

# Development Opportunity Profile

## Cheyenne County, Nebraska



**Cheyenne County,**  
*Nebraska*

*Prepared for the Nebraska E3 Project*

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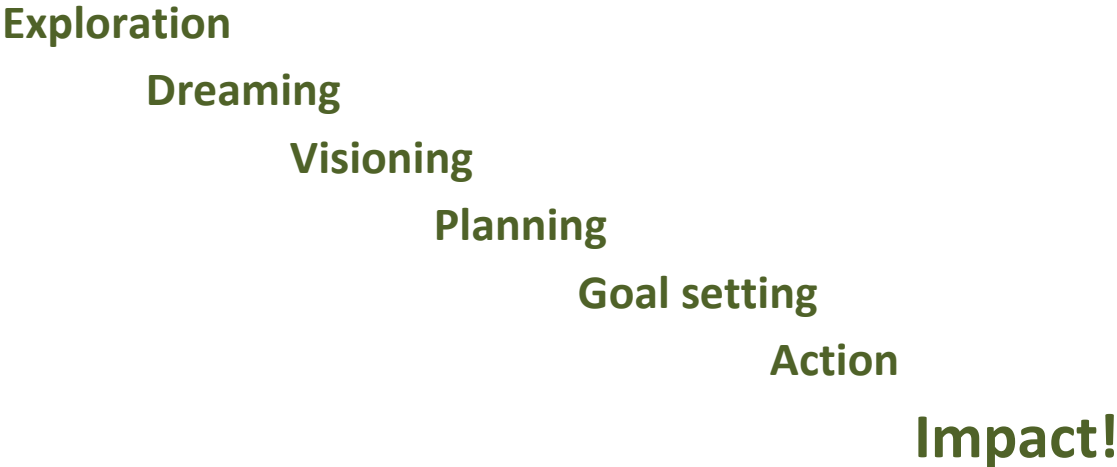


e2 Entrepreneurial Ecosystems believes in **empowering research** – making data-driven decisions about economic development to be more strategic and, ultimately, creating the kinds of economic development outcomes and long-term community or regional prosperity you desire. We work hard to build tools and resources that communities can use to access and understand data and turn that raw information into knowledge you can apply in your community. This **Development Opportunity Profile** was prepared for Cheyenne County in Nebraska by e2 and NetWork Kansas.

### Taking Stock – The Power of Assessment

Whether a community or a region is successful over time – or not – depends upon the commitment and choices of its leaders and people, and the investments they make in their development. As Deepak Chopra says, “When you make a choice, you change the future.” Making the *right* development choices is a prerequisite for achieving community and regional prosperity. The best way to make the *right* development decisions is to commit to a thoughtful and robust assessment of your region’s opportunities. By taking the time to discover and better understand your region’s genuine development opportunities, you will make smarter investments and enhance your region’s potential for greater prosperity.

This **Development Opportunity Profile** is a start on a pathway to prosperity. But it is only a start. It reflects one view of your region, based on secondary data. We challenge you to build on this work, draw on your own knowledge of the region and its assets, and create a deeper understanding of your unique development opportunities. Then use this understanding to craft and implement a smart development game plan. We hope this **Development Opportunity Profile** is helpful and contributes to your future development success.



## Asking the Right Questions

To be successful and achieve sustainable prosperity, every region needs to achieve two things, at a minimum – economic renewal and demographic renewal. These two things are intimately connected. New residents are attracted to and put down roots in places that offer diverse economic opportunities. And a healthy population supports a more robust quality of life and the amenities that go with it – schools, health care, shopping, arts, and recreation, for example. This **Development Opportunity Profile** helps you begin to answer a number of questions about your community or region:

1. What is the regional context for your place?
2. What are the demographic trends in your place?
3. How is your economy doing in terms of job creation?
4. How is your economy doing in terms of income generation?
5. What is driving your economy?

You may choose to address additional questions for your community or region – how are families doing; how is the ethnic makeup of your community or region changing? The answers to these and other questions will help you focus in on your genuine development opportunities.

The first section of this profile provides an historical overview of your economy as a whole.

- The regional context
- Population trends
- Employment trends
- Personal income trends
- Economic drivers

The second section delves more deeply into the business or entrepreneurial economy, describing general business ownership trends and specific entrepreneurial attributes of your region. In the final section, we provide a summary of key development opportunities for your county as well as some identified development challenges.

### Online Library

Research collected and analysis completed in support of this profile is available through an Online Library at the following site:

[Cheyenne County, NE](#)

**Being a Smart Data Consumer.** We provide a summary of research sources at the end of this profile. Detailed source information can be found by reviewing specific research items in the Online Library. Data used in this Profile is based on sampling and estimates. Through the sampling process, data can be skewed particularly in smaller, more rural regions. We encourage you to carefully review the data and question the results if they are at odds with your experience. At the same time, remember that others – prospective residents, employees, and entrepreneurs – are using this same secondary data to learn about your county.

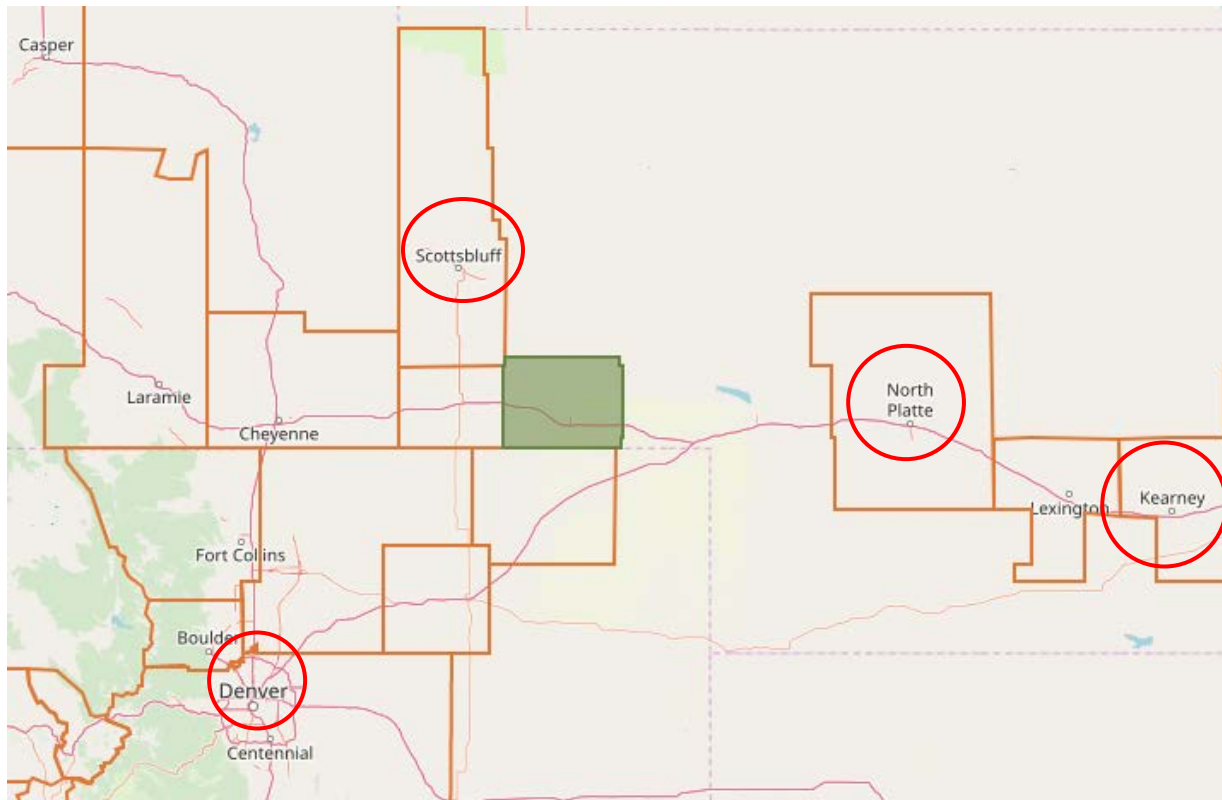
# Understanding the Economy – Historical Overview

## Regional Context

Every region has a unique location offering both opportunities and challenges. Even in our globally interconnected world, location still matters. Early in America’s history, a region’s access to water transportation was a plus. Today, a location with access to high-speed internet and a unique quality of life might attract, for example, entrepreneurs or telecommuters who can choose to work from anywhere. Individual communities exist within a larger regional context that drives both economic and residential development.

Cheyenne County and its lead community Sidney are located in the southern Panhandle of Nebraska, closer to the state capitals in Colorado and Wyoming (i.e., Denver and Cheyenne) as compared to Nebraska’s capital of Lincoln. Your community is part of the high plains with adjacency to the booming Front Range Denver metroplex. Additionally, Cheyenne County is part of the Denver media market and located in the Mountain Time Zone. Your community is an important stop along Interstate 80 and home to numerous local and regional historical, cultural and recreational assets. Over the years your community has experienced serious boom and bust cycles associated with agriculture, the military, oil and gas and now the Cabela’s contraction.

**Figure 1. Cheyenne County, Nebraska**



## Population Trends

Community and economic development should be focused on strategies that not only grow a more robust economy but create opportunities to attract and retain people. A growing population contributes to a strong workforce and supports community infrastructure including schools, health care, arts and culture, and retail activity. Failure to address population loss contributes to further economic and social contraction as a community or region’s vibrancy and capacity decline.

### Cheyenne County, NE Quick Demographic Profile

2010 Population – 9,998  
 Median Age – 40.4 Years  
 Households – 4,298  
 Average Household Size – 2.30

2021 Projected Pop – 10,083  
 2026 Projection Pop – 9,991

Projected 2021-2026  
 Decline Rate = -0.18% per year

The Census Bureau makes a minor statistical correction called a "residual" which is included in Figure 2 but omitted from Figure 3. Because of this correction, natural change plus net migration may not add to total population change in Figure 2.

