



SOUTHERN MINNESOTA
INITIATIVE FOUNDATION

Strategic Development Considerations

Le Sueur, Minnesota



*Developed for Southern Minnesota Initiative Foundation's
Rural Entrepreneurial Venture (REV)*

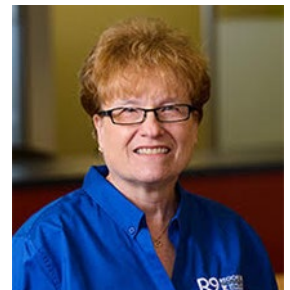
Community Coach

Linda Wallace

Community REV Coach

ljwall@rmdc.org

507.389.8889



January 28, 2019

Developed by e2 Entrepreneurial Ecosystems

Introduction

The e2 Entrepreneurial Ecosystems believes in **empowering research** – making data-driven decisions about economic development to be more strategic and, ultimately, create 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 **Strategic Development Considerations** is one of our **Getting Started Tools**. This profile was prepared for Le Sueur & Sibley Counties in Minnesota by e2, for our partner, Southern Minnesota Initiative Foundation’s Rural Entrepreneurial Venture (REV).

Using Our Strategic Development Considerations

Our **Strategic Development Considerations Paper** 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.

Le Sueur Quick Summary

We have pulled updated data from Esri to provide a quick summary of Le Sueur, Minnesota. All of this data is for zip code areas 56044, 56057, 56058, and 56082 that includes the municipality of Le Sueur and its adjoining countryside residents and businesses.

Location and Demographic Summary. We have provided a quick location and demographic summary for your community. Le Sueur straddles both Le Sueur and Sibley Counties. We have produced Development Opportunity Profiles for both Le Sueur and Sibley Counties. Le Sueur is urbanizing and part of the greater Twin Cities metropolitan area. Esri is projecting relatively strong population growth for the 2018 through 2023 period for both Le Sueur and Sibley Counties at 0.26% per year. This growth rate could accelerate with stronger push out from the Twin Cities.

Business Sector and Employment Summary. We have also provided from Esri data a quick business and employment profiles for your community. Note, Esri data may underestimate your overall venture community but it is a starting place for understanding your economy.

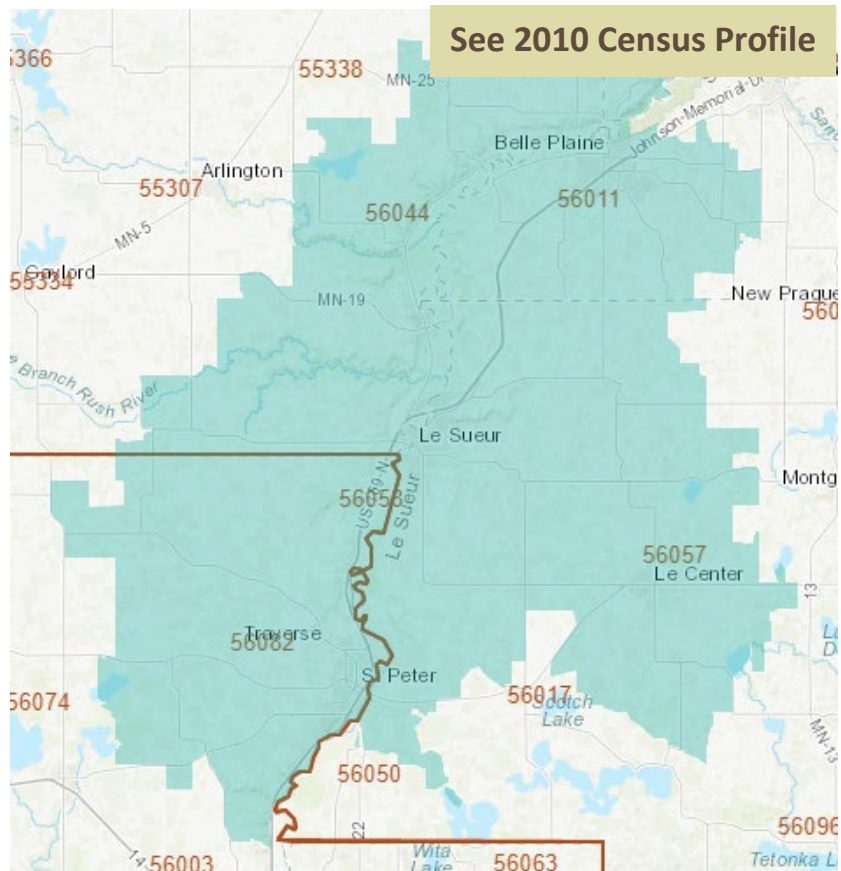
Retail MarketPlace Summary. A Retail MarketPlace Profile from Esri is also included. We will address this data later in our considerations.

