

## "Stop the Swap" Story

### *Sidney Entrepreneurship Stories*

By David Iaquinta, Ph.D. – February 11, 2024

#### About the Sidney Story...



For most Americans, Sidney is just one more rural community among thousands. Some may know of Sidney as the once home of ***Cabela's Outfitters***. But Sidney is a community worth a deeper look as it reinvests itself one more time by focusing on and investing in entrepreneurial development. This story is part of a larger collection of Sidney stories and analysis. In these stories lessons are to be learned!

#### Sidney Story Collection...

Web Link

Sidney Landing Page

Background Papers

1. Sidney Story Collection by Don Macke
2. Sidney Case Study Executive Summary by Don Macke
3. Sidney, Nebraska – Entrepreneurial Community Case Study by Don Macke
4. Cheyenne County and Sidney Development Opportunity Profiles by e2 and Don Macke
5. E3 Assessment by the Sidney E3 team by David Iaquinta

Stories

6. What is a Community Champion? by David Iaquinta
7. The Sarah Sinnett Story – Sidney Champion and E2 Lead by David Iaquinta
8. The Cory Keen Story – E3 Champion by David Iaquinta
9. The Paula Abbot and Innovation and Entrepreneurship Center Story by David Iaquinta
10. The Melissa Norgard Story – Corporate Professional, Economic Development Director, Entrepreneur, and Mother by David Iaquinta
11. Stop the Swap Story by David Iaquinta
12. The eNavigator by David Iaquinta
13. The Alisha Juelfs Story – Navigator by David Iaquinta
14. The Amber Fields Entrepreneur Story with Jennifer Powell by David Iaquinta
15. Jillana Saunder... Entrepreneur – Savor and Grace – Sidney, Nebraska by Don Macke

Podcasts

16. *Community Champions...* <https://www.energizingentrepreneurs.org/podcast/entrepreneur-ecosystem-champions-with-pam-abbot-and-sarah-sinnett.html>
17. *Entrepreneur Navigators...* <https://www.energizingentrepreneurs.org/podcast/entrepreneur-navigators-with-alisha-juelfs-and-rachael-barry.html>
18. *About E3...* <https://www.energizingentrepreneurs.org/podcast/exploring-e3-in-nebraska.html>

### Thanks David...



At e2 we want to acknowledge the remarkable work of Dr. David Laquinta in conducting interviews, site visits, and curating many of these stories. Our **Sidney Story** could not be possible without Dr. Laquinta's remarkable work. Dr. Laquinta is a 50-year veteran college and university professor recently retired from Nebraska Wesleyan University in Lincoln, Nebraska. He is an international expert in rural community economic development.

Listen to David's e2 **Pathways to Rural Prosperity** podcast from April 2022 focusing on "Community Resilience":

<https://www.energizingentrepreneurs.org/podcast/episode-33.html>.

### SMIF Acknowledgement...



e2 would like to recognize support from the Southern Minnesota Initiative Foundation in hosting e2 and our **Sidney Story**. SMIF is a leader in community-centered entrepreneurship through its REV Initiative.

For more information:

<https://smifoundation.org/programs/economic-development-2/>

### Why Stories Matter...

For nearly 50 years e2 has been gathering and curating stories about communities across rural North America. These stories serve to inspire and inform other communities as to what is possible with entrepreneur focused community economic development. Stories matter in that they are relatable to community builders across the continent. Sidney's stories are compelling and illustrate renewal after a massive socio-economic crisis. For more e2 stories check out...