**Figure 2. Population Trends, 1969-2019**

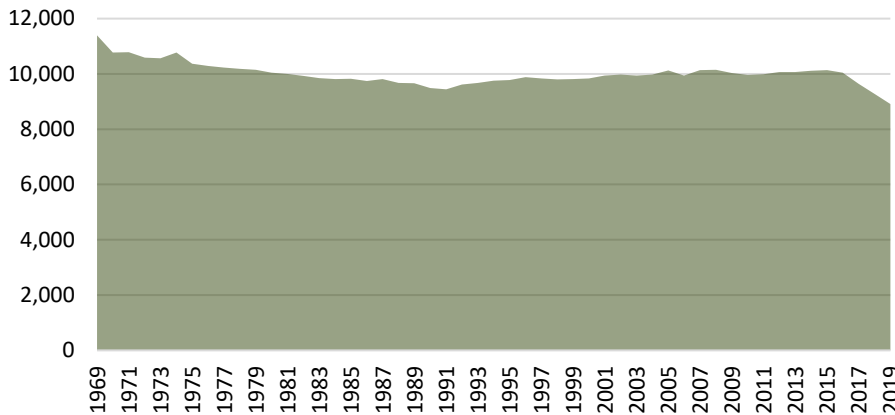
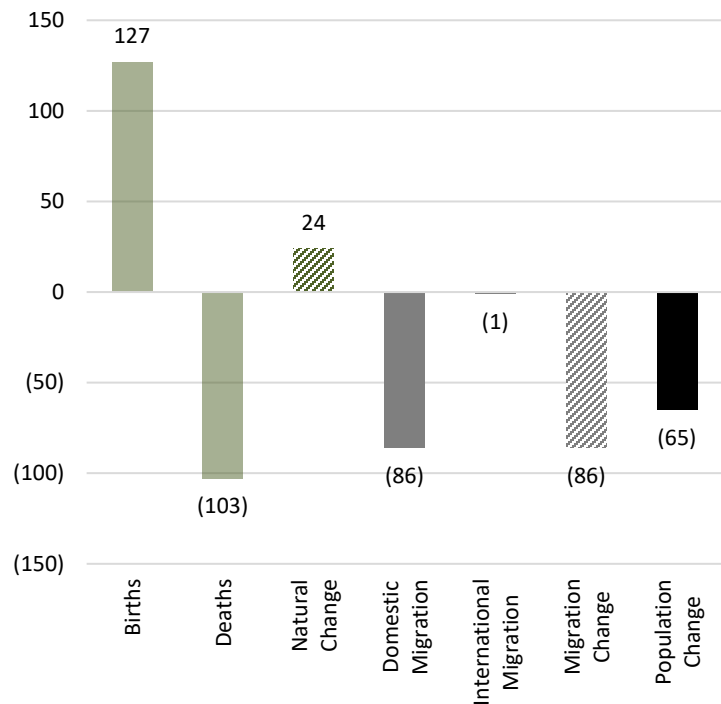
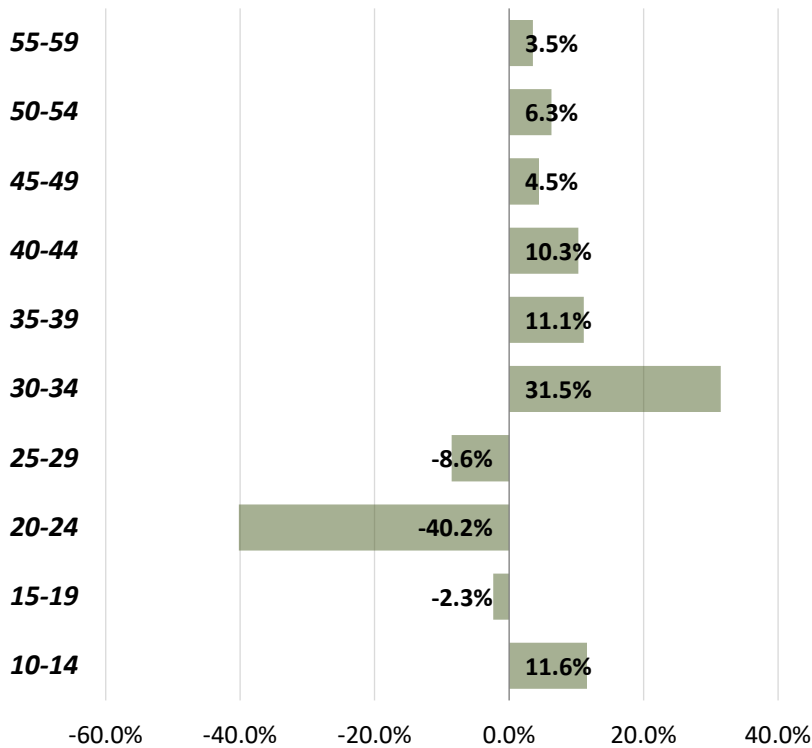


Figure 3 shows average annual change in population, including natural change (births and deaths) and migration (in-migration and out-migration), for 2000 through 2020. When natural population change moves towards zero or negative, a community will likely experience severe and chronic depopulation undermining community vitality. Migration, both domestic (within the U.S.) and international (outside of the U.S.) can strengthen or erode a community’s demographic or population health. Heavy net outmigration (more people leaving than coming in) can further stress demographic health and contribute to declining economic fortunes and quality of life. As America ages, overall birth rates are coming down. For many counties, in-migration of new residents is essential to not only sustain current population levels but to enable growth. For areas to be prosperous, rapid population growth is not necessary.

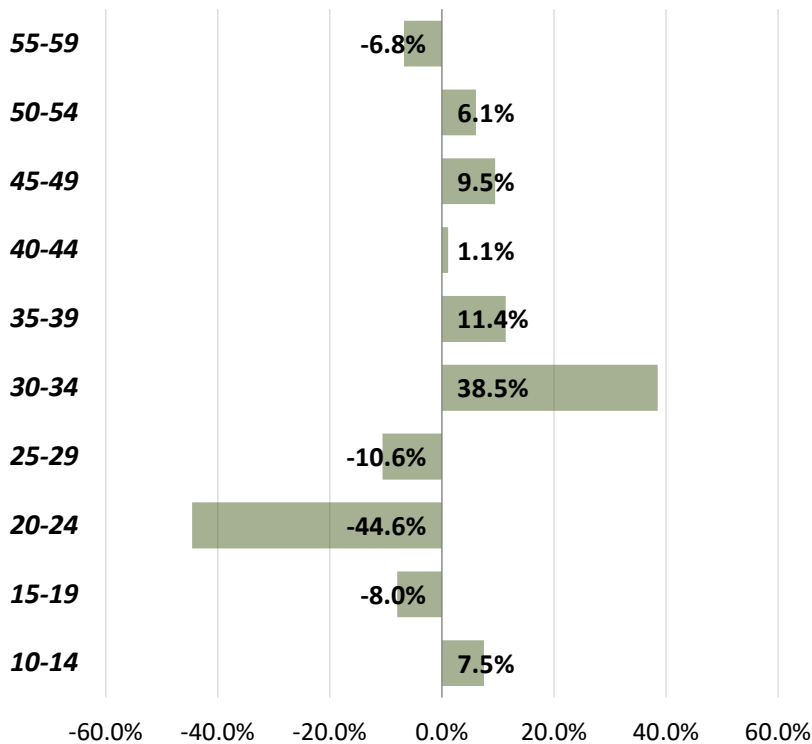
**Figure 3. Average Annual Components of Population Change, 2000-2020**



**Figure 4. Percent Age Cohort Change, 1990-2000**



**Figure 5. Percent Age Cohort Change, 2000-2010**



Dr. Ben Winchester with the University of Minnesota studies population trends across America. We have been using his research increasingly over the past few years.

One way to think about a community's or regions **demographic health** is to compare changes in age cohort groups over ten year or Census periods. In much of rural America, there is a national trend where rural communities typically lose many of their 20-year-olds as they leave high school and often leave their home county to pursue higher education or work elsewhere.

What Dr. Winchester has observed is a trend of 30-year-olds returning after this away-from-home experience. This trend is potentially important to rural communities that have been losing population over time. With returning 30-year-olds, we have younger families, school-age children, a larger workforce and potential entrepreneurs.

Increasing the population of 30 year olds should be a development objective in the county. In creating a more entrepreneurial economy and society, your county can be more successful in retaining and attracting the 25 to 40 year old age groups. For this to happen more frequently, communities must create more and better economic opportunities with a range of jobs and careers through local business formation and growth.

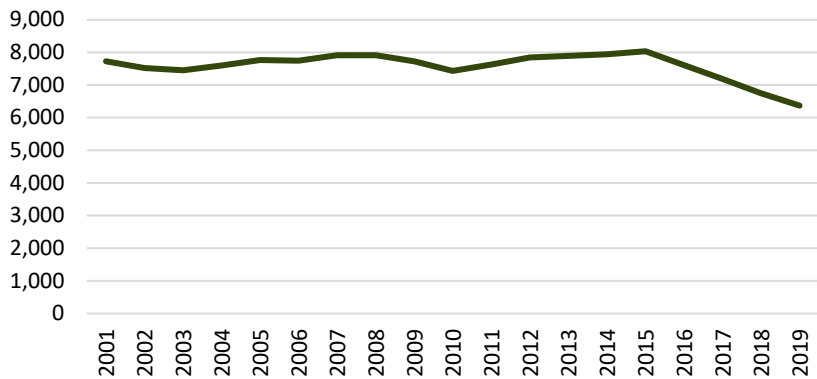


## Employment Trends

Figure 6 to the right provides the long-term historical trend for total employment in the county. Typically, if a county’s population is increasing, we will also see increasing employment. However, for rural counties, it is not uncommon to see declining population with growing employment at least for some time. In most parts of

America, workers are willing to travel long distances for jobs and careers. Workforce is often regional where people live in one community and commute to another community for work and running businesses. Eventually, if a community continues to experience population loss, its ability to sustain job growth is undermined. Later in this profile, we provide more detailed information on job trends associated with different kinds of ventures by type and size of employment.

**Figure 6. Employment Trends 2001-2019**

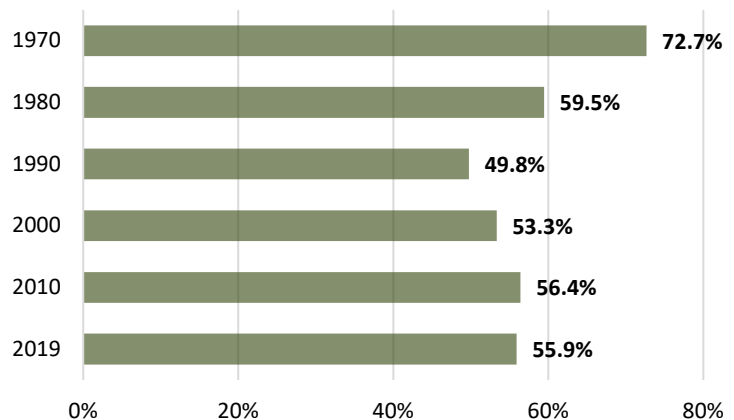


**Table 1. Net Job Growth During Recession Periods**

2001 Recession		Great Recession	
Recession (Mar-Nov 2001)	0.4 %	Recession (Dec 2007-June 2009)	-0.3%
Recovery (Dec 2001-Nov 2007)	-0.2%	Recovery (July 2009-Mar 2021)	-0.1%

“Labor earnings to total personal income” is a good proxy for how dynamic or robust an economy is. Across the country, the share of labor earnings (active work) relative to total personal income has been dropping reflecting both an aging and stagnating economy. A healthy labor-earning rate is in the range of 60 to 70 percent. For communities with a Labor Earnings Ratio that has been consistently dropping, there should be concern about the vitality of a community’s economy. In some situations, this ratio will fluctuate due to influences of natural resource extraction and processing. In communities where farming is predominant, earnings will fluctuate from year to year impacting this ratio. The same is true for other economies where oil, timber, fisheries, and tourism are king. Understanding how these economic activities impact community health and well-being is important and a commitment to economic diversification is key to more stable and prosperous communities.