Other Available Data for Your Community. We have pulled additional community level data from Esri and the U.S. Census that is available through your Electronic Library. Work with your REV Coach or feel free to reach out to Don at don@e2mail.org for help with accessing this information. Feel free to post your questions and we can work to see if our research can provide addition data and analysis that is helpful to your community’s development efforts.

The following section provides community data for Le Sueur, Minnesota. This data is for your community’s immediate area. More specific and detailed data is available through your REV Community Coach and the e-library.

Le Sueur, MN

The map highlights the community region of Le Sueur, Minnesota. The community-level data has been pulled at the zip code level. Le Sueur is identified as the region including the following five zip codes: 56011, 56044, 56057, 56058, 56082.



**Figure 1 - Le Sueur, MN
Demographic Profile**

2010 Population – 34,378
 Median Age – 34.2 Years
 Households – 12,154
 Average Household Size – 2.58

2018 Projected Pop – 35,735
2023 Projection Pop – 37,013

Projected 2018-2023
 Growth Rate = +0.71% per year

The following are some considerations:

- Give some thought as to what defines your community. Consider not only residents and ventures located within municipal boundaries, but also residents and ventures located in your immediate area. We have worked with your REV Team to define your community inclusive of four Zip Codes.

- Your community continues to have a substantial and growing population and market capable of supporting a relatively diverse economy and society.
- The Twin Cities are projected to continue growing pushing its footprint out into communities like Le Sueur. This metro and regional growth will create development opportunities for your community. Persons and businesses seeking proximity to the Twin Cities but outter urban locations and costs will find Le Sueur a potential option.

Figure 2 – Esri Business and Employment Profiles for Le Sueur, MN

| Le Sueur, MN Business Summary | Sector | Ventures | Employees | Percent of Total Employees |
|---|----------------------------------|---------------|--------------|-------------------------------|
| Total Businesses – 1,171 Businesses per 1,000 Residents Le Sueur – 33 Le Sueur County – 35 Minnesota – 37 U.S. – 77 Total Employees – 12,759 | Agriculture | 42 | 135 | 1.1% |
| | Mining & Utilities | 3 | 11 | 0.1% |
| | Construction | 106 | 510 | 4.0% |
| | Manufacturing | 43 | 1,367 | 10.7% |
| | Wholesale Trade | 37 | 491 | 3.8% |
| | Retail Trade* | 139 | 1,491 | 11.7% |
| | Transportation & Warehousing | 37 | 479 | 3.8% |
| | Information | 18 | 99 | 0.8% |
| | Finance & Insurance* | 68 | 414 | 3.2% |
| | Real Estate | 52 | 129 | 1.0% |
| Professional Services | 63 | 414 | 3.2% | |
| Management & Administrative | 28 | 133 | 1.0% | |
| Education | 44 | 2,107 | 16.5% | |
| Health Care | 103 | 1,881 | 14.7% | |
| Employees per 1,000 Residents Le Sueur – 357 Le Sueur County – 349 Minnesota – 574 U.S. – 447 | Arts, Entertainment & Recreation | 31 | 371 | 2.9% |
| | Accommodations | 10 | 107 | 0.8% |
| | Food Service | 56 | 824 | 6.5% |
| | Hospitality Sector** | 97 | 1,302 | 10.2% |
| | Other Services | 154 | 816 | 6.4% |
| | Public Administration | 94 | 974 | 7.6% |
| | Unclassified Establishments | 43 | 6 | 0.0% |
| Total | 1,171 | 12,759 | 100% | |

Some considerations regarding your venture economy:

