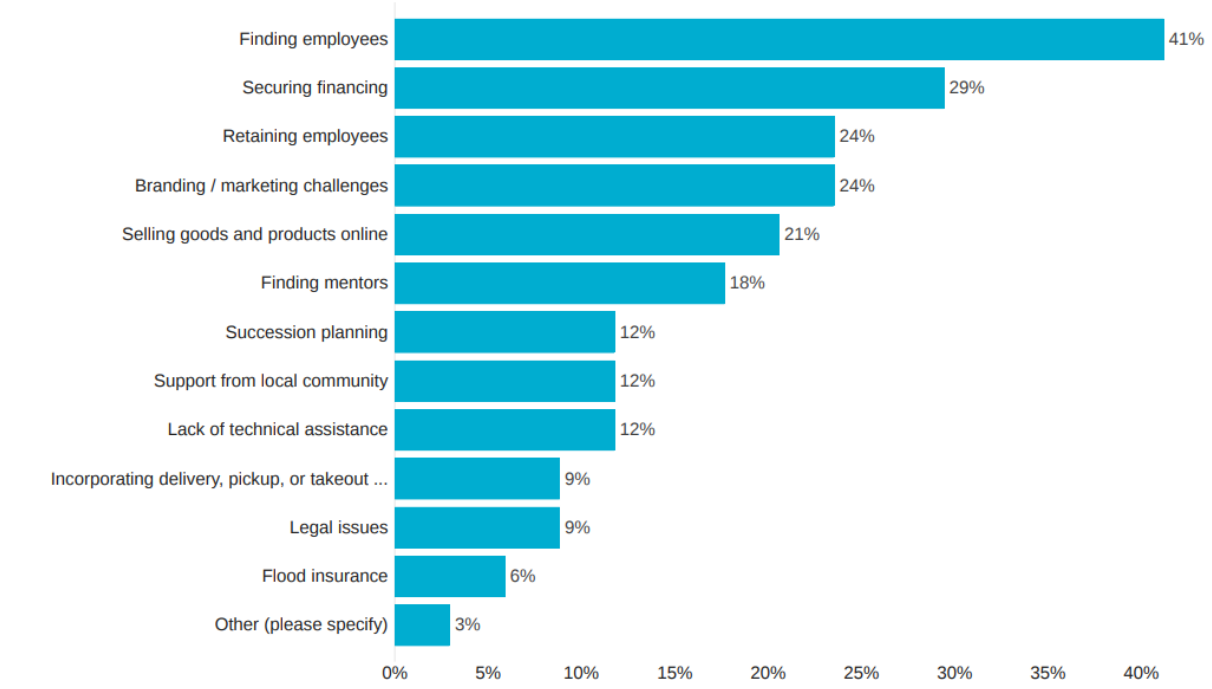
Q10 - Which of the following entities have provided you business-related support as part of your business development? (Please check all that apply.)

37 Responses



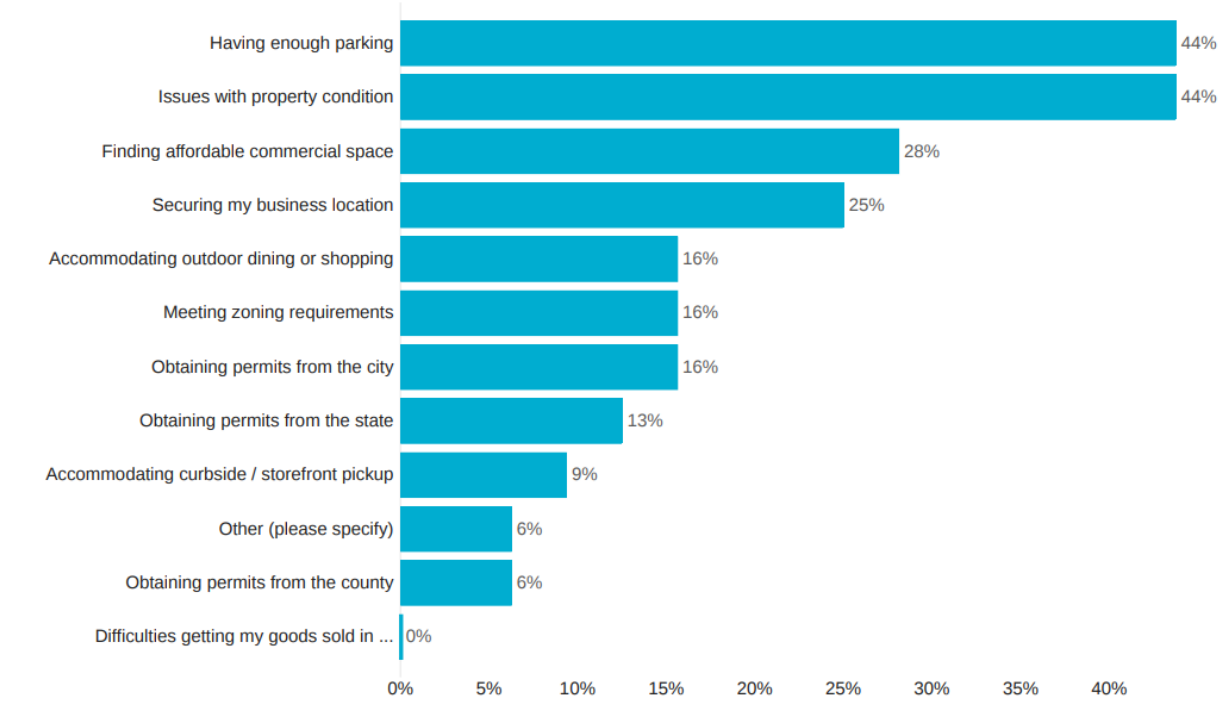
Q11 - What issues / barriers related to business planning, operations, and financing have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