**Figure 7. Labor Earnings as a Percent of Total Income 1969-2019**

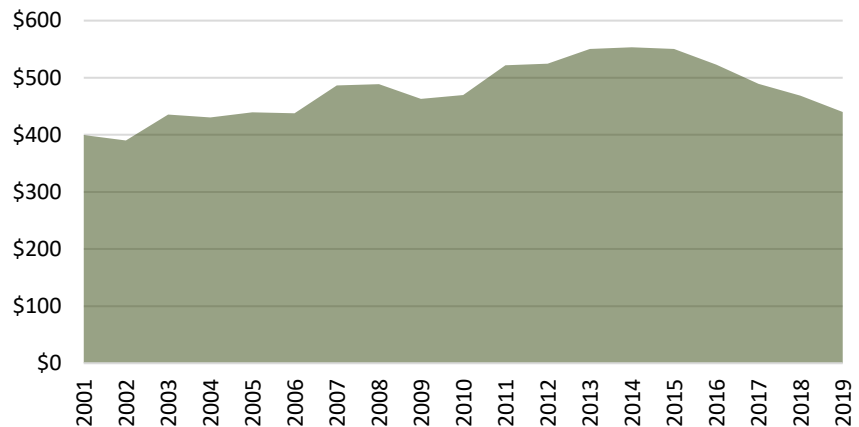


## Personal Income Trends

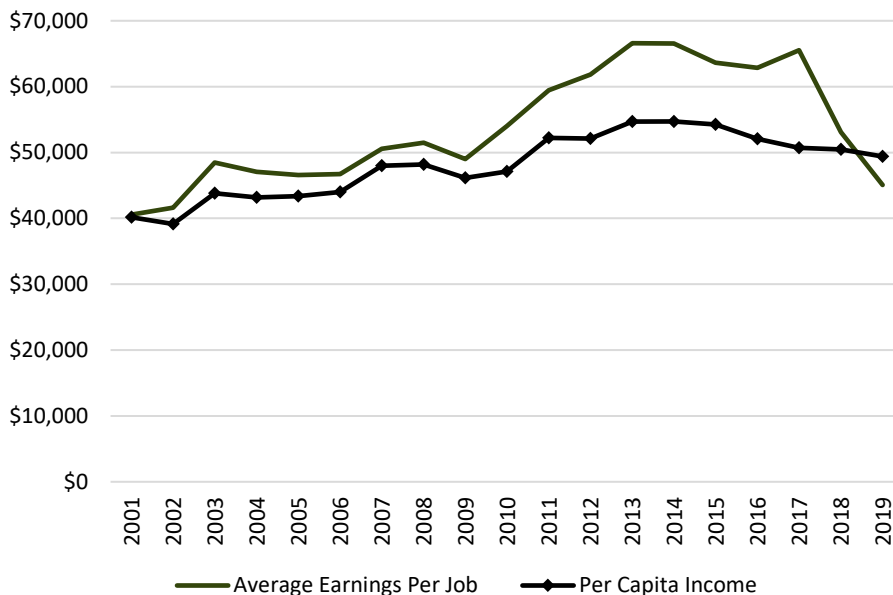
Long-term personal income trends measured in real or inflation adjusted dollars (where a dollar in 2019 has the same purchasing power as a dollar in 1970) are presented for your county in Figure 8. Personal income is a critically important indicator of community well-being. Generally speaking, when personal income is rising faster than both population and employment, household and community well-being is improving.

What Figure 8 does not show is income distribution. We have additional research in your Electronic Library profiling household disposable income and net worth.

**Figure 8. Personal Income Trends 2001-2019**  
(Millions of 2019 dollars)



**Figure 9. Average Earnings Per Job & Per Capita Income 2001-2019**  
(2019 dollars)



Per capita income (total personal income for the county divided by the number of permanent residents or population) is a good indicator of how well a county is doing. Per capita income in most rural communities is rising because of an aging population. Total personal income includes active earnings (wage and salary earnings) and passive earnings associated with rents, Social Security, retirement, royalties, and the like. With aging populations, active earnings may be stagnant but per capita income is rising due to growing passive earnings.

Average earnings per job gives us a better indicator of how business owners and workers are doing. When average earnings are rising, chances are good that the county is doing better. The converse is true when average earnings are contracting reflecting reduced earnings from businesses and wage stagnation or cuts for workers.





## Economic Drivers

Every community, region or state is shaped by certain *economic drivers* that generate income. Using data on total earnings by industry, this profile highlights the top 10 *economic drivers* for the county, how each of these has done in the last decade and its relative importance benchmarked to U.S. averages.

Figure 10. Earnings Drivers

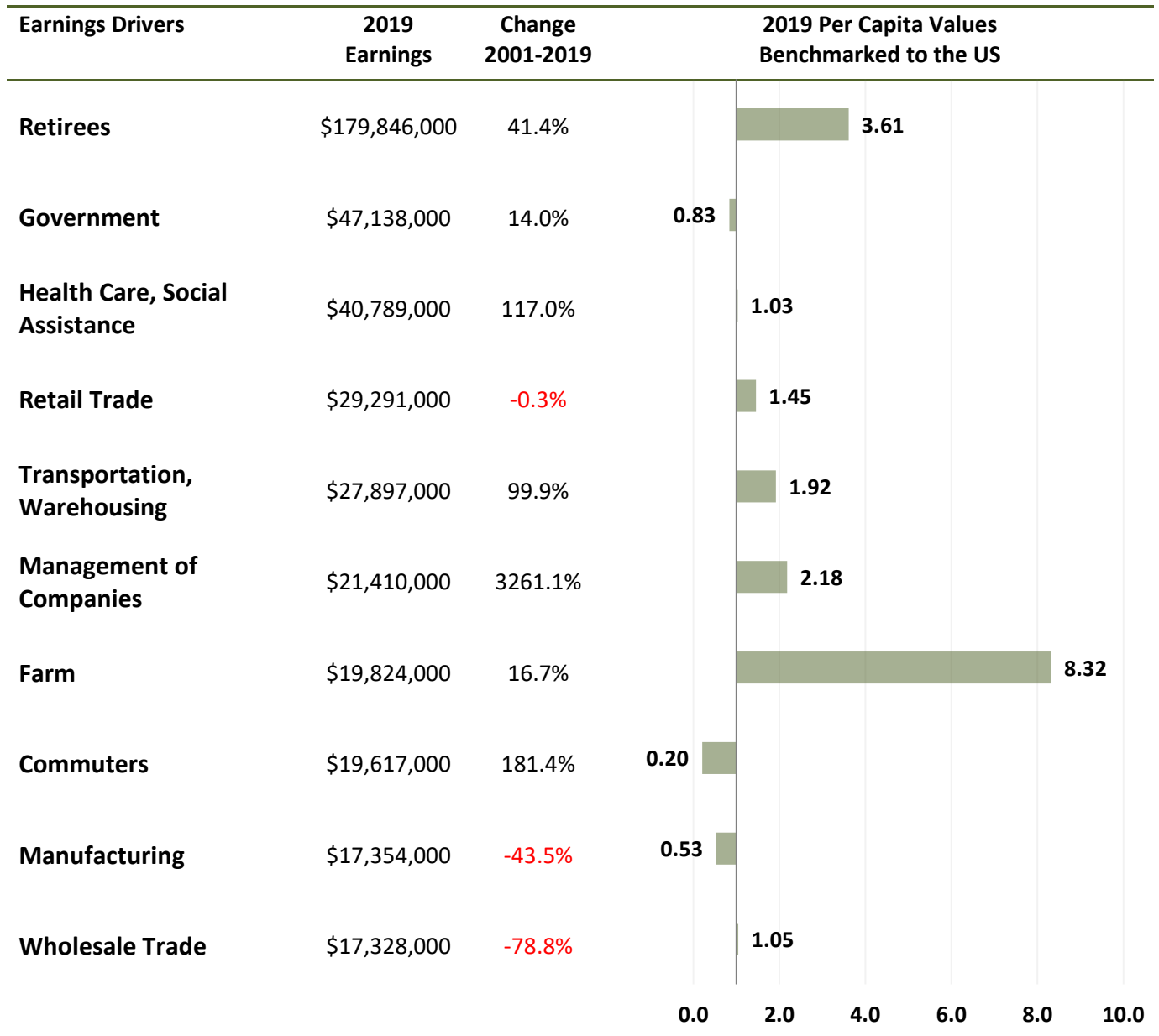
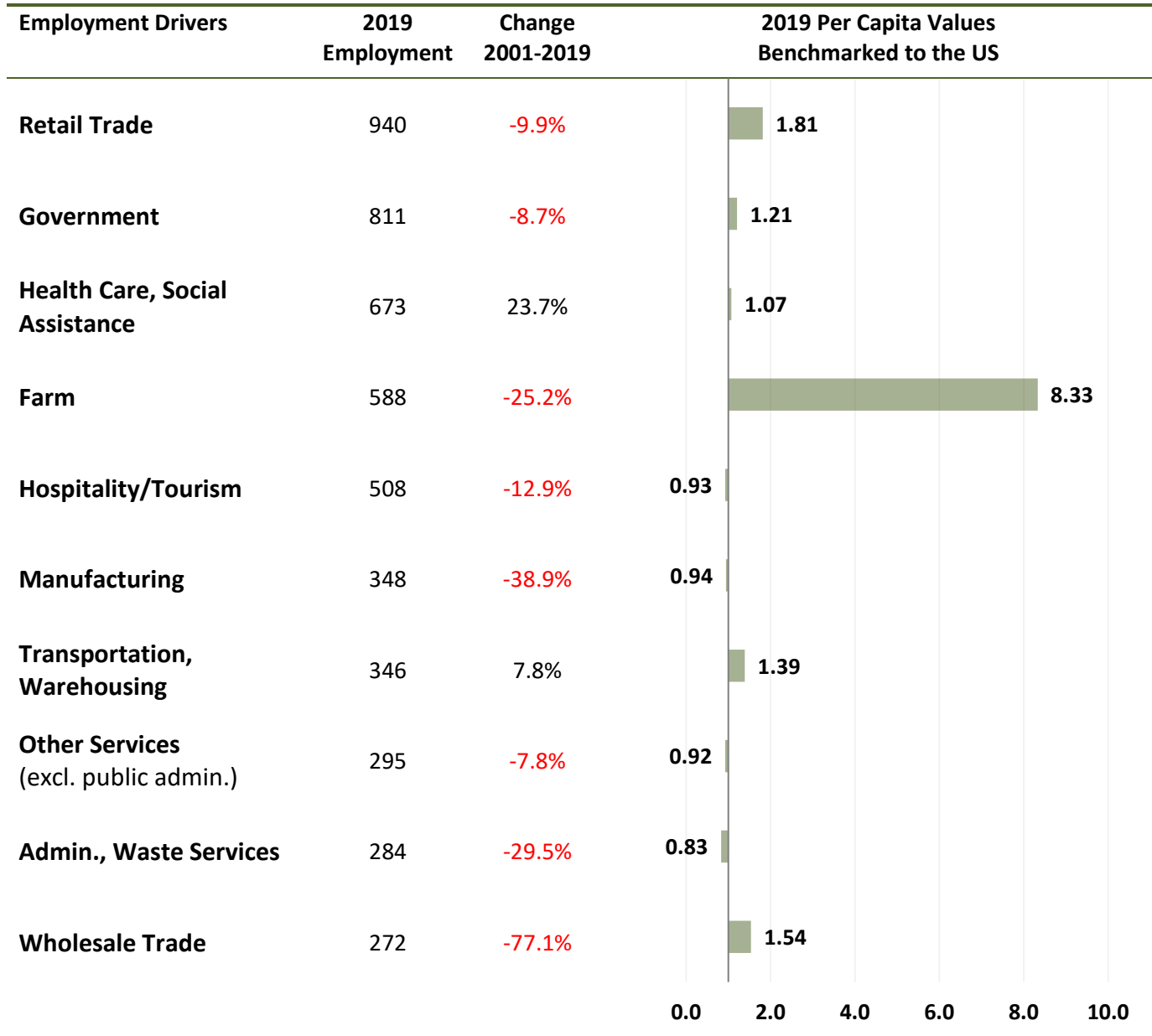


Figure 11 – Employment Drivers



The following analysis provides additional detail on each of these “economic drivers” shaping your county’s economy and society. Additional information is available through the profile’s electronic library and from e2 Entrepreneurial Ecosystems by contacting Don Macke at [don@e2mail.org](mailto:don@e2mail.org).

