

A woman wearing a white hairnet and a dark blue sweater is shown in profile, looking down at a large tray filled with numerous small, round, white dough balls. The background is a plain, light-colored wall.

# Feasibility Assessment for Urban Business Resource Center

Presented by:

**CENTRAL INDIANA INITIATIVE**

Developed By:



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## PURPOSE OF ENGAGEMENT

The Build Back Better – Central Indiana Initiative (BBBCII) is the result of long-range planning efforts driven by a consortium of industry, government, nonprofit, and other partners who are aligning transformative projects to **address critical gaps in Central Indiana’s food processing and manufacturing cluster**, improve **equitable access** to and outcomes of the cluster, and **accelerate growth** in this key regional and state cluster of industries. The Central Indiana Initiative Coalition (the Coalition) is led by the City of Indianapolis with support from Flanner House, 16 Tech Innovation District, Indiana University (IU) Health, Marian University, and Local Initiatives Support Corporation (LISC).

If awarded grant funds, the BBBCII aims to support an Urban Business Resource Center (UBRC). The goal of the UBRC will be to provide state-of-the-art facilities and high-value resources and programming for start-ups and small businesses into sustainable enterprises within food processing and manufacturing clusters in the Central Indiana region.

In support of its finalist application for the U.S. Economic Development Administration (EDA) Build Back Better Challenge Phase I planning grant, BBBCII contracted with consulting firm, Thomas P. Miller & Associates, LLC (TPMA), through a competitive procurement process to assist the Coalition with the preparation of an application that satisfies several of the EDA’s requirements, specifically:

1. “A feasibility study establishing the market demand for the specific start-up companies proposed for incubation (technology, general business, bio-tech, manufacturing, etc.), presence of necessary resources, and community support for the incubator”
2. “Documentation with detailed demonstration that the applicant has the financial capacity to operate the incubator facility (if applicable) and reach a positive cash flow within a reasonable period of time, which EDA generally expects to be three years”
3. “A management plan for operation of the incubator that, at a minimum, includes a/an:
  - a. Tenant/client selection policy that includes a description of the types of businesses sought and any established selection criteria;
  - b. Tenant lease or license agreement (if applicable) that enumerates the shared services to be provided; delineates the incubator's business assistance policy, including the provision of management, technical, and training, assistance, and the incubator's graduation policy; and establishes periodic access to the tenant's business records to permit assessment of the financial and operational viability of the tenant's business;
  - c. Business assistance policy that outlines the various types of assistance that the incubator will provide to start-up firms, including how the incubator will support tenants/clients with access to capital needed to grow their businesses successfully;
  - d. Staffing plan that details the talent and resources that will be dedicated to supporting the startup companies accepted into the incubator;
  - e. Tenant graduation policy that is documented as a provision of the tenant lease or license agreement (if applicable) with clear requirements for tenant graduation from the facility or services of the incubator; and
  - f. Incubator performance plan that includes how the incubator will track the success of incubator tenants/clients, specifically identifying what performance measurement data the incubator proposes to collect from tenants/clients and for what period of time during and after the service period the data will be collected. This should also include members

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of any oversight or policy board for the incubator that will be responsible for setting performance goals of the incubator, selecting, or approving selections of staff, establishing, and reviewing policy, and monitoring performance.”<sup>1</sup>

The report that follows is structured to address each of these distinct tasks separately. The first section, **Feasibility Assessment**, highlights strong industry growth in the Coalition’s targeted industry sector, Food Manufacturing (NAICS 311). Given the similarities and overlap this sector shares with the Beverage and Tobacco Manufacturing (NAICS 312), the team also highlights its impressive growth in the region as well. The demonstrated demand for additional services in support of entrepreneurs in these sectors, as well as those launching businesses in affiliated support/supply chain industries serving the Food Manufacturing cluster, is further evidenced with responses to a recent, original survey of demand conducted on behalf of the coalition.

The second section, **Programming Overview**, sets the stage for the remaining sections in the report by describing the curricula the Coalition will adopt as the foundation of its programming to entrepreneurs.

The third section, **Financial Capacity**, highlights budgetary plans, income sources, and future development goals of the coalition. In accordance with EDA guidance, this section models a three-year trajectory to positive cash flow for the UBRC’s programming.

The fourth and final section, **Management Plan**, addresses the six required components, as identified by the EDA (and listed in detail above). Woven through this section are examples of best practices the Coalition will adopt, as well as programming details and specific expected outcomes of the initiative.

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<sup>1</sup> <https://eda.gov/files/arpa/build-back-better/ARPA-BBBRC-NOFO.pdf>

## FEASIBILITY ASSESSMENT

EDA's Guidance requires a feasibility assessment in support of finalist applications that reviews<sup>2</sup>:

1. The **market demand** for start-up companies in the industry proposed for incubation,
2. The presence of **necessary resources** for the industry, and
3. The **community support** of the incubator.

This section addresses each of these required components in turn.

### Market Demand

To highlight the market demand in the targeted industry of this initiative (food processing and manufacturing), we highlight several important trends that point to strong growth in industry employment, an expanding base of employers, and a large ripple impact on supply chain and support industries serving the primary cluster. The team utilized EMSI/Burning Glass proprietary software to access data from the Bureau of Labor Statistics, the US Census Bureau, Bureau of Economic Analysis, and local governments and tax offices. All data presented are aggregated from and restricted to the Central Indiana Region, which includes the counties of Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Putnam, and Shelby.

Beginning with a focus on the two primary business sectors that will be primarily<sup>3</sup> targeted by the UBRC, Food Manufacturing (NAICS 311) and Tobacco and Beverage Manufacturing (NAICS 312)<sup>4</sup> have enjoyed steady growth over the last decade. Even during 2020, with COVID-19 forcing layoffs and shut-downs across the entire economic spectrum, Food Manufacturing in the region remained steady, growing modestly during the year, and outperforming the economy as a whole. Moreover, according to BLS-informed models developed by EMSI/Burning Glass, both sectors are projected to continue this expansion through 2030 (Figures 1 & 2 below). Strong industry growth highlights a healthy market, which, as it continues to expand will, by default, apply upward pressure on the demand for the type of programming proposed by the Coalition.

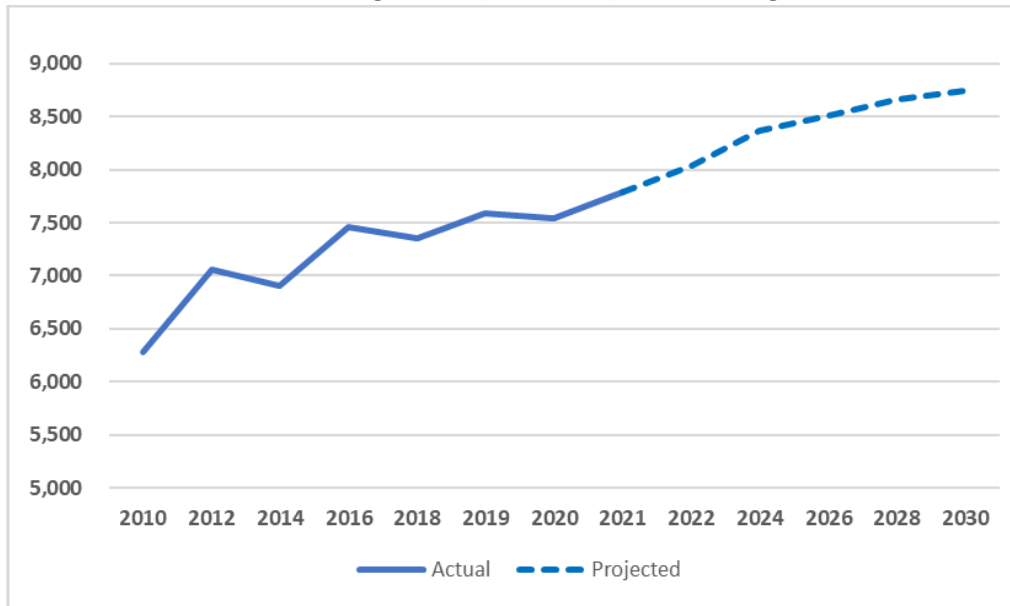
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<sup>2</sup> <https://eda.gov/files/arpa/build-back-better/ARPA-BBBRC-NOFO.pdf>

<sup>3</sup> Although it is important to note that services will not be restricted to these sectors alone, but to any entrepreneur whose business is attached to, affiliated with, or dependent upon the broader Food/Tobacco/Beverage Manufacturing cluster.

<sup>4</sup> See Appendix A for a brief overview of the North American Industry Classification System and a full listing of the 6-Digit Industry Sub-Sectors included in the broader Food Manufacturing (311) and Tobacco/Manufacturing (312) industry sectors.

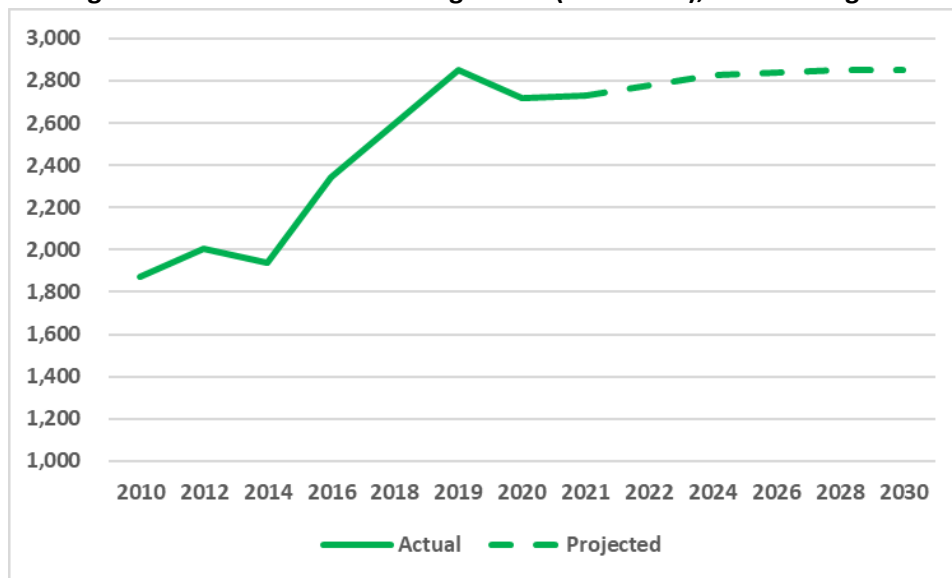
**Figure 1: Regional Employment\*,  
 Food Manufacturing Sector (NAICS 311), 2010 through 2030\*\***



*\*Employment counts from the Quarterly Census of Employment and Wages (QCEW) program, for the Central Region of Indiana, including the counties of: Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Putnam, and Shelby.*

*\*\*Projected Employment from the “EMSI-type” projections model, from EMSI/Burning Glass*