34 Responses



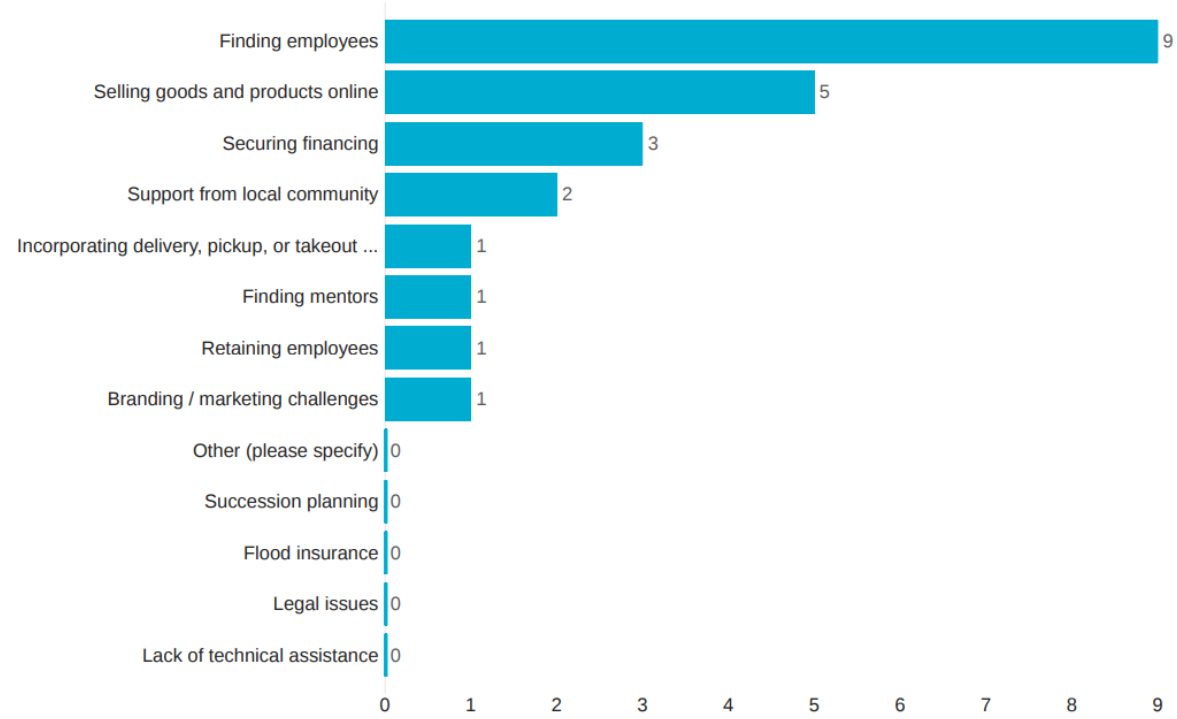
Q12 - What issues / barriers related to your present or potential business location and location design have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