**Retirees.** America is aging, and retirees are among the most important economic drivers in our communities today. Retirees are a non-traditional economic sector. We may consider manufacturing, mining and even health care as economic sectors, but retirees are increasingly important to our community’s economic well-being. Retirees generate significant spending for 55-plus housing, health care, recreation, and other activities. For some rural communities, their local hospital and clinics exist because of retirees and their Medicare insurance programs.



**Government.** Government includes everything from military agencies to federal, state, and local government organizations. Government also includes public education ranging from the local public K-12 school system, public community colleges, colleges, universities and educational learning centers and agencies. For some communities, all or part of their health care system is public and would be included in the government sector. Government adds stability and diversification to your community while also providing critically important services. Ensuring government stability is highly recommended. Growing, through business development, a larger tax base is an important game plan providing adequate tax revenues to support government functions while reducing the burden on both farm and residential taxpayers.

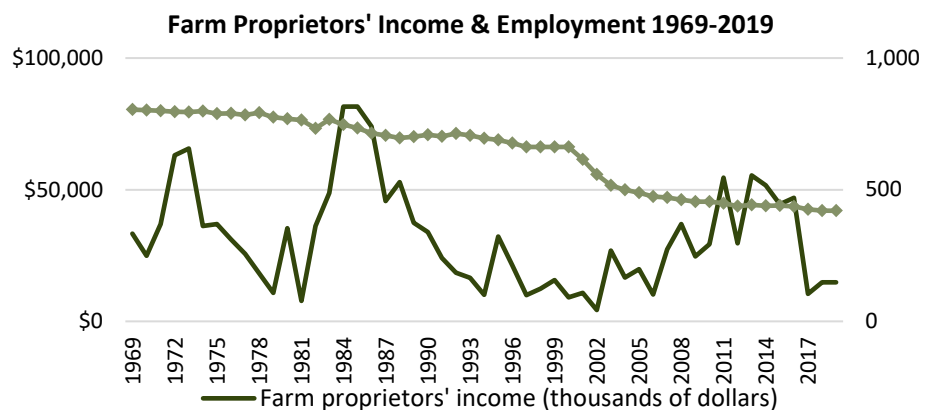
**Health Care and Social Assistance.** Depending upon the source and the community, between 5 and 10% of the entire American economy is associated with health care and social services. For many rural communities, the local hospital, clinic, dental office, and care home represent major economic drivers and important sources of both jobs/careers and supply chain businesses like the local private pharmacy that exists because there is an assisted living home in your community.

**Retail Trade.** Retail Trade is a bedrock and iconic economic activity in every community. Over the years, the “Norman Rockwell main street” has experienced significant change with emergence of strip commercial activities, shopping centers, franchised box stores and now electronic commerce (i.e. Amazon). Today, locally-owned retail trade is very important to community health (e.g., captures and recycles local spending and roots wealth) but challenged.

**Transportation and Warehousing.** These activities are often inter-related and are often important both regionally and nationally. Locally, many communities have some form of agriculture with corresponding elevators, cooperatives, and truckers bringing in inputs and shipping out harvest. Communities adjacent to major highway systems may have warehousing distribution and trucking operations serving regional and national markets.

**Management of Companies and Enterprises.** Consistent with the outsourcing trend in American business (including social and civic ventures), there is increasing activity to place the management of enterprises with management companies. This can range from real estate (one company managing multiple commercial or residential properties with diverse ownership) to franchises and even partial management of certain activities like finance and accounting, human resources, and the like.

**Farming.** Production agriculture or farming remains one of rural America’s more important base industries. Over time, production agriculture has undergone massive industrialization and consolidation in most parts of America. Today, agriculture is bigger than ever in terms of sales but requires a fraction of the labor it once employed. Agriculture



has two major trends including increasing industrialization and commercialization illustrated by mega farms and growth in niche agriculture centered on supplying food, fiber and other agricultural products more directly to consumers.

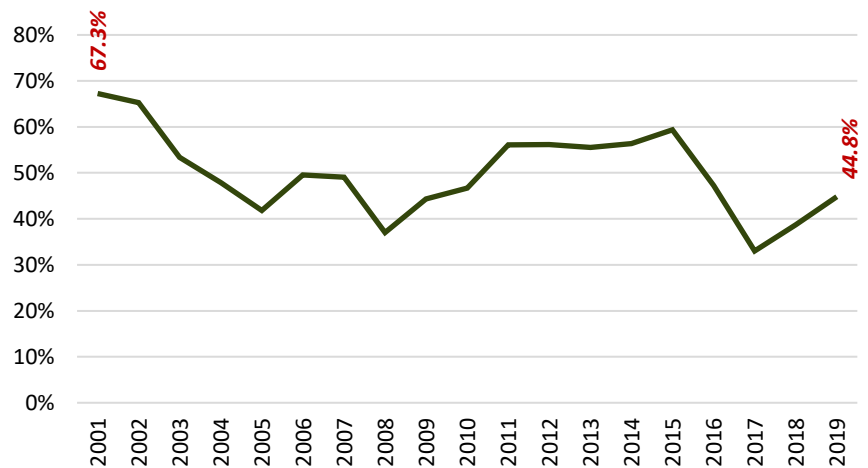
**Commuters.** Workers are often willing to travel significant distances for work and careers. We may choose to live in one community and work in another. For many rural communities, commuters are an important economic driver. People living in our community and working outside of it bring earnings home, generate local spending and support other economic and social activities foundational to our community’s character and well-being. See our summary Commuter data report in your electronic library.

**Manufacturing.** Manufacturing is a mainstay economic activity. Manufacturing in the United States is undergoing profound change due to automation and offshoring. Lower value and lower skill manufacturing is in decline. However, overall manufacturing activity in the U.S. based on value-added output is actually rising. Manufacturing can range from the production of clothing, cars, and furniture to natural resource processing and refining.

**Wholesale Trade.** America has an integrated economy, and the movement of goods and resources requires a strong wholesale trade sector. Wholesale Trade includes everything from grain elevators, to farmer cooperatives, to petroleum depots, to regional supply and distribution centers. These centers collect goods that are in turn distributed to retail outlets or directly to consumers. Higher levels of wholesale trade activity are often associated with transportation and warehousing activities.

**Locally Owned Ventures.** Historically, one of the greatest assets of American communities was locally owned retail businesses, services, and manufacturing operations (often referred to as Main Street USA). These were area-owned and operated. They were rooted in the community. Figure 12 measures the income associated with these locally owned businesses compared to that associated with wage and salary jobs. This ratio provides an indication of how well these ventures are doing in our changing environment.

**Figure 12. Nonfarm Proprietor Income as a Percent of Wage & Salary Income 2001-2019**



## Commuters

Outbound commuters (e.g., those who live in your county but work outside of your county) are your community's 5<sup>th</sup> largest economic driver based on 2019 household earnings. *Note the distribution of both outbound and inbound (e.g., live in outside your county and work in your county) in Table 2 below.* According to BEA data, both outbound and inbound commuting has grown between 1990 and 2019. Household earnings generated by outbound commuters has grown from \$5.9 million in 1990 to \$19.6 million in 2019, increasing steadily over that time frame. Inbound commuting has grown from \$8.1 million in 1990 to \$41.2 million in 2019. Inbound commuting earnings took off in 2009-2010 but dropped significantly in 2017 with the sale of Cabela's. The inbound commuting reflects Cabela's satellites in other locations as well as an increase in residents who are remote workers with employment contract relationships with employers throughout the larger region and the United States. It is expected that the trend of remote working will continue.

**Table 2. Cheyenne County Resident and Worker Destinations (2018)**

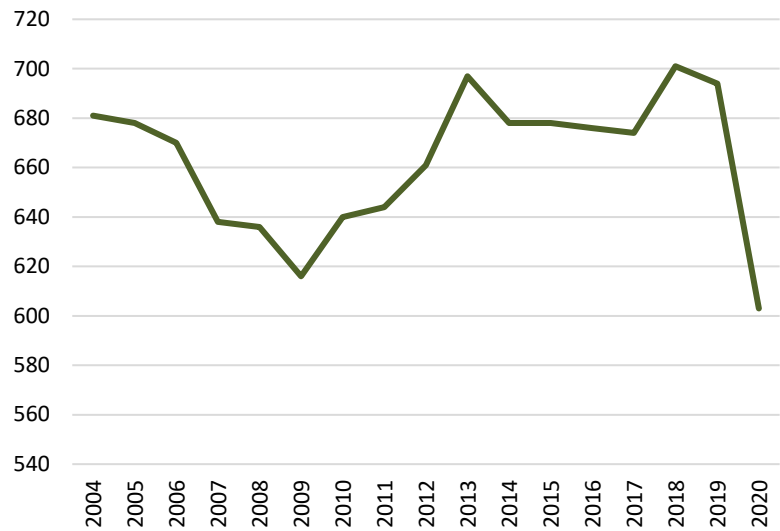
Where Residents Work			Where Workers Live		
Total Jobs	4,490	100.0%	Total Jobs	4,574	100.0%
<b>Cities</b>			<b>Cities</b>		
Sidney city, NE	2,627	58.5%	Sidney city, NE	2,238	48.9%
Scottsbluff city, NE	165	3.7%	Scottsbluff city, NE	99	2.2%
O'Neill city, NE	135	3.0%	Potter village, NE	83	1.8%
North Platte city, NE	92	2.0%	Kimball city, NE	78	1.7%
Lincoln city, NE	82	1.8%	Dalton village, NE	75	1.6%
Omaha city, NE	81	1.8%	Lodgepole village, NE	62	1.4%
Potter village, NE	81	1.8%	Alliance city, NE	58	1.3%
Kimball city, NE	68	1.5%	Chappell city, NE	58	1.3%
Sterling city, CO	40	0.9%	Sterling city, CO	51	1.1%
Ogallala city, NE	39	0.9%	Gurley village, NE	48	1.0%
<b>States</b>			<b>States</b>		
Nebraska	4,263	94.9%	Nebraska	4,027	88.0%
Colorado	126	2.8%	Colorado	412	9.0%
Wyoming	39	0.9%	Wyoming	47	1.0%
South Dakota	26	0.6%	California	8	0.2%
Kansas	10	0.2%	Iowa	8	0.2%

# Understanding the Business/Entrepreneurial Economy

## Big Picture Overview

A central driver of community or regional prosperity is the business community. Figures 13-20 provide an overview of the county's business community, including for-profit, non-profit, and governmental enterprises, from 2004 through 2020. Figure 13 highlights the longer-term trend in the number of all regional establishments including for-profit businesses, non-profit ventures, and government entities. Data in Figures 13-15 & 17-20 is from [www.youreconomy.org](http://www.youreconomy.org). Find the source data for these figures in the online library.