<https://www.energizingentrepreneurs.org/library/community-regional-case-studies/>

### Questions and Additional Information

Don Macke – e2 Entrepreneurial Ecosystems

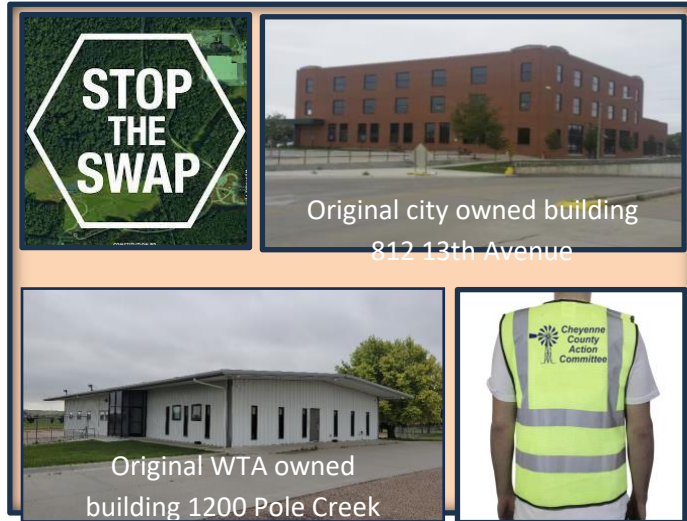
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### Stop the Swap - Background

In February of 2023 Worldwide Trophy Adventures (WTA) contacted the City of Sidney and proposed a "swap" of properties after the previous occupants terminated their lease. The deal would terminate ownership of the building by the City of Sidney, transfer the remaining TIF bond expense to WTA, and provide an upgraded Police Department building. In addition to allowing the city to recoup its initial investment in the building, removing the repayment obligation on the original TIF bond saved the city expenses that would have required tax increases or cutbacks

in city services.

### The Newspaper Account

As reported by the Cheyenne Sun-Telegraph, David Scott said...

*"Some people think I'm the one doing the buying and selling, but only the city council can do that, and I'm doing what they are instructing me to do. Everybody wants to think I'm some big devil doing all of this--but I can't buy or sell anything--only the city Council can."*

Referring to the public meeting held about the deal due to substantial pushback from anti-tax organizers in the city, David says...

*"It was nice to see a big crowd at the City Council meeting on August 8. Although there were accusations about me thrown around, I don't pay much attention to that,"*

As the paper reported, the proposed swap involved a city owned building plus cash and other considerations in exchange for a building currently owned by WTA. The city also gets to keep the parking lot across from the WTA building to use for the KCTS Shuttle Service. David explained the city's rationale for the deal to the newspaper...

*"If we put ...[our currently owned building]... up for sale and tried to sell it, if we're lucky maybe we get 2 million for the building – that would be great and fantastic – or maybe we get 400k and the building is used as a warehouse for some company out of Denver, and you'd still have the same old Police*

*Department building that's ready to fall to the ground. Even the biggest detractors of this deal agree that the current Police Department building is unacceptable."*

Ryan Watchorn, CEO of WTA described his rationale for the deal...

*"The TIF Bond is \$50,000 a year for 6 years, meaning that's \$300,000 in cash we have to come up with. We're not looking to get rich off of 812 13th Avenue, we're looking for a forever home. During the meeting it was asked, "Are you going to pull out if you don't get this building?" to which I said, "No we'll stay in tents if we have to." I wish I would have added, "What I can't do is I can't recruit (new employees) to Sidney if I don't have a home for them. I will hire them, ... but they won't be from here in Sidney." The beauty of this deal is all of them coming in, most will be living in Sidney or Cheyenne County.*

*"These are really good jobs. You have salespeople with 20 years of experience, IT guys with a lot of experience, really great jobs. One of the fears we heard is that we were going to "poach" the best employees from other companies and offer them more than their current employer. I'll tell you this, if anyone comes from an outside business here, 100% we will not poach, we will not recruit, and they would have to have a conversation with their leadership about making a move before I would even engage with them."*

As with all entrepreneurial ventures there is risk. Here Ryan cited the impact the COVID pandemic had on their business. That said, Ryan sees a large upside for the company with the number one benefit being...