32 Responses



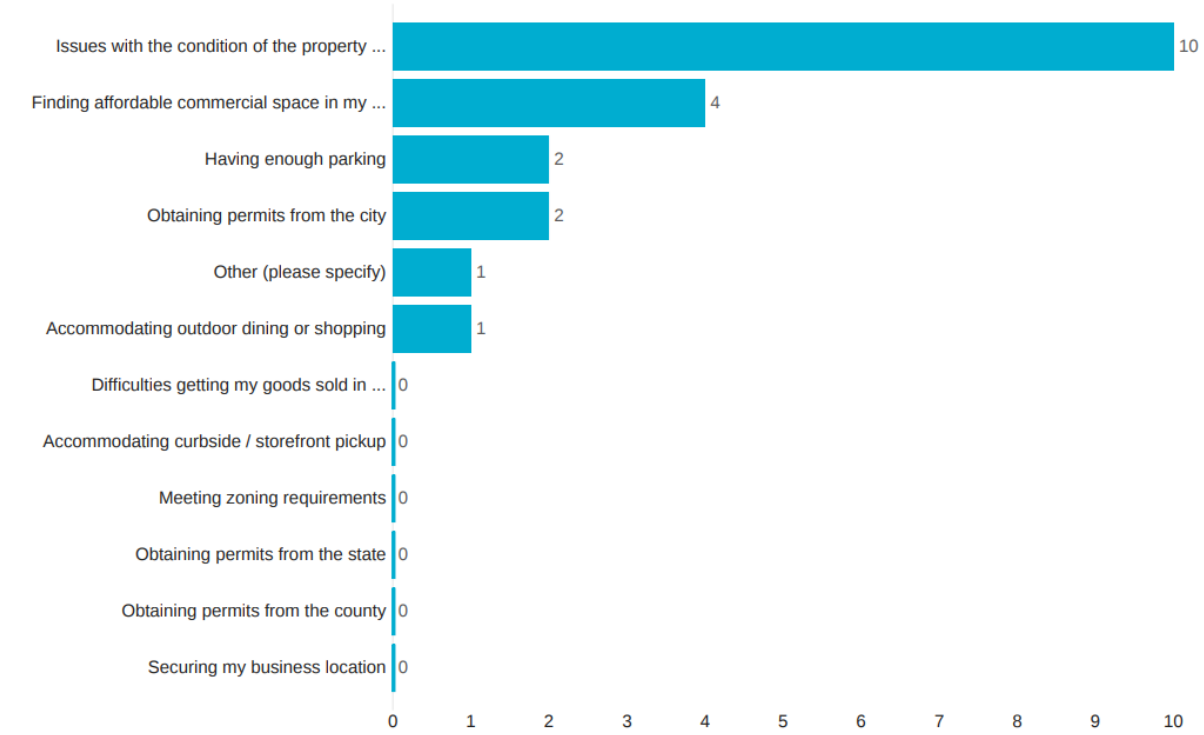
Q13 - As you think about the issues and barriers related to business planning, operations, and financing that you have faced or are currently facing, which do you think is most significant?

23 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?

20 Responses



Q15_1 - Single / Greatest Current Need

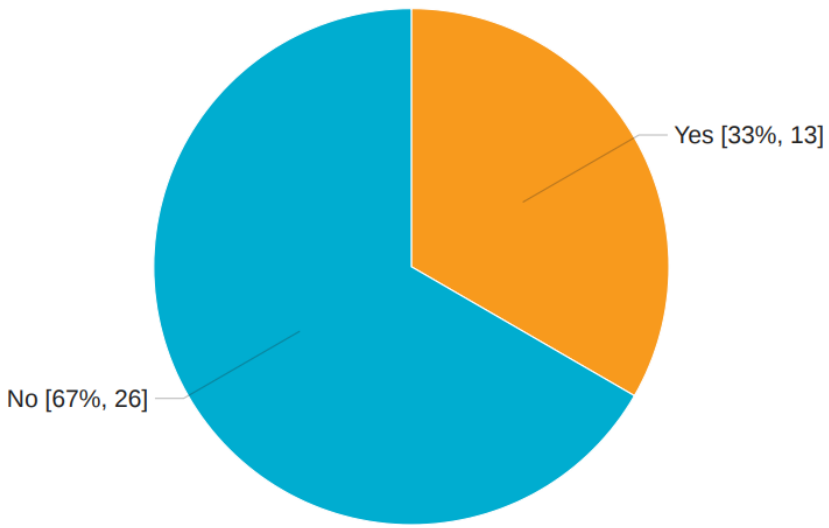
39 Responses

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Condition of space/available space	N/A	N/A
Affordable migration to new ecomm platform website rebuild	Filling out North End	Downtown as desirable destination
Business planning	N/a- virtual business	Self confidence to do it full time
Public funding	Public visitation and awareness	Ties to local school systems
Finding qualified employees	N/A	N/A
Startup funds	N/A	N/A
Landlord up keep	N/A	N/A
Rezoning	N/A	N/A
employees	N/A	N/A
Heating	Support from local code officer/fire marshall	Too much regulation
backup financing	state licensing that fits small business	N/A
Affordable Workforce Housing	Public Transportation for Employees	N/A
Supervisor level employees	Capital	Location visibility and integration into "downtown"
finding affordable business location	finding employees	local bank loan
Waterfront access maintenance	Parking downtown	Signage for a water based business
increased traffic	N/A	N/A
Location	Capital	Brand of business
funds	staff	governmental support
Technical support	Technical support	Technical support
Online platforms don't know how to operate	Banks are in greater demand	Need legal aid
Revised zoning/ ordinances	Pathways to capital	N/A
HR Support	Finding qualified people	N/A
Improve noise levels on main street	Decrease speeding	Decrease noise