- It is important to note that there are multiple sources that provide venture and employment information. The Esri resource tends to count more established ventures and therefore fewer ventures when compared to other sources.
- Le Sueur has 33 ventures per 1,000 residents compared to Minnesota's 37 and the U.S. benchmark of 77 ventures per 1,000 residents. This data suggests a substantial venture community and related development opportunities.
- Referring to Figure 3 on the next page Le Sueur has a 2018 retail spending leakage of nearly \$92 million. Given your community's size and location, this is a reasonable leakage rate. However, there are opportunities for capturing additional spending leakage. If just 5% of this spending leakage was capture by local businesses an additional \$4.6 million in retails sales could be localized contributing to increased local sales taxes and up to seven to 60-70 net new jobs.

Figure 3 - Retail MarketPlace Profile, Le Sueur, MN, 2018

Summary Demographics

| | |
|-------------------------------|----------|
| 2018 Population | 35,735 |
| 2018 Households | 12,607 |
| 2018 Median Disposable Income | \$51,887 |
| 2018 Per Capita Income | \$29,320 |

| Industry Summary | NAICS | Demand (Potential) | Supply (Sales) | Retail Gap | Leakage/Surplus Factor | Number of Businesses |
|-------------------------------------|-----------|-----------------------|-------------------|---------------|---------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-45,722 | \$457,952,490 | \$365,579,471 | -\$92,373,019 | -11.2 | 198 |
| Total Retail Trade | 44-45 | \$414,139,666 | \$337,931,553 | -\$76,208,113 | -10.1 | 142 |
| Total Food & Drink | 722 | \$43,812,824 | \$27,647,918 | -\$16,164,906 | -22.6 | 56 |