**Figure 2: Regional Employment\*,  
 Beverage and Tobacco Manufacturing Sector (NAICS 312), 2010 through 2030\*\***



*\*Employment counts from the Quarterly Census of Employment and Wages (QCEW) program, for the Central Region of Indiana, including the counties of: Boone, Brown, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, Putnam, and Shelby.*

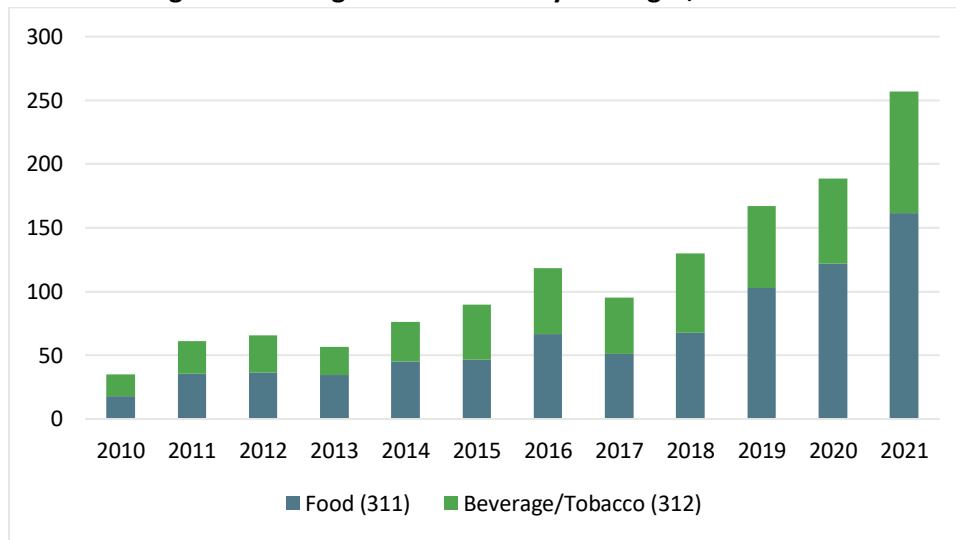
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*\*\*Projected Employment from the “EMSI-type” projections model, from EMSI/Burning Glass*

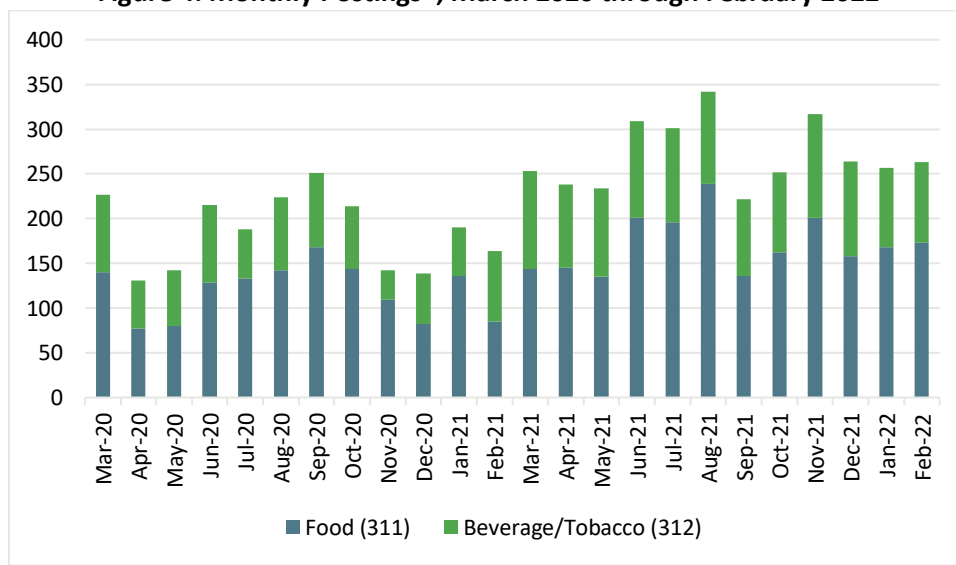
These trends in employment are echoed in recent hiring trends in the food and beverage/tobacco manufacturing industries. Figure 3 highlights annual average monthly postings from 2010 through 2021 and Figure 4 shows the month-over-month hiring rebound in the industries since the start of COVID restrictions in March 2020. Both show strong upward trends, indicating a healthy demand for industry services, and importantly a sector that features business expansion and year-over-year organic growth. This environment is ripe for further acceleration with the introduction of supportive programming, sustainable growth planning, investment development and enhanced access for members of traditionally excluded communities – BIPOC, Veterans, Females, LGBTQ, and Persons with Disabilities: all included in the programming suite to be offered at the Incubator.

**Figure 3: Average Annual Monthly Postings\*, 2010-2021**



*\*Data from the EMSI/Burning Glass Series, Postings represents unique, de-duplicated job advertisements, does not represent number of openings or new hires/*

**Figure 4: Monthly Postings\*, March 2020 through February 2022**



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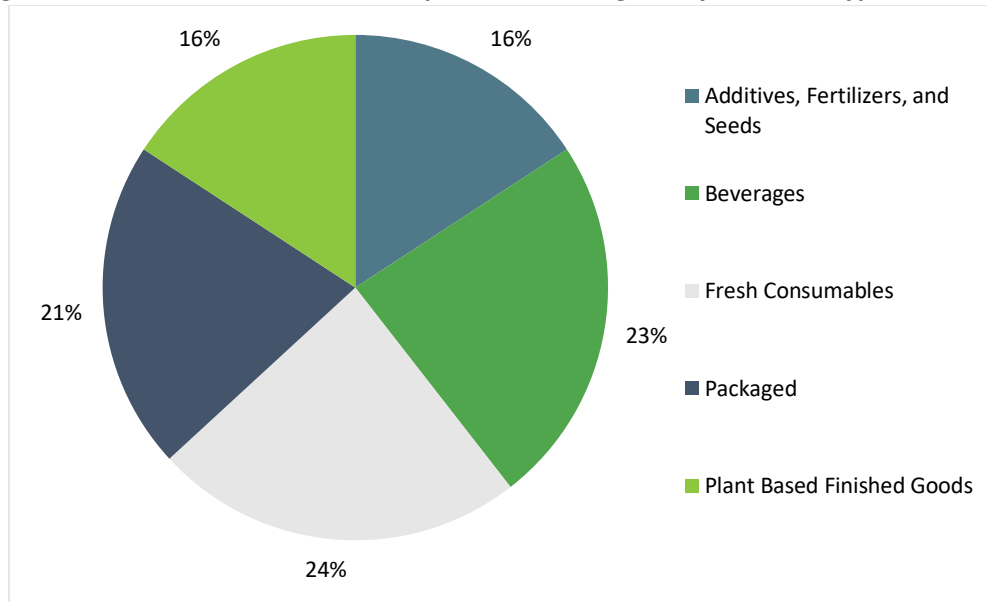
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*\*Data from the EMSI/Burning Glass Series, Postings represents unique, de-duplicated job advertisements, does not represent number of openings or new hires*

To further our review of the demand for start-up/entrepreneurial/incubator services providing support to the indicated sectors<sup>5</sup>, the team examined supplemental data provided by the Coalition and collected by local chambers and development authorities. This data was extremely valuable in overcoming suppression issues with county-level detail attached to publicly released counts. This data further illustrates a rapidly expanding sector of businesses, exacerbating the demand for services designed to assist entrepreneurs in the field.

Over the last 5 years, collected data accounts for 31 establishments launching 38 expansion efforts, leading to the creation of just over 2,000 new jobs in the region. The pie chart in Figure 5 below illustrates the breakdown of these expansions by business type, with Figures 6 through 10 providing additional sub-sector detail.

**Figure 5: New Establishments and Expansions\* in Region, by Business Type, 2016-2020**

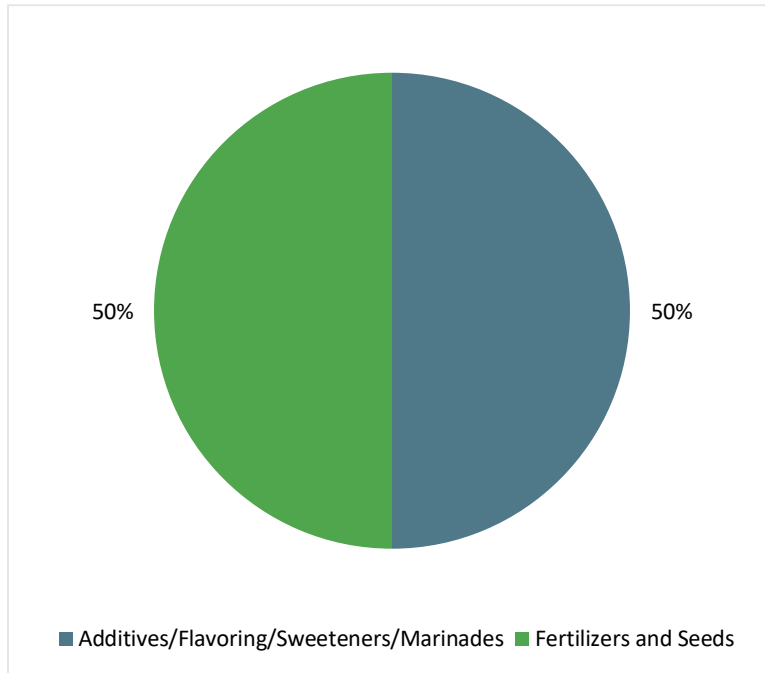


*\*Total of 38 new expansions, by 31 unique employers represented in the chart.*

<sup>5</sup> Again, with the caveat that services and programming will be provided to a wide array of industry entrepreneurs, within the targeted industries themselves (Food/Tobacco/Beverage manufacturers and processors), up and down its affiliated supply chain, and impacted/dependent upon the industry (e.g., specialty manufactures of processing equipment, cold storage transportation and storage operations, etc.).