Single / Greatest Current Need	Second Greatest Need (Optional)	Third Greatest Need (Optional)
Finding employees	Converting seasonal customers to year around	N/A
Business growth	Affordable office space	Employees (contractor 1099)
Employees	Budget	N/A
Landlord bldg upkeep and repairs	N/A	N/A
off season business/sales income	local festivities/events off season	off season foot traffic
stronger online sales to help shoulder/off season boost	N/A	N/A
Space	financial stability	market growth
foundation grants	N/A	N/A
Needing mentors	Needing sponsors	Community support
Affordable housing	Temporary Outdoor seating furniture	Condition of my property
Mentoring	ADA accessibility	N/A
Parking	housing	N/A
Working capital!	More working capital!	See #1
Available commercial space	N/A	N/A
Finding entry level professionals at market rates	Cost of doing business - products are extremely expensive	Business Community who searches local
affordable retail space	N/A	N/A

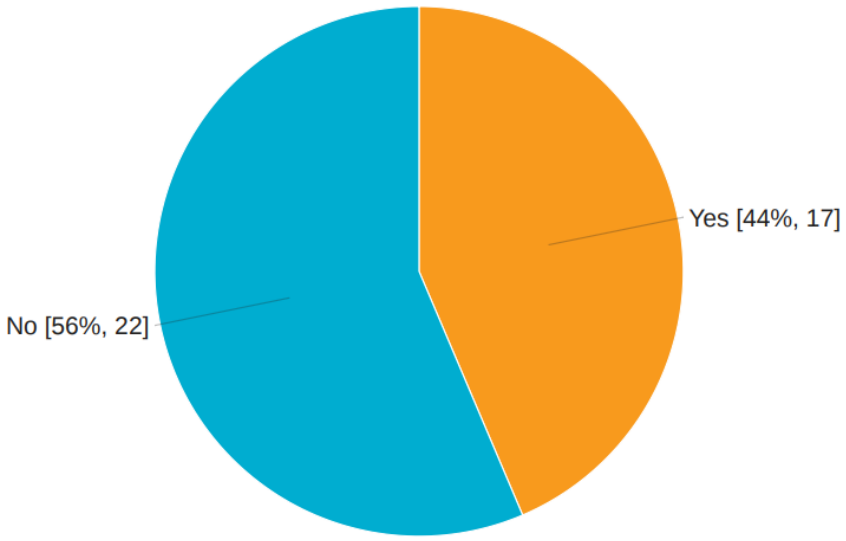
Q16 - Does the availability of housing currently impact where you choose to open or operate your business?

39 Responses



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

39 Responses



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

18 Responses

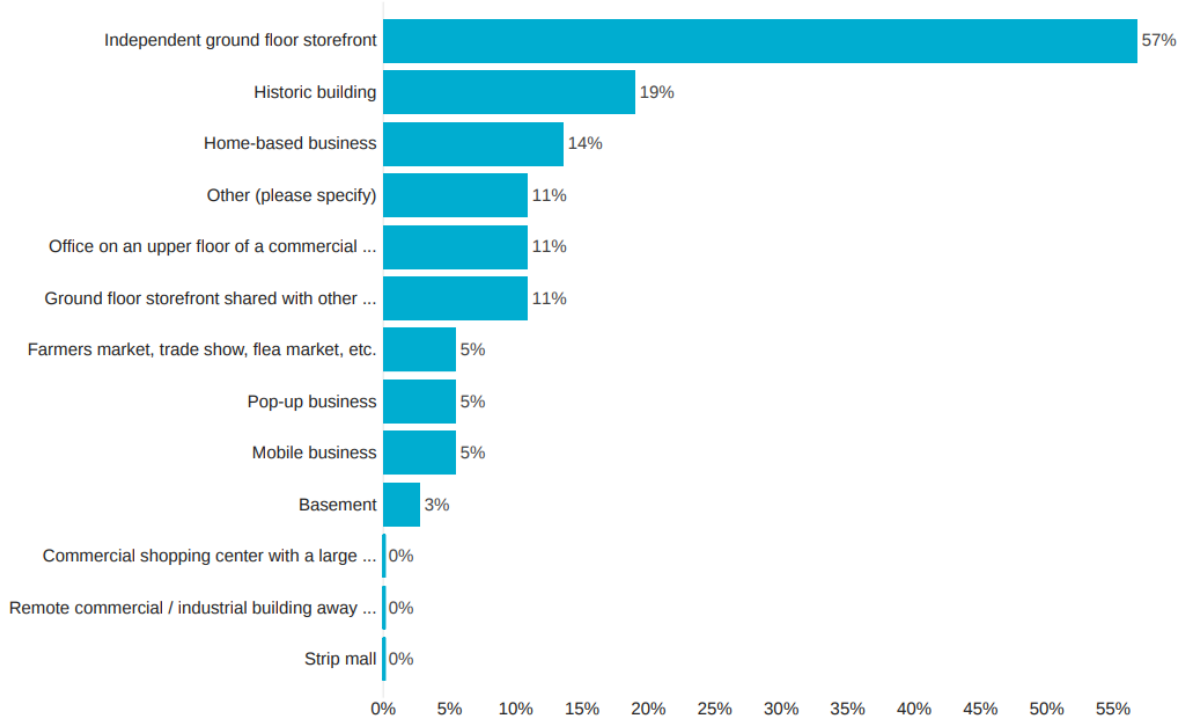
Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
In terms of overall availability	1.00	5.00	3.85	1.10	1.21	13	50.00
In terms of affordablity	1.00	5.00	3.73	1.12	1.26	15	56.00

