



# **Hub City Development**

# A Likely Entrepreneurial Development Opportunity Strategy Guide

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Our 40 years of rural community economic development work in North America is a rich learning experience. At e2, we have worked in nearly every rural region in the continental United States and many of the Canadian provinces. Our <u>Development Opportunity Profile</u> analysis has surfaced reoccurring likely entrepreneurial development opportunities universally available to most rural communities.

#### Strategy Defined

Oxford Languages defines strategy as "*a plan of action or policy designed to achieve a major or overall aim*..." Any strategy is a point-in-time plan for action. Just as startup entrepreneurs are encouraged to develop a venture plan, communities exploring entrepreneurial development should do the same. Your community's development strategy will change and evolve over time as new opportunities, priorities, and challenges emerge.

**About our e2 Strategy Papers.** At e2, we have been conducting opportunity analysis for rural communities and regions throughout North America for decades. This field-rooted work has identified and led e2 to create our 10 common and <u>Likely Entrepreneurial Development Opportunities</u>, for many rural communities.

This strategy guide focuses on Hub City Development, and is organized into these sections:

- Likely Entrepreneurial Development Opportunities
- Central Place Theory Hub Cities and Their Rural Regions
- Regional Development and Thriving Hub Cities
- Hub Cities Entrepreneurial Development Opportunities
- Five Key Allied Development Opportunities
- Anchors in a Windstorm of Change

**Remember Regional Development**. While regional development is not one of our top 10 likely entrepreneurial development opportunities, we strongly recommend every rural community embrace, with other communities in their region of America, larger-scale regional development. When more communities in a region are thriving, opportunities are created for your community and your entrepreneurs. For more information, check out our paper, *Regional Development*.<sup>1</sup>

Additionally, growing entrepreneurial ecosystems is best done regionally, hopefully with state-level support. We recommend a top-down and bottom-up entrepreneurship strategy as outlined in our paper, *Entrepreneurial Ecosystem Building in Rural America, Four Decades of Learning*<sup>2</sup>.

<sup>&</sup>lt;sup>1</sup> Located in our website's <u>resource library</u>.

<sup>&</sup>lt;sup>2</sup> Ibid.

## e2's Likely Entrepreneurial Development Opportunities

Too many rural economies and societies are failing because of their narrow economies rooted in one to two changing economic sectors. Our paper, <u>Economic Crashes, Mini-Case Studies</u>, illustrates the consequences of undiversified economies. Conversely, our story, <u>Ord, Nebraska, An Entrepreneurial</u> <u>Community</u>, illustrates when a community diversifies its economy, it drives transformative change. Our likely entrepreneurial development opportunities can create genuine and robust strategies to grow a more diversified economy.

The following table provides brief descriptions of each of the top 10 development opportunities, in no particular order:

	<b>Natural Resources.</b> 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.
	<b>Transportation Corridors.</b> 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.
OLD FAITHFUL CEYSER	<b>Tourism.</b> 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.
	<b>Retirees</b> . When thinking of new residents, keep in mind the tidal wave of retiring Boomers. This group represents a significant likely entrepreneurial development opportunity for most rural communities, from high amenity places to rural villages adjacent to metro centers.
	<b>Commuters.</b> Upward of 50 percent 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.

	<b>Hub Cities</b> . 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 healthcare, shopping, and entertainment to rural areas. These communities are the "downtowns" of vast rural regions to smaller areas.
	<b>Larger Employer Retention and Expansion.</b> 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.
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	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.
MOVING & STORAGE	<b>New Residents.</b> 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.

To learn more about these top 10 Likely Entrepreneurial Development Opportunities and our evolving collection of associated strategy papers and guides, please visit our website's <u>resource section</u>.



#### "Hub...the effective center of an activity, region, or network"

Definition from Oxford Languages

There are many definitions for rural America, based on federal and state designations. There are also perceptional definitions, based on where we live and our experiences:

- For a person who has grown up and lived their entire life in Manhattan, New York, a city like Omaha may be considered rural.
- For a person who commutes weekly by air between the entertainment hubs of New York and Los Angeles, all that flyover country between takeoff and landing is rural.
- If you are a lifelong resident of Omaha, Omaha is a city and those smaller towns visited on weekends are rural.
- Vast public lands whether in upstate New York, the Great Smoky Mountains, or the public lands in the west are rural America.

There are more perceptions, but you get the idea.

Regardless of how you officially define or perceive it, rural America consists of larger-to-smaller rural regions with hub cities at their core. Rural hub cities anchor rural regions with residents living in smaller cities, towns, villages, unincorporated places, census-designated places, and in the rural countryside. Whether a rural town like Ord, Nebraska (2019 population of 2,310) or an emerging small metropolitan area like Bozeman, Montana (2019 population of 46,746), hub cities in rural regions are foundational to the future of these areas.