Figure 13. Businesses



### Cheyenne County, Nebraska Business Summary

**Total Businesses**  
518

**Businesses per 1,000 Residents**  
Cheyenne County – 51  
Nebraska – 41  
U.S. – 36

**Total Employees**  
5,798

**Employees per 1,000 Residents**  
Cheyenne County – 575  
Nebraska – 522  
U.S. – 438

Figure 14. Jobs

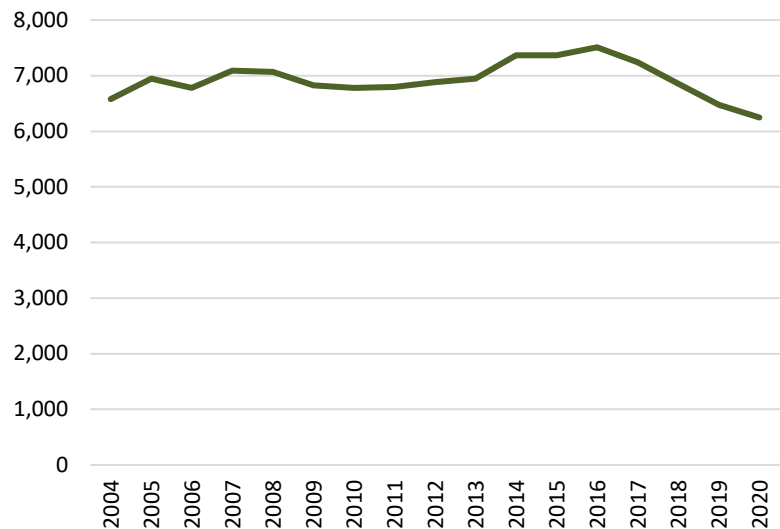


Figure 14 provides a comprehensive picture of all employment from for-profit business to non-profits to government entities including schools. This does not reflect the employment of those who live in the county and work outside of the county.

Esri ([www.esri.com](http://www.esri.com)) produces regional analysis of ventures and employment by sector. The data provides a useful overview of the relative importance of specific sectors in the county's economy in 2020 (see Table 3). Economic sectors are organized into two components. A county's *traded sectors* produce products and services that are sold outside the county, bringing new income into the county. Traded sectors are also referred to as *basic industries*. Strong regional economies have strong and diverse traded sectors.



Table 3 provides an accounting of the county’s ventures including the number of ventures by sector and associated full-time equivalent employment. This data source does not always capture all venture activity. For example, it may not fully reflect the number of farms and ranches in a rural area. For those sectors where we have data gaps, there are supplemental reports in your county’s e-library.

**Table 3. Economic Sectors, Cheyenne County, NE, 2021**

<b>Sector</b>	<b>Ventures</b>	<b>Employees</b>	<b>% Total Employees</b>
Agriculture, Forestry, Fishing & Hunting	17	77	1.3%
Mining & Utilities	7	60	1.0%
Construction	16	92	1.6%
Manufacturing	16	168	2.9%
Wholesale Trade	17	189	3.3%
<b>Retail Trade*</b>	73	1,796	31.0%
Transportation & Warehousing	30	178	3.1%
Information	10	52	0.9%
<b>Finance &amp; Insurance*</b>	31	154	2.7%
Real Estate	18	29	0.5%
Professional Services	24	303	5.2%
Management & Administrative	10	35	0.6%
Education	18	681	11.7%
Health Care	38	653	11.3%
Arts, Entertainment & Recreation	9	38	0.7%
Accommodations	12	132	2.3%
Food Service	33	509	8.8%
<b>Hospitality/Tourism Sector**</b>	54	679	11.7%
Other Services	78	258	4.4%
Public Administration	46	382	6.6%
Unclassified Establishments	15	12	0.2%
<b>Total</b>	<b>518</b>	<b>5,798</b>	<b>100%</b>

\*Esri provides additional detail for these sectors including sub-sector information.

\*\*Hospitality/Tourism Sector is created by combining the three preceding sectors.

**Retail Trade** nationally has undergone major changes as once dominant locally owned retailers are now competing with externally owned big box stores and online sellers. A strong and diverse retail sector is important to capturing local spending and generating additional economic growth. Additionally, services for business, households, non-profits, and governmental agencies are increasingly important. We have additional information on your county’s service sector in your e-library.

**Table 4** provides more detail on retail demand and supply, identifying positive trade balances and spending leakages. The electronic library includes a more detailed [Retail MarketPlace Profile](#). Your county might want to consider a two-part retail strategy focusing on (1) assisting business transitions in the **local sector** and (2) finding competitive niches for existing or new retail businesses.



**Table 4. Retail MarketPlace Profile, Cheyenne County, NE, 2021**

**Summary Demographics**

2021 Population	10,083
2021 Households	4,390
2021 Median Disposable Income	\$46,046
2021 Per Capita Income	\$34,220

Industry Summary	NAICS	Demand (Potential)	Supply (Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$179,558,968	\$345,449,761	\$165,890,793	31.6	107
Total Retail Trade	44-45	\$163,869,098	\$324,314,095	\$160,444,997	32.9	71
Total Food & Drink	722	\$15,689,870	\$21,135,666	\$5,445,796	14.8	36

Industry Group	NAICS	Demand (Potential)	Supply (Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$36,144,567	\$28,485,323	-\$7,659,244	-11.9	11
Automobile Dealers	4411	\$30,411,308	\$19,494,842	-\$10,916,466	-21.9	6
Other Motor Vehicle Dealers	4412	\$2,623,484	\$0	-\$2,623,484	-100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$3,109,775	\$8,990,481	\$5,880,706	48.6	5
Furniture & Home Furnishings Stores	442	\$4,017,716	\$5,140,021	\$1,122,305	12.3	5
Furniture Stores	4421	\$3,001,147	\$2,769,695	-\$231,452	-4.0	1
Home Furnishings Stores	4422	\$1,016,569	\$2,370,326	\$1,353,757	40.0	4
Electronics & Appliance Stores	443	\$5,788,884	\$7,508,928	\$1,720,044	12.9	4
Bldg Materials, Garden Equip & Supply Stores	444	\$11,912,415	\$10,946,379	-\$966,036	-4.2	10
Bldg Material & Supplies Dealers	4441	\$10,642,075	\$8,739,457	-\$1,902,618	-9.8	6
Lawn & Garden Equip & Supply Stores	4442	\$1,270,340	\$2,206,922	\$936,582	26.9	4
Food & Beverage Stores	445	\$29,730,310	\$29,766,476	\$36,166	0.1	5
Grocery Stores	4451	\$26,724,527	\$26,796,426	\$71,899	0.1	3
Specialty Food Stores	4452	\$1,484,149	\$0	-\$1,484,149	-100.0	0
Beer, Wine & Liquor Stores	4453	\$1,521,634	\$2,970,050	\$1,448,416	32.2	2
Health & Personal Care Stores	446,4461	\$10,318,658	\$9,431,181	-\$887,477	-4.5	5
Gasoline Stations	447,4471	\$18,325,389	\$40,190,305	\$21,864,916	37.4	5
Clothing & Clothing Accessories Stores	448	\$5,517,335	\$5,054,566	-\$462,769	-4.4	5
Clothing Stores	4481	\$3,650,594	\$4,066,650	\$416,056	5.4	4
Shoe Stores	4482	\$727,898	\$0	-\$727,898	-100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,138,843	\$987,916	-\$150,927	-7.1	1
Sporting Goods, Hobby, Book & Music Store	451	\$5,965,543	\$126,511,609	\$120,546,066	91.0	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,389,583	\$126,511,609	\$121,122,026	91.8	4
Book, Periodical & Music Stores	4512	\$575,960	\$0	-\$575,960	-100.0	0
General Merchandise Stores	452	\$25,549,022	\$48,230,601	\$22,681,579	30.7	2
Department Stores Excluding Leased Depts	4521	\$20,814,733	\$47,400,000	\$26,585,267	39.0	1
Other General Merchandise Stores	4529	\$4,734,289	\$830,601	-\$3,903,688	-70.1	1
Miscellaneous Store Retailers	453	\$8,641,583	\$11,810,318	\$3,168,735	15.5	12
Florists	4531	\$275,287	\$1,653,039	\$1,377,752	71.4	2
Office Supplies, Stationery & Gift Stores	4532	\$1,902,058	\$310,534	-\$1,591,524	-71.9	1
Used Merchandise Stores	4533	\$802,485	\$6,219,024	\$5,416,539	77.1	6
Other Miscellaneous Store Retailers	4539	\$5,661,753	\$3,627,721	-\$2,034,032	-21.9	3
Nonstore Retailers	454	\$1,957,676	\$1,238,388	-\$719,288	-22.5	3
Electronic Shopping & Mail-Order Houses	4541	\$1,361,145	\$774,457	-\$586,688	-27.5	1
Vending Machine Operators	4542	\$62,351	\$463,931	\$401,580	76.3	2
Direct Selling Establishments	4543	\$534,180	\$0	-\$534,180	-100.0	0
Food Services & Drinking Places	722	\$15,689,870	\$21,135,666	\$5,445,796	14.8	36
Special Food Services	7223	\$444,986	\$60,066	-\$384,920	-76.2	1
Drinking Places - Alcoholic Beverages	7224	\$1,497,802	\$974,117	-\$523,685	-21.2	4
Restaurants/Other Eating Places	7225	\$13,747,082	\$20,101,483	\$6,354,401	18.8	31



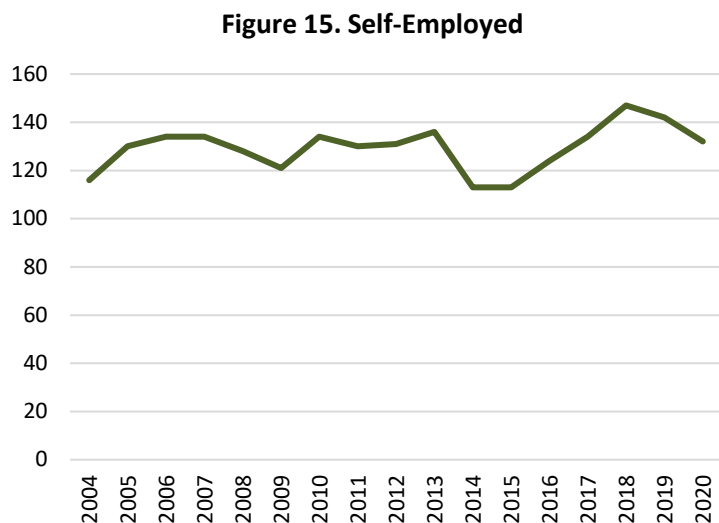


## Entrepreneurial Profile

Entrepreneurs play a central role in revitalizing community and regional economies. Where you have more robust entrepreneurial activity, you typically have more competitive, dynamic, and prosperous economies. This is particularly true when there are rooted entrepreneurs who are part of the overall community, contributing to the economy and actively engaging in the civic and social life of the county. Healthy economies support a range of entrepreneurial talent – from aspiring and startup to growth-oriented and breakout entrepreneurs.