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

Field	Min	Max	Mean	Standard Deviation	Variance	Responses	Sum
As a place with a strong entrepreneur network / programs supporting entrepreneurs	1.00	5.00	3.22	1.17	1.36	37	119.00
As a place where entrepreneurs can locate and succeed	2.00	5.00	3.50	1.07	1.14	36	126.00

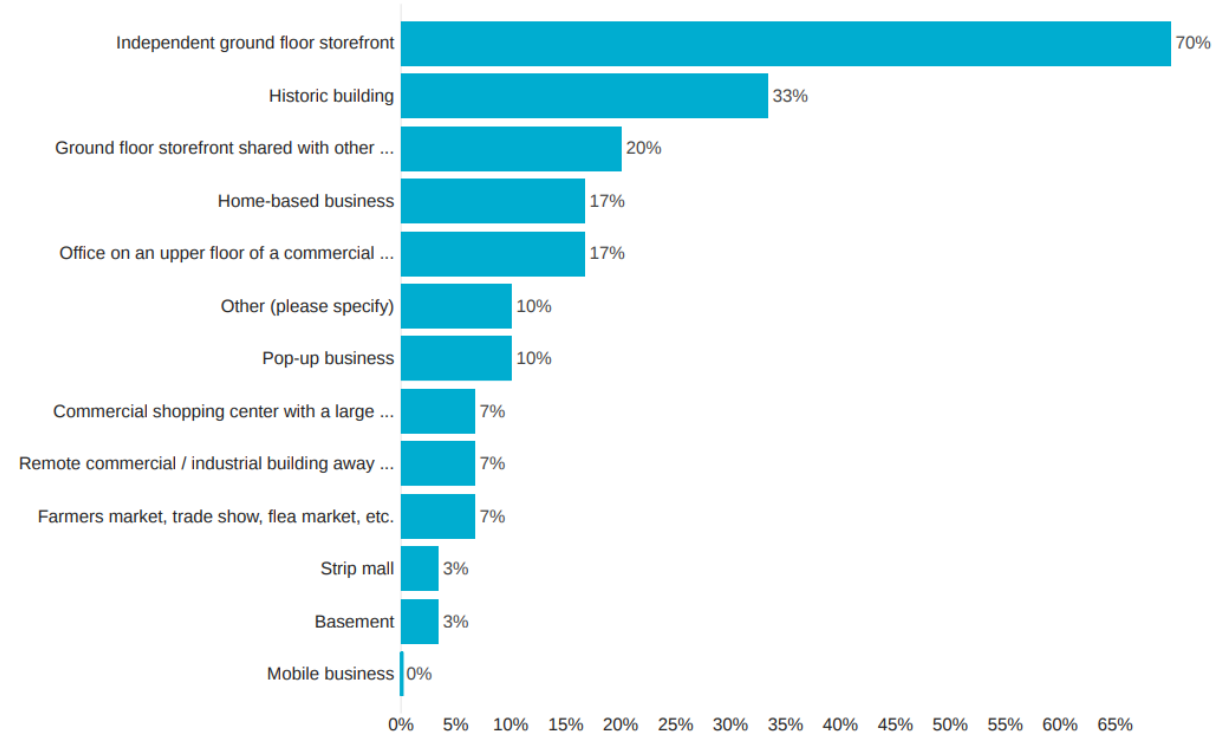
Q22 - Which of the following words or phrases could describe your current business location(s)? (Please select all that apply.)

