



Entrepreneurship Ecosystem Development

Findings and Recommendations

Westbrook, 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 Westbrook | |
|----------------------------------|--|
| Owner | City of Westbrook; Westbrook-Gorham Chamber; Discover Downtown Westbrook |
| Discover Westbrook’s Role | Primary Lead, Developer, Supporter, Advocate, Convener, Provider |
| Existing Strengths | <ul style="list-style-type: none">• The Dana Warp building is a great facility for larger start-up activities• Geographic presence and affordability should make Westbrook a likely hotbed of activity for Portland-based entrepreneurs looking to scale. |
| Primary Gaps | <ul style="list-style-type: none">• Micro Retailing, Coop and co-workspace are missing elements• 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 Westbrook | |
|--|--|
| Owner | City of Westbrook; Westbrook-Gorham Chamber; Cumberland County |
| Discover Westbrook’s Role | Supporter and Advocate |
| Existing Strengths | <ul style="list-style-type: none">• Current zoning allows for a great deal of latitude in uses and functions in the community, including things like small-scale production. |
| Primary Gaps | <ul style="list-style-type: none">• Assistance with permitting and zoning.• Entrepreneurs seeking public sector grants and financing. |



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 Westbrook | |
|----------------------------------|---|
| Owner | SBA Maine; Local Banks; Coastal Enterprises Inc. |
| Discover Westbrook's Role | Supporter and Advocate |
| Existing Strengths | <ul style="list-style-type: none">• Local banking community appears strong and there is active engagement potential with the SBA.• Given proximity to Portland, there are also a number of more equity tools for local entrepreneurs and small businesses. |
| Primary Gaps | <ul style="list-style-type: none">• Many entrepreneurs seemed to lack either knowledge or how to connect with the broader state and/or federal agency and organizational funding opportunities. |



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 Westbrook | |
|----------------------------------|---|
| Owner | Westbrook-Gorham Chamber; Maine SCORE; CEI |
| Discover Westbrook's Role | Supporter and Advocate |
| Existing Strengths | <ul style="list-style-type: none">• The business community is very supportive of one another as well as newcomers.• The SCORE chapter is very actively engaged in the area. |
| Primary Gaps | <ul style="list-style-type: none">• There is a lack of more formal networking activities, including peer-to-peer learning opportunities for small businesses and entrepreneurs.• Voiced a lack of mentoring for more growing and scaling businesses vs. start-ups.• No “one-stop” resource provider or agglomerated list that is shared among ecosystem stakeholders. |



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 Westbrook | |
|-------------------------------------|---|
| Owner | Maine SBDC; Roux Institute; CEI; Maine SCORE; Maine Center for Entrepreneurs |
| Discover Westbrook's Role | Supporter and Advocate |
| Existing Strengths | <ul style="list-style-type: none">• The area SBDC is actively engaged and active in Westbrook.• There are services and assistance throughout the life cycle relative to education and training programs. |
| Primary Gaps | <ul style="list-style-type: none">• Assistance with more Human Resources related topics was felt to be a gap• 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 Westbrook | |
|----------------------------------|---|
| Owner | Discover Downtown Westbrook; City of Westbrook; Westbrook-Gorham Chamber |
| Discover Westbrook's Role | Primary Lead, Supporter, Advocate and Developer |
| 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's a strong sense of collaboration and cooperation among existing and aspiring entrepreneurs |
| Primary Gaps | <ul style="list-style-type: none">• Programming that would engage or support entrepreneurs and small businesses to be more active in civic life. |






Human Capital

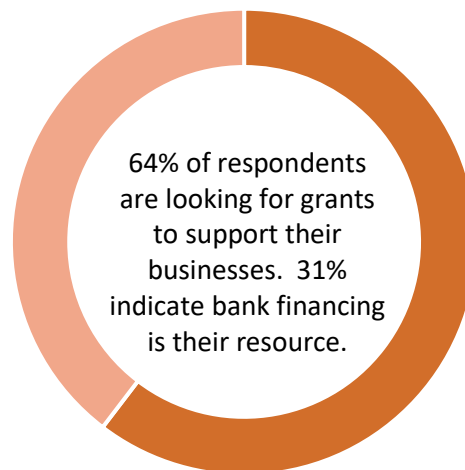
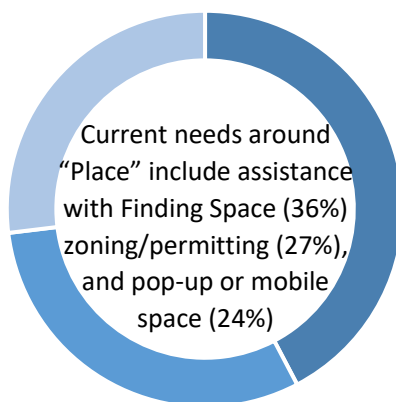
Human Capital explores whether communities are creating pipelines of entrepreneurial talent from example academic institutions and whether they have the human capital in their workforce to fill positions as entrepreneurs grow their businesses. This is especially important in areas facing workforce shortages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

Human Capital in Westbrook

| | |
|----------------------------------|---|
| Owner | University – Southern Maine; SMCC; Junior Achievement; Jobs for Maine Graduates; City of Westbrook |
| Discover Westbrook's Role | Supporter and Advocate |
| Existing Strengths | <ul style="list-style-type: none">• What Westbrook lacks in professional service providers, the area does have a 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, Westbrook is experiencing challenges in workforce retention and attraction.• Programming that would directly support and encourage greater diversity, equity and inclusion in entrepreneurship. |

Westbrook Entrepreneurs Survey Summary

| | |
|--|---|
|  Place-Based | <ul style="list-style-type: none"> • Large increase in more home-based businesses desiring a Ground Floor Storefront, Historic and/or Shared Co-op Space is preferred location for most entrepreneurs. • Finding affordable commercial space was an issue. Note this is somewhat of a more recent phenomena and driven by outflow from other more expensive areas (e.g., Portland) and the fact that Westbrook has been “found.” • Help with Identifying and Securing Space. |
|  Human Capital | <ul style="list-style-type: none"> • Finding and Retaining Employees is Most Significant Barrier to Business Operations. |
|  Education & Social Capital | <ul style="list-style-type: none"> • Assistance with marketing and developing new customer and revenue models was most indicated need for training and other educational resources. • Westbrook respondents were interested in participating in more networking programs and opportunities for peer-to-peer engagement. |



Westbrook Entrepreneurs Focus Group – Challenges

| | |
|----------------------|---|
| Place-Based | <ul style="list-style-type: none"> • Had difficulty finding space • Needed Design assistance • Need places for makers and microventures • More group marketing |
| Social-Capital | <ul style="list-style-type: none"> • No one-stop, no one has all the resource information • Need Mentor/Business Coach on Growing Scaling • Need Peer-to-Peer Networking |
| Education & Training | <ul style="list-style-type: none"> • Not a lot of assistance with HR kinds of activities • Need Peer-to-Peer Networking |

Critical Gaps Summary

| | |
|--|---|
|  Place-Based | <ul style="list-style-type: none"> • Assistance with finding spaces for new or growing businesses. • Examining issues around affordability for getting started in a downtown facility. • Pop-Up, Micro-Retailing, Co-op and Mobile Retailing Pipeline Programming • Future desire is around Stand-Alone Storefronts and/or Co-Op Retail Opportunities • Greater access to design and architectural assistance • Dedicated space for New Entrepreneurs, Solo-preneurs and Remote Workers • 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. • Leveraging proximity to build greater connections with Portland resources. |
|  Financial Capital | <ul style="list-style-type: none"> • Understanding and connections to Crowdfunding Options/Opportunities. |
|  Social Capital | <ul style="list-style-type: none"> • Additional networking and mentoring options • Having a “one-stop” for access to resources and assistance. • Stakeholders having the same access and connections to resources. • Access to networking/mentorship for growing and scaling businesses. |
|  Govt - Regulatory | <ul style="list-style-type: none"> • Need a checklist and/or resource guide for starting and growing a business within Westbrook. • Shared resource directory with other stakeholders |
|  Culture | <ul style="list-style-type: none"> • Encouraging and providing opportunities for small business owners and newer entrepreneurs to be engaged in civic and other community-serving organizations. |
|  Education and Training | <ul style="list-style-type: none"> • Link small businesses and entrepreneurs to more on-demand training content. • Marketing and developing new customers pipelines • More Human Resources assistance for growing businesses |
|  Human Capital | <ul style="list-style-type: none"> • Finding and retaining workforce remains one of the highest priorities and challenges for most businesses. • Programming that would directly support and encourage greater diversity, equity and inclusion in entrepreneurship. |