| Industry Group | NAICS | Demand (Potential) | Supply (Sales) | Retail Gap | Leakage/Surplus Factor | Number of Businesses |
|--|----------|-----------------------|-------------------|---------------|---------------------------|-------------------------|
| Motor Vehicle & Parts Dealers | 441 | \$87,667,230 | \$67,871,917 | -\$19,795,313 | -12.7 | 20 |
| Automobile Dealers | 4411 | \$70,156,671 | \$19,605,471 | -\$50,551,200 | -56.3 | 5 |
| Other Motor Vehicle Dealers | 4412 | \$9,990,630 | \$43,880,339 | \$33,889,709 | 62.9 | 4 |
| Auto Parts, Accessories & Tire Stores | 4413 | \$7,519,929 | \$4,386,107 | -\$3,133,822 | -26.3 | 11 |
| Furniture & Home Furnishings Stores | 442 | \$13,005,733 | \$2,288,317 | -\$10,717,416 | -70.1 | 8 |
| Furniture Stores | 4421 | \$7,738,579 | \$1,783,779 | -\$5,954,800 | -62.5 | 5 |
| Home Furnishings Stores | 4422 | \$5,267,154 | \$504,538 | -\$4,762,616 | -82.5 | 3 |
| Electronics & Appliance Stores | 443 | \$15,030,584 | \$14,194,189 | -\$836,395 | -2.9 | 5 |
| Bldg Materials, Garden Equip & Supply Stores | 444 | \$30,474,391 | \$11,081,014 | -\$19,393,377 | -46.7 | 14 |
| Bldg Material & Supplies Dealers | 4441 | \$27,542,396 | \$8,204,553 | -\$19,337,843 | -54.1 | 11 |
| Lawn & Garden Equip & Supply Stores | 4442 | \$2,931,995 | \$2,876,461 | -\$55,534 | -1.0 | 3 |
| Food & Beverage Stores | 445 | \$64,637,354 | \$78,585,503 | \$13,948,149 | 9.7 | 25 |
| Grocery Stores | 4451 | \$53,641,792 | \$44,230,841 | -\$9,410,951 | -9.6 | 11 |
| Specialty Food Stores | 4452 | \$3,312,534 | \$3,796,600 | \$484,066 | 6.8 | 6 |
| Beer, Wine & Liquor Stores | 4453 | \$7,683,028 | \$30,558,062 | \$22,875,034 | 59.8 | 8 |
| Health & Personal Care Stores | 446,4461 | \$29,023,460 | \$17,108,457 | -\$11,915,003 | -25.8 | 7 |
| Gasoline Stations | 447,4471 | \$46,155,389 | \$117,530,323 | \$71,374,934 | 43.6 | 16 |
| Clothing & Clothing Accessories Stores | 448 | \$21,233,761 | \$1,599,496 | -\$19,634,265 | -86.0 | 6 |
| Clothing Stores | 4481 | \$14,546,473 | \$1,189,057 | -\$13,357,416 | -84.9 | 4 |
| Shoe Stores | 4482 | \$3,077,458 | \$0 | -\$3,077,458 | -100.0 | 0 |
| Jewelry, Luggage & Leather Goods Stores | 4483 | \$3,609,830 | \$410,439 | -\$3,199,391 | -79.6 | 2 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | \$12,453,167 | \$10,267,153 | -\$2,186,014 | -9.6 | 9 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | \$10,838,478 | \$9,950,591 | -\$887,887 | -4.3 | 7 |
| Book, Periodical & Music Stores | 4512 | \$1,614,689 | \$316,562 | -\$1,298,127 | -67.2 | 2 |
| General Merchandise Stores | 452 | \$71,789,717 | \$8,332,692 | -\$63,457,025 | -79.2 | 6 |
| Department Stores Excluding Leased Depts. | 4521 | \$53,663,510 | \$6,569,011 | -\$47,094,499 | -78.2 | 1 |
| Other General Merchandise Stores | 4529 | \$18,126,207 | \$1,763,681 | -\$16,362,526 | -82.3 | 5 |
| Miscellaneous Store Retailers | 453 | \$16,075,545 | \$8,539,730 | -\$7,535,815 | -30.6 | 25 |
| Florists | 4531 | \$872,620 | \$1,247,845 | \$375,225 | 17.7 | 5 |
| Office Supplies, Stationery & Gift Stores | 4532 | \$3,234,469 | \$1,383,914 | -\$1,850,555 | -40.1 | 6 |
| Used Merchandise Stores | 4533 | \$1,985,085 | \$592,288 | -\$1,392,797 | -54.0 | 6 |
| Other Miscellaneous Store Retailers | 4539 | \$9,983,371 | \$5,315,683 | -\$4,667,688 | -30.5 | 8 |
| Nonstore Retailers | 454 | \$6,593,335 | \$532,762 | -\$6,060,573 | -85.0 | 1 |
| Electronic Shopping & Mail-Order Houses | 4541 | \$5,082,014 | \$532,762 | -\$4,549,252 | -81.0 | 1 |
| Vending Machine Operators | 4542 | \$300,533 | \$0 | -\$300,533 | -100.0 | 0 |
| Direct Selling Establishments | 4543 | \$1,210,788 | \$0 | -\$1,210,788 | -100.0 | 0 |
| Food Services & Drinking Places | 722 | \$43,812,824 | \$27,647,918 | -\$16,164,906 | -22.6 | 56 |
| Special Food Services | 7223 | \$1,123,889 | \$132,264 | -\$991,625 | -78.9 | 2 |
| Drinking Places - Alcoholic Beverages | 7224 | \$2,514,441 | \$4,169,309 | \$1,654,868 | 24.8 | 10 |
| Restaurants/Other Eating Places | 7225 | \$40,174,494 | \$23,346,345 | -\$16,828,149 | -26.5 | 44 |

Le Sueur Strategic Development Considerations

Location Considerations and Growth Potential

Le Sueur is rooted in two Minnesota counties – Le Sueur and Sibley counties. Le Sueur is urbanizing and more industrial. Sibley County is more rural and has a higher relative dependence on production agriculture. Le Sueur’s location relative to the growing Twin Cities metroplex is a significant development opportunity. Le Sueur is part of the outer footprint of the Twin Cities. Your community offers more affordable space for development and a more rural and lower density landscape for both residents and businesses. Tracking Twin City development and working pro-actively with developers will position your community for optimal, but smart urbanizing development. Finally, we suggest, doing some longer-term population scenarios with the Twin Cities regional planning authority. These scenarios could help your community explore how Twin City growth could impact your community over time, allowing you to be more intentional and pro-active in your planning and management of growth.