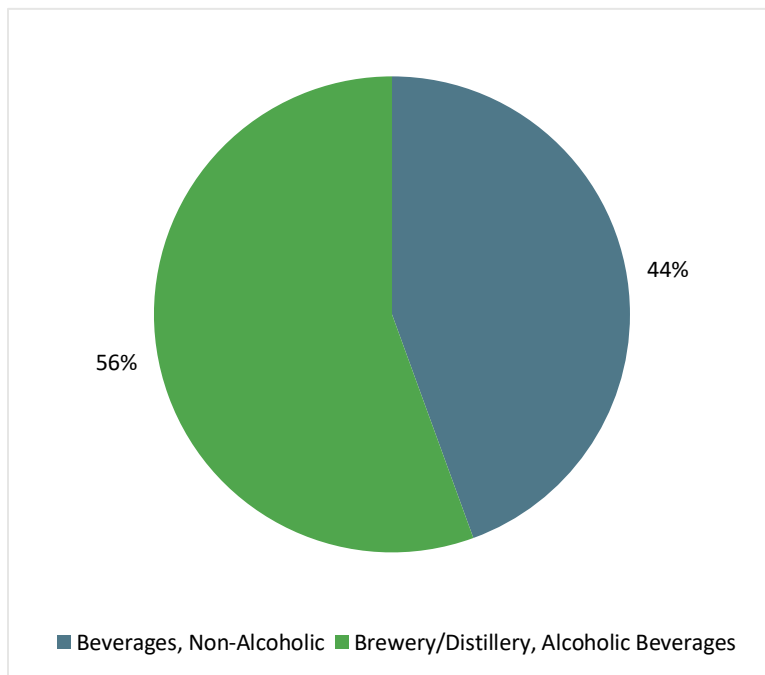


**Figure 6: Additives, Flavoring, Fertilizers, Seeds Category\***



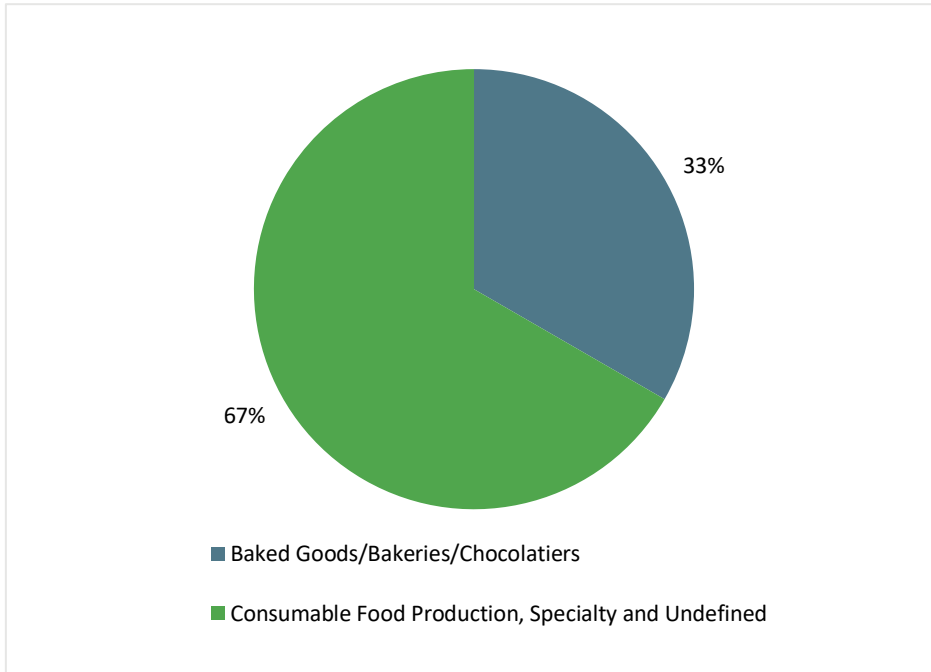
*\*9 Expansions, 2016-2021*

**Figure 7: Beverages Category\***



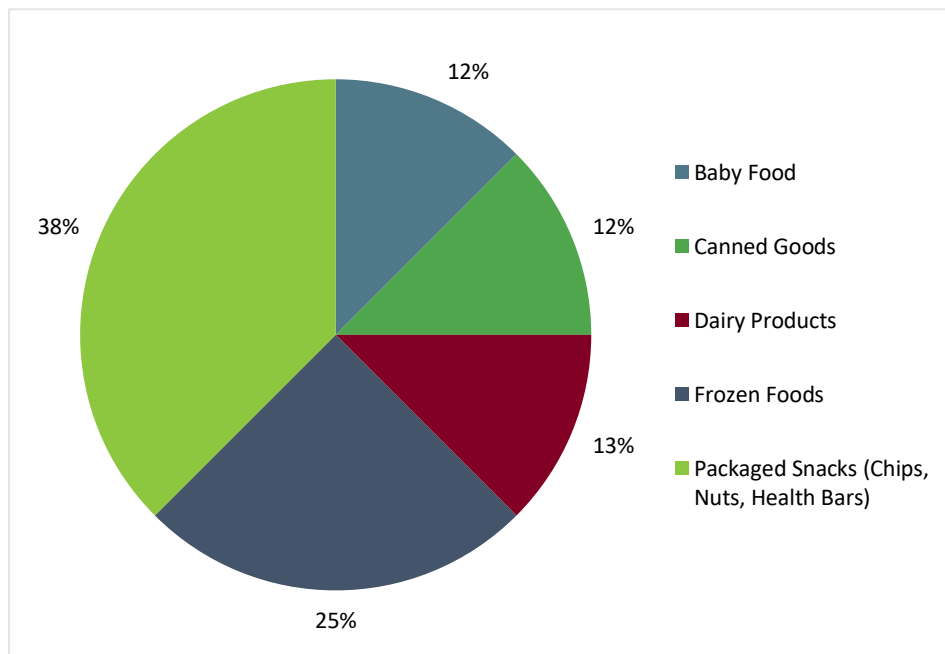
*\*6 Expansions, 2016-2021*

**Figure 8: Fresh Consumables Category\***



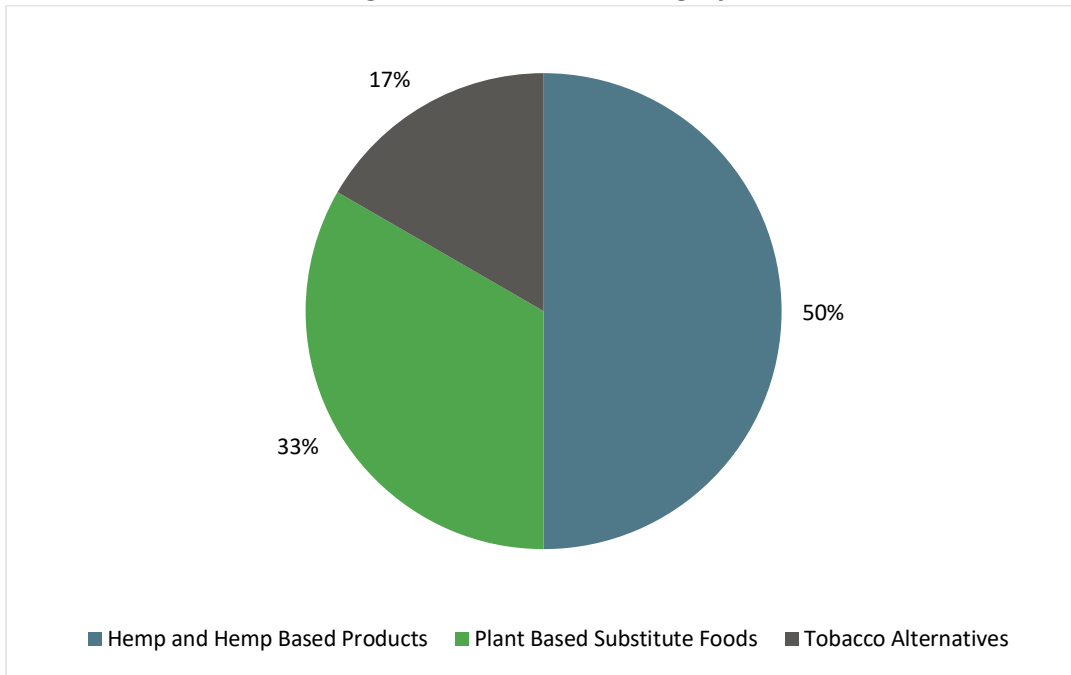
*\*9 Expansions, 2016-2021*

**Figure 9: Packaged Food Category\***



*\*8 Expansions, 2016-2021*

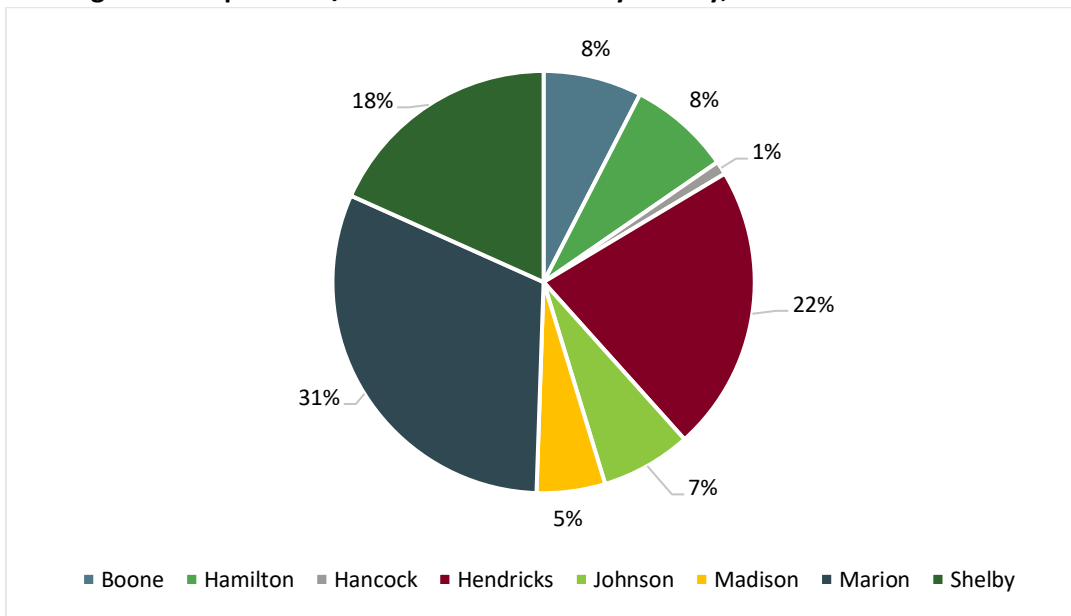
**Figure 10: Plant Based Category\***



*\*6 Expansions, 2016-2021*

Figure 11 below highlights the geographic dispersion of these expansions, by county. While Marion County, home to Indianapolis, accounts for 31% percent of the expansions/new establishments, the overall distribution of these initiatives across the region is impressive. This not only supports the depth of the demand, illustrated by the growth trends highlighted earlier, but the breadth of the demand for entrepreneurial support across the greater region.