*"A forever home for our company. If we ever outgrow that, the City of Sidney will be well, well, well taken care of. We're out of room here, and it's going to stall growth except for work from home. Being able to bring people in and show them we have space for growth, that's by far the number one benefit."*

On the other side of the swap issue were the people who coined the slogan "stop the swap." Their primary argument was a feeling that there was a lack of transparency in how the deal was made. They also claimed the deal was done illegally using electric funds to pay for the building. Underlying these assertions is their primary objection that taxes are too high. Spokesperson David Jansen told the newspaper...

*Our whole thing was this should have been done in some public forum, ... be absolutely transparent. We read the law, we understand the law, we use the law and their understanding of the law several times has been wrong.*

*When the city originally purchased this building ... they did it wrong, they illegally used electric funds to buy the building. ... I have nothing against WTA, I would love to see them expand--it's a business and I'm a businessman. But people need to know. What bothers me about this deal, and this is not anything against any of the people involved with the deal, it's the fact this deal was done completely behind closed doors and in secret and away from the people. All we asked for is transparency and we want to see the documents. You say the building has gone down ... [in value, ... we want to see the documents. David Scott misquoted a lot of facts in that preamble to the City Ordinance that he wrote. He misquoted*

*a lot of facts we knew to be wrong, because we track property taxes and building values because we think property taxes are too high here."*

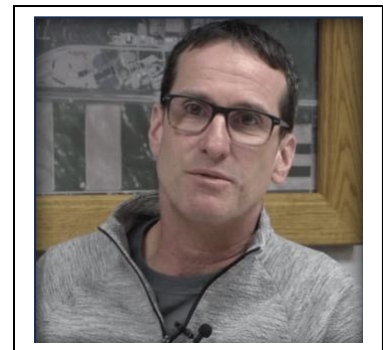
There is a significant purpose for elaborating on this episode in Sidney's recent history. First, it documents the fact that Sidney like all communities has factions that don't always agree about policy and issues. Second, there was highly organized opposition to the city's actions, and it led to a volatile situation culminating in an angry public meeting replete with personal accusations and heated argument. Third, from the passages above we see that the newspaper attempted to provide a leavened recounting of the various factions' positions in order to turn down the heat and provide a more reasoned basis for interaction. Finally, and most importantly, as we will see from what follows, the entire episode and especially the public meeting, had vitally important significance for the success of E3.

### The Role and Impact on E3

E3 members saw this pitched battle as antithetical to the community ethos they were trying to build. They also saw that supporting a local entrepreneur was exactly the mission of E3. Access to buildings in Sidney had been hampered because the Cabela's sale included a covenant that restricted the use of any buildings formerly owned by the company. The impact of this extended to many properties in the city and not just the big office center on the interstate. In the words of David Scott (City Manager), Alisha Juelfs (E3 navigator) and Sarah Sinnett (E3 lead) we tell the story from another perspective.

### David Scott – City Manager

As city manager and previously as finance manager for Sidney, David has been party to the underlying property transactions involved in the Stop the Swap controversy. His narrative demonstrates several important points. First, that the facts are often misunderstood and distorted in public dialog. Even the newspaper coverage included above does not capture vital details and the complete reasoning behind the acquisition and sale of the building in question. Second, given this lack of accurate information some folks have their own agenda in promoting a distorted version of what happened. Third and most importantly, David's account shows us exactly how E3 enters the picture in a helpful way and how having built the necessary social capital and trust they could become full partners in a workable solution for everyone including E3 itself.



### The History

*First of all Cabela's owned several properties, warehouses, other building. The only ones that are still in Bass Pros hands as of right now, are the 2 big monsters up on the hill, the gigantic office buildings. That's a whole 'nother beast. ... I don't think anybody has a really good answer for those gigantic buildings. But this one is the downtown building, which could easily house two or three hundred, maybe more employees. It's a decent sized building. It's three stories with a basement as well. The city bought that a long time ago. My predecessor ... [bought it] ... because before the pandemic UST Global came in and said they were gonna fill it, but they needed some incentives, and the city didn't have a lot of money to*

give. They used the old one-time excess utility fund loophole to use electric funds to buy that building because they were petrified that if a local investor bought it they would charge UST out of the market, and they would never come here.