Local Ecosystem Roles - Westbrook

| | Financial Capital | Social Capital | Place Factors | Govt Policy and Regulatory | Education/Training | Culture | Human Capital/Workforce |
|------------|---|---|--|--|--|---|--|
| –PRIMARY | SBA Maine; Local Banks; CEI | Westbrook-Gorham Chamber; Maine SCORE; CEI | City of Westbrook; Westbrook-Gorham Chamber; Discover Downtown Westbrook | City of Westbrook; Westbrook-Gorham Chamber; Cumberland County | Maine SBDC; Roux Institute; CEI; Maine SCORE; Maine Center for Entrepreneurs | Discover Downtown Westbrook; City of Westbrook; Chamber | USM; SMCC; Junior Achievement; Jobs for Maine Graduates |
| –SUPPORTER | Westbrook-Gorham Chamber; Discover Downtown Westbrook | Realize Maine Network; Westbrook-Gorham Chamber; Discover Downtown Westbrook | Maine Downtown Center; Discover Downtown Westbrook | Westbrook-Gorham Chamber; Discover Downtown Westbrook | Westbrook-Gorham Chamber; Maine SCORE; Discover Downtown Westbrook | Westbrook-Gorham Chamber; Discover Downtown Westbrook | Discover Downtown Westbrook; K-12 Technical College Regional DOL or Workforce Group; Library |
| –CONVENER | Maine Center for Entrepreneurs | Realize Maine Network, The Third Place, MaineBiz | Maine Downtown Center; Discover Downtown Westbrook; Maine Center for Entrepreneurs | | Maine DOL; Maine SCORE; Maine Center for Entrepreneurs, | Maine Center for Entrepreneurs | Maine DOL |
| –ADVOCATE | Discover Downtown Westbrook | Discover Downtown Westbrook | Maine Downtown Center; Discover Downtown Westbrook | SBA Maine; Discover Downtown Westbrook | Maine SCORE; Discover Downtown Westbrook | Discover Downtown Westbrook | Discover Downtown Westbrook |
| –PROVIDER | Roux Institute; CEI; SBA Maine; Local Banks and Credit Unions; Maine Venture Fund; Coastal Ventures Inc.; Maine Angel | Roux Institute; Realize Maine Network | Maine Downtown Center; Discover Downtown Westbrook | | Maine DOL; CEI; SBA Maine; Maine SCORE; Prosperity Maine, Junior Achievement, Westbrook Regional Vocational Center (Incubator EDU program), Common Threads | | Maine DOL |
| –CONNECTOR | Maine SBDC; CEI; SBA Maine; Maine Center for Entrepreneurs | Maine SBDC; Realize Maine Network; City of Westbrook; Maine Center for Entrepreneurs, Black Owned Maine | Maine SBDC; Maine Downtown Center; Discover Downtown Westbrook; Maine Center for Entrepreneurs | Maine SBDC; Maine Center for Entrepreneurs | Maine SBDC; Maine DOL; CEI; City of Westbrook; SBA Maine; Maine SCORE; Maine Center for Entrepreneurs | Maine Center for Entrepreneurs | Maine SBDC; Maine DOL; City of Westbrook; Maine Center for Entrepreneurs, CEI, Goodwill NNE |
| –DEVELOPER | CEI; City of Westbrook; SBA Maine | Westbrook-Gorham Chamber | Roux Institute; Maine Downtown Center; Discover Downtown Westbrook | Westbrook-Gorham Chamber | Roux Institute; CEI; SBA Maine; Maine SCORE; Westbrook-Gorham Chamber | City of Westbrook; Discover Downtown Westbrook | |

Westbrook Ecosystem Recommendations

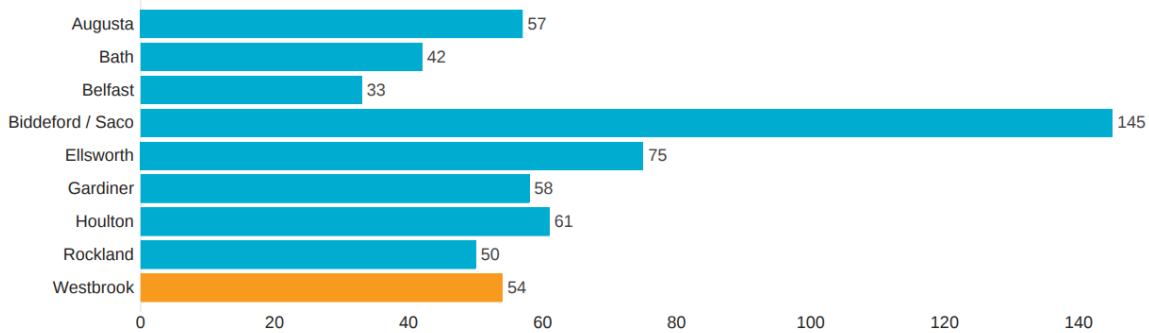
1. Consider a feasibility study that would examine Discovery Downtown Westbrook assuming a master lease at the Dana Warp Mill facility (noting it's difficult for them to craft smaller spaces) in which DDW could run a start-up laboratory, with agile/flex spaces for pop-up programming; co-workspaces and an environment that creates accidental collisions. This could be a membership-based program and/or in conjunction with a more formalized training program that combines space and wrap-around programming.
2. In conjunction with #1, link programming to Common Threads and consider a pipeline program to downtown Westbrook in which a micro-market concept could be established that features apparel and other textiles from this program as well as emerging businesses such as Catalyst for Change company. Here is an example of a Micro Retail concept in Lansing, Michigan called: Middle Village Micro-Market: <https://www.facebook.com/middlevillagemicromarket/> This initiative could have the added benefit of establishing a more defined "Transformation Strategy" around apparel/textiles that also creates a link to Westbrook's branded history.
3. Work with Coastal Enterprises Inc's SBDC to examine more in-depth Human Resources programming options/resources for Westbrook's growing and scaling businesses. Opportunities to agglomerate existing resources that would be more virtual, or on-demand would be preferable. Develop into a series of courses that could essentially be packaged.

| | |
|----|--|
| 4. | As an extension of a “resource directory” consider building out an agglomerated set of on-demand educational opportunities, such as “Grow with Google Tools” https://grow.google/ and GoDaddy’s Empower Program - https://www.godaddy.com/godaddy-for-good/empower The SBDC, SBA, IRS and SCORE also have a number of on-demand programs for small business and entrepreneurs. |
| 5. | Work with the regional U.S. SBA representative to conduct a “lunch and learn” type of event around different SBA programs and the diversity of financial capital types and programs within the state of Maine and federal ecosystem. This is a wonderful “light lift” project that can be co-sponsored by your local Westbrook team and a chance to showcase ecosystem partnerships |
| 6. | Encourage local stakeholders to review Forward Cities’ “Promising Practices” Webinar Series that examines the institutionalization of diversity, equity and including within ecosystems and entrepreneurial programming/engagement. https://forwardcities.org/learning/promising-practices/ |
| 7. | Leverage the Ecosystem Life Cycle Inventory we developed of hyper local and statewide/federal resources and establish an updatable resource tool for sharing with partner stakeholders and hosted on the City of Westbrook website. |
| 8. | Advocate and collaborate with the City of Westbrook to develop a “Getting Started in Westbrook” checklist that walks through the process of starting a business within the city. Here is a very good example from Charlottesville, Virginia: https://www.charlottesville.gov/216/Starting-a-Small-Business |
| 9. | Formalize the E.E. Stakeholder Group by creating a joint workplan focused on entrepreneurs. Meet with the group every two months to update. Review Skowhegan Plan as an example to follow/guide the effort. |

Appendix – Entrepreneurs Survey Results

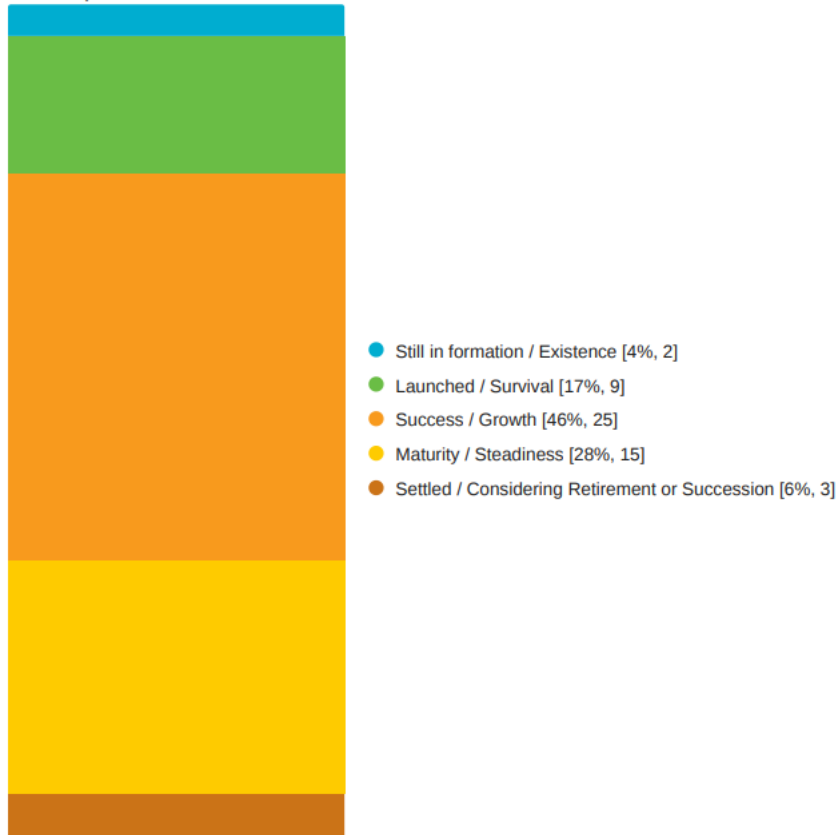
Q1 - To start, please identify the community nearest where you do most of your business or where you've been developing your business idea.