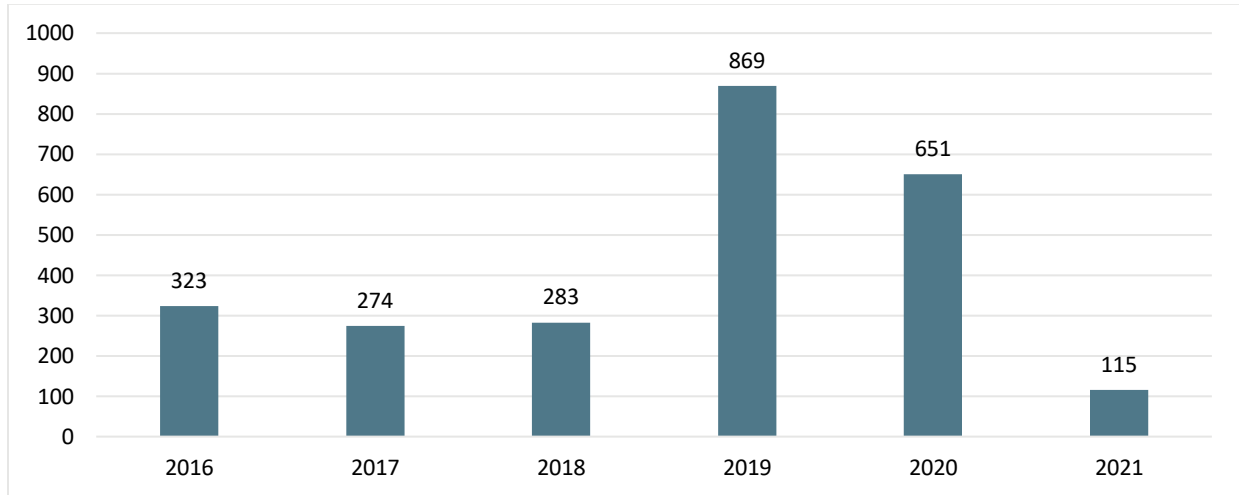
**Figure 11: Expansions/New Establishments by County, Count of Created Jobs\***



*\*Collected Data represents 38 unique expansions, creating 2,095 jobs between 2016-2021*

Figure 12 below highlights the expansion, by year. Particularly illustrative is the slowing of new expansions/establishments in 2021 despite overall strong growth in industry employment. While certainly organic growth and the deleterious impact, undoubtedly, of the COVID-19 pandemic and all it entails on a potential launch, can account for the slowdown in new initiatives in 2021, it also suggests a demand for the type of support and services proposed by the Coalition to foster and promote the next wave of entrepreneurs in the Food Manufacturing cluster of businesses.

**Figure 12: Jobs Created by Year\*, Expansion/New Establishment Activities**



*\*Collected Data represents 38 unique expansions, creating 2,095 jobs between 2016-2021*

Finally, to fully illustrate the potential broader impact of expanded Food and Beverage/Tobacco Industries in the Central Indiana Region on the supply chain and affiliated members of the broader cluster, provided below is an input/output model as part of this broader feasibility assessment. Grounded in linear algebra and informed by over 100 years of economic theory, Input-Output (I/O) Models estimate the flow of money throughout a regional economy based on “what if” scenarios. By linking industries and identifying trends in the interconnectedness of businesses and workers, these models estimate the ripple effects in a regional economy when one (or multiple) sectors expand (or retract).<sup>6</sup>

For this analysis, we are interested in the potential impact of a series of small expansions within the Food (NAICS 311) and Beverage/Tobacco (NAICS 312) Industries. Based on the identified need, as illustrated above and in the survey responses highlighted later in this report and, more importantly, on the accelerative impact these services could provide for the core targeted industries, it seems reasonable to engage to model a growth rate of 10%.

For I-O Modeling, the modeler must make an initial decision (in our case, 10% increase in jobs in an expanding food manufacturing cluster) to inform the “what if” scenario of the impact of this potential growth. Based on the strong growth of our sectors of interest, and the illustrated need for services that will lead to further industry growth, we feel confident that setting projections at this 10% growth level

<sup>6</sup> For a full explanation of EMIS Input-Output Modeling, please see: <https://kb.emsidata.com/faq/what-is-input-output-modeling/>

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within a select subset of 6-Digit NAICS sectors is conservative enough to a) not over-exaggerate impact and b) leave room for applicant to exceed reasonable expectations.

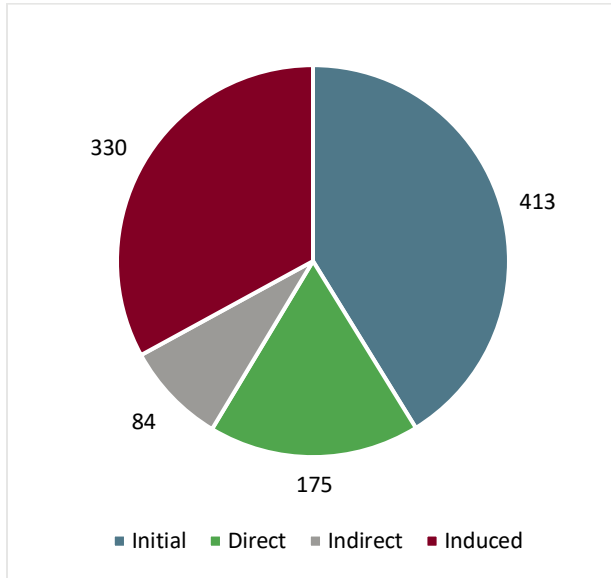
Utilizing the most recent estimates of industry employment, this modest “what if” impact of 10% translates into the creation of additional 413 new jobs, driven in no small measure by start-ups and new entrepreneurial initiatives. To better represent the current establishment mix of the Central Indiana region, these new jobs were distributed across the specific 6-Digit Subsectors in Table 1:

**Table 1: Model Inputs, New Jobs Created by Sub-Sector**

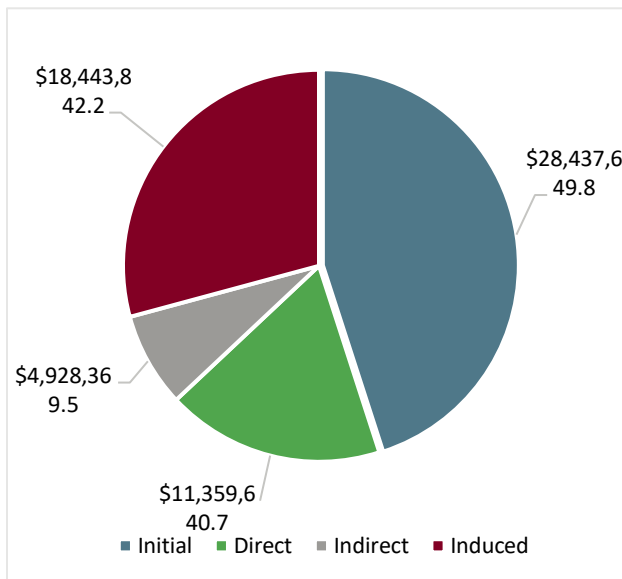
6-Digit NAICS	Industry Description	Estimated New Jobs
311224	Soybean and Other Oilseed Processing	4
311225	Fats and Oils Refining and Blending	1
311340	Nonchocolate Confectionery Manufacturing	11
311352	Confectionery Manufacturing from Purchased Chocolate	23
311411	Frozen Fruit, Juice, and Vegetable Manufacturing	2
311412	Frozen Specialty Food Manufacturing	21
311421	Fruit and Vegetable Canning	83
312111	Soft Drink Manufacturing	138
312112	Bottled Water Manufacturing	32
312120	Breweries	73
312130	Wineries	10
312140	Distilleries	15
<b>TOTAL</b>		<b>413</b>

Using sophisticated software and a proprietary I/O Model (based on data from the US Census Bureau, Bureau of Labor Statistics, Bureau of Economic Analysis, and local governments and tax offices) EMSI/Burning Glass software was used to estimate the potential impact on the Central Indiana region should these jobs be added in the coming years. Three primary outputs are estimated: Additional Jobs Created, Additional Earnings Generated, and Additional Tax Revenue Collected. The full estimated impact of these 413 new Food/Beverage Manufacturing jobs on the region are presented in Figures 13, 14, and 15 and defined, precisely, in the callout section that follows. However, as a general takeaway, the expansion of the industry will have a far flung impact on its suppliers, and *their* suppliers, as well as the infrastructure, government, and support industries attached to the Food/Tobacco/Beverage manufacturing cluster.

**Figure 13: Impact on New Jobs in the Region**



**Figure 14: Impact on Annual Earnings**



Finally, based on the creation of these initial, new 413 jobs, the ultimate ripple effect on government taxes is estimated and presented in Figure 15. All tax dollars are estimated at 2021 values and are annual approximations (without consideration of any potential forgiveness/rebates that may be offered by local or state governments for expansion or relocation).

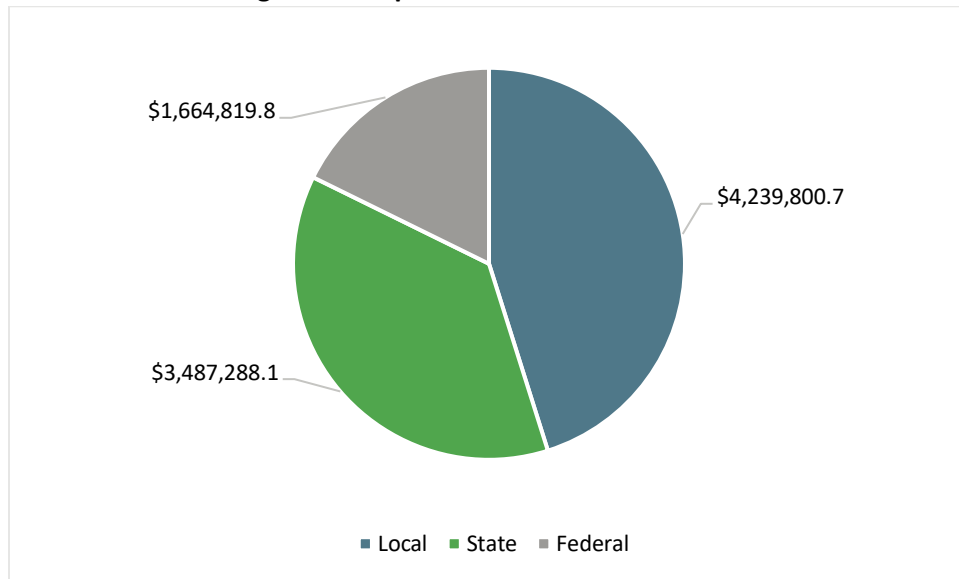
**Initial:** This is the impact of the input jobs within the identified industry sectors- that is, the 413 new positions we entered into the model. In the Jobs pie graph, that number is exactly what appears on the Initial slice of the pie: 413. In Figure XIV, the earnings represent the anticipated gross annual pay of these 413 new employees.

**Direct:** This is the impact of the new, initial 413 jobs on the supply chain. The model estimates that to support the production needs of 413 new Initial employees, suppliers will need to hire an additional 175 new full-time employees. Figure XIV shows the annual gross earnings of these supply chain employees.

**Indirect:** Stated a bit awkwardly, these are the “supply chain’s suppliers”. So, in this scenario as an example, new food manufacturers require crop producers which, in turn, require fertilizer producers, for example. As a result of the 175 new supply chain jobs, the model estimates the “supply chain’s suppliers” will need to hire an additional 84 employees.

**Induced:** These are the new jobs that will be created in support of the jobs created in Initial, Direct, and Indirect categories. They range from new government employees for collection, oversight, processing, etc. to retail and service employees in the region catering to the new manufacturing staff. Figure XIV estimates the aggregate gross annual salaries of these new employees.

Figure 15: Impact on Annual Tax Revenue



The most recent EMSI-model projections peg the expected industry growth rates through 2030 at 7.2% for Food Manufacturing and 0.4% for Beverage and Tobacco Product Manufacturing, respectively.<sup>7</sup> If these hold true, the multiplier effect for the I-O Model above could be substantial- further fueling the need for an expansion of both the frequency and array of services from the UBRC.

