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CREDIT: STEVEN MILLER

ENTREPRENEURIAL ECOSYSTEMS AND THE ROLE OF COMMERCIAL DISTRICTS



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The 21st century economy has dramatically influenced the way people do business, the way businesses differentiate themselves, and the way physical place and business intersect. We are experiencing a shift in demographics, consumer shopping and transitions within our local, regional, and national economies that are impacting the development and growth of entrepreneurs. These transformations have significant implications for downtowns and commercial districts. This guide is intended to help commercial district managers better understand the multi-faceted factors at play in supporting an entrepreneurial economy, demonstrate the role revitalization leaders have in helping entrepreneurs thrive, and position quality places as central to these efforts.

THE NEW FACE OF ENTREPRENEURSHIP

Small businesses and entrepreneurial enterprises have long played an important role in defining the fabric of our communities—helping to fuel local economies, providing unique experiences for consumers, and catalyzing innovation. Over the last decade, this sector of the economy has grown, with a correspondingly greater impact on downtowns and neighborhood commercial districts across the country. Two critical factors are converging that will continue to fuel both the transition and growing importance of entrepreneurship as part of a community's revitalization efforts: an increase in the percentage of the workforce employed by small businesses, and a shift in the demographic makeup of small business owners.

According to the Small Business Administration's Office of Advocacy, "small firms accounted for 60% of net new jobs since the end of the recession (mid-2009 to mid-2013)." Small businesses are defined as independently owned and having fewer than 500 employees. Almost 80% of small businesses are sole proprietorships, or businesses without employees.

And, according to the Pew Foundation, 10,000 baby boomers retire each day, a rate that will continue through 2019. As this boomer generation—which is disproportionately represented among small business owners—nears retirement age, there are significant implications for the small business landscape. Based on research by Bank of America, 11% of baby boomer business owners plan to simply dissolve their businesses, and many more have no succession plan in place. Thus, there is a critical need to develop a proactive entrepreneurship development agenda to set the stage for the future of America's Main Street economy.

Filling the small business gap is a boom in rates of entrepreneurship among women and minority groups. According to the most recent U.S. Census' Survey of Small Business Owners, women own 36% of all businesses, a jump of 30% over the previous five years. And, women are starting businesses at a rate of 1.5 times the national average. The rate of African-American women starting businesses was nearly seven times as high as their white counterparts, and the rate among Latina women was nearly nine times as high. And the largest generation, Millennials, are showing strong signs of entrepreneurial interests. Almost two-thirds (67%) said their goal involves starting their own business, according to a study from Bentley University.

THE DIFFERENCE *PLACE* MAKES

When most experts talk about entrepreneurial ecosystems, they're looking at the policies, structures, and approaches to investment that play a role in supporting new forms of economic activity and enterprise. While these factors are important, what's often missing in this dialogue is the importance of place. This guide will provide a framework for developing a place-based strategy to support entrepreneurship in your own commercial district. Key takeaways include:

- A distinct sense of place is the glue that holds any commercial district together.
- Quality of place is a critical factor in attracting and retaining great entrepreneurial talent.
- New forms of business, generational trends, and shopping preferences all point to the central role of place in entrepreneurs' location decisions.

IMPORTANCE OF ENTREPRENEURSHIP TO DISTRICT REVITALIZATION

Main Street America communities have long understood that supporting new and existing small businesses, and the entrepreneurs who run them, represents a vital aspect of the revitalization of downtowns and neighborhood business districts. These enterprises are the key to future prosperity, so it is imperative that commercial district leaders understand their importance and support their growth. New businesses, especially those owned and operated by Millennials, immigrants, and minority groups, will bring new ideas, innovation, excitement, and jobs to communities.

As communities experience this transition in entrepreneurship, there is a corresponding transition in the habits of consumers. The move away from regional shopping malls and sterile big box stores represents a profound shift towards a more bifurcated shopping pattern. On the one hand, shoppers are seeking convenience and lower price points, while there is also a growing desire and willingness to support more experiential and value-add consumer shopping. Acknowledging these changes, and catering to those needs, is critical for commercial district managers.