575 Responses



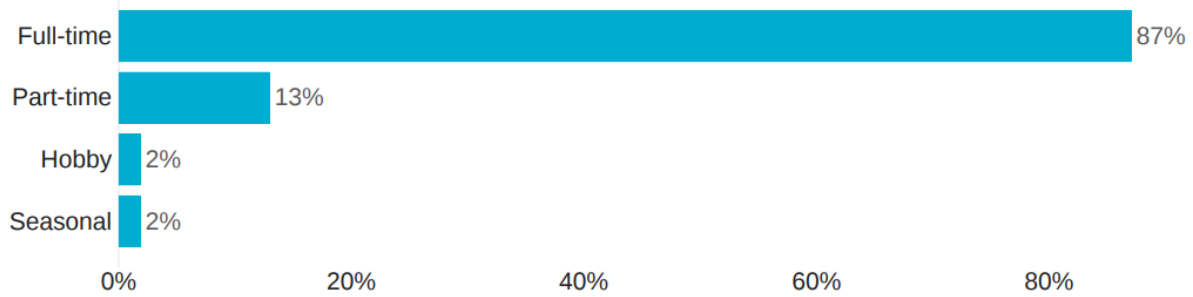
Q2 - What stage best characterizes you and your business or business idea's current state?

54 Responses



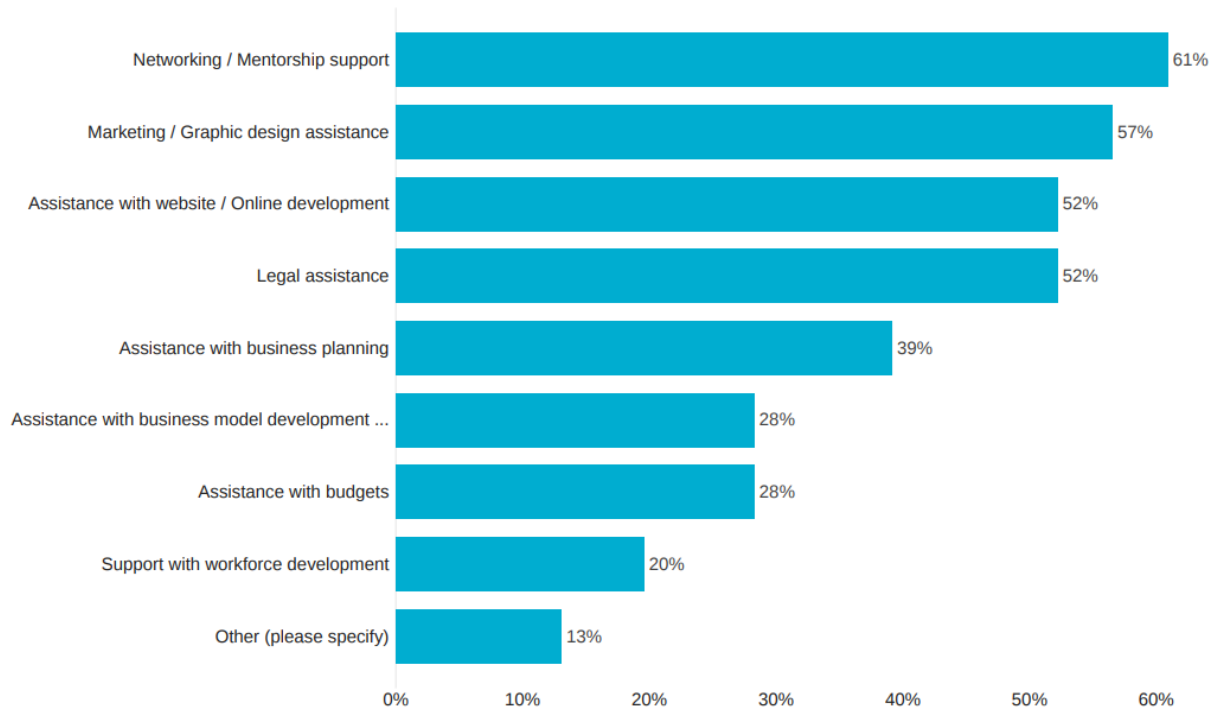
Q3 - How much time do you put into your business or business idea? (Please select all that apply.)

54 Responses



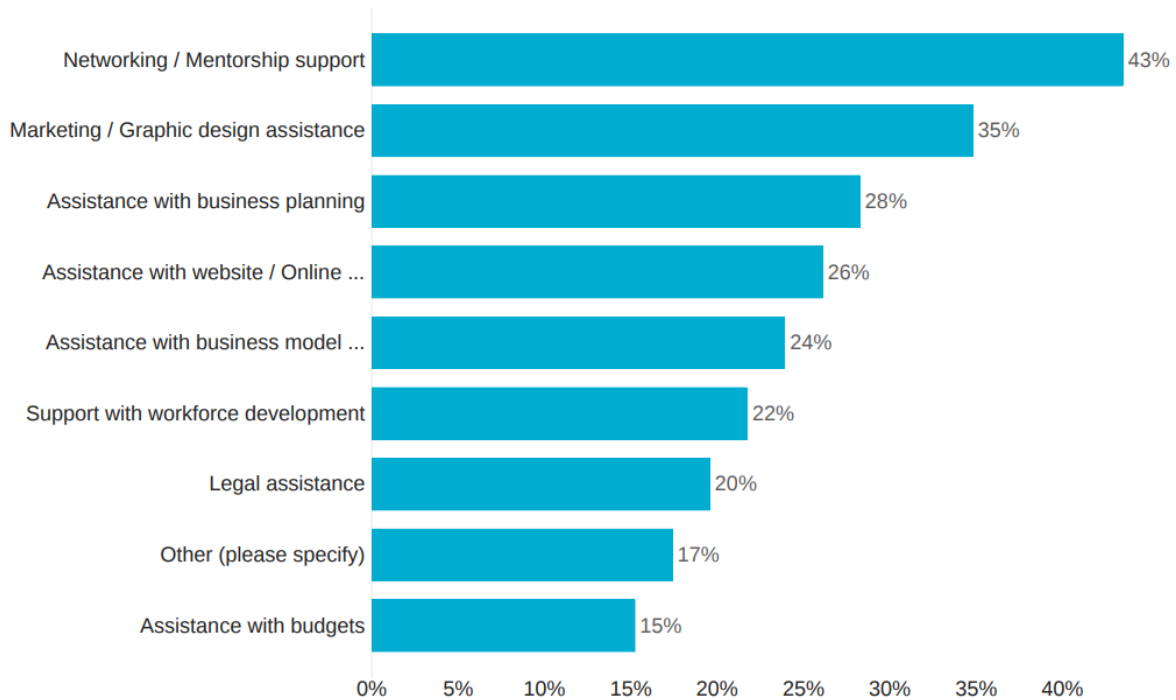
Q4 - What forms of business support and technical assistance have you used in the past as part of your business development? (Select all that apply.)

46 Responses



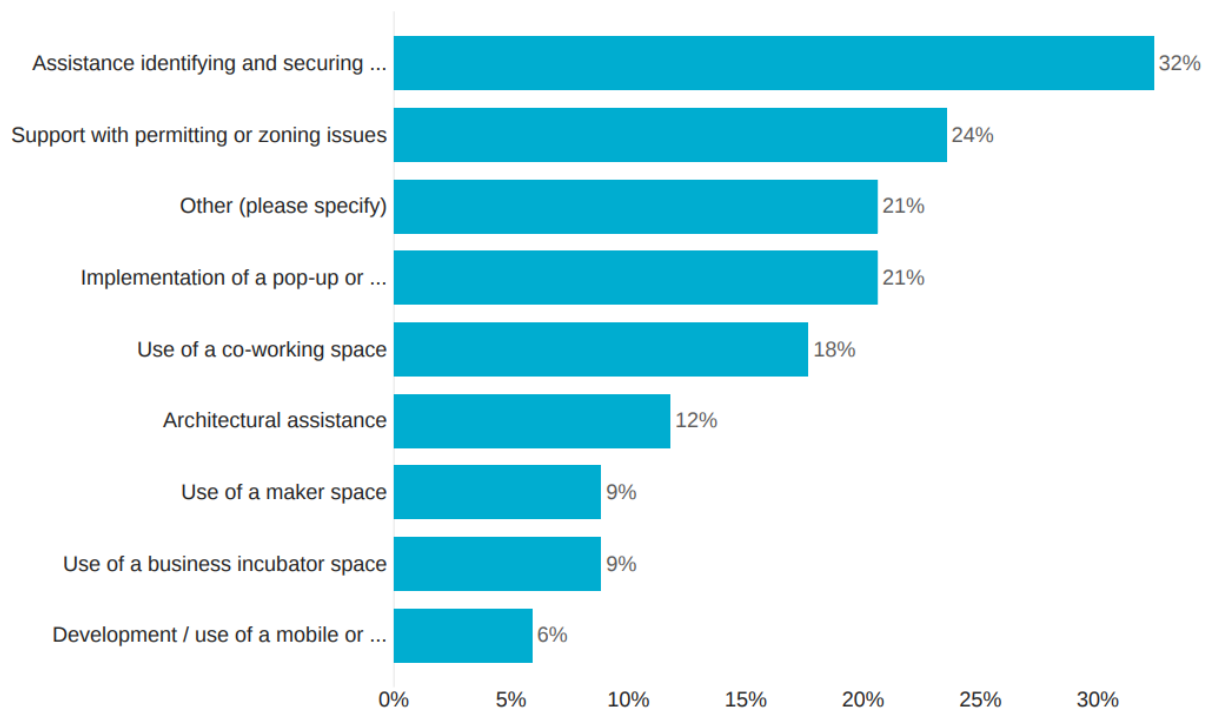
Q5 - What forms of business support and technical assistance could you currently benefit from as part of your business development? (Please check all that apply.)