37 Responses



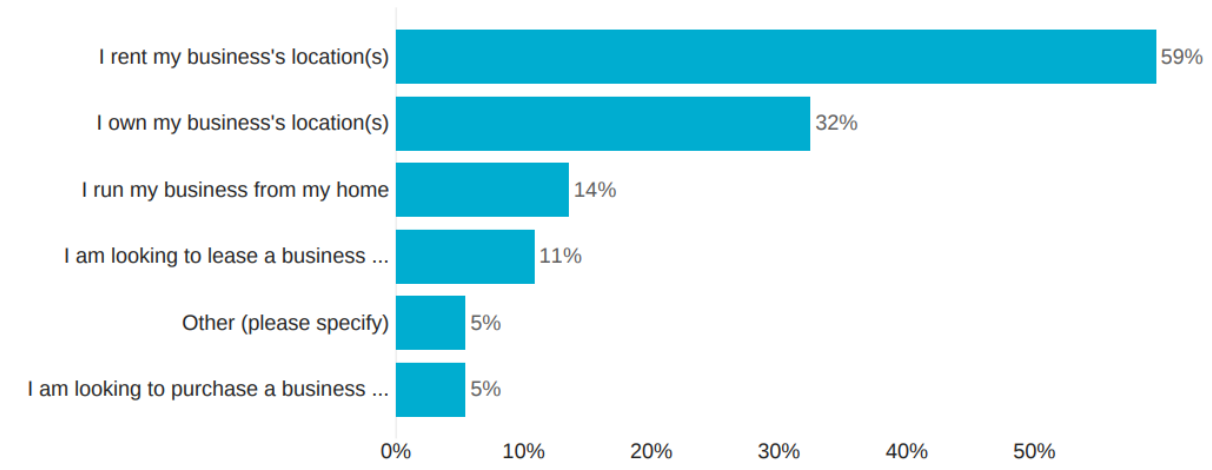
Q23 - Which of the following words or phrases could describe your ideal future business location(s)? (Please select all that apply.)

30 Responses



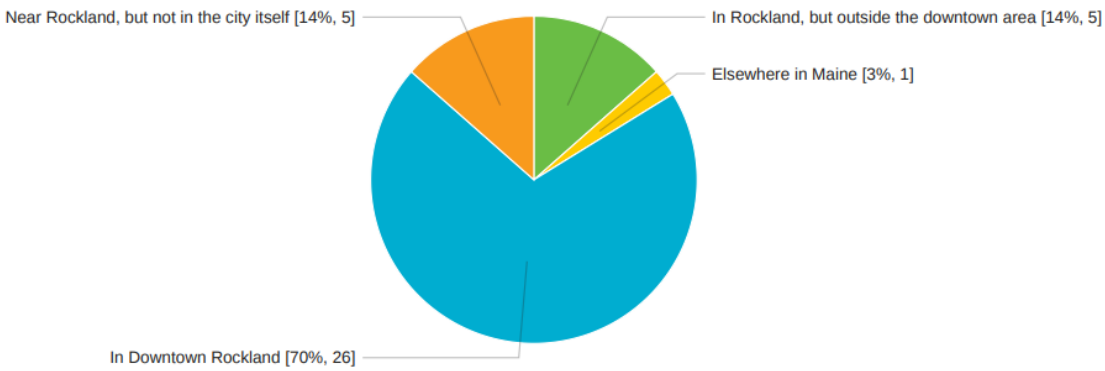
Q24 - What is your current situation relative to your business's location? (Please check all that apply.)