**Startup Entrepreneurs** are the seeds of an entrepreneurial economy, making up the mouth of the pipeline. Successful startups create opportunities for business growth that generates employment and ultimately drives the economy. One good proxy for startup entrepreneurs is the number of **self-employed** (where the owner/operator is the only employee). Figure 15 shows self-employment trends for your county from 2004 through 2020 ([www.youreconomy.org](http://www.youreconomy.org)).

Rising self-employment can be due to two things. First, it can reflect the lack of wage and salary jobs where people in a community are forced into necessity entrepreneurship to get by until better jobs emerge. Second, it can be an indicator of increased new venture startups. Self-employment is a leading indicator of new entrepreneurial activity in a community. Working with the self-employed offers a significant development strategy for the county.



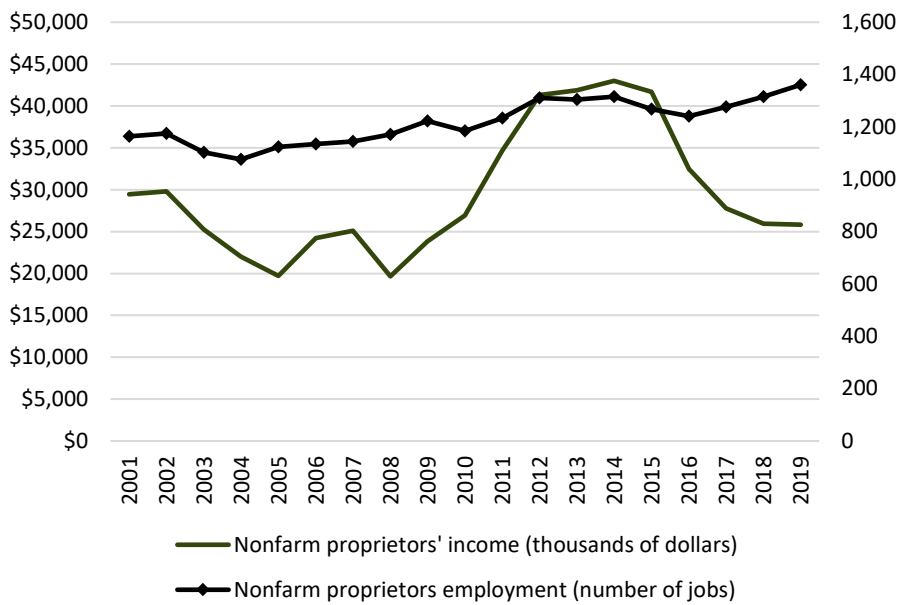
Conversely, declining self-employment can reflect two realities in a community. First, it can indicate an improving wage and salary job market where self-employed persons are taking jobs. For example, this may happen when a business expands and there are significant new job openings. Second, it can indicate deeper community decline where overall economic activity is contracting. Understanding what is behind these trends is paramount.

Regardless of your county's trend direction, it is important to discover who your self-employed entrepreneurs are. We urge the county to focus on the following three questions as it explores this development opportunity:

- Who are these self-employed startups?
- What are they doing?
- How could we help them be more successful?

Increasing self-employment or startup activity can be an important business development objective within an overall economic development strategy.

**Figure 16. Nonfarm Proprietors' Income & Employment**

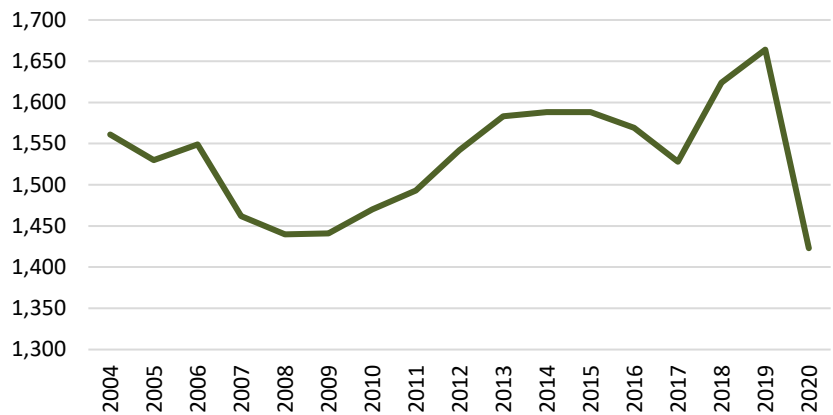


**Established, Locally Owned Entrepreneurial Ventures** are important components of a community's entrepreneurial pipeline. When family-owned, local businesses prosper, they hire more employees, pay more local taxes and are able to support their communities more actively. We use two sets of data to describe these entrepreneurs. The U.S. Bureau of Economic Analysis (Figure 16) tracks nonfarm proprietors, typically small main street type businesses that are not incorporated. Youreconomy.org

(Figure 17) tracks ventures based on the number of employees, with Stage 1 businesses (2-9 employees) representing small, most likely family-owned or locally owned businesses.

Stage 1 ventures with 2-9 employees overlap with Nonfarm and farm proprietorships. Typically, statistics on Stage 1 ventures have higher numbers for both number of ventures and employment. This difference is due to the fact that Stage 1 ventures can include small corporations and LLCs that may not be classified as proprietorships. Comparing the two sets of data can help a community or region gain a better idea of what is happening with this all-important component of your venture

**Figure 17. Employment in Stage 1 (2-9 Employees) Ventures**



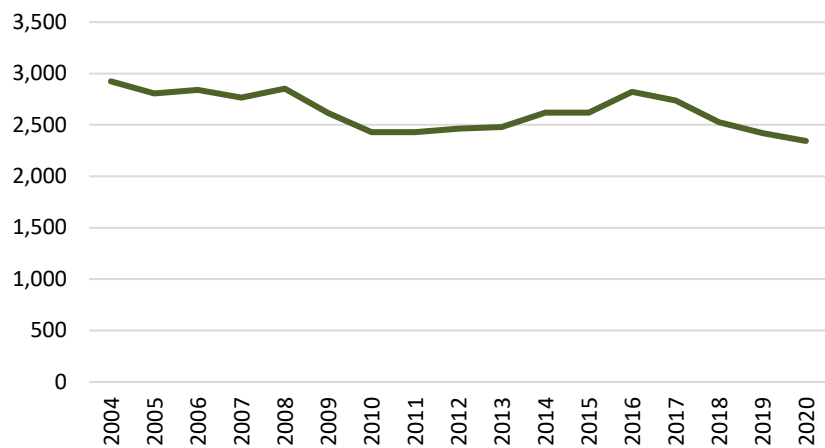
community. For communities or regions that are more rural, Stage 1 ventures and nonfarm proprietorships are the bedrock of "main street" type locally owned ventures. These are our cafes, retail shops, dental offices, medical clinics, small manufacturing operations, local trucking firms and the like. Stage 1 indicators can vary as ventures move between the magic line of 9 to 10 to 10 to 99 employees. Watching how Stage 1 and Stage 2 indicators are changing can reflect movement between these two classes of businesses. Maintaining and sustaining nonfarm proprietorships and Stage 1 ventures are foundational to most regional economies. This is particularly true if ownership is local meaning profits from the ventures are creating local wealth.



**Growth-Oriented Entrepreneurs** comprise an important part of the entrepreneurial pipeline. These entrepreneurs have the desire to grow and have – or are seeking – the market opportunities to turn that desire into a reality. There is a great deal of attention paid to **growth entrepreneurs** – Economic Gardening ([National Center for Economic Gardening](#)) focuses almost exclusively on these entrepreneurs. In most community and regional economies, we have found fewer growth entrepreneurs and much larger numbers of **growth-oriented entrepreneurs**. This latter group includes entrepreneurs who are actively exploring ways to grow their businesses but who may still benefit from the types of business development assistance most regions and communities can offer. Helping growth entrepreneurs often requires much higher-level resources, including diverse forms of capital.

As a proxy for growth-oriented entrepreneurs, we use employment for Stage 2 ventures (10-99 employees). Figure 18 illustrates what we call Stage 2 Ventures or those employing 10 to 99 employees. Stage two ventures are critically important to a community or region. These ventures tend to create more jobs and better jobs. There may be less part-time or flexible time situations. Ventures at this size tend to need a stable and productive workforce creating jobs with better

**Figure 18. Employment in Stage 2 (10-99 Employees) Ventures**



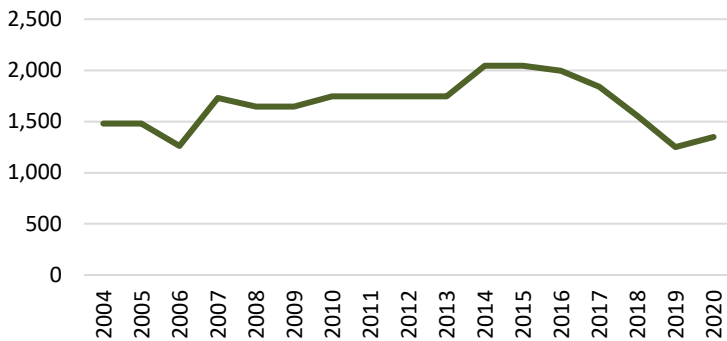
compensation, security, and benefits. Ownership can be independent, franchises with local and outside ownership, or branch facilities of outside LLCs and corporations. Increasing Stage 2 ventures is an important development goal as these ventures tend to provide better jobs. Most likely some Stage 1 businesses became Stage 2 employers through growth.