Given that need, how can commercial district managers maximize their position to take advantage of these conditions? While technical and financial assistance, along with entrepreneurial networks, are critical for the formation and growth of new businesses, a place-based entrepreneurial strategy is needed. **A truly robust local entrepreneurial ecosystem recognizes a location's physical environment as a critical factor for ensuring small business success.**

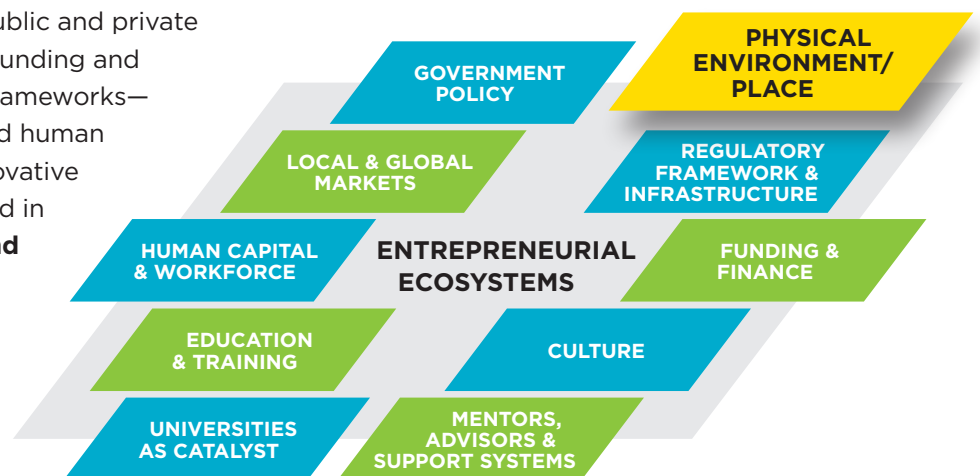
Putting “place” in a prominent position within an entrepreneurship strategy recognizes that historic business districts have the character, building stock, and walkable human scale that provides a competitive advantage within the marketplace and is conducive to the kind of personalized, experiential shopping desired by today's consumers.

WHAT IS AN ENTREPRENEURIAL ECOSYSTEM?

By most definitions, entrepreneurial ecosystems refer to the strategic alignment of a variety of public and private efforts—including government policies, funding and finance, human capital, and regulatory frameworks—to provide necessary financial, social, and human capital to foster entrepreneurship in innovative and creative ways. Frequently overlooked in these definitions is **the value of place and the physical environment as central factors in creating and growing successful enterprises.**

By emphasizing the creation and support of great places and spaces for people to live and work, commercial districts can attract new businesses and new ideas, thus contributing directly to the development of the local entrepreneurial ecosystem.

The graphic on this page illustrates the traditional “ingredients” that contribute to an entrepreneurial ecosystem, with a particular emphasis on place/physical environment.



THE ROLE OF MAIN STREET IN AN ENTREPRENEURIAL ECOSYSTEM

For today's savvy entrepreneurs, factors like the character of the space and place can have just as much weight in the decision of where to locate their business as traditional factors like taxes, utility costs, and rent. This makes the small scale of Main Street-type communities much more appealing. Places with strong character, historic building stock, and mixed-use development also tend to have more diversity in terms of business type, and have higher-density residential offerings—factors which in turn fuel a healthier entrepreneurial ecosystem. A recent study by Cushman/Wakefield of 500 businesses and entrepreneurs bolsters this conclusion:

- /// Talent attraction and retention is the most common reason why businesses ultimately made the decision to move to a downtown.
- /// Architecture also plays a role. Many respondents mentioned their desire for an open-office feel—converted warehouses and lofts impress potential workers. In addition, they take advantage of a surplus of underutilized buildings that convey local heritage.
- /// Entrepreneurs looked for locations in “live/work/play” neighborhoods, located near bars, restaurants and cafes.

References in this study to talent attraction and retention, the value of architecture, the reuse of historic buildings, and “live/work/play” communities all tie directly back to the principles that Main Street America programs have been using for decades to revitalize their downtowns. As a framework for commercial district revitalization that is rooted in improving local economic conditions and overall quality of life, the Main Street Approach is uniquely positioned to support a local entrepreneurial ecosystem. Much of the work of Main Street America programs is centered on cultivating quality spaces and places that provide a foundation for attracting new businesses, as well as creating great environments for employees to live and work. With an overall strategy to support entrepreneurs in hand, revitalization leaders can outline activities based in each of the Four Points. For instance:



ECONOMIC VITALITY By leveraging existing resources and creating new programs to fill gaps, districts demonstrate to entrepreneurs that they will be supported and have continued opportunities to grow and thrive.