46 Responses



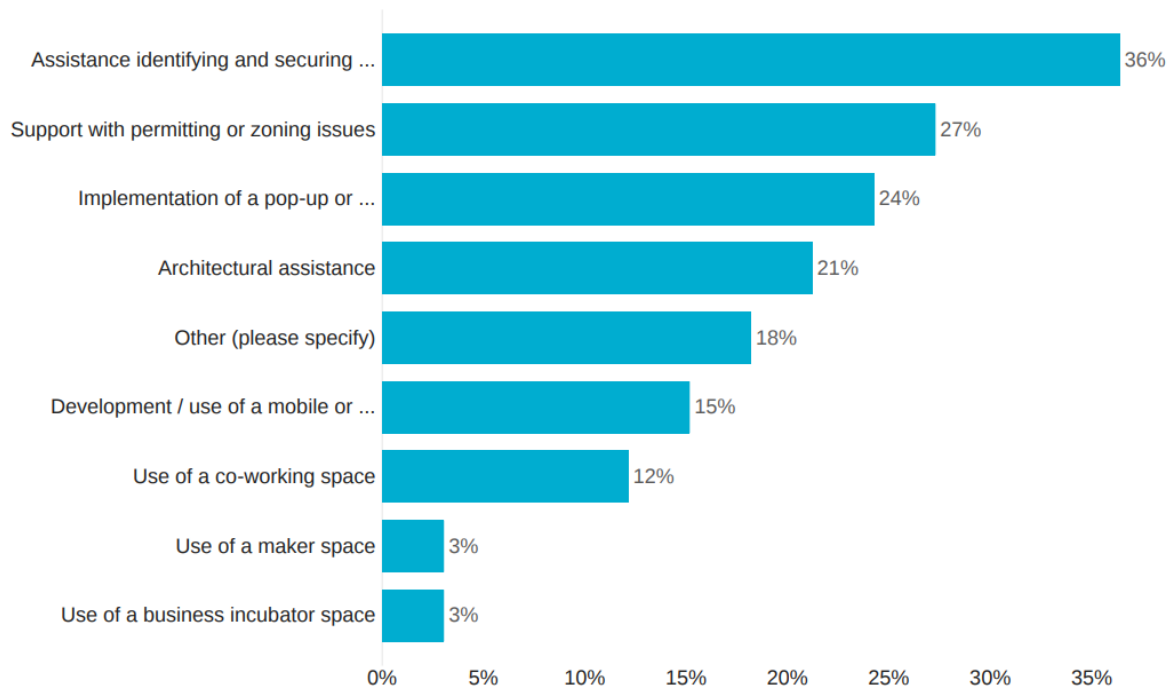
Q6 - What forms of real estate, design, or architectural support have you used in the past as part of your business development? (Please check all that apply.)

34 Responses



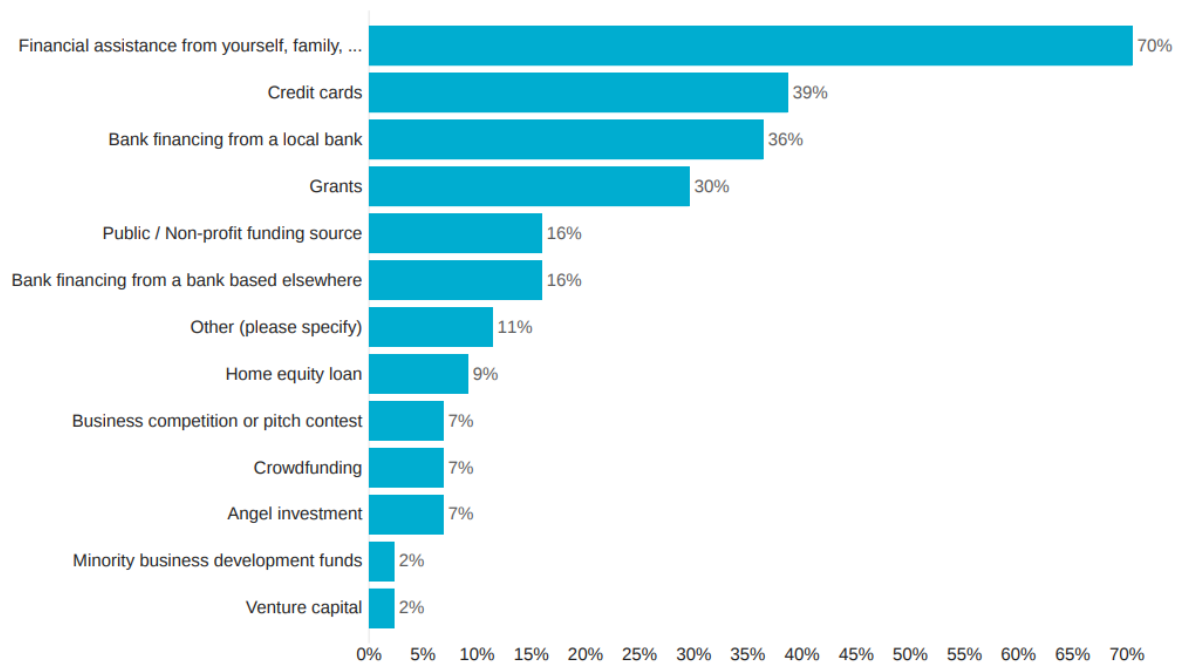
Q7 - What forms of real estate, design, or architectural support could you currently benefit from as part of your business development? (Please check all that apply.)

33 Responses



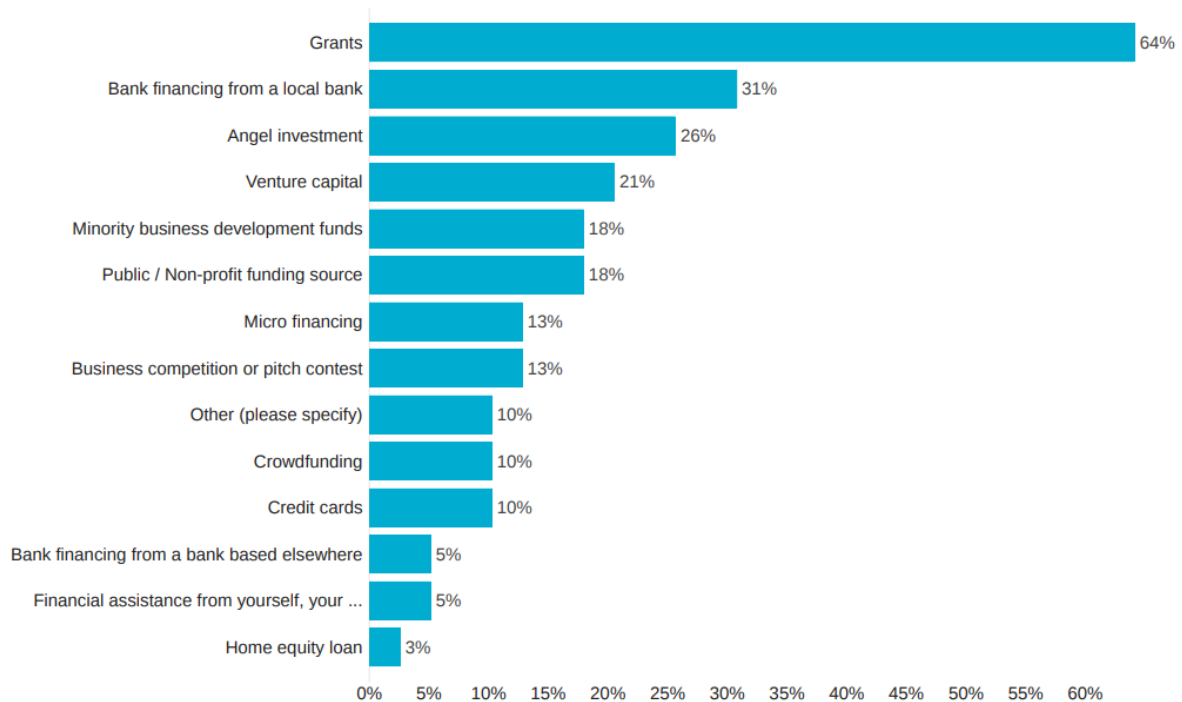
Q8 - What forms of financial assistance or support have you used in the past as part of your business development? (Reminder: Your responses to all questions will be kept confidential and will only be distributed in anonymized / aggregated form.)