### Presence of Necessary Resources

This section addresses the second required component of a feasibility assessment, as defined by EDA in the Build Back Better Challenge NOFO: the presence of necessary resources to support the target sector(s). To do this, an analysis was performed to determine the purchases the Food Manufacturing and Beverage and Tobacco Product Manufacturing sub-sectors make from all other industries in the region versus imported purchases, or those from outside the region.

Table 2 details the top imported national industry purchases for the Food Manufacturing and Beverage and Tobacco Product Manufacturing sub-sectors. Among the greatest industry purchases from outside the region for the two sub-sectors including packaging and bottling, i.e., Plastics Bottle Manufacturing (89.6%) and Metal Can Manufacturing (100.0%).

<sup>7</sup> Emsi 2022.1; Quarterly Census of Employment and Wages (QCEW)

**Table 2: Imported Industry Purchases<sup>8</sup>**

6-Digit NAICS	National Industry Description	Imported Purchases	% Imported Purchases
111000	Crop Production	\$416,404,704	78.5%
112000	Animal Production	\$234,997,111	88.4%
326160	Plastics Bottle Manufacturing	\$98,958,317	89.6%
551114	Corporate, Subsidiary, and Regional Managing Offices	\$78,184,546	56.0%
311224	Soybean and Other Oilseed Processing	\$75,265,534	73.8%
322211	Corrugated and Solid Fiber Box Manufacturing	\$46,532,121	66.7%
332431	Metal Can Manufacturing	\$41,240,609	100.0%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	\$36,614,244	99.9%
331318	Other Aluminum Rolling, Drawing, and Extruding	\$27,273,961	63.3%
311225	Fats and Oils Refining and Blending	\$24,634,600	96.8%

However, as detailed in Table 3, national industries that represent the greatest in-region purchases stem from General Freight Trucking and Wet Corn Milling, respectively. Specific to the UBRC model, it is worth noting that Other Grocery and Related Products Merchant Wholesalers represented approximately \$32.4M, or 59.4% in-region purchases. This figure, along with the 59.5% of in-region purchases for the General Line Grocery Merchant Wholesalers national industry, is a positive sign that Central Indiana provides the necessary resources to support and sustain the accelerator.

The scale at which Crop Production is an imported purchase presents a challenge for the region. Recognizing that Crop Production is the greatest in-region purchase suggests that the demand for goods produced from that national industry exceeds beyond what is available in the region. It is important to note, however, that Central Indiana represents the largest metropolitan area in the State of Indiana. Imported purchases could extend beyond the region’s parameters, which may be no further than a 2-4 hour drive. This fact give credence to the large percent of in-region purchases to General Freight Trucking, Long-Distance.

As participating businesses grow and eventually graduate from use of the accelerator, large scale production will require imported purchases, as noted in Table 2.

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<sup>8</sup> Emsi 2022.1; Indiana Department of Workforce Development; Census Bureau’s Current Population Survey; American Community Survey



**Table 3: In-Region Industry Purchases<sup>9</sup>**

6-Digit NAICS	National Industry Description	In-Region Purchases	% In-Region Purchases
111000	Crop Production	\$114,330,731	21.5%
484121	General Freight Trucking, Long-Distance, Truckload	\$61,516,914	98.9%
551114	Corporate, Subsidiary, and Regional Managing Offices	\$61,514,663	44.0%
424490	Other Grocery and Related Products Merchant Wholesalers	\$32,392,544	59.4%
424410	General Line Grocery Merchant Wholesalers	\$31,668,123	59.5%
112000	Animal Production	\$30,788,997	11.6%
482110	Rail transportation	\$26,865,918	57.2%
311224	Soybean and Other Oilseed Processing	\$26,747,554	26.2%
484122	General Freight Trucking, Long-Distance, Less Than Truckload	\$24,281,325	94.5%
311221	Wet Corn Milling	\$23,542,753	71.3%

## Community Support of the Incubator

In accordance with EDA Guidance for Feasibility Assessments in support of finalist applications, TPMA developed and executed a survey of community organizations, entrepreneurs, employers, education providers, social services, and government representatives to demonstrate the community support for the incubator.

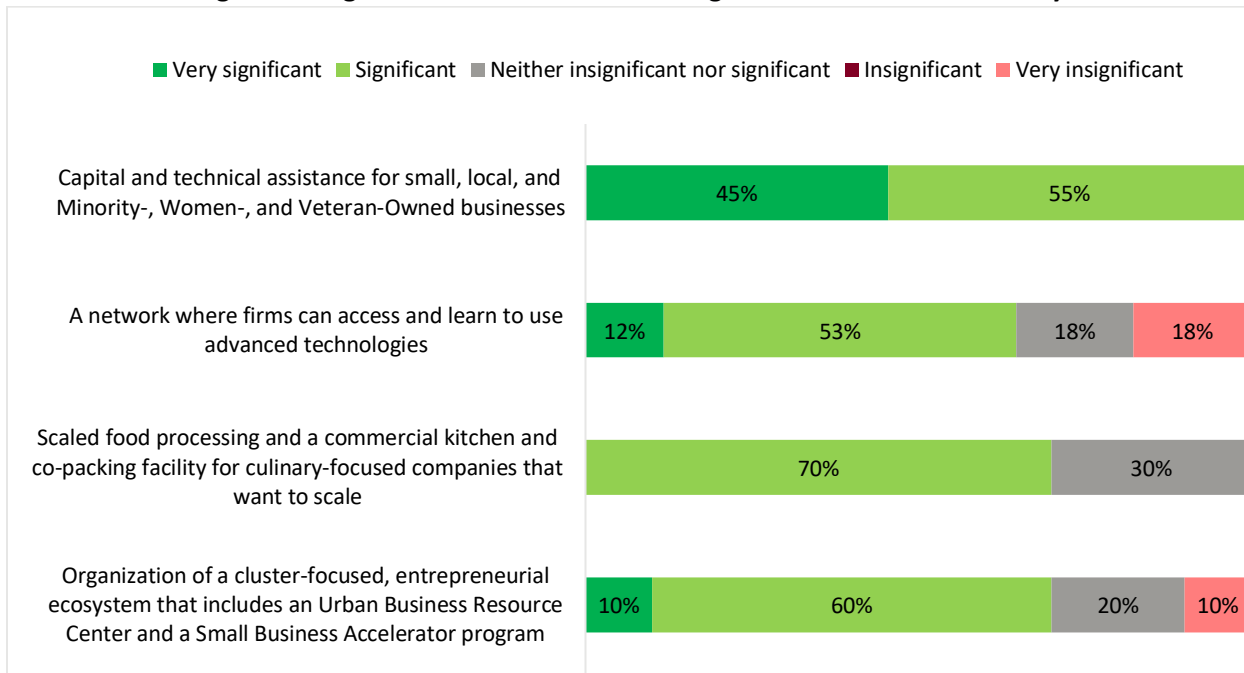
TPMA constructed a survey aimed to assess where the demand and interest is most concentrated within UBRC’s possible offerings. TPMA partnered with EmployIndy to distribute the survey to their partners within their ecosystem. The survey was disseminated through EmployIndy’s weekly partner newsletter and remained open for one business week.

The majority of participants represented the non-profit sector, with others identifying as employers, local entrepreneurs, and those representing community development, industry associations, adult education, government, the Indianapolis Housing Agency, and social services.

Participants were asked to rate the significance of the potential offerings to firms in the community. Overall, offering capital and technical assistance for small, local, and Minority-, Women-, and Veteran-Owned businesses was believed to be very significant or significant by respondents. Offering a network where firms can access and learn to use advanced technologies was also believed to be very significant or significant by most respondents, however several contested the significance of this . Offering scaled food processing and a commercial kitchen and co-packing facility for culinary-focused companies that want to scale, and the organization of a cluster-focused, entrepreneurial ecosystem that includes an Urban Business Resource Center and a Small Business Accelerator program were both found to be at least significant by most respondents.

<sup>9</sup> Emsi 2022.1; Indiana Department of Workforce Development; Census Bureau’s Current Population Survey; American Community Survey

**Figure 16: Significance of Potential Offerings to Firms in the Community**



Further, participants were asked how they foresaw these offerings impacting underrepresented communities. Respondents reported that they believed that the offerings could “open a lot of doors” as well as providing connections and bridges to overcome barriers. One respondent explained, “Underrepresented communities need access to infrastructure supports that well-represented communities have had via social capital for generations. There have to be opportunities for all communities to build their businesses and generational wealth from a fiscal and social standpoint. This is the only way to do that.”

The significance of providing support to specifically women and minority-owned businesses has been reiterated in previous reports. The Initiative for a Competitive Inner City (ICIC) for JPMorgan Chase & Co. through Small Business Forward,<sup>10</sup> identified four groups of challenges that women and minority entrepreneurs face when gaining access to accelerators: recruitment, selection biases, program design, and culture.

ICIC explains that the participation rate of diverse entrepreneurs is often low due to the lack of recruitment efforts by accelerators. Recruitment must be intentional on the part of the accelerator; They must actively seek out diverse entrepreneurs and grow their network if they intend to alleviate the barriers for women and minority entrepreneurs. Similarly, during the selection process of entrepreneurs in the accelerator, any selection bias that may be present must be eliminated by working to remove any preexisting notions of what an entrepreneur must look like. Another barrier diverse entrepreneurs face in their involvement with accelerators is that accelerators frequently design programming that is intended to work for every entrepreneur that is involved. However, the needs of women and minority entrepreneurs vary largely and will often need to be tailored to the benefit of the specific entrepreneur.

<sup>10</sup> [https://icic.org/wp-content/uploads/2016/05/ICIC\\_JPMC\\_Incubators\\_post.pdf](https://icic.org/wp-content/uploads/2016/05/ICIC_JPMC_Incubators_post.pdf)

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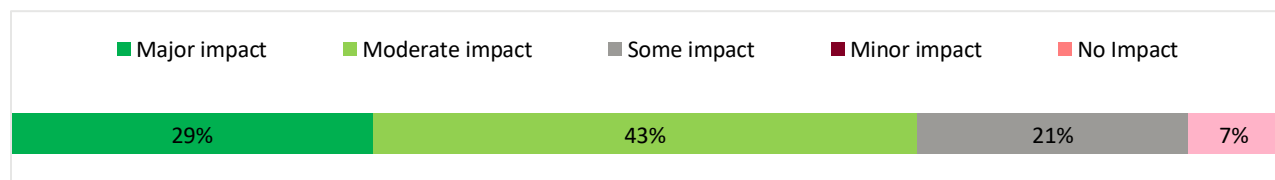
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Finally, ICIC identifies the culture of the accelerator as a key determining factor for diverse entrepreneurs in deciding their participation. To increase this participation, the accelerator must avoid exclusivity of their programming and promote a collaborative and non-competitive environment.