DESIGN Communities that honor their architectural and natural resources, and create easy access to amenities will attract entrepreneurs who value unique spaces, multi-modal transportation, and available technology.

PROMOTION Spreading the word about available local resources can create buzz and generate interest with entrepreneurs looking for a place to start.

ORGANIZATION Developing new partnerships is key to leveraging collective resources, identifying roles, and connecting entrepreneurs.

ENTREPRENEURSHIP AND THE FOUR POINTS

The Main Street Approach provides a strong framework for districts to grow their entrepreneurial ecosystems. Each of the Four Points easily lends itself to this work. Some example strategies in each point include:

ECONOMIC VITALITY

- Offer technical assistance workshops in support of small business development
- Create incentives to drive targeted new entrepreneurial investments
- Develop a downtown incubator, accelerator, or innovation work center
- Leverage proximity to other entrepreneurship hubs
- Create a strategic downtown development plan with an entrepreneurship component
- Encourage cultural or distinctive businesses or institutions
- Launch pop-up showcases
- Recruit “Third Space” businesses

- Develop downtown clubs or networking activities for young professionals and entrepreneurs
- Create new partnerships with entrepreneurship stakeholders such as:
 - Small Business Development Centers
 - Local universities and community colleges
 - Tech groups
 - Young professional groups
 - Media to market new ventures
 - Developers

ORGANIZATION

DESIGN

- Enhance the local digital infrastructure, including cell, fiber and Wi-Fi networks
- Be willing to drive innovative uses of space beyond retail, such as manufacturing
- Provide access to transportation alternatives (recreation trails, bike/hike paths, car shares)
- Create live/work spaces
- Place a greater focus on downtown housing on second floors and as part of infill developments



- Conduct events designed to promote, encourage and showcase entrepreneurship. Examples include pop-up retail and “Shark Tank” events
- Run feature articles on new entrepreneurs locating to your district
- Use of targeted entrepreneurship marketing materials that outline local ecosystem resources
- Create a downtown blog
- Run a social media contest for favorite, innovative or quirkiest district entrepreneur

PROMOTION

LOCAL ENTREPRENEURIAL ECOSYSTEMS IN HARRISONBURG AND DETROIT: A CLOSER LOOK AT PLACE-BASED ECOSYSTEM DEVELOPMENT

While Harrisonburg, Virginia, and Detroit, Michigan, are two very different locales, they both illustrate the fundamental principle that “place” is a critical factor in the development of a vibrant local economy. The thriving downtown district in Harrisonburg is the driving force behind the town’s entrepreneurial renaissance, while the unparalleled sense of opportunity and critical need to generate new forms of enterprise in Detroit (detailed on the following page) have fueled new innovative approaches to small business support in that city.

A TECH HUB IN SHENANDOAH VALLEY (HARRISONBURG, VIRGINIA)

The town of Harrisonburg, Virginia, situated in the Shenandoah Valley and home to a large student and recent graduate population, is a prime example of how a local Main Street effort can contribute to a culture of entrepreneurship and innovation. In recent years, a cluster of tech start-ups has sprung up downtown, taking advantage of a wide range of incentives the community has developed, including tax incentives for eligible companies that locate in the downtown area.

With key partners like the Center for Entrepreneurship at James Madison University equipping students with the know-how to start their own enterprises, the local Small Business Development Center providing free training and resources to local businesses, and the Main Street America program Harrisonburg Downtown Renaissance (HDR) ensuring that the downtown district continues to draw residents and support growth, there is a community wide commitment to supporting a holistic ecosystem of entrepreneurship.



CREDIT: HARRISONBURG DOWNTOWN RENAISSANCE

While the results of coordinated efforts are impressive, Harrisonburg Downtown Renaissance knows the work is never truly done. Looking to the future, HDR is focused on ensuring that existing businesses continue to adopt new data-driven approaches to expand their customer base, helping them shift towards more experiential—not just transactional—modes of operating, and deepening engagement efforts to make sure that the mix of businesses and stakeholders in the entrepreneurship ecosystem reflects the diversity of the community.

Harrisonburg Downtown Renaissance received the Great American Main Street Award in 2014. [Watch their GAMS video here.](#)

For more information, check out [Harrisonburg Downtown Renaissance’s website](#).