In this strategy guide, we explore this likely entrepreneurial development opportunity.

Next, we review a little economic geography theory, providing useful content for hub city development.

**Central place theory** is a geographical theory that seeks to explain the number, size, and location of human settlements in a residential system. It was introduced in 1933 to explain the spatial distribution of cities across the landscape. There is a range of hub cities, from small ones anchoring a several-county region to larger, rural-based metropolitan areas. Each can become a force driving community economic development through entrepreneur-led ventures.

### **Central Place Theory – Hub Cities and Their Rural Regions**

College students taking economic geography class (the field of science that addresses how humans settle a specific geography), are introduced to **Central Place Theory**.

Central place theory or geographical theory helps us understand our hierarchy of communities those living in the countryside to small villages, towns, cities, metropolitan areas to now massive metroplexes like the Portland, Maine to Richmond, Virginia corridor with a collection of major and minor cities and very little rural landscape. Settlement patterns are set within the context of their times. For example, when the Homestead Act in the 1860s brought millions of new settlers into America's Great Plains and West... major rivers, mountain ranges and the time it took to travel to a hub city by employing horsepower as the means of travel. Nebraska's 93 counties reflect this pattern, with a county seat almost always within a day or less travel by horse from one's farm to the county seat. These early patterns of settlement provide the baseline upon which our rural settlement patterns have evolved, given changes in transportation and other technologies that have allowed greater distances for many socioeconomic functions.

When we talk about hub cities, we consider the following typology outlined in Figure 1 and then illustrate with some specific communities for each typology category.

Hub City Name	Description			
Place-Named Communities	Place-named communities typically do not have hub city status. These are once- incorporated communities that, through depopulation, still have an identity to locals, but no longer function as a viable community.			
Census-Designated Areas*	Census-designated areas typically have a substantial population but lack municipal incorporation. A great example is a rural subdivision that is part of a lake. These communities are typically not hub cities.			
Villages	Villages are typically municipality-organized with populations of 1,000 or fewer residents. In very rural areas, they are the lead community servicing a county-sized rural region. Villages may still have a local school, some business amenities like a café and grocery story, and social amenities like a community center and churches.			
Towns	Towns are almost always municipality-organized with a population of a 1,000 or more residents. In very rural areas, they are home to a school district, maybe an essential healthcare hospital, and a larger business community. In more densely populated rural areas, these towns are more like neighborhoods socioeconomically linked to a larger hub city.			

#### Figure 1. Rural Hub City Typology



Small Cities	Small cities range in size from a few thousand residents all the way up to the threshold for micropolitan areas with 10,000 or more residents. As we progress up this typology, there are more development opportunities, eTalent, and relevant entrepreneurial resources. In a very rural area, a small city of 2,500 is the lead city or hub community but may be a bedroom community in more densely populated rural areas.
Micropolitan Areas*	The U.S. Office of Management and Budget (OMB) defines Micropolitan Areas as communities with 10,000 to 50,000 residents. Micropolitan communities are hugely important in rural America, anchoring larger rural regions with numerous smaller cities, towns, villages, and countryside. According to OMB, there are currently 543 Micropolitan Statistical Areas; many are at the center of larger rural regions.
Rural Rooted Metropolitan Areas*	Today OMB identifies 384_Metropolitan Statistical Areas, ranging from Tier 1 megacities like New York City and Los Angeles to smaller metros like Missoula, Montana (73,710 residents) serving as a vast rural region that includes much of western Montana and eastern Washington State. Despite the urban nature of these small metros, they are rural in character, given their location in rural regions.

\*Census Designated Areas, Micropolitan Areas, and Metropolitan Areas are legal definitions of communities established by the U.S. Census Bureau and Office of Management and Budget (OMB). Currently, the threshold for a metropolitan area is 50,000 or more residents, including many smaller metros rooted in rural regions. The OMB and the Census Bureau are exploring raising this population threshold. That shift could possibly reduce the number of rural metros and increase the number of micropolitan areas.

#### Figure 2. Rural-to-Urban Continuum

As it relates to rural hub cities, the rural-to-urban continuum is based on population density (e.g., residents per square mile) and distance from larger cities and metropolitan areas. Moving from the Eastern U.S. with denser settlement patterns to the Great Plains and Great Basin in the west with less density and more isolation. This figure gives us a picture of these area designations.

Frontier	Rural Low	Rural Moderate	Rural Heavy	Metro & Micro
	Density	Density	Density	Exurban
Banner County, NE, with fewer than 6 persons per square mile.	Fremont County, IA, has a population density of nearly 15 residents per square mile.	Wayne County, PA, has a population density of nearly 73 persons per square mile.	Grant County, IN hosting a micropolitan community, has a population density of 159 residents.	Missoula MT, a small metro, has a population density of 2,228. Missoula County's density is 42 residents.