The UBRC's [management plan](#) elucidates the methods that are intended to alleviate these barriers to participation for diverse entrepreneurs. In recruitment, the UBRC intends to select from communities of Black, Indigenous, and People of Color; returning citizens; undocumented populations; Veterans; and marginalized genders. Further, participants will receive specified training each meant for businesses with different goals and capacities, which will ensure that programming is tailored to businesses' individual needs. Finally, the UBRC intends to work with community leaders and the Coalition to identify a board of directors reflecting the community of entrepreneurs that are being served as well as hiring diverse and culturally competent, clients. Having a board of directors and executive leaders and staff that are representative of the businesses that are involved and who are culturally aware will ensure a positive environment for participants involved.

Nearly all respondents believed that the UBRC's plan would have at least some impacts on the creation of community-based and diverse small business enterprises. Most participants believed the offerings would have a moderate or significant impact.

**Figure 17: Level of Impact Offerings Have on the Creation of Community-Based and Diverse Small Business Enterprises**



Participants were given the opportunity to explain what additional entrepreneurial support networks they believed are necessary for firms. Respondents made suggestions including management, budgeting, education and skills training, mentorships, shared administrative services, unrestricted seed money and funding for startups, as well as “safety nets related to staff development, wages, IT, benefits, and financial/legal infrastructure...”

Indeed, the UBRC identifies that their partnership with Founders First will offer access to entrepreneurial supports including developing long term plans for distribution, revenue growth, funding access, and more. Additionally, firms will gain access to a diverse network of community partners and other entrepreneurs who can share information regarding finance, accounting, marketing & sales, personnel, and strategy.

Overall, responses to the survey identified that the community finds value in the UBRC's proposed offerings. Findings from the survey also indicate that the community's interest is most concentrated on how the UBRC can support and provide assistance to small, local, and Minority-, Women-, and Veteran-Owned businesses.

## Programming Overview

To better understand the budget and metrics described to satisfy requirements set forth in the ARPA Build Back Better Regional Challenge NOFO from the EDA Guidance, we offer the following summary outline of the services and programming that the Coalition proposes to provide in support of the entrepreneurial

community.<sup>11</sup> For a full description of the Founders First suite of products, please refer to: <https://foundersfirstcdc.org/programs/>

**Table 4: Summary Programming Overview**

Program	Purpose	Participants	Length	Location	Tuition
Founders First FastPath	Helps companies achieve new growth goals through careful planning and modeling	B2B, service-based companies with annual revenues exceeding \$1 million	4 weeks	Online with in-person events	\$4,500 per company with scholarships available
Founders First Bootcamp	Provides business owners with tools to achieve large-scale growth & prepare participants to apply to potential funding sources	Entrepreneurs earning a minimum of \$250k in annual revenue	90 days	Online	\$12,500 per company with scholarships available
Founders First Challenge	Helps small businesses build value or recapture momentum	Entrepreneurs earning \$50k - \$250k in annual revenue	60 days	Onsite group sessions with online components	\$5,600 per company with scholarships available

This programming intends to fill demonstrated gaps in the Indianapolis entrepreneurial ecosystem. In Indianapolis, accommodation and food service is the largest entrepreneurial sector as well as the lowest-earning. Barriers for new business owners are shared disproportionately across gender and race, with 67% of Black entrepreneurs surveyed in 2019 reporting annual earnings of less than \$50,000, compared to only 17% of white business owners reporting the same, per Indianapolis’ Forward Cities Entrepreneurial Ecosystem data<sup>12</sup>.

Of those surveyed, 35% agreed that there were role models in their neighborhood who looked like them, and 35% reported that they were aware of supports and services for new businesses and entrepreneurs. Only 13% of respondents had received a business loan from a financial institution, and more than 50% of respondents reported needing to learn more in the following business areas: finance, accounting, marketing and sales, personnel, and strategy.

The proposed accelerator has the potential to address the demonstrated gaps by convening entrepreneurs and developing a network of support services and organizations to help new businesses scale effectively. Programming through Founders First will coach participants in areas identified above, while other community partners will help entrepreneurs make vital connections to partners along the supply chain.

<sup>11</sup> <https://eda.gov/files/arpa/build-back-better/ARPA-BBBRC-NOFO.pdf>

<sup>12</sup> [E3 Dashboard: Indianapolis, IN | Forward Cities](#)

## FINANCIAL CAPACITY

### Funding Overview

The coalition enjoys the support of myriad community members, organizations, and most germane to its financial capacity, many prestigious and well-endowed foundations have already made commitments of support for the coalition and its expanding array of services. These funding organizations include Central Indiana Community Foundation, the Lilly Endowment, the Pullman Mason Trust, and the Cohen Family Foundation. Similarly, the curriculum and entrepreneurial support/programming provider identified as a partner in this initiative, Founders First, also offsets program cost, keeping participation affordable, by leveraging support from: Kauffman Foundation, Rockefeller Foundation, JPMorgan Chase Foundation, MacArthur Foundation, and many other national funders.

In addition to the foundation funding, the Coalition will bolster income/offset costs by:

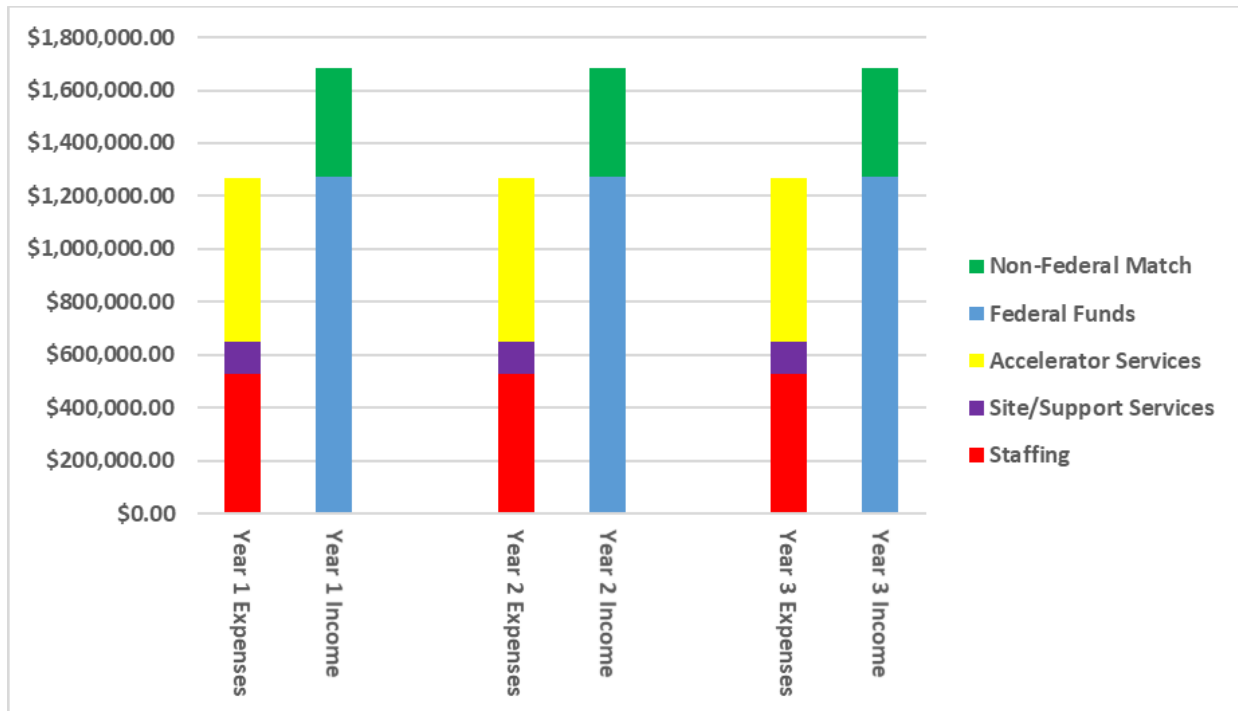
1. Seeking corporate sponsorships for training cohorts and collecting licensing fees for the replication/application of the Founders First curricula to other high growth clusters in the region, outside the targeted food manufacturing and processing cluster.
2. Building on and expanding the Coalition's strong network of regional stakeholders, to identify new opportunities to braid and leverage auxiliary funding. Additionally, upon completion of one of the three offered programs, the Coalition will build a network of successful alumni, ensuring opportunities for future financial support and mentorship engagement with program completers. This mentorship network will be vital to promoting diversity and inclusion in services, ensuring traditionally underrepresented populations have access to entrepreneurial training.
3. Offering kitchen/processing/equipment/space rental to entrepreneurs growing their small businesses.
4. Utilizing a cash match award from a not-for-profit donor, totaling \$1.05 million over 2 years. These additional funds are earmarked for programming support, braiding nicely with a potential award from EDA.

Finally, when combining these foundation funds, rental income, projected future charitable contributions from alumni, and the cash match funds to support programming, the Coalition has easily exceeded its 20% required match rate. The request this finalist application is in support of totals \$3.9 million over 3 years, which means a 20% match requirement is approximately \$390,000. The cash match programming donation alone, totaling \$1.05 million, represents 26% of the requested funding.

### Budgetary Projections

To meet the stated goals of the Coalition's application, the Urban Business Resource Center team put together a projected 3 year budget that relies on both the EDA funding and required match funds that illustrates a positive cash flow. Looking at the broad categories of expenses vs. the expected annual income, Figure 18 below illustrates the net positive cash flow for the first three program years.

Figure 18: Annual Expected Expenses vs. Expected Income, by Category



Tables 5 through 7 below highlight the specific category breakdowns and highlight projected budget surpluses across all of the sub-categories, year over year. It is important to note, however, that these are conservative income estimates- it is the full expectation of the Coalition that charitable contributions and individual donations will continue at or in excess of current levels, ensuring long-term program sustainability beyond the 3-year grant cycle.