HARRISONBURG
DOWNTOWN
RENAISSANCE

LOCAL ENTREPRENEURIAL ECOSYSTEMS IN HARRISONBURG AND DETROIT: A CLOSER LOOK AT PLACE-BASED ECOSYSTEM DEVELOPMENT

MOTOR CITY MATCH (DETROIT, MICHIGAN)

Motor City Match is a unique entrepreneurship and real estate program in Detroit that pairs small business owners with the city's available vacant and under-used spaces, providing competitive grants, loans, training, and technical assistance to building owners and business owners. Motor City Match offers \$500,000 in resources each quarter.



CREDITS: MICHIGAN HISTORIC PRESERVATION NETWORK

Administered by the Economic Development Corporation of the City of Detroit (EDC) and staffed by the Detroit Economic Growth Corporation, Motor City Match offers two tracks: [the Building Owner Track for property owners looking for quality tenants to fill their vacant spaces](#); and [the Business Owner Track for business owners looking to start or expand in Detroit](#). Within each track, building owners and business owners apply for competitive financial and technical assistance to help them through renovation, build-out and startup.

For more information, check out www.motorcitymatch.com.



To support the burgeoning entrepreneurial ecosystem in Detroit, all business owners who receive financial or technical assistance through Motor City Match must open within one year of their awards and commit to staying in Detroit for at least two years. Building owners and business owners may use grants and loans to pay for building renovations, equipment, code compliance, working capital, and inventory.

Motor City Match's broad variety of funding sources demonstrates Detroit's commitment to creating and supporting an ecosystem of entrepreneurship. Several city departments, small business service providers, and community organizations are also part of the unified partnership to advance small business growth and corridor revitalization in Detroit, as well as the Department of Housing and Urban Development Community Development Block Grants (CDBG), and

six lending partners specifically committed to small business and construction loans: Detroit Development Fund, Invest Detroit, Detroit Microenterprise Fund, Capital Impact Partners, Detroit Local Initiatives Support Corporation (LISC) and the Michigan Women's Foundation.

GETTING READY FOR IMPLEMENTATION

In the proceeding pages, we’ve detailed the key factors that influence the health and vitality of entrepreneurship at a commercial district level, demonstrated how a place-based strategy is a critical element of a robust entrepreneurship ecosystem, and previewed some examples of how entrepreneurship ecosystems work in practice. Now, it’s your turn. Like all Main Street work, establishing an entrepreneurship ecosystem requires commitment and investment over the long-term, and change happens incrementally. But, getting started does not require a big financial investment or significant shift in your strategic priorities.

There are three important components to get started:

- 1) Assessment:** understanding what your assets are;
- 2) Convening:** getting to know the key players, and building connections; and
- 3) Implementation:** creating targeted activities based on filling gaps and leveraging unique market opportunities within your district.

ASSESSMENT Conduct an assessment of the current entrepreneurial ecosystem within the community, as well as your own organizational capacity to spearhead such an effort. Your organization’s role might be convener, trainer, financial resource provider, or matchmaker. Understanding the unique position you hold, and defining that for the market is fundamental. From there,

you can assess the gaps in the ecosystem, and identify potential resource partners. See worksheets on following pages for an asset-mapping framework.

CONVENING Get to know your district entrepreneurs by holding an entrepreneur focus group. The primary purpose is to get feedback from entrepreneurs on the programs and environment for entrepreneurship in your community. However, you’ll also find that these groups provide an opportunity for entrepreneurs to network and share information with one another. Be sure to build in some flexible time so that this networking can occur. See sample questions—ready for you to tailor to your program—in the box below.

SAMPLE ENTREPRENEUR FOCUS GROUP QUESTIONNAIRE

1. Please tell us about yourself and your company. Why are you and your business located in this region?

2. What is the biggest challenge facing your business today?

3. Where do you turn when you have issues or problems with your business? Have you been satisfied with this support?

4. Have you ever used (reference your local entrepreneurship development) programs? Have you been satisfied with this support?
5. Tell us a bit about your perceptions of entrepreneurial development in our region. What are your key concerns in terms of future entrepreneurship in this region?

6. What are entrepreneurship support groups, private sector providers, organization or local elected officials doing to help make your business successful? What more could they/we be doing?

7. Would you encourage your children to become entrepreneurs in this community?

8. Do you feel that our community values and supports entrepreneurs like you? In what ways do you think the community could increase this support?