So, the whole deal was UST said, “We'll put 200 employees in there for you. Create these jobs if you can lease this to us at a reasonable price.” So, this city went into that business, right? A lot of people got mad at them then for getting into the real estate business to do that. But it but it actually worked, and UST had at one point about half those employees there. They had about 100 there in that building, and it was working actually. But then the pandemic came, and they found out they could work all these people from home, and they went down to ... only 6 or 7 people in a gigantic building, and they wanted out of the lease. So, we let them out of the lease. But the building also has a TIF on it, so the city can't own it without leasing it to a tax paying entity. We cannot just sit on it. And so, when UST ended their lease we immediately. ... We were immediately going to have to put it on the market. That's when WTA, Worldwide Trophy Adventures, came to us right away and said, “Well, I'd like to buy it.” So that's even better, you know. And it was a great deal. I mean the public screamed when we bought it, and then they screamed again now that we're trying to sell it. So, you're never gonna make them happy.

### Stop the Swap and the Public Meetings

As David explains... We had to have two public hearings because there's two different issues here, the buying of one property and the selling of another.

The downside of the public meetings was... I took a lot of hits on that one. I was called about every name you can imagine. Oh, yeah, they had a logo, and everything. It was called, Stop the swap! They sent a postcard to every resident in the city, “Stop the Swap! The city is gonna raise your taxes.” It's actually gonna help ... [taxpayers]. If we had kept that building, we would have had to raise taxes to pay off the TIF bond. ... But you can't explain that to them. ... You can explain that to members of E3. You cannot explain that to Stop the Swap. To them It's a people thing, they don't understand, their taxes actually would have [gone] up if we were ... held on to that building.

The upside of the public meetings was ... there were several members of E3 that came to those public hearings and spoke very publicly in favor of making this deal. So, I don't know that that's an E3 thing, or it's just them as a community member saying, this is a good deal, but I think the more you get people involved in organizations like E3, the more they get the big picture of what's going on in their cities and in their communities. They're willing to take steps like that and go to a meeting and say, “Hey, no, you people are wrong. This is a great deal.” Whereas maybe ... [the E3 folks] ... never would have done that before had they not ever really been a part of something ... [like E3] ... where they started to understand what's going on?

### The Follow up meeting with E3 at WNCC

In terms of the early process, E3 really was not involved at all in the deal until recently. WTA, is going to sell us their building, which will become our new police department. We're gonna sell them our building, right? But our building is too big for them at this point. It probably won't be in the next 3 to 5 years, but it is right now. They can fill one floor for sure, and they think they'll have two floors filled in in 2 or 3

years. But it's 3 floors and a basement, right? So, there's a lot of opportunity there. And that's a good-sized building with a lot of holding costs so they would like to find partners and lease out ... [space to them]. ... Since they're more of an office thing, they're starting on floor 3 and floor 2 and leaving floor 1 open so that anybody else would have that ... [space where they] ... would have that kind of walk-in ability. That's when ... Ryan Watchorn, the CEO of Worldwide Trophy Ventures ... told me he wanted to get together with E3 and all these folks to see what ideas they had for people in town looking for large areas to lease or whatever. And I said, "I have no problem with that." I told him I wanted to wait until after the remonstrance period was over, because I thought it was pretty presumptuous of us for me to sit in on a meeting like that, when the public is very against this. So, we did meet. Here's a little connection with E3 throughout ... [the public meetings] ... process. I think that's why Ryan Watchorn, CEO of the company is buying that building from the city.