44 Responses



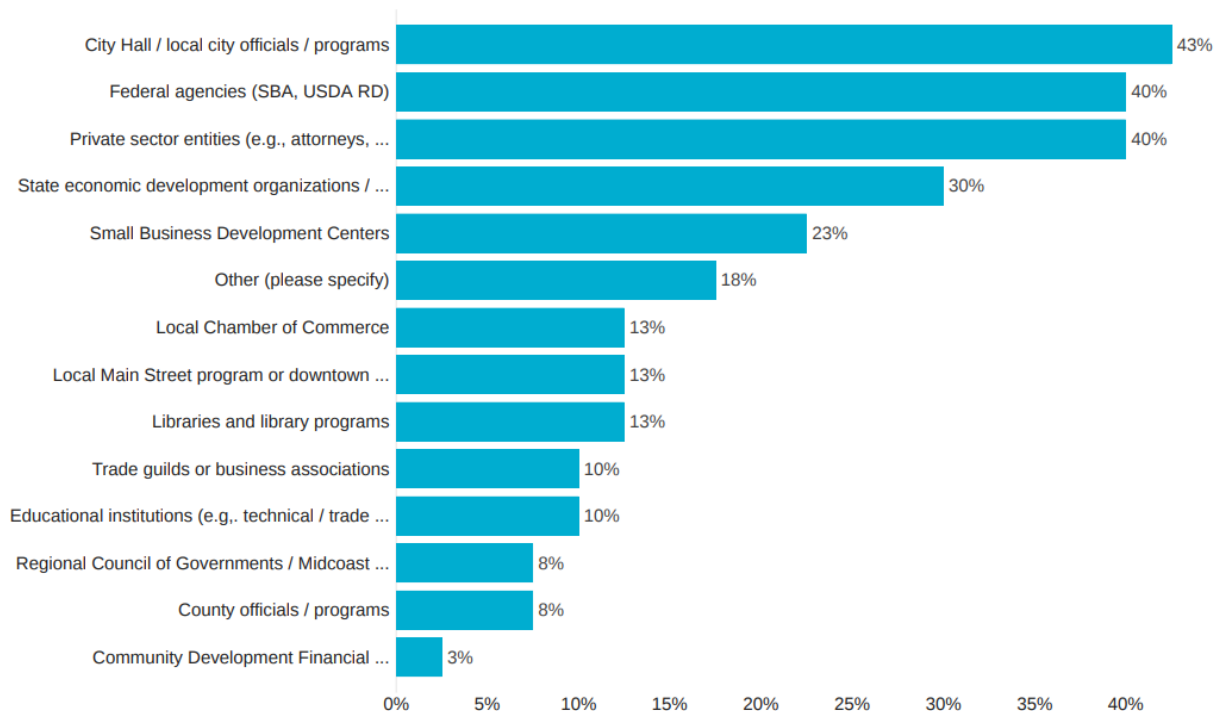
Q9 - What forms of financial assistance or support could you currently benefit from as part of your business development?

39 Responses



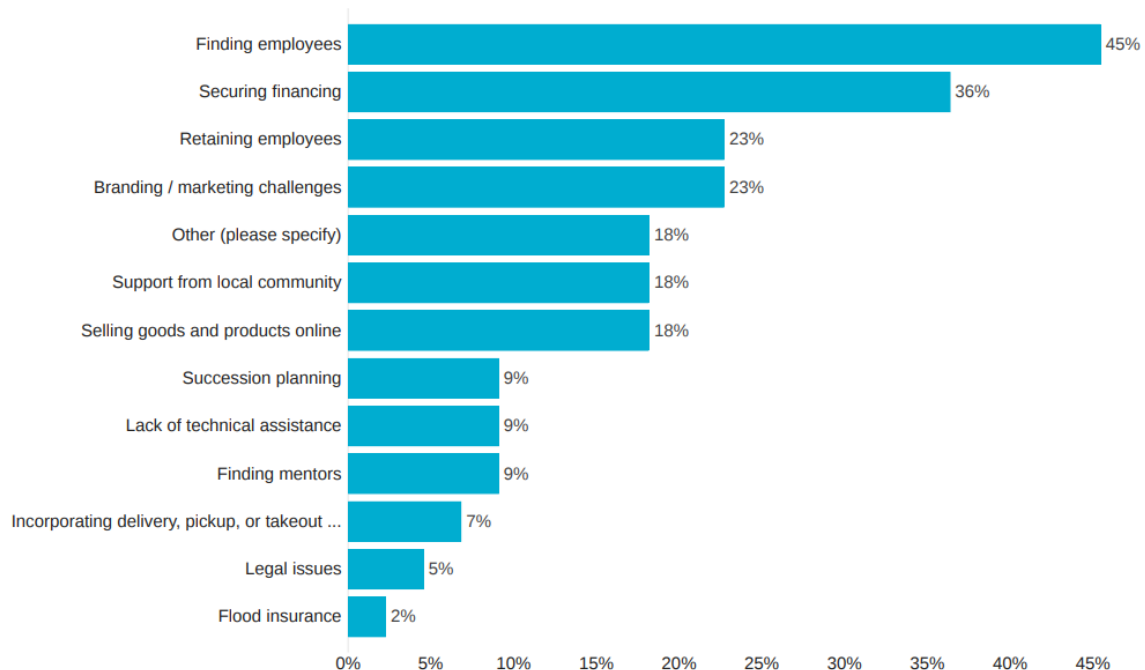
Q10 - Which of the following entities have provided you business-related support as part of your business development? (Please check all that apply.)

40 Responses



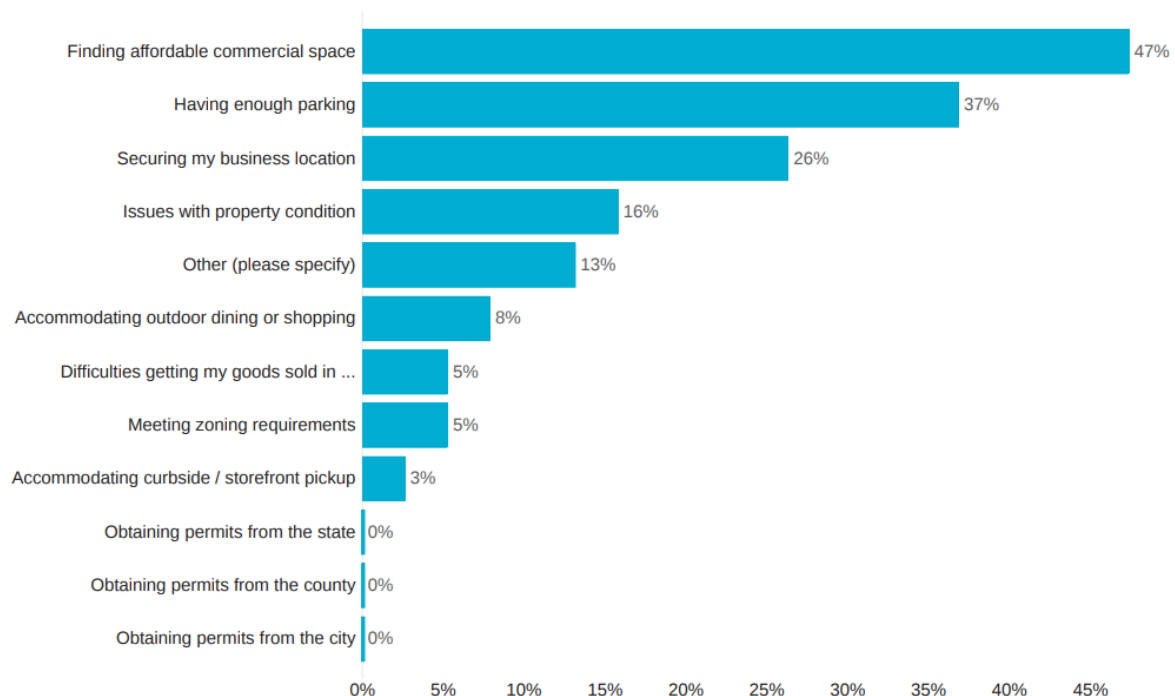
Q11 - What issues / barriers related to business planning, operations, and financing have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

44 Responses



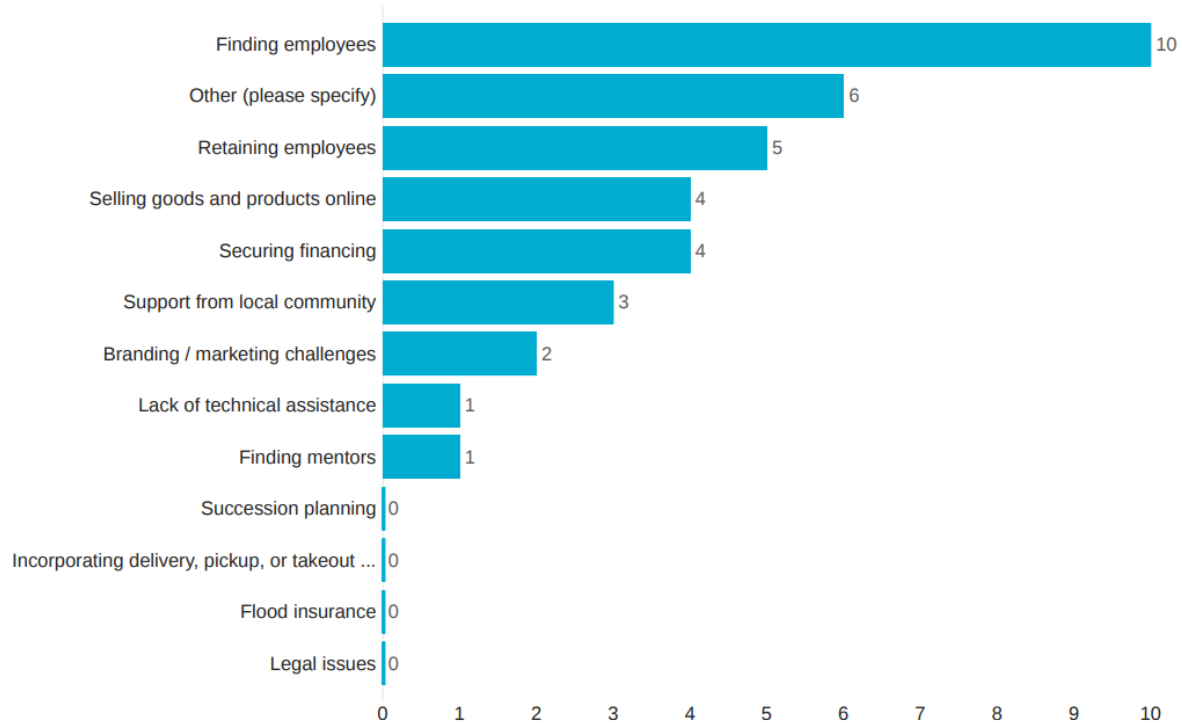
Q12 - What issues / barriers related to your present or potential business location and location design have you faced, either as you are launching your business idea or as a current business owner? (Please check all that apply.)