IMPLEMENTATION Using the data collected through the assessment and convening, develop priority activities for supporting an entrepreneurial ecosystem in your district. This step can appear to be overwhelming as you may have many gaps in your current ecosystem. It's important to be incremental and build upon early successes. Small, but important, activities can be as simple as creating a partnership with your local Small Business Development Center to offer business planning assistance within your district, writing up a profile of a new entrepreneur within your district on your Facebook page, or sending out a "Business Wish List" to key entrepreneurship stakeholder organizations and entities within your region.

While there are many potential implementation activities and example programs (see Entrepreneurship and the Four Points section), it is important to understand your district's distinct market and develop entrepreneurial programming, partnerships, and resources that are targeted toward those specific opportunities. For example, if your district has a strong niche in outdoor recreation businesses, then consider developing incentives that are geared to recruiting complementary entrepreneurs, such as outfitters, bike stores, or cafes. Another aligned activity could be creating new signs that designate the location of trail heads. This is all part of more robust and targeted implementation work that will further refine the place-based aspects of your entrepreneurial ecosystem.

A City of Seattle Community Technology meeting.

CREDIT: CITY OF SEATTLE
COMMUNITY TECH



MAKING IT HAPPEN

The following community strategies were adapted from *Enabling Entrepreneurship Ecosystems*. (Kaufmann Foundation, 2016)

ENGAGE WITH LOCAL ENTREPRENEURS Rather than developing policies abstractly intended to correct "market failures," policymakers should listen to what entrepreneurs have to say about their challenges. That input should be used to develop policies that stimulate idea exploration, product development and increased rates of deal flow.

UNDERSTAND EXISTING PROGRAMS AND TOOLS Entrepreneurial supporters should create an inventory or matrix that indicates who the participants in the ecosystem are and how they are connected. Ecosystem maps can become valuable tools in developing engagement strategies.

BE INCREMENTAL AND FOCUS ON IMPLEMENTATION This simple rule, long a guiding principle for entrepreneurial ventures, also holds true for successful entrepreneurial ecosystems. The ecosystem should enable the connectivity needed for early success, and then clear the runway for future growth.

TOUGH ECONOMIC CONDITIONS CAN CREATE ENTREPRENEURIAL OPPORTUNITIES Much like the rotting trunk of a fallen tree feeds the growth of new saplings, economic disruption creates entrepreneurial opportunities. Because disruptions are inevitable in economic and social life, architects of entrepreneurial ecosystems should anticipate them and prepare to make the most of the opportunities they create.

ASSET MAPPING TOOL

Starting with the Entrepreneurial Ecosystem Checklist, check off all the programs and resources available in your community and region. Then, complete a worksheet for each of the main categories in the checklist. Start with the Entrepreneurship Programs Worksheet, proceed to the Business Services Worksheet, Capital Programs Worksheet and finally the Place-Based Assets Worksheet. Try to be specific and identify known resources that fit into the categories within the checklist. Use the checklist and worksheet as a means to identify known resources within the ecosystem as well as key gaps that may serve as barriers to creating a more sustainable and robust commercial district. By knowing the gaps, key stakeholders can align their approach to creating programs and activities that fill these voids in a targeted manner.

ENTREPRENEURIAL ECOSYSTEM CHECKLIST

Entrepreneurship Programs

- Mentors/Peer Groups
- Self-Awareness Assistance
- Assessment
- Training
- Marketing
- Business Plan Development
- Feasibility Studies
- Technical Assistance
- Specialized Assistance

Business Services

- Accounting
- Legal
- Human Resources
- Information Technology
- Financing
- Business Transfer Planning
- Production
- Marketing
- Market Identification & Development
- Shared Services

Capital

- Literacy
- Micro Lending
- Revolving Loan Funds
- Commercial Lenders
- State/Federal Program Linkages
- Angel Investors
- Seed Capital
- Venture Capital

Place-Based Assets

- Incubators/Accelerators
- Drop-In Spaces
- Third Spaces
- Cell and Internet Infrastructure
- Social/Networking Events
- Pop-Ups
- Transportation Infrastructure

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ENTREPRENEURSHIP PROGRAMS WORKSHEET

MENTOR/PEER GROUP PROGRAMS	AWARENESS & ASSESSMENT PROGRAMS
MARKET DEVELOPMENT & MARKETING PROGRAMS	BUSINESS PLAN DEVELOPMENT
TECHNICAL ASSISTANCE PROGRAMS (1)	FEASIBILITY STUDY SUPPORT
SPECIALIZED ASSISTANCE PROGRAMS (2)	TRAINING PROGRAMS (3)

(1) Examples of technical assistance programs might include manufacturing extension, cooperative extension, Small Business Development Centers, SCORE, and programs associated with incubator facilities.