**Breakout Entrepreneurs** are very important to both local and regional economies. Ideally, these entrepreneurial ventures create many jobs, stimulate economic growth, and increase overall economic prosperity as new employee spending drives retail, service, construction, and other sectors of the economy. In the **new economy**, many businesses are experiencing rapid sales growth but creating few jobs as they rely instead on contract employees and outsourcing strategies. As part of the entrepreneurial pipeline, communities should focus on those existing businesses that achieve breakout or rapid growth status **and** create many jobs in the process. According to Christine Hamilton-Pennell (former market research analysis with Littleton, Colorado’s Economic Gardening program), the typical high growth entrepreneurial venture is one that has been around for several decades and reaches a point where there is both motivation and opportunity for high growth. It often takes an entrepreneur time to figure out how to achieve higher growth, creating opportunities for the community to provide support and resource connections. This observation also suggests that leaders should not limit their focus to new entrepreneurial ventures. It is important to look at existing, established entrepreneurs who may be on the cusp of breakout growth.



As a proxy for breakout entrepreneurs, we use employment associated with Stage 3 ventures (100-499). Many Stage 3 ventures achieve a certain level of growth and plateau. If we see employment growth among Stage 3

**Figure 19. Employment in Stage 3 (100-499 Employees) Ventures**

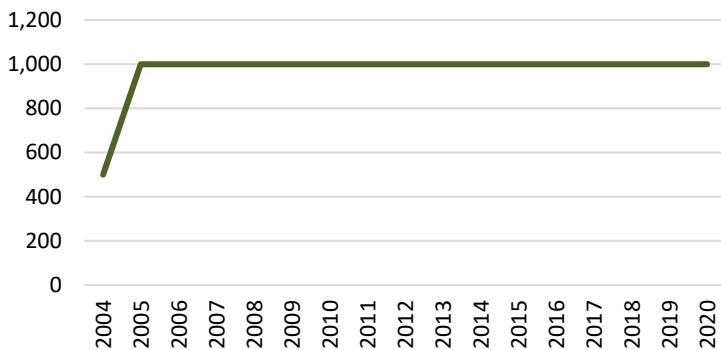


ventures, there is a strong probability that there is breakout entrepreneurial activity.

At the local or regional level, it is relatively easy to identify potential breakout entrepreneurs (remember, they can be non-profits and public enterprises). At this stage, businesses are often moving out of existing space and building new office complexes or even campuses. They may be actively expanding their leadership teams or seeking new supplier relationships. Regional and local

leaders should be watching for such evidence and meeting with these entrepreneurial teams to understand their plans and consider what support the community can provide.

**Figure 20. Employment in Stage 4 (500+ Employees) Ventures**



**Large or Stage 4 Ventures.** The U.S. Small Business Administration defines the dividing line between small and big businesses as 500 employees. YourEconomy defines Stage 4 ventures as those with 500 or more employees. In rural regions, ventures with this kind of employment are rare and often associated with branch manufacturing plants, regional health care facilities, regional colleges and universities, consolidated K-12 school systems and major energy, power, or mining operations.

Just as a water or natural gas pipeline is critical community infrastructure, the **entrepreneurial pipeline** is the lifeblood of a community or regional economy. A diverse set of entrepreneurial talent, across the entire pipeline, is one key to building a strong, diverse entrepreneurial economy. For the county, Table 5 provides a comprehensive picture of all private, public, and non-profit business establishments across the entrepreneurial pipeline, using data from [www.youreconomy.org](http://www.youreconomy.org).

Every community, particularly within a larger regional setting, has elements of the entrepreneurial pipeline in place, with more businesses in the earlier stages of venture development. Regional and local leaders should focus on understanding the entrepreneurial talent that exists across this pipeline and targeting resources toward those with the desire, capacity, and opportunity to grow.



**Table 5. Cheyenne County, NE Entrepreneurial Pipeline**

	2004	2007	Change	2007	2020	Change
<b>Establishments</b>	681	638	-43	638	603	-35
Self-Employed (1)	116	134	18	134	132	-2
Stage 1 (2-9)	428	377	-51	377	365	-12
Stage 2 (10-99)	130	119	-11	119	98	-21
Stage 3 (100-499)	6	7	1	7	7	0
Stage 4 ( 500+)	1	1	0	1	1	0
<b>Jobs</b>	6,581	7,093	512	7,093	6,248	-845
Self-Employed (1)	116	134	18	134	132	-2
Stage 1 (2-9)	1,561	1,462	-99	1,462	1,423	-39
Stage 2 (10-99)	2,924	2,767	-157	2,767	2,344	-423
Stage 3 (100-499)	1,480	1,730	250	1,730	1,349	-381
Stage 4 ( 500+)	500	1,000	500	1,000	1,000	0

## Using this Development Opportunity Profile

This **Development Opportunity Profile** is meant to be used as a conversation starter in your community or region. We believe that the best development decisions are made after a thorough assessment of your assets and opportunities. This Profile provides one set of information to get you started. We encourage you to share this profile with a diverse group of community and regional stakeholders and residents. The data shared here will be enriched by conversations with a range of partners who bring new and unique perspectives on your economy and opportunities. An entrepreneur is likely to look at this information from a different perspective than a community banker or county commissioner. Yet, these perspectives can help you establish a better understanding of your starting point and create the space for you to dream about what might be possible in your county going forward.

At e2 Entrepreneurial Ecosystems (formerly the Center for Rural Entrepreneurship), we have studied local and regional economies throughout North America. We have deep and long-term experience helping communities understand their development opportunities and create entrepreneur-focused development strategies. Based on this experience, we offer some initial insights into potential development opportunities for Cheyenne County. We hope these insights provide the fodder for your initial community conversations.

*The following **Strategic Development Considerations** for Cheyenne County are not necessarily presented in any order of importance or prioritization.*

### COVID-19, Shutdowns and Recession

2021 is proving to be a challenging year with the COVID-19 world health pandemic, shutdowns of significant economic sectors and a national and global recession. This health and economic crisis is far from over and will

continue to ripple through our economy and society possibly well into 2022. The uncertainty of this crisis complicates economic development planning. For additional information on how this crisis may create development opportunities for communities like yours check out our paper [The 2020 Pandemic Recession – Future Trends](#).

## Over-Arching Observations

Understanding where your community is developmentally is a great starting point for exploring your likely entrepreneurial development opportunities in the next section. Consider the following over-arching development observations based on our analysis:

Our *Development Opportunity Profile* is primarily based on secondary data. There is generally a lag time in most public data sources. Most private data sources (e.g., Esri) also are rooted in public data. For many of the indicators in your Profile the most current data year is 2019. As a result, many of the indicators in this Profile do not yet reflect the fuller consequences of Bass Pro Shop's acquisition of Cabela's and the corresponding contraction of the economy and community. Cabela's has been an economic driving force in your community for decades. The development of Cabela's from a small local startup to a national retailer has transformed not only Sidney, but the entire multi-state region. The acquisition of Cabela's by Bass Pro Shop has ushered in a massive contraction of economic activity by Cabela's in Sidney and the region. Loss of corporate headquarter and allied activities is resulting in significant job losses. This is the most recent of a pattern of community economic booms and busts. However, the Cabela's contraction is leaving behind significant physical and human talent assets (e.g., infrastructure, building and people) that can support new development. There is a population stickiness in that many former Cabela's employees are reluctant to leave the region. Focusing on those who do not want to leave could spawn significant entrepreneurial development.

A mini-case study of the Cabela acquisition effect is due for release in early 2022.

**1. Regional Economy and Society.** *Note page 4 and page 13 for more detail.* Cheyenne County is part of the sparsely populated high plains area. As a stop along I-80, Sydney is a regional hub. Cheyenne County also has the advantage of proximity to the Front Range Denver Metroplex. The Front Range Metroplex begins with Cheyenne, Wyoming in the north and continues through Denver to Pueblo in the south. This corridor hugging the front range of the Rocky Mountains is experiencing explosive growth. Your community is adjacent to this growing region of America. Given your "Front Range" adjacency, there are significant development opportunities available to your community.

**2. Demographic Health.** *Note pages 5 and 6 for detail.* Your community is experiencing, like most other Great Plains rural communities, chronic and severe net outmigration and depopulation. Natural population growth (e.g., births over deaths) can no longer enable demographic renewal and attracting new residents must be a development priority. Cheyenne County saw modest population declines in the past 7 years and negative domestic migration. Esri estimates a moderate depopulation between 2019-2024.

**3. Overall Economy.** *Refer to Figures 6 and 7 on page 7 for more detail.* Sidney and Cheyenne County have gone through a long pattern of economic and social boom and bust cycles, ranging from the building of the Union Pacific Railroad and the gold boom in the Black Hills to the development of Interstate 80 to the 1980s agricultural crisis to the more recent situation with Cabela's. Since 1870, these boom and bust cycles can be illustrated by four major population expansions and contractions. Boom and bust cycles are damaging to a community and its development. However, your community has displayed remarkable resilience as demonstrated by economic and social renewal following each downturn. This resilience is a development asset.

According to BEA between 2015 and 2019 employment dropped. In Figure 7 you should note that your Labor Earnings Ratio has dropped below 60%. This ratio is an indicator of economic vitality. Typically, communities with 60% or higher have a more vibrant economy. Figures 8 and 9 on page 8 highlight trends with respect to income. Your community, like other farm dependent economies, experiences boom and busts with farm cycles. Since 2015 there has been a decline in personal income and in average earnings per job.

The top drivers of earnings in your community are:

- Retirees
- Government
- Health Care and Social Assistance
- Retail Trade.

Manufacturing earnings dropped 43% from 2001 – 2019; earnings from wholesale trade dropped 79% during the same period.

In 2019 the three industry sectors with the largest number of jobs were retail trade (940 jobs), government (811 jobs) and health care and social assistance (673 jobs.) Manufacturing employment was down 39% from 2001-2019 and Wholesale trade down 77%. During that same time frame, the industry sectors that added the most jobs were management of companies, health care and social assistance and real estate/rental/leasing. The number of businesses in Cheyenne County dropped from 2018-2020 and the overall number of jobs also dropped.

**4. Deepening Agriculture and Manufacturing Recessions.** Since the Great Recession (i.e., 2007-2010) America’s economy is on one of its longest economic expansions in contemporary history. However, despite overall strong economic indicators, there is a deepening recession in production agriculture and an emerging recession in parts of America’s manufacturing sector. In large part, these emerging economic headwinds are directly tied to on-going and unresolved trade conflicts. These national challenges are likely to adversely impact your community’s ability to pursue development in both of these sectors.

The farm economy boomed during the Great Recession (2006-2010) and then entered into contraction and recession. In the graph on page 11, note the “dotted trend line” featuring farm proprietorship related employment is fairly stable – a very important development for communities like yours. Three of your top 10 economic drivers (e.g., farming, wholesale trade, transportation and warehousing) are commodity agriculture related.

**5. Growth-Oriented Entrepreneurs.** Refer to Figure 16 through 20 for more detail. A strong entrepreneurial pipeline is critical to the economic vitality of your community. The last few years have seen a decrease in some key measures. Non-farm employment is up but income is down. Employment in Stage 1 companies (2-9 employees) took a dramatic dip from 2019 to 2020. Employment in Stage 2 ventures (10-99 employees) has been declining since 2016. Stage 3 company employment had a slight uptick from 2019 to 2020. Cheyenne County has one Stage 4 company and its future as an economic engine is in doubt. Growth-oriented entrepreneurs could be drivers of new investment, job creation, local tax base expansion and development of your base economy (e.g., ventures are located within your community and sell outside your community.)