37 Responses



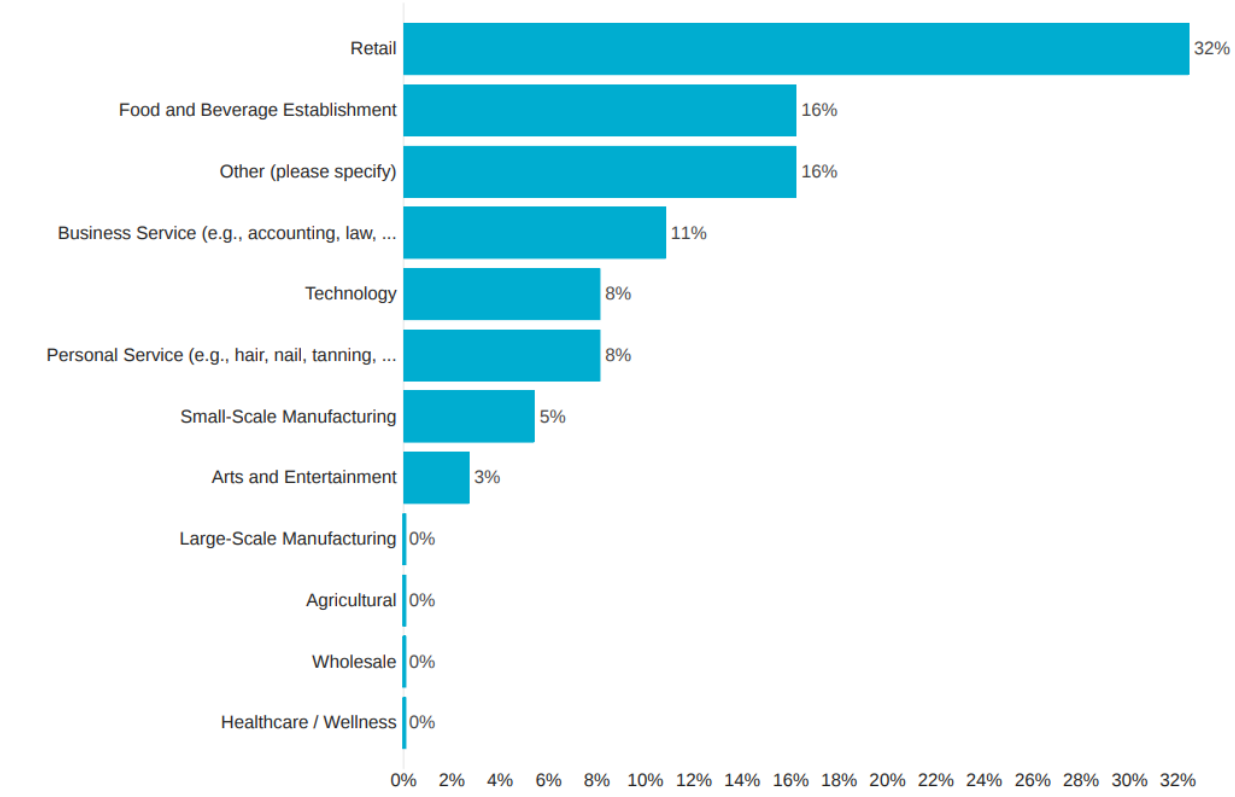
Q25 - What is the primary location of your business?

37 Responses



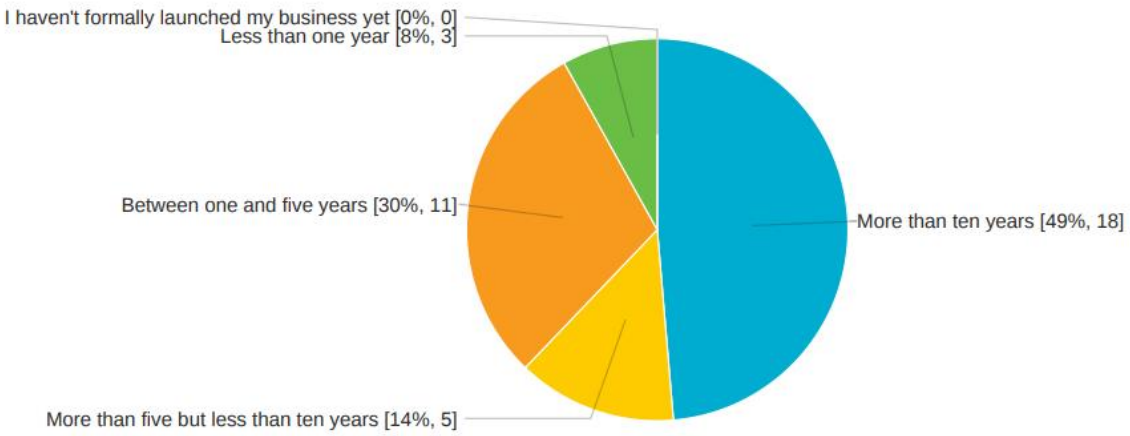
Q26 - What sector best describes your business or business idea?

37 Responses



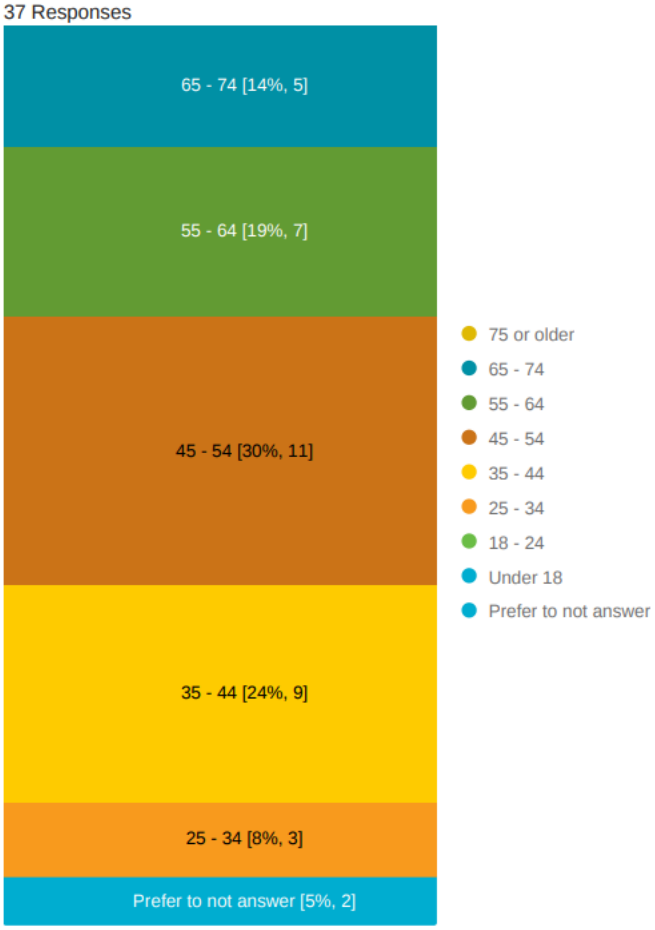
Q27 - How long have you been in business?