(2) Examples of specialized programs include the technology transfer and commercialization programs commonly provided by universities, the Import/Export Bank, and e-commerce programs.

(3) Examples of training programs might include Fastrac, NxLevel, REAL, Core Four and other similar programs.

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BUSINESS SERVICES WORKSHEET

ACCOUNTING	LEGAL
HUMAN RESOURCES	FINANCING
BUSINESS TRANSFER PLANNING	PRODUCTION CONSULTING
MARKETING AND MARKET DEVELOPMENT	INFORMATION TECHNOLOGY
SHARED SERVICES	OTHER?

Note: Not all business services are equal. Some services can address basic needs such as financial bookkeeping, while others can handle the complicated issues of business transfer planning. One way to assess the capacity of the service is to look at the kinds of clients it serves. Clients with complicated and sizeable business structures indicated that the business service has higher capacity levels.

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CAPITAL PROGRAMS WORKSHEET

FINANCIAL LITERACY*	MICRO-LENDING PROGRAMS
REVOLVING LOAN PROGRAMS	COMMERCIAL LENDERS
LINKAGES TO STATE/FEDERAL \$ PROGRAMS	LOCAL ANGEL INVESTORS
SEED, VENTURE & EQUITY INVESTORS	OTHER?

**Financial Literacy relates to the entrepreneur’s knowledge and experience with various forms of capital and financing arrangements. Strategies to help entrepreneurs become more capital aware are critically important.*

Note: Chances are that multiple capital resources exist. Whether private or public, these resources are often complicated to use and challenge the entrepreneur. Creating help within the community to assist the entrepreneur work through the red tape of these programs is important to building a capital rich environment.

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PLACE-BASED ASSETS WORKSHEET

INCUBATORS/ACCELERATORS

DROP-IN SPACES

THIRD SPACES (Cafes/Breweries/Libraries)

CELL AND INTERNET INFRASTRUCTURE

SOCIAL/NETWORKING EVENTS

TRANSPORTATION INFRASTRUCTURE
(Trails, Bike Lanes, Walkability, Rail, Interstate, Bus, Cab, Air)

POP-UPS (Mobile or Storefront)

ADDITIONAL RESOURCES

1. Small Business Administration. www.sba.gov Find information, links and resources to help you start and grow your business, including SBA-guaranteed loans.

2. SCORE. www.score.org The Service Corp of Retired Executives (SCORE) matches entrepreneurs with experienced mentors to receive free counseling and advice, in person or online.

3. Small Business Development Centers. www.americassbdc.org Expert business advisors at the SBDC near you can help with all aspects of starting and growing your business—for free. And don't forget the Women's Business Centers.
www.sba.gov/tools/local-assistance/wbc

4. Kaufmann Foundation. www.kauffman.org The largest foundation dedicated to creating more entrepreneurs. Kaufmann publishes research on entrepreneurship, as well as funds entrepreneurship education and advocacy.

5. Babson College. www.babson.edu/Academics/centers/blank-center/Pages/home.aspx Babson is a leading provider of entrepreneurship education and research. Each year, they also publish the Global Entrepreneurship Monitor.

6. Center for Rural Entrepreneurship. www.energizingentrepreneurs.org The Center for Rural Entrepreneurship's mission is to help community leaders build a prosperous future by supporting and empowering business, social and civic entrepreneurs.

7. International Business Innovation Association. www.inbia.org The International Business Innovation Association is the world's leading organization advancing business innovation and entrepreneurship. Each year, it provides thousands of professionals with information, education, advocacy and networking resources to bring excellence to the process of assisting early-stage companies.

8. JumpStart Inc. www.jumpstartinc.org JumpStart is a non-profit entrepreneurship assistance provider in Northeast Ohio. The organization also provides technical assistance nationally, helping communities develop entrepreneurship ecosystems.



Main Street America™ has been helping to revitalize older and historic commercial districts for more than 35 years. Today, it is a network of more than 1,600 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, a subsidiary of the National Trust for Historic Preservation.

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