**6. Spending Capture.** Refer to Table 4 on page 16 for more detail. Esri estimates for 2021 your retail demand at \$179.6 million and retail supply at \$345.4 million creating a strong retail spending surplus of nearly \$166 million. These are positive values and reflect Sydney’s role as both an area hub city and corridor service center. Despite



these good numbers, there is significant opportunity for increasing spending capture associated with both of these opportunity areas.

**7. Regional Hub City Development.** Sidney is a regional hub city offering a wide range of retail, health care and other services. Health care is your community's #3 economic driver based on household earnings in 2019. Retail trade is your #4 driver. Additionally, your community has a strong presence of industrial and business activities including transportation/warehousing (#5), management of companies (#6) and wholesale trade (#10). Continued and smart community investments ensuring Sidney continues to be a regional hub city is recommended. A formula for developing your regional hub city role includes investments into business, social and civic entrepreneurs and their ventures.

**8. Interstate 80 Growth.** Interstate 80 is one of America's most heavily travelled east/west inter-continental transportation corridors. In addition to this Interstate, the Union Pacific Rail Road, telecommunications and other corridor activities are present. Traffic on Interstate 80 is growing rapidly. Sidney already has a major interstate service hub. As I-80 traffic continues to grow there will be additional service hub development opportunities. Additionally, given the volume of travelers on I-80, there are also development opportunities associated with tourism and attracting travelers to other ventures within your community.

**9. Retiree and Outbound Commuter-Based Development.** Your community's #1 economic driver based on household earnings generated is retirees. In 2019 your community's retirees generated \$179.8 million in household earnings and spending power. This part of your economy grew by more than 41% between 2001 and 2010. While you have Boomers retiring locally, many more are retiring from life and work in America's larger cities. A significant segment of these urban retiring Boomers is moving to smaller cities and rural areas seeking less congestion, safer communities and lower costs. Given your location relative to the Denver Front Range, your quality of life and affordability, your community could realize development through the attraction of retiring urban Boomers.

Your community's #8 economic driver is outbound commuters (i.e., those living in Cheyenne County but working outside of the county). Household earnings generated by outbound commuters has grown from \$5.9 million in 1990 to \$19.6 million in 2019, increasing steadily over that time frame. Based on the most recent Census information about 40% of Cheyenne County workers commute outside of the county on a regular basis. These workers are traveling to area communities like Scottsbluff, North Platte, Kimball, Sterling and Ogallala. But some of these outbound commuters have work relationships with employers in Omaha, Lincoln and Denver. In this age of "remote" working, this part of your economy is likely to grow and represents an economic diversification strategy.

**10. Tourism and Hospitality.** Refer to Table 3 on page 15 for details. Your community is in that transition zone from the Midwest to the West. You have significant local and area historical, recreational and cultural assets. In 2019 hospitality/tourism was the county's #5 employment driver. It's estimated that 54 ventures in hospitality and tourism employ 679 people, representing about 12% of all jobs in the county. Your tourism assets, the size of Sidney and its hospitality amenities and your location along I-80 presents your community further diversification opportunities through tourism development. We encourage you to explore your tourism related development opportunities.



## Likely Entrepreneurial Development Opportunities

At e2, rooted in our extensive Development Opportunity analysis in both Kansas and nationally, we have identified 10 primary likely entrepreneurial development opportunities [Likely Dev Opps Paper](#) as follows:

***Your community's likely entrepreneurial development opportunities are highlighted.***

*The following development opportunities are universally available to most rural communities.*

**#1 - Natural Resource Industries.** Much of rural America depends upon single natural resource industry economies (e.g., farming, mining, forestry, energy, etc.). While there are limited entrepreneurial development opportunities related to these international market industries, there are opportunities rooted in diversifying within these sectors and increasing sector related spending capture.

**#2 - Area Spending Capture.** Competition is intense from box stores, franchise, and electronic commerce, but opportunities exist to increase local venture competitiveness and recapture some of these spending leakages. In doing so, rural communities can empower growth-oriented entrepreneurs.

**#3 - Retiring Boomers.** In Opportunity #5 we address new resident attraction. However, the tidal wave of retiring Boomers represents a significant likely entrepreneurial development opportunity for most rural communities from high amenity places to rural villages adjacent to metro centers. Every day in America 10,000 Boomers are retiring and this trend will run for three decades. Many are moving from higher cost and congested cities to more rural areas and communities. Boomers represent a multi-dimensional development opportunity.

**#4 - Outbound Commuters.** Upward to 50% of rural workers live in one community and work in another community. These outbound commuters have embedded entrepreneurial development opportunities in creating bedroom community related development and entrepreneurial opportunities when they end their commuting. Commuting comes with a cost in travel expenses, being on the road in bad weather, lost time and time away from family and friends.

**#5 - New Residents.** Since the 1900s the primary migration pattern has been from rural to urban. Today there are counter (e.g., urban to rural) migration trends among 30-year-olds, retiring Boomers and others. These new residents represent a huge opportunity to energize area entrepreneurial talent. New resident attraction, development and retention is one of e2's four essentials foundational to rural community prosperity.

*The following development opportunities may be available to some rural communities.*

**#6 - Transportation Corridors.** Urban America is connected by transportation corridors that run through rural America. Services are required to support those traveling these corridors creating entrepreneurial development opportunities. Closely related to transportation related economic development is tourism-led development employing a much wider definition of what constitutes visitor activities.

**#7 - Tourism.** While the vast majority of Americans live and work in urban America, rural America provides important places to play. For a wide range of rural communities and regions, tourism represents a way to diversify area economies. With our tourism development strategy paper, we explore a wider range of visitor attraction opportunities and the economic development that can result from them.

*The following development opportunities are more limited to fewer rural communities.*

**#8 - Growth-Oriented Entrepreneurs.** Nearly every rural community has growth-oriented entrepreneurs with the motivation and capacity to reach external markets with their products and services. Electronic commerce empowers this kind of entrepreneurship.

**#9 - Major Employer Retention and Expansion.** Many rural communities are home to large manufacturing plants, fulfillment centers and institutions including hospitals, regional universities, and parks. Ensuring the future of these larger employers is an entrepreneurial opportunity.

**#10 - Hub Cities.** America's landscape is still defined by a hierarchy of places based on size. In rural America, there are regional and area hub cities and towns that provide critical services like health care, shopping, and entertainment to rural areas. These communities are the downtowns, employment hubs and service centers of vast rural regions to smaller areas.

We are curating more detailed **Development Strategy Guides** for each of these development opportunity areas. As they become available, your NetWork Kansas E-Community coach can make these available to you or sign up for e2's Newsletter ([www.energizingentrepreneurs.org](http://www.energizingentrepreneurs.org)) where information on new resource releases are highlighted each month.

## Sources

In our Development Opportunity Profiles, we use three public and two private sources of venture and employment research and data. A detailed review of our profiles shows that values change and sometimes change dramatically based on the sources we are using. The following summarizes these sources and their unique attributes:

### Public Sources

**U.S. Bureau of Economic Analysis.** BEA has very reliable data on private sector business establishments and associated employment. We use this source to profile both farm and nonfarm proprietorships. Proprietorships are typically locally owned and “main street” type smaller businesses. However, this kind of business organization can include small manufacturing, industrial, construction and other concerns.

**U.S. Bureau of Labor Statistics.** BLS captures very accurate information on all establishments that have wage and salary workers based on workman’s compensation filings. However, this source does not necessarily capture smaller self-employment ventures or proprietorships.

**U.S. Census Bureau.** Census establishment and employment data is based on surveys. It is comprehensive but for smaller geographies, the sampling can result in potentially unreliable estimates. This source does include information on commuters, home-based and self-employed persons by economic sector.

### Private Sources

**Esri.** We purchase data from Esri ([www.esri.com](http://www.esri.com)), a national market research company. Esri data is very current and can be procured for almost any geographic unit. It estimates ventures and employment at considerable detail including profiles of potential market demand by detailed economic sector. However, the Esri data is not as comprehensive as compared to Your Economy data.

**Your Economy.** The Your Economy ([www.youreconomy.org](http://www.youreconomy.org)) data is very comprehensive. The Your Economy data for ventures and jobs can be 20, 30 and even 40 percent higher as compared to the Esri data series. The Your Economy data set was created by the Edward Lowe Foundation and is now managed by the University of Wisconsin at Madison.

We use all these sources as they provide unique insights into the economy of a particular geography. Understanding what each source is measuring and how the source is estimating data are important. Hopefully this information helps users understand differences in data shared in this profile.

### Other Sources

All the data contained in this Development Opportunity Profile were obtained from the following:

- Esri ArcGIS Maps ([bao.arcgis.com](http://bao.arcgis.com)), 2020
- Headwaters Economics ([www.headwaterseconomics.org](http://www.headwaterseconomics.org)), 2020
- U.S. Department of Agriculture, Census of Agriculture ([quickstats.nass.usda.gov](http://quickstats.nass.usda.gov)), 2017
- Ben Winchester [Brain Gain](#) Databook, University of Minnesota Extension (obtained privately), 2016

## About e2



**e2 Entrepreneurial Ecosystems** helps communities increase prosperity through entrepreneur-focused economic development and ecosystem building. Led by [Don Macke](#), e2 has a national team of practitioners who bring research, coaching, incubation, market intelligence and other expertise to this work.

## What We Do

- ✓ **Mentoring.** We mentor and coach practitioners seeking to pursue entrepreneur-led development. We provide advice and support for building eEcosystem strategies that work and invite practitioners to join our [National e2 Practitioners Network](#).
- ✓ **Analytics Support.** e2 helps communities and regions understand their entrepreneurial potential through research and data.
- ✓ **e2 University (e2U)** is our online platform for sharing guides, papers, stories, tools, and resources with communities wanting a deep dive into eEcosystem building. Don Macke leads the [e2 University](#) team with analytics support from **Cathy Kottwitz** and report preparation from **Ann Chaffin**. Special recognition for their e2U legacy contributions goes to **Dana Williams** and **Deb Markley**, LOCUS Impacting Investing.
- ✓ **Fostering the eMovement.** We support the national entrepreneurship movement along with our partners including the **Federal Reserve Bank of Kansas City**, **SourceLink**, **Edward Lowe Foundation**, **Kauffman Foundation**, and **NetWork Kansas**. We are a founding member of **Start Us Up: America's New Business Plan**, a coalition dedicated to strengthening entrepreneurship across America. Together, we continue to advance the foundational ideas of building entrepreneurial ecosystems and entrepreneurship-led economic development.

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[NetWork Kansas](#), a 501c3 nonprofit organization dedicated to developing an entrepreneurial ecosystem in Kansas, is the home for e2 Entrepreneurial Ecosystems. NetWork Kansas connects aspiring entrepreneurs, emerging and established businesses, to a deep network of business building resource organizations across the state.

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