38 Responses



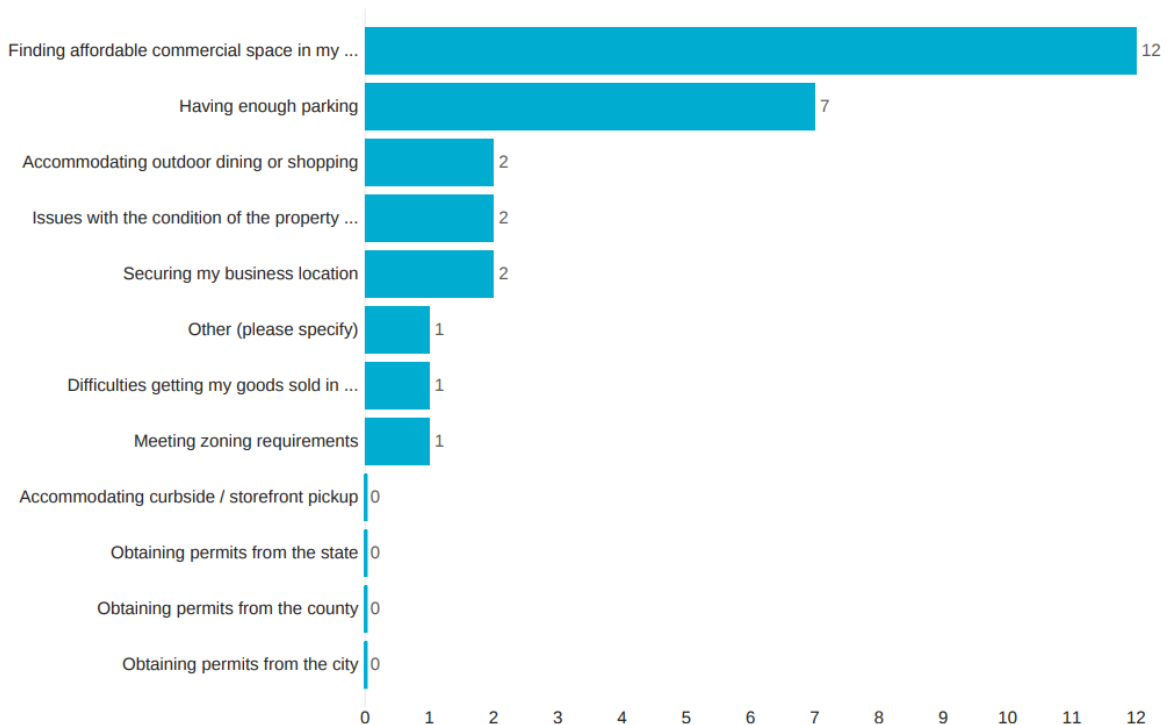
Q13 - As you think about the issues and barriers related to business planning, operations, and financing that you have faced or are currently facing, which do you think is most significant?

36 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?

28 Responses



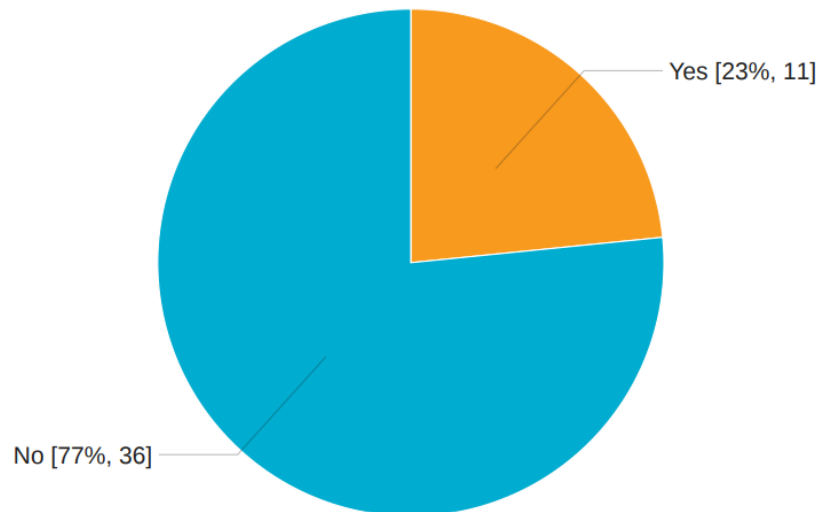
Q15_1 - Single / Greatest Current Need

47 Responses

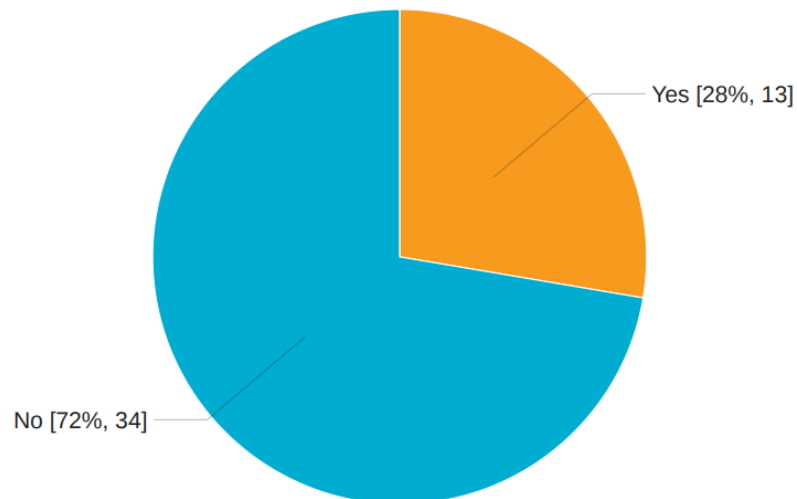
| Single / Greatest Current Need | Second Greatest Need (Optional) | Third Greatest Need (Optional) |
|--|---|--|
| oiudtor seating | N/A | N/A |
| More salespeople | Affordable benefits | N/A |
| moving from survival to growth | figuring out most effective marketing campaign (biggest bang for buck) | N/A |
| none | none | none |
| the right employees | weather | N/A |
| None | N/A | N/A |
| Securing Financing | Finding Mentors | Marketing Challenges |
| I need outdoor space | Finding employees | Grants |
| Location | Funding | Marketing support |
| Product development | N/A | N/A |
| Locations for push carts | Competition cap of non profit charity during major events | Development of a mobile business friendly city |
| Bigger affordable location | N/A | N/A |
| Finding good employees | N/A | N/A |
| marketing help | community support | N/A |
| Securing investor financing | Securing a location partner | Securing grant / financial support |
| Finding Employees | Access to Funding | N/A |
| Finding students | marketing | N/A |
| Marketing niche | N/A | N/A |
| FINANCING | EMPLOYEES | KEEPING EMPLOYEES |
| having a reliable plumber/electrician/contractor | getting affordable space so that you can build a great small business in the town of Westbrook without being forced out | N/A |
| Funding | Employees | N/A |
| Marketing | Production | Funding |

| Single / Greatest Current Need | Second Greatest Need (Optional) | Third Greatest Need (Optional) |
|--|--|--|
| Planning Office to stop playing politics with the code | N/A | N/A |
| Meeting with mayor | Meeting with mayor | Meeting with mayor |
| Community Support | Affordable Commercial Space | N/A |
| Expanding our business | Need more of a restaurant scene for lunches and meetings | Need to build a nightlife outside of Portland for young professionals in Westbrook |
| Employees | N/A | N/A |
| Staffing | | |
| Assistance/Administrative Assistant | N/A | N/A |
| Tax relief | N/A | N/A |
| More new client leads | Web site help | Business mentorship |
| Finding skilled labor | Reduce the tax burden of small biz owners | N/A |
| parking | clean up outside of building | secure building from trespassers |
| Remote employees | Tax planning | Technology |
| finding next location/real estate | N/A | N/A |
| consistant customer demand | finding employees | financial support/accountant |