In the end, after we knew ... we had thwarted the naysayers and [the deal was] going to happen, Ryan reached out to not only me but to the E3 group to sit down and talk about ... renters and ideas because they were so there for us and for him and me while we were taking all these hits in the public. So, he sees that they have a brain, and it works, and he wants to work with them on how they can help him lease out the additional space. It's just one of those things. It was a good fit. We met up at the I&E Center at WNCC, and it was a very interesting meeting. There were a lot of E3 people there. The Chamber was there, Tourism was there. All the usual players were at the table that would come to an E3 meeting or that kind of event. Ryan was open to hearing everything and anything anybody had to say. There are always some ideas that are ... not really gonna happen. But there were some good ones. I think it was very helpful. I think everybody feels like that should be a business in there that would be good for public, for the community. Something that would be very helpful for the community in the first-floor open space. There were a lot of weird ideas like a daycare. It didn't look like Ryan was a big fan of having a daycare right below where all his office people are working. Alisha was very strong on pushing, several different little shops like beauty shops ... but the expense of the plumbing on that would just be outrageous because ... it's set up as a big, wide open space with bathrooms in one spot.

There were some good ideas that came out of that. [For example] ... our hospital still has 30 employees working in their old hospital, which they're very badly wanting to tear down. He seems very interested in wanting to talk about that because it would be a very good way to make it a public medical walk-in, and then maybe ... put some other medical offices in there which wouldn't require a lot of remodeling. It was kind of a think tank thing where everybody was just kind of spitting out ideas, and it was really good. Some people talked about putting some data server farms in the basement. It was just a whole bunch of people throwing out all kinds of ideas. Some of we're not feasible and would be way too expensive. Some of were good. The only question is he's not the only person with empty space that he wants to lease in town. So, we need to be a little careful we aren't showing favoritism. It's an equity issue.

The challenge posed in the Stop the Swap episode is symptomatic of the deeper ideologically driven motivation. We could characterize it as an anti-tax stance and that is fair as far as it goes. However, the deeper reality is that whatever stance people take on a given issue they simply don't invest the time doing due diligence as to what is really involved. In the case of Stop the Swap they were reacting to deeply harbored disenchantment with earlier events such as the original purchase of the building by the city using an electric funds loophole. More disturbing was linking their antagonism for the swap actions

to the demonstrated good work done in the past using LB480 dollars to support businesses and by innovative institutional custodians like Paula Abbott when she created the Innovation and Entrepreneur Center at WNCC which helped many businesses in the area. David Scott responded to the query about the I&E Center this way...

*WOW! That was a huge success before E3 was ever a thing. It was a huge success for a long time. I think I was finance director then, and that happened under my predecessor. But it was mostly Paula, Melissa, me, and a couple of other people that said, “This is a good idea, and we need to do this.” Man, I can’t tell you how great that’s been for us. We wouldn’t have NexGen, Highby Outdoors, and all these other places that used that center to get started. Now they’re all doing very well. It’s another argument of mine when I’m with the same angry people that we’re trying to stop the swap, or whatever when they kept saying, “You know the city’s giving money to all these big businesses like WTA and like Highby Outdoors, and like NexGen.” I said, “What? No, what you don’t understand is we gave LB840 money to them when they were 3 people sitting in an I&E center. They’re big now **because** we did that, not we’re throwing it at Big Business. You’re misunderstanding.” But then you can’t explain that to people either.*

### David sums up the meeting with E3 at WNCC

The contrast between the public meeting attended by Stop the Swap and the subsequent one with E3 is stark. The public meeting was a heated powder keg of emotions and loud voices and the other a creative and collaborative problem-solving exercise. In the end both meetings served a purpose. E3 was an active and constructive participant in both, and both enhanced E3’s visibility in the community and built new relationships.

Contrary to David’s conjecture that it might not have been *an E3 thing*, the public meeting presentations were very much *an E3 thing*. Interviews with other E3 team members and the navigator Alisha Juelfs substantiate that Alisha made a significant presentation at the public hearing as to just what E3 is and does in Sidney. Other team members also spoke and while their presentations were not specifically coordinated in advance, they were clearly informed by their participation in E3. More importantly, interviews with entrepreneurs reported in other summary E3 documents attest to the fact that they followed up with E3 expressly because they heard the E3 presentations at the meeting. Some like entrepreneurs Amber Fields and Jennifer Powell of Safe at Home have become participating members.