Table 5: Staffing, Expenses and Dedicated Income

	Year 1	Year 2	Year 3	All Years
Administrative Staff	\$130,000.00	\$130,000.00	\$130,000.00	\$390,000.00
Client-Facing Program Staff	\$255,000.00	\$255,000.00	\$255,000.00	\$765,000.00
Grant Program Management	\$45,000.00	\$45,000.00	\$45,000.00	\$135,000.00
Benefits and COLA, All Staff	\$98,900.00	\$98,900.00	\$98,900.00	\$296,700.00
<b>Staffing Total</b>	<b>\$528,900.00</b>	<b>\$528,900.00</b>	<b>\$528,900.00</b>	<b>\$1,586,700.00</b>
Federal Funding	\$420,362.00	\$420,362.00	\$420,362.00	\$1,261,086.00
Non-Federal Match	\$135,718.00	\$135,718.00	\$135,718.00	\$407,154.00
<b>Funding Total</b>	<b>\$556,080.00</b>	<b>\$556,080.00</b>	<b>\$556,080.00</b>	<b>\$1,668,240.00</b>
<b>Staffing Budget Surplus</b>	<b>\$27,180.00</b>	<b>\$27,180.00</b>	<b>\$27,180.00</b>	<b>\$81,540.00</b>

**Table 6: Site and Support Services, Expenses and Dedicated Income**

	Year 1	Year 2	Year 3	All Years
Equipment Purchases	\$18,476.67	\$18,476.67	\$18,476.67	\$55,430.00
Office Supplies	\$8,000.00	\$8,000.00	\$8,000.00	\$24,000.00
Contractual Site Services	\$57,600.00	\$57,600.00	\$57,600.00	\$172,800.00
Demonstration/Event Hosting	\$37,333.33	\$37,333.33	\$37,333.33	\$112,000.00
<b>Site and Support Total</b>	<b>\$121,410.00</b>	<b>\$121,410.00</b>	<b>\$121,410.00</b>	<b>\$364,230.00</b>
Federal Funding	\$87,128.33	\$87,128.33	\$87,128.33	\$261,385.00
Non-Federal Match	\$39,281.67	\$39,281.67	\$39,281.67	\$117,845.00
<b>Funding Total</b>	<b>\$126,410.00</b>	<b>\$126,410.00</b>	<b>\$126,410.00</b>	<b>\$379,230.00</b>
<b>Site/Support Surplus</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$5,000.00</b>	<b>\$15,000.00</b>

**Table 7: Accelerator Operation and Evaluation Services**

	Year 1	Year 2	Year 3	All Years
Accelerator Operation and Evaluation Services	\$367,500.00	\$367,500.00	\$367,500.00	\$1,102,500.00
Experts in Residence	\$250,010.00	\$250,010.00	\$250,010.00	\$750,030.00
Total, AO/Eval Services	\$617,510.00	\$617,510.00	\$617,510.00	\$1,852,530.00
Federal Funding	\$764,671.00	\$764,671.00	\$764,671.00	\$2,294,013.00
Non-Federal Match	\$237,048.01	\$237,048.01	\$237,048.01	\$711,144.03
<b>Funding Total</b>	<b>\$1,001,719.01</b>	<b>\$1,001,719.01</b>	<b>\$1,001,719.01</b>	<b>\$3,005,157.03</b>
<b>Accelerator Surplus</b>	<b>\$384,209.01</b>	<b>\$384,209.01</b>	<b>\$384,209.01</b>	<b>\$1,152,627.03</b>

## Leveraged Resources

In addition to the supplemental income streams highlighted in the Funding Overview above, the Coalition will provide services on space built on land donated to the project by County Trustees. The estimated value of this leveraged land value is \$500,000. The Coalition also has pledges of in-kind support from a wide array of community organizations and development spaces, poised to meet the technical, planning, and funding needs of participants.

The BBBCII's Coalition Partners will collaborate to implement UBRC programming through their participation in the Supply Chain Integration project. As the lead institution, Flanner House will leverage the Coalition's resources, capacities, and assets to drive progress and convene the UBRC's Project Team bimonthly. These partnerships have been in place since 2018 and include:

1. Emerging Manufacturing Collaboration Center (EMC2), which is a new, intelligent manufacturing hub being built at the 16 Tech Innovation District. This high-tech facility will be available for larger companies in the value chain that can benefit from additive manufacturing, automation, and smart systems.

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2. Industry 4.0 Learning Lab Network, which provides a space where firms can explore and adopt advanced technologies. This network, which is anchored at 16 Tech, can also support manufacturing innovation and resiliency in a multi-faceted manner. There will be a mobile lab located at Flanner's Food Services Facility for easy access.
3. Manufacturing Readiness Grants, managed by Conexus Indiana, which is implemented in partnership with the Indiana Economic Development Corporation and, in collaboration with Next Level Manufacturing Institute, will incentivize companies to adopt intelligent, innovative, and emerging Industry 4.0 technologies. The Coalition is partnering with Conexus to leverage Manufacturing Readiness Grants, which require a 1:1 company match, thereby expanding XBE firm capacity. Flanner House UBRC program staff and experts in residence will refer clients to Conexus as potential beneficiaries of these grants. In order to maximize access to prototyping, engineering, new product development, design for manufacturability subject matter experts, Flanner House will maintain a platform of preferred vendors and negotiate pro bono and low-cost services.



## MANAGEMENT PLAN

The final component of TPMA's support of the Coalition's finalist application covers "Item C" in the provided finalist application packet guidance: a management plan. Specifically, applicants are asked to provide a plan of operation for the incubator that covers 6 unique aspects. This section addresses each of those clauses/sub-requirements in turn.

### Tenant/Client Selection Policy

This sub-section addresses directive C.1: Tenant/client selection policy that includes a description of the types of businesses sought and any established selection criteria.

In addition to the Coalition's stated goal of focusing on entrepreneurs/businesses that are attached to the broader food processing and manufacturing industry cluster, participation will be limited to businesses located in the greater Central Indiana Region, with operations in one of the indicated 11 counties. Additionally, the featured programming the applicant will offer in concert with Founders First also includes its own set of selection criteria, specifically:

1. Program participation is by invitation only, with invitees selected collaboratively from a pool of applicants reviewed by Coalition and Founders First representatives.
2. FastPath: restricted to business-to-business (B2B) entrepreneurs, with annual revenue in excess of \$1 million.
3. BootCamp: restricted to entrepreneurs with \$250,000 or more in annual revenue.
4. Challenge: restricted to entrepreneurs with between \$50,000 and \$250,000 in annual revenue.

Finally, as highlighted above in our review of the barriers/challenges faced by traditionally underserved segments of the entrepreneur population, the Coalition will intentionally target communities historically and systemically marginalized from public power and decision-making, including Black, Indigenous, and People of Color; returning citizens; undocumented populations; Veterans; and marginalized genders. The UBRC will continue to hire executive leaders and staff who are diverse, culturally competent, and embracing of the full spectrum of the region's clients. In addition, the Coalition will leverage its community liaisons, quality of life committees, social media, and partner networks to engage stakeholders interested in pursuing new and/or growth-focused businesses in the food processing and manufacturing cluster.

### Tenant Lease or License Agreement

Regarding directive C.2 (Tenant lease or license agreement (if applicable) that enumerates the shared services to be provided; delineates the incubator's business assistance policy, including the provision of management, technical, and training, assistance and the incubator's graduation policy; and establishes periodic access to the tenant's business records to permit assessment of the financial and operational viability of the tenant's business), the following section touches on the relevant information. At this time, it is the belief of the evaluation team that a formal lease agreement is not germane to program participation, and, as a result, not applicable. However, general related information on space usage appears below.

Flanner House, host to the UBRC, has extensive experience with real estate asset management, lease arrangement, and tenant management. The organization maintains a commercial kitchen and routinely grants no cost access to start-up food processing/manufacturing initiatives throughout the year. In cases where space is provided at no cost, a formal agreement is signed, delineated appropriate use of the space,

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responsibilities, and term of engagement. As the program develops, UBRC staff will continue to learn, compile, and implement best practices for accelerator programs/participant agreements. Although businesses will formally complete the Founders First programming, a national business accelerator program interviewed for the feasibility study above shared that entrepreneurs may remain in the program's network if they are scaling up their business, ensuring ongoing access to services and connections to further expand their businesses.

### Business Assistance Policy, Offerings, and Support with Capital Access

Pursuant to item C.3, this submission includes offers the following "Business assistance policy that outlines the various types of assistance that the incubator will provide to start-up firms, including how the incubator will support tenants/clients with access to capital needed to grow their businesses successfully."

First and foremost, the Coalition will partner with Founders First to offer intensive programming for new businesses to develop long term plans for distribution, revenue growth, funding access, and more. Three unique programs, summarized above and described in greater detail as a separate part of this application, will be offered through each meant for businesses with different goals and income levels.

Next, The UBRC will make a collaborative innovation space and commercial kitchen available to small businesses needing help scaling operations and expanding their business networks. The tools available to these entrepreneurs through the innovation and kitchen space would likely be well beyond their financial reach without support from the UBRC.

Third, and described in greater detail in a previous section, the UBRC will connect tenants and program participants to a diverse network of community partners and other entrepreneurs who can share information regarding finance, accounting, marketing & sales, personnel, and growth strategy. Community partners will also allow tenants to explore packaging and rapid prototyping if product placement in retail space is a goal.

Finally, to better ensure access to investment capital for program participants, the Coalition will leverage the Build Back Better Central Indiana Initiative's Revolving Loan Fund (RLF), which will be led and managed by the City of Indianapolis. The RLF will advance the Coalition's vision for an equitable and competitive Central Indiana Regional Growth Cluster by supporting the capital needs of small/minority-owned businesses and increasing investment in underserved communities. The need for flexible, low-cost financing is especially critical in these communities, and this project will allow small businesses the ability to grow and stimulate economic development in underserved communities. The RLF will fill the critical gap between small XBE businesses and the financing solutions that are currently available in the region. The City of Indianapolis RLF will extend financing to both existing and new business start-ups and will finance a range of business needs (fixed assets, working capital, equipment, and inventory acquisition).

As detailed above, flexible underwriting enables the RLF to provide a range of repayment terms, accept both traditional and non-traditional collateral, and provide capital at an interest rate at or below market, and far below interest rates charged by predatory lenders who, absent RLF capital availability, become our borrowers' lenders of last resort. By addressing financing gaps that often hinder business development in communities of color, the RLF aims to ensure that the future industrial base of Central Indiana is diverse, inclusive, and resilient.

## Staffing Plan

To ensure successful delivery of services and guarantee proper administrative support of the initiative, the UBRC will employ the following staff (with the affiliated primary responsibilities):

1. Program Executive (PE): lead the initiative, convene community stakeholders, and oversee the organization. The Program Executive will spend 50% of time managing fundraising relationships for the organization and networking for new funding opportunities, ensuring long-term program sustainability and expanding assistance to start-up companies accepted into the program. The Executive will also work with community leaders and the Coalition to identify a Board of Directors that reflects the community of entrepreneurs served and private sector business, community development, and education stakeholders.
2. Program Director: manage goals, timelines, and the unique needs of entrepreneurs as they engage with the UBRC and enroll in programming services. The Program Director will provide services both directly and supervise volunteers and other paid staff delivering services.
3. Program Manager: will serve as the front door to program services offered, deliver the foundational class content, and maintain relationships with entrepreneurs beyond the class offering.
4. Administrative Assistant: will assist the Program Director and Program Executive by helping coordinate the execution of all the above services.
5. Grants Manager: will assume fiduciary responsibility for the project and will oversee all measurement and evaluation and reporting for the project. Additionally, the Grants Manager will help identify and pursue additional funding opportunities, ensuring the long-term sustainability of the project.
6. Case Managers: The program will hire 3 full-time case managers to support participants and expand the UBRC's "Bridges to Career Opportunities" services, geared to help ramp up financial literacy skills, offer technical training and receive financial coaching during program enrollment.
7. Founders First Staff and Facilitators: will work collaboratively with UBRC staff identified above to administer their programming in the unique context of Indianapolis entrepreneurs in the food services and processing industries, relying on established relationships and trusted community partners to ensure program goals are met (will serve as a sub-grantee).