Focusing on Younger Adults and Retiring Boomers. Figures 4 and 5 in your two county Development Opportunity Profiles, provide age cohort change data developed by Dr. Ben Winchester at the University of Minnesota. This data suggests a strengthening of your population structure. We suggest focusing development efforts on attracting and retaining two critical age cohorts: 25- to 45-year-olds and retiring Boomers. Increasing your 25- to 45-year-old population will increase your population of youth and young children, add to available workforce, and increase your consumer base. This demographic will position your community to stabilize your population and move towards modest growth over time. More on the retiring Boomers later in our analysis. For demographic renewal to occur, it is foundational that your community pursue a development approach that increases job/career opportunities and enhances quality of life placemaking that is competitive for both younger adults, young families, and retiring Boomers.

Growing a Stronger Economy and Community

Your Historic Economy. Like other rural communities in America’s heartland, your community’s historic economic rationale was to serve farmers in your area. Production agriculture continues to be an important building block of your economy. Over time, your community became an area trade center providing government, health care, and other services along with retail trade and entertainment offerings. With World War II and the post-war period spurring the movement of manufacturing to America’s heartland, your economy was diversified by manufacturing and other industry. Finally, your location relative to the Twin Cities metroplex is now driving development.

Your Future Economy? Production agriculture, manufacturing, and trade center functions are all being stressed today in much of America. Automation, consolidation, and intense external competition is challenging all of these sectors. The potential for urbanization is possibly the greatest opportunity and threat to your community’s longer-term development. As a community located in a growing region, you have

more opportunities when compared to more traditional rural communities. Both Le Sueur and Sibley Counties have the same top five economic drivers based on 2017 household earnings:

1. Commuters (persons living in these counties but working outside of these counties)
2. Retirees
3. Manufacturing
4. Government (including public education)
5. Construction

All five of these economic drivers are seeing very strong growth over the 2001 through 2017 period. Your economic structure reflects both legacy and new economy. Our analysis suggests the following development opportunities for your community:

Core development opportunities are tied to retiring commutes, retiring Boomers (and associated health care), larger employer retention and expansion (particularly manufacturing) and regional economic growth, becoming more competitive in capturing area spending and diversifying your economy through fostering entrepreneurship and growing rooted, area-owned small and medium sized entrepreneurial ventures. More on these opportunities to follow.

Commuters. *Your community is part of the Twin Cities metroplex economy and society as illustrated by your strong commuting activity. Resident commuters (live in your county but work outside of the county) are your largest source of household earnings in 2017 at \$769 million (both counties). This kind of commuting has grown by a very strong 93% between 2001 and 2017.*

Focusing now on just Le Sueur County, inflow from personal income (live in the county and work outside of the county) has grown from \$210 million in 1990 to \$468 million in 2010 and \$546 million in 2016. Outflow of personal income (live outside of the county by work in your county) grew between 1990 and 2010 from \$83 million to \$296 million and moderated to \$295 million in 2016. Overall in 2016, the Bureau of Economic Analysis estimates a net commuting income gain of \$78 million in 2016.

The Census Bureau also generates a commuter report (see your Electronic Library for details) based on 2015 data. For this year, Census estimates that 4,310 workers live outside of your county but commute into the county for work on a regular basis. Another 4,133 workers live and work in your county, and 10,844 workers (56% of all workers) live in your county but work outside of your county.

In addition to focusing on this as a development reality, there are two potential development opportunities rooted in your commuter economy.

1. **Bedroom Community Opportunities.** *Your community is already home to many residents who work outside of your community. Sometimes, we call this pattern a “bedroom” community. Despite working somewhere else, “bedroom” residents have housing, use schools, spend money, and are active in your community. Growth in the regional economy, particularly in adjacent employment hub communities, will*

increase potential development opportunities for your community. By supporting housing, child care, schools, and other amenities, you can potentially further your development for commuter residents.