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



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



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

15 Responses

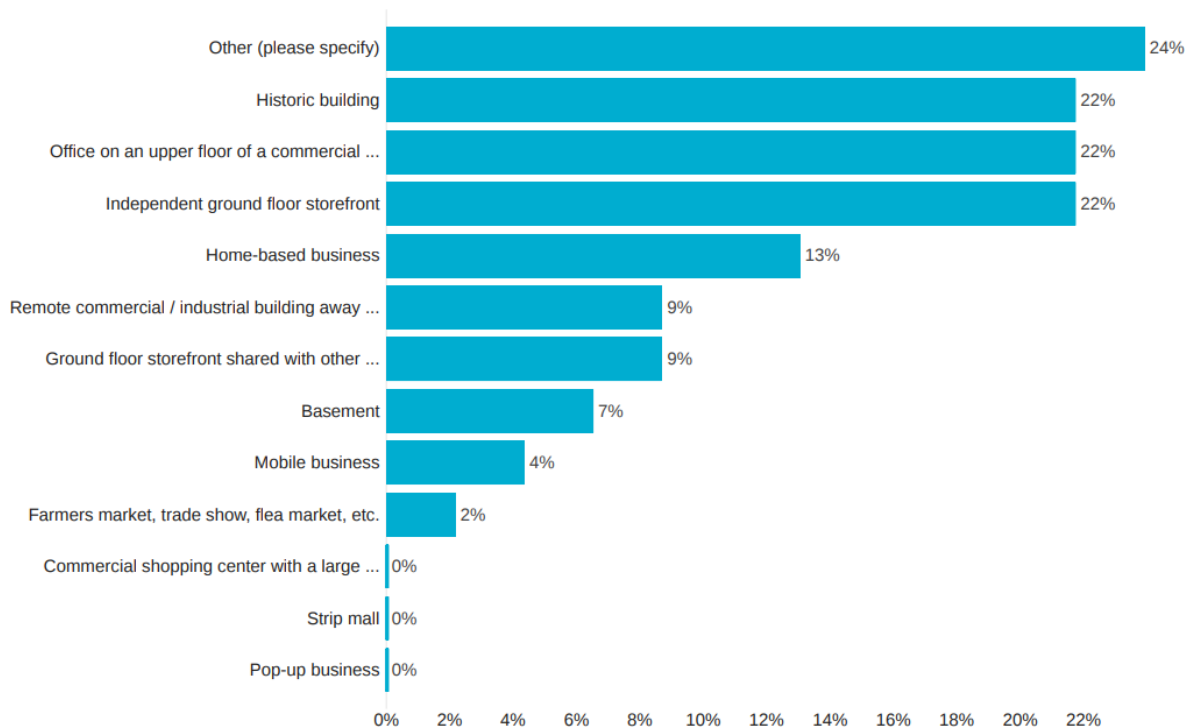
| Field | Min | Max | Mean | Standard Deviation | Variance | Responses | Sum |
|----------------------------------|------|------|------|--------------------|----------|-----------|-------|
| In terms of overall availability | 2.00 | 5.00 | 4.18 | 1.11 | 1.24 | 11 | 46.00 |
| In terms of affordability | 1.00 | 5.00 | 4.08 | 1.21 | 1.46 | 13 | 53.00 |

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

| Field | Min | Max | Mean | Standard Deviation | Variance | Responses | Sum |
|---|------|------|------|--------------------|----------|-----------|--------|
| As a place with a strong entrepreneur network / programs supporting entrepreneurs | 1.00 | 5.00 | 3.62 | 1.16 | 1.35 | 45 | 163.00 |
| As a place where entrepreneurs can locate and succeed | 0.00 | 5.00 | 3.79 | 1.20 | 1.44 | 47 | 178.00 |

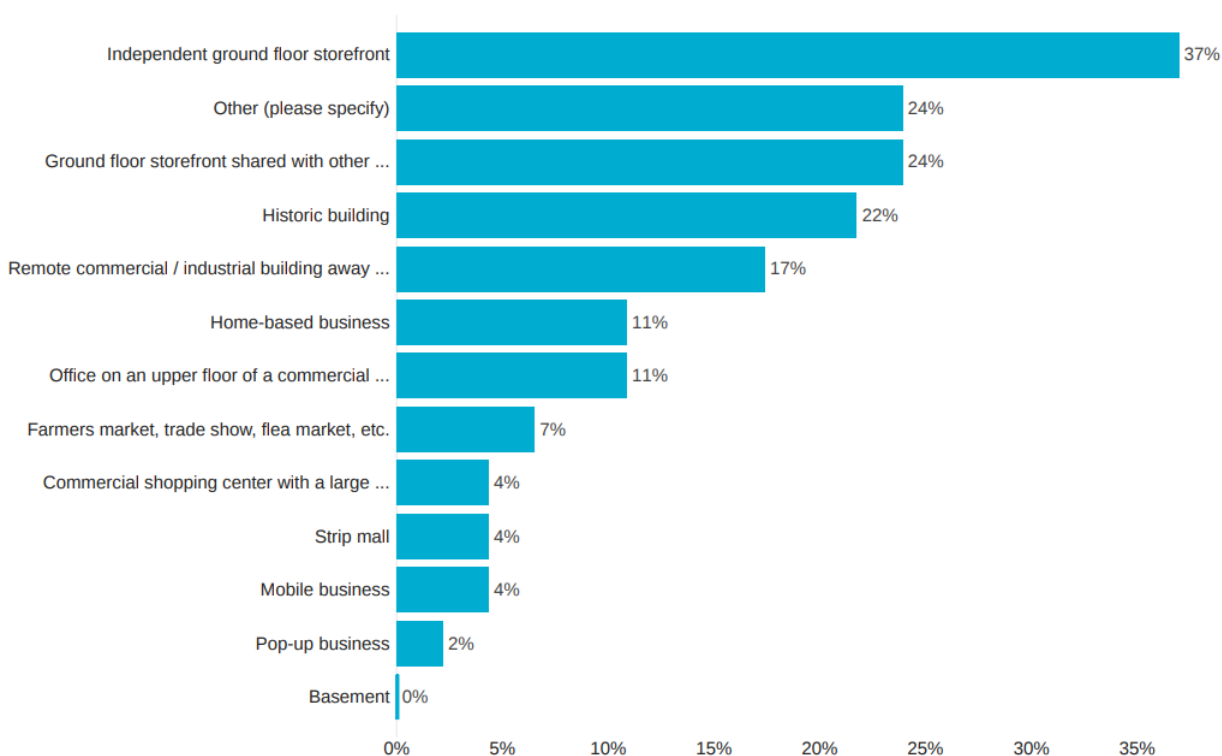
Q22 - Which of the following words or phrases could describe your current business location(s)? (Please select all that apply.)

46 Responses



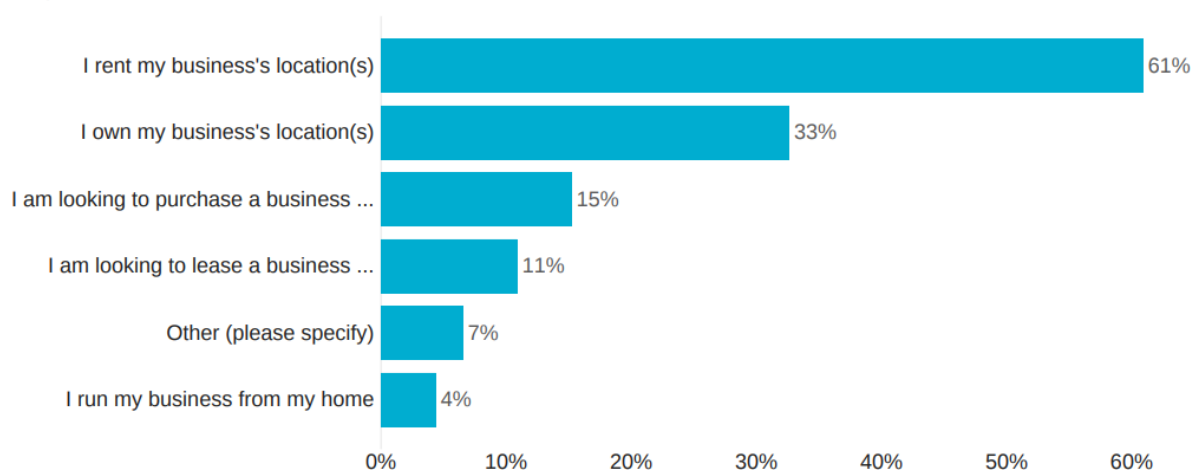
Q23 - Which of the following words or phrases could describe your ideal future business location(s)? (Please select all that apply.)

46 Responses



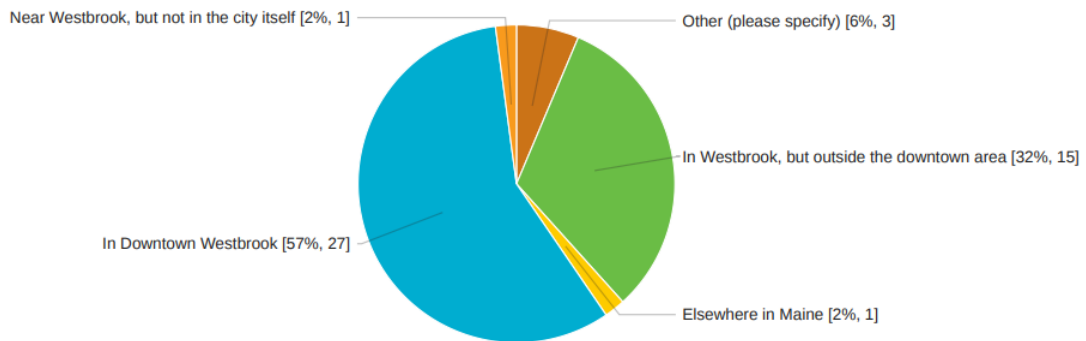
Q24 - What is your current situation relative to your business's location? (Please check all that apply.)