### Alisha Juelfs – E3 Navigator

Alisha found herself at the center of the controversy during the public meeting when she gave a presentation on E3. But there was a silver lining to this difficult situation. As she recounts...

*There are some weeks when I just need a breath of fresh air. There has been a lot of tension. ... People are not willing to gain perspective of the whole situation. If they would just give me an opportunity to talk to them, they would see that I’m here to help.*





*We talked at a City Council meeting, and it was a hot topic, the Stop the Swap thing. Sarah saw that as an opportunity. There was going to be a huge crowd, so we presented. I was really not happy with her at the time because – I am a public speaker and I have no problem with that – but the dynamic of that room was just toxic. It was just such terrible vibes that as comfortable as I am in those situations, that was one of the most uncomfortable presentations I've ever done. No one was there to listen to us, ... BUT I got so much traffic after that meeting. It was even, "I don't necessarily know if I need your services, I just kind of want to know what you do so I can promote you." Then they didn't think they needed me, and it turns out there were programs they had not utilized yet. I got a lot of traffic after that, a lot of walk-ins out of the blue, just no control over it. It's awesome. It's interesting to me that it cleared up the air for a lot of people. [On the other hand] ... we were getting tagged on Facebook left and right, "why doesn't E3 do that?" [My response is] ... "That is not what we do. Just give me an opportunity to talk to you for a minute and you'll see I have pure intentions. I just want my kids to be raised here, and I want you to be successful. I want this community to be successful."*

*We know a lot of things that most people don't. The level of confidentiality needed to be in this position is a big reason why people hesitate coming in because they don't want people to know their business. I understand that, but on the other hand I'm so excited to see them go from this level, not even being open yet, to being open. Then I can promote the heck out of them because I saw the journey they went through for it. ... Some weeks are better than others.*

### Melissa Norgard - Entrepreneur

As Melissa describes the night of the public meeting and its aftermath, she focuses not on the conflict or even on the issues involved. Rather she sees how E3 played a key role in the evening turning a community challenge into consciousness raising about the who, what and why of E3 in Sidney...



*I think people who are unaware of what E3 is, are at least now raising their hand, asking the questions. I think one really fortunate thing that Sarah, Alisha, and Cory did ... [regarding the] ... building purchase of the city building by a private entity in town, WTA. It was an old Cabela's building that the city had purchased. Then UST Global was in there, and they broke their lease. ... It was big controversy in Sidney, because there was a local group of people that said the city was doing things behind people's back. It was not following all the rules and all this and that. And so, the city ... had an open public meeting to sell the building, following, the Nebraska State statues of what you have to do when you sell city property. Sarah, Cory and Alisha also presented E3 at that meeting and gave an update. The meeting was actually held at the High School auditorium because ... so many people ... [attended].*

*I think that that was a great platform for people who didn't know what E3 was. There ...[were]... probably 300 people at that meeting, 250 to 300 people. I mean the High School auditorium was nearly full. I ... heard a lot of people saying, "Man, all these younger people, and all these entrepreneurs and business owners, and even people who are not business owners, are involved with this E3 group. And what's it all about?" I mean, I know that Sarah had several people reach out to her after that. "What are*

*you guys all about? Oh, I have commercial property that I'm leasing out, or that I want to sell. Could you guys put it in front of some people who are potentially looking and trying to help make those...[connections]?*

### Amber Fields – Entrepreneur – with Jennifer Powell

Amber and Jennifer tell how they got involved with E3 by hearing them speak at the Stop the Swap public meeting with the city. Their comments run together as they complete each other's thoughts...