- 2. Source of Entrepreneurial Energy.** *There is a type of lifecycle associated with commuting, particularly among those commuters who are travelling longer distances. Younger commuters are willing to accept lengthy commutes, because they are early in their work and are willing to make sacrifices for their careers. But as commuters age and start to have children or are caring for elders, the “price” of commuting increases. Additionally, as commuters age, they are acquiring experiences, skills, education, and other assets that give them more work and career options. For some commuters, getting off the road becomes an important goal. These commuters may make the choice to move or locate where they work. Or, these commuters may choose to take work or engage in business closer to home. A potential source of entrepreneurial energy are aging commuters ready to start or buy a business in their hometown.*
- 3. Retiring Boomers.** *Every day 10,000 Boomers are retiring, and this trend will continue for three decades. An important segment of retiring Boomers is moving back to more rural and smaller towns. These Boomers are seeking less congestion, safer communities, and a lower cost of living, but they are also looking for progressive communities that offer the right amenities such as 55 plus housing, strong recreational and cultural amenities, health care, and access to larger communities with airports and a wide range of desired amenities and cultural offerings. Right now, retirees are your community’s second largest economic driver generating \$613 million (both counties) in household earnings in 2017. This part of your economy grew by a strong 94% between 2000 and 2017. We recommend exploring retiree-related development options.*

Spending Capture. *Total personal income for your two county in 2016 is \$1.9 billion. Some of this income will be saved, invested, or spent elsewhere, but most of this income is available to be spent in your community. Estimated retail demand and supply is summarized in Figure 3, but this data is only a partial picture of potential area spending. In addition to retail spending, there is spending for health care, services, entertainment and recreation, and other activities. Over the years, rural spending markets have faced more competition first with mail order catalogues, then box stores, franchises, and now e-commerce. Corresponding with these trends, competition for local spending has resulted in growing spending leakages to outside competition undermining our main street economies. Your economy continues to have local health care, a relatively strong local finance and insurance sector, and fairly positive retail trade indicators. Retail trade, for example in Le Sueur County, is your seventh largest source of household earnings. Unlike many rural counties, Retail Trade is experiencing income growth between 2001 and 2017 rising by over 46%. Esri, for the community of Le Sueur (Figure 3) estimates that retail demand alone in your county is \$458 million in 2018. Estimated supply from within your community is \$366 million resulting in a retail trade gap alone of \$92 million. If services and other spending activities were included, this value would be much larger. If just 5 percent of the retail gap in 2018 was captured by in-county businesses, an additional \$4.6 million in spending could be captured, potentially creating 60 to 70 net new jobs.*

We encourage you to focus on helping your businesses become more competitive in capturing local spending through changes in offerings, competitive pricing, and most importantly services and hours

that are convenient for your consumers. Also consider how you can help your area businesses become more competitive for spending associated with production agriculture, manufacturing, and larger employers like schools and health care. See our [Wal-Mart Strategy Paper](#) for more insight and ideas.

Diversification through Entrepreneurs. Given likely trends with historic industries like agriculture and manufacturing, we suggest a primary development focus on fostering entrepreneurial ventures by supporting the entrepreneurs within them. Your community continues to be home to multiple locally-owned ventures. We suggest you consider four interrelated entrepreneurship development strategies:

- 1. Retirees.** Retiring Boomers are looking to age at home for as long as they can. More affluent retiring Boomers are willing to pay for services that allow them to be active and engaged, while being safe in their homes and communities. One of the fastest growing segments of the American economy today is meeting the needs of retiring Boomers through the right housing, health care, recreation, travel, transportation, and home services.
- 2. Local Business Competitiveness.** We have already touched on this point, but for your community, a strong focus on helping willing local businesses become more competitive in this increasingly competitive world is paramount. Local businesses can compete with larger box stores, franchises, and e-commerce in many ways. Your community development work can be pathway to knowledge and strategies that enable your locally-owned businesses to become more competitive and successful in this environment.
- 3. Transitions.** For most rural communities, local businesses are largely owned by an older demographic. Too often, the decision to quit business results in a plan to liquidate inventory, close the business, and sell their building. This is the primary reason why we have so many vacant buildings in rural America. Transition assistance is hard and complex, but this is an area where your community may want to obtain assistance to help willing owners explore options that would result in successful business transition for the owners and your community.
- 4. Growth-Oriented Entrepreneurs.** The numbers are low, but growth-oriented entrepreneurs (pg 16) are typically the sweet spot of economic development for most rural communities today. In every community, there are some entrepreneurs who have growth aspirations such as adding new products or services, reaching new markets, or adding new locations. When successful, these growth entrepreneurs not only create better ventures and more jobs, but they also create a wider range of jobs and careers through growing small, corporate headquarters. These entrepreneurial ventures also contribute to a stronger tax base and often attract critical community leaders and volunteers, as well as charitable support within your community. As you work with entrepreneurs in your community, also look for those with growth aspirations and plans. You may want to focus additional attention and support on these kinds of ventures.