To learn more about central place theory and how America was settled with communities, check into:

- <a href="https://en.wikipedia.org">https://en.wikipedia.org</a> <a href="https://en.wikipedia.org">wiki</a> <a href="https://en.wikipedia.org">ttps://en.wikipedia.org</a> <a href="https://en.wikipedia.org">wiki</a> <a href="https://en.wikipedia.org">ttps://en.wikipedia.org</a> <a href="https://en.wikipedia.org">https://en.wikipedia.org</a> <b href="https://en.wikipedia.org">https://en.wikipedia.org</a> <b href="https://en.wikipedia.org">https://en.wikipedia.org</a> <b href="https://en.wikipedia.org"/>en.wikipedia.org"</a> <b href="https://en.wikipedia.org"</a> <b hr
- https://www.britannica.com > topic > central-place-theory
- https://www.geographyrealm.com > central-place-theory

Next, consider the profiles of rural communities highlighted in Figure 2.



**Frontier – Banner County, NE.** <u>Banner County</u> is a county in the western part of the state of Nebraska in the Great Plains region of the United States. As of the 2010 United States Census, its population was 690. Its county seat is the unincorporated community of Harrisburg; there are no incorporated municipalities within the county. Banner County is part of the Scottsbluff Micropolitan Area in extreme western Nebraska

**Rural Low Density – Fremont County, IA.** <u>Fremont</u> <u>County</u> is a county located in far southwest Iowa. As of the 2020 census, the 2019 population was 6,605. The county seat is Sidney. The county was formed in 1847 and named for the military officer John C. Fremont. The county seat is Sidney (1,067 residents). Communities in Fremont County are part of a southwestern Iowa region where chronic and severe depopulation has emptied out many rural communities and economic vitality.





**Rural Moderate Density – Wayne County, PA.** <u>Wayne</u> <u>County</u> is a sixth-class county in Pennsylvania. The county's population was 51,422 in 2019. The county seat is the Borough of Honesdale. The county was formed from part of Northampton County on March 21, 1798 and was named for the Revolutionary War General Anthony Wayne. Wayne County is adjacent to the massive East Coast Metroplex and particularly the outer exurban footprint of New York City.

**Rural Heavy Density – Grant County, IN.** <u>Grant County</u> is located in central Indiana in the United States' Midwest. In 2019, the population was 65,769, and the county seat is Marion. Important paleontological discoveries, dating from the Pliocene epoch, have been made at the Pipe Creek Sinkhole in Grant County.



Overlook at Pipe Creek Junior Quarry Photo courtesy of Professional Geologists of Indiana

**Metro & Micro Exurban – Missoula, MT.** Missoula is a city in western Montana with a wide range of amenities between its rural and metro areas. The 1877 Fort Missoula includes restored buildings and the Historical Museum, with local artifacts. Outdoor enthusiasts enjoy trails that cross rugged Mount Sentinel and Mount Jumbo, and Northeast, Rattlesnake National Recreation Area & Wilderness has peaks, forests, and waterfalls. City attractions include the Missoula Art Museum displays contemporary



art. A Carousel for Missoula is a volunteer-built, hand-carved carousel in Missoula, Montana, located on the Clark Fork River in Missoula's downtown Caras Park within walking distance of the historic Wilma Theatre, Jeannette Rankin Peace Center and Osprey baseball stadium.



Our next stop in our hub cities journey is **Regional Development and Thriving Hub Cities**.



World economies do not respect politically defined boundaries like nations, states, counties, and cities. Economies and the societies they enable are inherently regional in nature. People live in one community, may work in another community, have a favorite café in a third, and obtain advanced healthcare in a regional hub city. There are strong connections between thriving regions and thriving hub cities. When hub cities are entrepreneurial and thriving, they empower renewal of declining rural regions. When rural regions become stronger, they support the vitality of hub cities.

### **Regional Development and Thriving Hub Cities**

We have produced a strategy guide focusing on **regional development**<sup>3</sup>. In our analytic work conducted across North America, as illustrated by our <u>Development Opportunity Profiles</u>, we always recommend rural communities proactively engage in and support regional development efforts. We make the case that when a rural community's region is thriving, more development opportunities are enabled for communities within the region. For hub cities, we also recommend that they become proactive in hosting and fostering regional development collaboration, efforts, and initiatives. Hub cities, with their greater development capacity and resources, have a unique responsibility and opportunity to foster regional development, contributing to their own prosperity and the success of smaller communities within their regions.