46 Responses



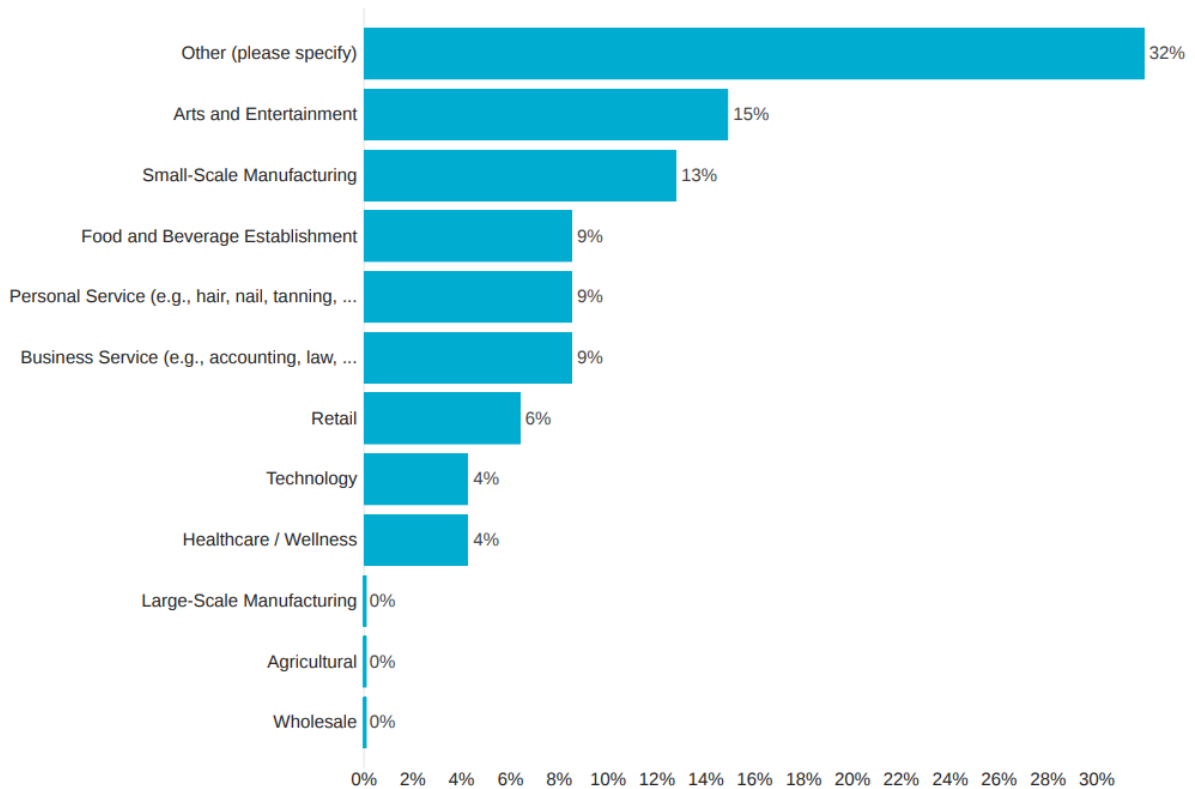
Q25 - What is the primary location of your business?

47 Responses



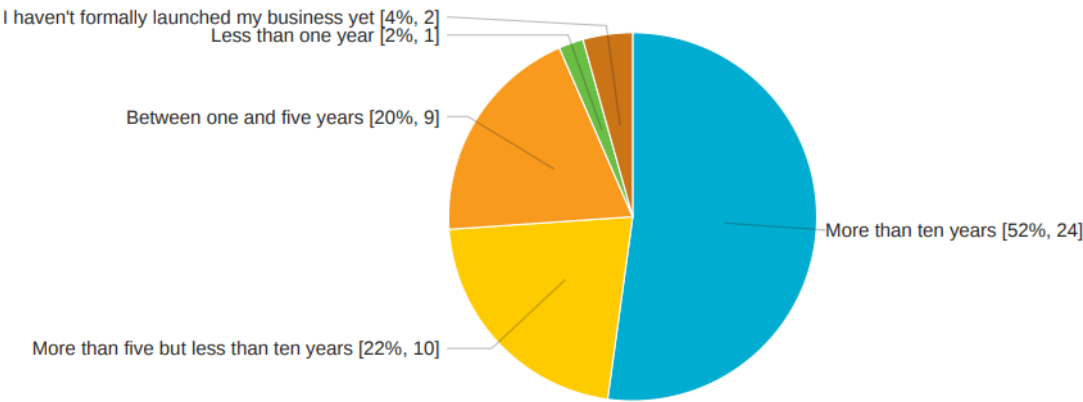
Q26 - What sector best describes your business or business idea?

47 Responses



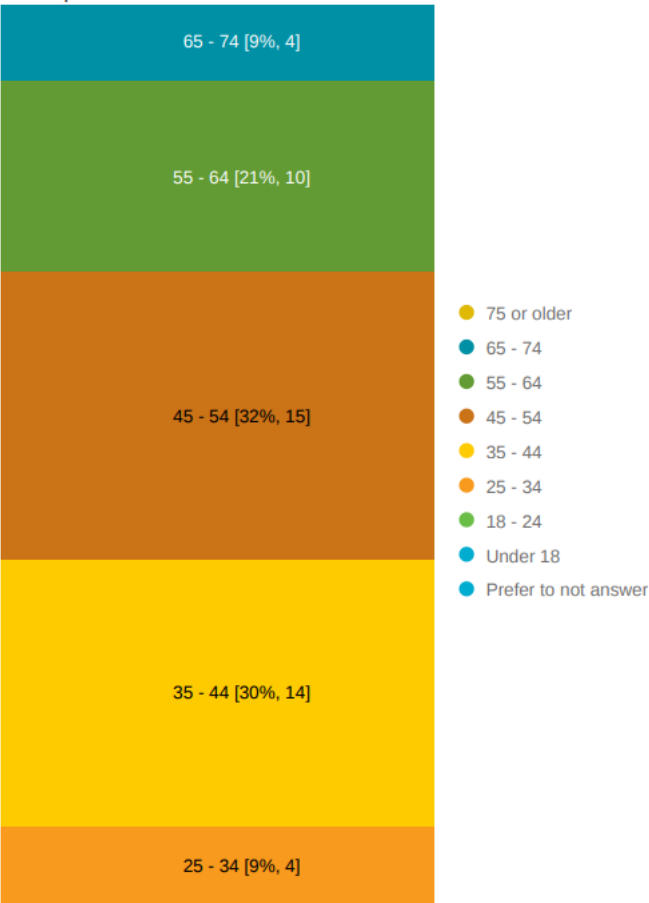
Q27 - How long have you been in business?

46 Responses



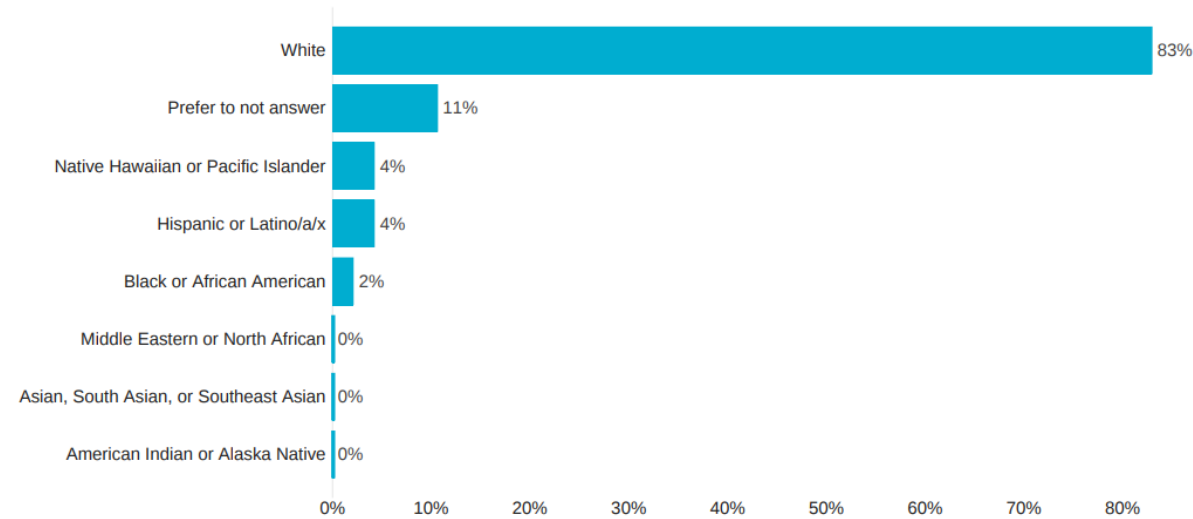
Q28 - How old are you?

47 Responses



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

47 Responses



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

47 Responses