## Tenant/Participant Graduation Policy

- a. Tenant graduation policy that is documented as a provision of the tenant lease or license agreement (if applicable) with clear requirements for tenant graduation from the facility or services of the incubator.

Participants will complete one of three programs through Founders First, ranging from 4 weeks to 90 days. Each program will result in different program-specific outcomes upon completion, including business growth plans, funding opportunities identified, networking plan, etc. Programs will have a gathering at the close of the engagement to celebrate accomplishments and finalize the course and participants will be afforded the opportunity to promote or sell their products/services.

## Incubator Performance Plan

Tie back to the original stated goals- reduce gaps in industry, increase access, promote growth.

- b. Incubator performance plan that includes how the incubator will track the success of incubator tenants/clients, specifically identifying what performance measurement data the incubator proposes to collect from tenants/clients and for what period of time during and after the service period the data will be collected. This should also include members of any oversight or policy board for the incubator that will be responsible for setting performance goals of the incubator, selecting, or approving selections of staff, establishing, and reviewing policy, and monitoring performance.”<sup>13</sup>
- i. The Program Executive, Coalition, and Board will collaboratively develop and finalize metrics for success within the first months of the program. Evaluation will be ongoing.
  - ii. It is projected that 30 companies will complete Founders First programming (including challenge), that 30 companies will complete Growth Bootcamp, and that 20 companies will complete FastPath Programs during the three-year period of performance.
  - iii. It is projected that ten companies who complete Founders First accelerator programming will be funded with non-dilutive debt and equity financing.
  - iv. Withing the first 24 months of programming it is projected that at least ten companies will gain access to new business contracts of a median value of \$75K per year, increase median annual revenue by 25%, and create more than five new jobs that earn a median salary of \$50,000.
  - v. Over a 7 to 10 year timeframe it is projected that (1) At least 75% of program graduates will operate more sustainable businesses and remain in business for 5 more years; (2) At least 25% of introductory program graduates will advance to Founder’s Growth Bootcamp within 5 years of completing the program and meet program minimum revenue requirements; (3) At least 50% of program graduates will increase their annual revenues at a rate of 5% to 25%, for a period of at least 5 years following program completion; (4) At least 25% of program graduates will be qualified to obtain growth capital within at least 2 years following completion of the program; (5) At least 75% of program graduations, who have obtained growth capital for purposes of expansion will add 2 to 20 team members over a period of 5 years following completion of the program.
  - vi. The above are anticipated benchmarks but will be reviewed by program leadership upon program launch and periodically to ensure they remain in alignment with program services and participants.
  - vii. In addition to the above benchmarks, program leadership will develop measurable goals related to women and minority-owned businesses to ensure that the program is reaching historically underserved populations and achieving intended outcomes across all participant groups.

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<sup>13</sup> <https://eda.gov/files/arpa/build-back-better/ARPA-BBBRC-NOFO.pdf>

## APPENDIX A: NAICS OVERVIEW & SUB-SECTORS DEFINITION

The following table details a list of industry sub-sectors at the 6-digit NAICS (North American Industry Classification System). NAICS assigns business establishments a code and category title. The more detailed the business establishment, the larger the NAICS code. The NAICS codes listed in the following tables were hand-picked to collect and analyze relevant food/beverage manufacturing sub-sector data.

**Table 8: Food Manufacturing Sub-Sectors (NAICS 311)**

NAICS	Sub-Sector Description
311313	Beet Sugar Manufacturing
311314	Cane Sugar Manufacturing
311340	Nonchocolate Confectionery Manufacturing
311352	Confectionery Manufacturing from Purchased Chocolate
311412	Frozen Specialty Food Manufacturing
311421	Fruit and Vegetable Canning
311422	Specialty Canning
311423	Dried and Dehydrated Food Manufacturing
311511	Fluid Milk Manufacturing
311512	Creamery Butter Manufacturing
311513	Cheese Manufacturing
311611	Animal (except Poultry) Slaughtering
311612	Meat Processed from Carcasses
311615	Poultry Processing
311811	Retail Bakeries
311812	Commercial Bakeries
311821	Cookie and Cracker Manufacturing
311830	Tortilla Manufacturing
311919	Other Snack Food Manufacturing
311920	Coffee and Tea Manufacturing
311942	Spice and Extract Manufacturing
311991	Perishable Prepared Food Manufacturing

**Table 9: Beverage/Tobacco Sub-Sectors (NAICS 312)**

NAICS	Sub-Sector Description
312111	Soft Drink Manufacturing
312112	Bottled Water Manufacturing
312113	Ice Manufacturing
312120	Breweries
312130	Wineries
312140	Distilleries
312230	Tobacco Manufacturing

## APPENDIX B: FULL SURVEY QUESTIONNAIRE AND RESPONSE RATE

There was a total of 25 survey participants, with 10 participants fully completing the survey.

<b>Which of the following best describes you?</b>	
Employer	2
Industry associations	1
Local entrepreneur	1
Non-profit	14
Adult Education	1
Government	1
Indianapolis Housing Agency	1
Social Service	1
Representing community development	2
<b>Grand Total</b>	<b>24</b>

<b>Significance of a network where firms can access and learn to use advanced technologies</b>	
Very significant	2
Significant	9
Neither insignificant nor significant	3
Insignificant	
Very insignificant	3
<b>Grand Total</b>	<b>17</b>

<b>Capital and technical assistance for small, local, and Minority-, Women-, and Veteran-Owned businesses</b>	
Very significant	5
Significant	6
Neither insignificant nor significant	
Insignificant	
Very insignificant	
<b>Grand Total</b>	<b>11</b>

<b>Organization of a cluster-focused, entrepreneurial ecosystem that includes an Urban Business Resource Center and a Small Business Accelerator program</b>	
Very significant	1
Significant	6
Neither insignificant nor significant	2
Insignificant	
Very insignificant	1
<b>Grand Total</b>	<b>10</b>

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<b>Scaled food processing and a commercial kitchen and co-packing facility for culinary-focused companies that want to scale</b>	
Very significant	
Significant	7
Neither insignificant nor significant	3
Insignificant	
Very insignificant	
<b>Grand Total</b>	<b>10</b>

<b>What level of impact do you believe the above offerings could have on the creation of community-based and diverse small business enterprises?</b>	
Major impact	4
Moderate impact	6
Some impact	3
Minor impact	1
No Impact	
<b>Grand Total</b>	<b>14</b>

<b>How do you foresee these offerings impacting underrepresented communities?</b>
Uncertain, depends on the need.
There are limited choices.
Providing a connection for them in which they never had previously.
Underrepresented communities need access to infrastructure supports that well-represented communities have had via social capital for generations. There have to be opportunities for all communities to build their businesses and generational wealth from a fiscal and social standpoint. This is the only way to do that.
Being able to open a lot of doors that would make a bridge between the underrepresented communities those barriers.

<b>What entrepreneurial support networks are necessary for firms?</b>
Basic to advanced wrap around support
management and budgets
Education and skills training. Mentorships
Capitalism will never solve our problems.
Shared administrative services for small businesses would help many manage their resources more effectively and increase the efficiency and likelihood that best practices in areas outside the focus of the businesses' service or offering. Unrestricted seed money and funding for startup and sustainability in the critical first years of development is also important. Safety nets related to staff development, wages, IT, benefits, and financial/legal infrastructure, for example, would go a long way in providing ways for business to improve products and performance.
Community, lending, developing, educating, and social economics.

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<b>How significant is the access to food processing and manufacturing clusters across the region?</b>	
Very significant	1
Significant	8
Neither insignificant nor significant	2
Insignificant	
Very insignificant	
<b>Grand Total</b>	<b>11</b>

<b>What equitable economic development outcomes do you believe are most important?</b>
Those that impact small, and minority owned businesses.
Entrepreneurship, Economic Development
Entrepreneurship
Opportunities to drive success from jobs to careers, continuing education.
Given that the Near Northwest Area is a majority-Black area, the outcomes of this program should be the monetary equivalent to reparations owed to descendants of enslaved peoples.
community and businesses.

*Entrepreneur Survey*

As only 1 respondent identified as a local entrepreneur, entrepreneur-specific questions have a very limited sample size. Thus, this data was not used within the report but is presented below.

<b>What stage of development is your business?</b>	
Launched at a small scale	1
<b>Grand Total</b>	<b>1</b>

<b>Count of How long has your business been up and running?</b>	
1-3 years	1
<b>Grand Total</b>	<b>1</b>

<b>Where are you currently producing the majority of your product?</b>	
(blank)	
<b>Grand Total</b>	

<b>How much do you currently pay to use facilities?</b>	
Nothing	1
<b>Grand Total</b>	<b>1</b>



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<b>How many full-time employees do you have?</b>	
Myself and/or unpaid family/friends	1
<b>Grand Total</b>	<b>1</b>

<b>How many part-time employees do you have?</b>	
None	1
<b>Grand Total</b>	<b>1</b>

<b>Where do you currently source your ingredients?</b>	
Retailer (including supermarket)	1
<b>Grand Total</b>	<b>1</b>

<b>Where do you sell the majority of your product?</b>	
Other: Online and popup events	1
<b>Grand Total</b>	<b>1</b>

<b>What are the priorities of your business? (select all that apply)</b>	
(blank)	
<b>Grand Total</b>	

<b>Would you be willing to travel to utilize a facility?</b>	
(blank)	
<b>Grand Total</b>	

<b>Under what conditions/for what reasons would you be willing to travel?</b>	
(blank)	
<b>Grand Total</b>	

<b>What type of equipment would you like to see in the facility? (select all the apply)</b>	
(blank)	
<b>Grand Total</b>	

<b>What types of additional amenities would you be interested in using?</b>	
(blank)	
<b>Grand Total</b>	

**Feasibility Assessment for Urban Business Resource Center**

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<b>About how many hours a month would you use the facility?</b>	
(blank)	
<b>Grand Total</b>	

<b>How much would you be willing to pay to use the facility?</b>	
(blank)	
<b>Grand Total</b>	

<b>How much of a barrier are these situations to starting/expanding your business?(Scalability )</b>	
(blank)	
<b>Grand Total</b>	

<b>What is your biggest concern in regard to the feasibility of Urban Business Resource Center (UBRC)'s plan?</b>	
(blank)	

*Demographics*

<b>What is your gender?</b>	
Female	6
Prefer not to disclose	2
<b>Grand Total</b>	<b>8</b>

<b>What is your age?</b>	
18-29	1
30-39	1
40-49	3
50-59	2
60-69	2
<b>Grand Total</b>	<b>9</b>

<b>What is your race? Please select all the apply.</b>	
Black or African American	3
White	4
Prefer not to disclose	2
Not listed: African	1
<b>Grand Total</b>	<b>10</b>

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<b>What is your ethnicity?</b>	
Prefer not to disclose	2
Non-Hispanic, Latino, Latina, Latinx	8
<b>Grand Total</b>	<b>10</b>