Quality of Life Placemaking

The cornerstone of successful communities in 21st Century America is human talent. Talented people drive economic prosperity. Communities that develop, retain, and attract talented people will be in the strongest position for success in the new economy and society. Talented people have choices and typically are more mobile than people with less education, skills, and experiences. Human talent is looking



for unique communities that can meet their needs. While most talented people are attracted to denser urban places like the Twin Cities, Des Moines, or Omaha, not all talented people want big city lifestyles. For younger adults and younger families, there is a segment of these talented workers that is seeking smaller, rural communities. Out of necessity, they are choosing communities that offer jobs and careers, affordable housing, quality and affordable early childhood education and child care, and progressive communities. Many retiring Boomers are also seeking to move to communities with lower costs, the right amenities (like 55 plus housing and indoor recreational facilities), and less congestion. Focusing on smart and genuine quality of life placemaking is an essential part of overall rural community development today.

A Note on Venture and Employment Data: 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), 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) 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 other data contained in this Development Opportunity Profile was obtained from the following:

- Esri ArcGIS Maps (bao.arcgis.com), 2019
- Headwaters Economics (www.headwaterseconomics.org), 2019
- U.S. Department of Agriculture, Census of Agriculture 2012 (quickstats.nass.usda.gov), 2019
- Ben Winchester [Brain Gain](#) Databook, University of Minnesota Extension (obtained privately), 2016

About e2 Entrepreneurial Ecosystems

The mission of **e2 – Entrepreneurial Ecosystems** is to help communities and regions connect, learn, and share best practices for building sustainable entrepreneurial ecosystems across North America. With more than 25 years of field experience, particularly in rural America, e2 is the preferred resource for communities of all sizes wanting to pursue prosperity. E2, formerly the national Center for Rural Entrepreneurship, is hosted by [NetWork Kansas](#).

To learn more about e2, go to www.energizingentrepreneurs.org.



Don Macke – Regional Economist – e2-Entrepreneurial Ecosystems
770 North Cotner Blvd., Suite 400 – Lincoln, NE 68505
(402) 323-7336

How e2 Can Help

e2 Entrepreneurial Ecosystems can help communities increase prosperity through entrepreneur-focused economic development and ecosystem building through:

- **e2 Institutes.** Explore our new generation of e2 Institutes where teams come together, learn from each other and explore the expanded world of strategies, tactics and resources needed in entrepreneurial ecosystem development work.
- **National e2 Resource Network.** e2 offers a resource network capable of connecting those seeking help with those who can help across North America.
- **Analytics Support.** E2 helps communities and regions understand their entrepreneurial potential through research. A sampling of our research tools can be found [here](#).
- **Mentoring.** We mentor and coach new practitioners seeking to pursue entrepreneur-led development.
- **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**. Together, we continue to advance the foundational ideas of building entrepreneurial ecosystems and entrepreneurship-led economic development.

e2 Entrepreneurial Ecosystems (formerly the Center for Rural Entrepreneurship) is led by Don Macke, who has more than 40 years of community economic development and policy experience. We have a national team of practitioners, both inside and outside e2, who bring research, coaching, incubation, market intelligence and other expertise to this work.

© Copyright 2019 e2 Entrepreneurial Ecosystems.

The information contained in this document is the intellectual property of e2 Entrepreneurial Ecosystems and its parent organization, NetWork Kansas, or has been provided by a strategic partner for e2's use. Use of these materials is restricted to community or personal use unless otherwise approved in writing by e2. The resale or distribution of this material is prohibited without written permission of e2. Inclusion of this information in other documents prepared by the user requires written permission by e2 and must include appropriate attribution. For guidance and permission, contact Don Macke at 402-323-7336 or don@e2mail.org.