37 Responses



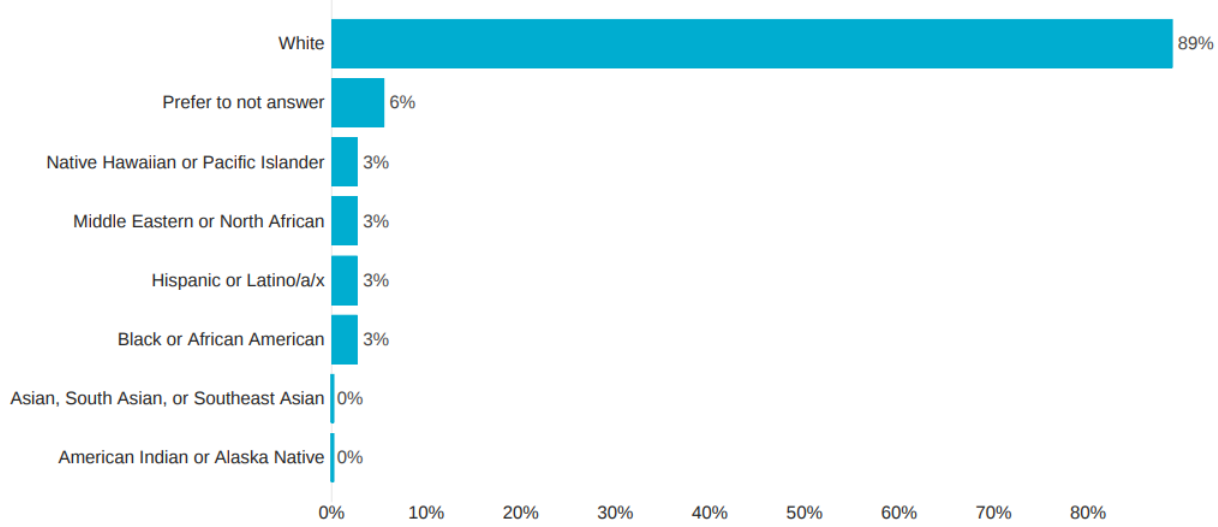
Q28 - How old are you?

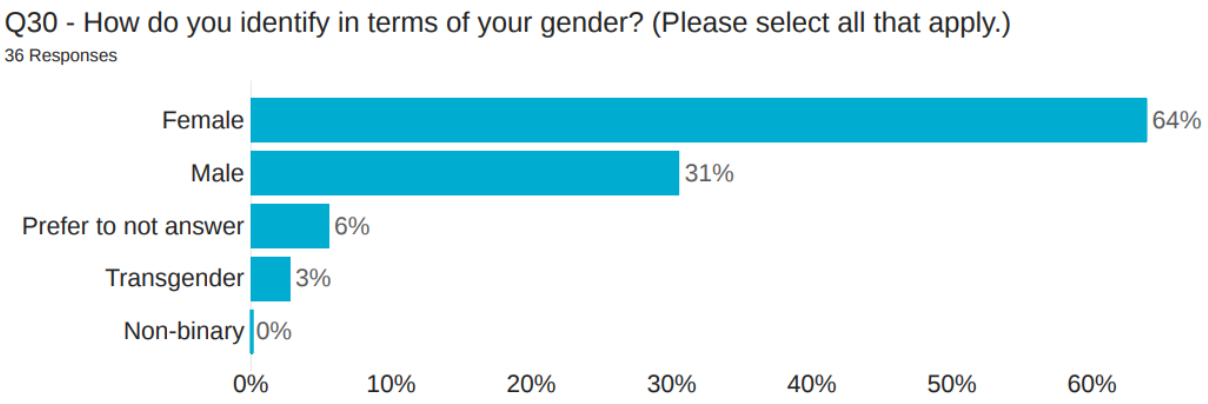
37 Responses



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
Female
Male
Prefer to not answer
Transgender
Non-binary
64%
31%
6%
3%
0%
0%
10%
20%
30%
40%
50%
60%