*How E3 came in is we actually went to a big town meeting because of the ... [stop the swap] ... building. We wanted to hear what they wanted to say. First of all, I was super impressed with the speaker that got up there, that had the company [WTA]. ... God, I would hate to be the person up there defending why I should get this building. “Why this?” We went into it not knowing which side we would even be on. After he spoke then E3 had a presentation. I thought, “Wow. We should really get more involved with our community. We’ve worked so hard at working so hard that we also need to be involved and do things.” We came back and we encouraged everybody in this office, “we will pay you. If you want to go work at Red Cross for free or volunteer, we’re gonna do that because this is our community, and it is important to us.” That’s how we really got started going with E3.*

*When we were there, they talked about LB840 which tonight we will hopefully be getting that. We went through the first committee. We had a unanimous vote.*

Amber and her right-hand manager, Jennifer, go on to elaborate on why they think they were successful in their application for LB480 funds...

*It was us and my daughter, Christina, who came back from overseas to ... work for us also. She had a lot of the facts. She also had a lot of numbers. I just told ... [the committee], ... “Everybody in this office works very hard, there are girls that are working some 12-hour days here just because they believe in what we are trying to do. I just told them, “We could do so much more for this community. ... This will be our corporate no matter how far we go.” We’re starting to work on stuff for Colorado because we’ve been asked to go to Colorado. We’ve been asked to go to South Dakota. They’re away from the cities in rural areas. I just said, “We could do something here, but we’re going to have to have help doing it. Maybe that was it. I was very truthful like, “Here it is, this is what we want to do.”*

Getting back to the meeting...

*E3 helped navigate us to that resource. It was the first time we heard about E3. We were like, “Why aren’t we doing that? Why are we not trying to help ourselves?”*

As we have detailed above, it was a very acrimonious meeting and Ryan from WTA didn't really have a warm response initially. In this context Amber and Jennifer talked about what else stood out to them at the meeting...

*We really liked the E3 presentation. Whoever put that together really did good. They were all very welcoming. I'm sure that them being put on the spot like that too was uncomfortable. I'm sure that they expected that some of those people at those meetings were not there to be friendly. And then we show up and we're like, "We want to be involved too."*

Following the meeting they went directly to Alisha. In short, the navigator's position and presentation were key to their involvement. They now attend the local E3 meetings as team members...

*In those meetings they talk about everything. "This person is thinking about selling their business." I have handed that information to other people and been like, "you would be great at this business. You are also an entrepreneur and look at what you could do with this. Here's the information." People have asked, "How did we get there?" and I say, "you should go in there and talk with her. Let her explain how to write those business plans." So, it helped us be able to tell other people, "Some of the struggles that we had you might not have to have." I wish I had known all those things. E3 did a business plan seminar not too long ago and I was like, "Wow, that would have been great." We were trying to use Google for assistance. Having somebody walk you through that process would have been great. There's a lot of things in those meetings that just... Even with us, and we have grown. And we have grown fast. I think there is a lot of good information in there showing us... I never believed I would be in this position. I never thought it would be all of this. I thought we would have four houses.*

Amber goes on to address risk and growing pains associated with having to rapidly scale up her business...

*When Jennifer came on, I said, "What's it going to take for you to leave your job? Those are all things you're going to have to give. "Ok, this is my budget. What's it going to take? I'm not going to have certain things, and I think you've got to be prepared for that those first three years. You have to really be in the mindset, "I'm going to work hard. I'm going to get the right people to the right job. I always want to make sure everybody's okay. For me I was poor for so long that I still use coupons. I still buy my clothes at the back of the racks. I mean it's just a habit to me. ... There was a time we were super tight on money, and I was like, "it's okay, I'm used to being poor." We got through it and Jennifer was like, "I'll be damned, we got through it." I just said, "I told you I was used to being poor."*

## Summing Up

The combined story these folks tell is one of a successful community. They are not extraordinary people, but they are caring, committed, and solution-directed people. E3 has been the vehicle enabling them to build on past achievements, combining their interests and skills to achieve progress. By working to build mutual trust, they have become a positive and effective force for positive change in Sidney. The entrepreneurial ecosystem is undeniably stronger because of their efforts.