#### Win-Win Relationship: Stronger Regions Empower Stronger Communities

Consider three possible leadership roles that hub cities can play in fostering regional collaboration and development:

**The Community Builders Model.** One model we advocate is the Community Builders model, developed by Nebraska historian Robert Manley (1928-2008) as an advisor to the Nelson Administration's (1991-1999) rural economic development strategy. Community builders is premised on the idea that when community residents and **builders** in a region get to really know each other, they will collaborate. A case study by Dr. John Allen, University of Nebraska, captures the powerful outcomes of this model. Hub cities should consider employing this model to build relationship, development networks, and collaborative initiatives.

**Relationship-Building, Development Networks, and Collaborative Efforts.** Hub cities should also consider assuming the stewardship role of hosting activities like Community Builders to foster relationships, growth of development networks (e.g., education, recreation, economic development, etc.), and collaborative efforts to improve infrastructure and build entrepreneurial ecosystems. Relationship building takes time and commitment, but it is foundational to empower collaboration.

Our colleagues, Frank and Kimberlee Spillers, of <u>Rural Community Solutions</u>, excel in using relationship building as their foundation to develop family-friendly, youth-centered rural places. Their techniques

<sup>&</sup>lt;sup>3</sup> Located in our <u>resource library</u> under the Likely Entrepreneurial Development Opportunities subject.



emphasize collaborative leadership that focuses more on how people work together instead of the projects a community completes. Working through their four pillars of relationship, engagement, entrepreneurship, and collaboration, their community development approaches use Comm<u>unity</u> Builders and other processes to forge collaborative relationships between and across communities in a region. More is accomplished when you nurture a culture – an expectation – of positive, civil relationships.

**Explore Regional Development Initiatives.** We also encourage hub cities to explore other models like <u>Minnesota's Initiative Foundations</u> addressed in detail in our **Regional Development** paper<sup>4</sup>.

<sup>&</sup>lt;sup>4</sup> Located in our <u>resource library</u> under the **Likely Entrepreneurial Development Opportunities** subject.



Hub cities from small metros in rural regions to smaller area hub cities, like Ord in north central Nebraska, typically have more development opportunities, more entrepreneurial talent, and even more relevant entrepreneurial assistance resources. Hub cities can become the engine that drives an entire rural region's prosperity and serve as the home for regional ecosystem building in their corner of rural America.

### **Hub Cities Entrepreneurial Development Opportunities**

Entrepreneurs, whether for-profit, nonprofit, or even governmental, are part of the creative human talent at work in America. Successful entrepreneurs possess an important collection of attributes, including:

- Ability to see development opportunities.
- Capacity to sort all opportunities into smart opportunities.
- Skill at mobilizing teams and resources to pursue targeted opportunities.
- Talent at moving from an idea to actual development.
- Generators of investment, jobs, and wealth in our communities.

Hub cities, rooted in rural regions, typically are home to more and a wider range of entrepreneurial talent, relevant entrepreneurial resources, development opportunities and greater development capacity. Hub cities anchor their regions and can host regional entrepreneurial ecosystem building and operation, as well as assist area rural communities to engage in the all-important tasks of identifying hometown entrepreneurial talent and networking resources. Hub cities and their rural regions represent a **hub and spoke** development opportunity.

#### **Hub and Spoke Concept**

Finding and engaging entrepreneurial talent is best undertaken in our rural hometowns. Growing robust and vibrant entrepreneurial ecosystems is best undertaken regionally with statewide support. At e2, we advocate a **top-down** and **bottom-up** entrepreneur-led, entrepreneurial ecosystem-building approach. We call this "**hub and spoke.**" We encourage a hub city to employ its greater development capacity to host and facilitate regional ecosystem-building, including reaching out to and engaging rural communities within its region to identify, target, engage, and network to resources all hometown entrepreneurial talent.

Consider the following representations. Hub cities are foundational in rural America in envisioning, growing, and sustaining entrepreneur-led development and entrepreneurial ecosystem building with:

More eTalent More eResources More Development Opportunities More Development Capacity

#### **Regional Leadership Role Opportunity**

Hub cities, as explored throughout this strategy guide, can play other important development roles that create opportunities for rural entrepreneurs, including:

- Regional Ecosystem-building Leadership
- Employment Hubs
- Regional Workforces
- Amenity Hubs
- Growth-Oriented Entrepreneurs Support

**Regional Ecosystem Building Leadership.** We've learned that larger communities anchoring rural regions are foundational in hosting entrepreneur-led development and ecosystem-building.

**Employment Hubs.** Hub cities are employment hubs for residents within a rural region's area, contributing to the vitality and strength of rural communities with work and career opportunities. In most rural regions, the hub city is like a downtown and its rural communities are like neighborhoods. In

areas where we have large concentrations of selfemployment in natural resource industries like production agriculture, hub cities often provide critical part-time wage and salary employment for farmers and/or full-time employment for spouses, often creating access to critically important benefits, like subsidized employer health insurance.

**Regional Workforces.** Hub cities create levels of employment and careers contributing to a more robust regional workforce essential for community



economic development. Supporting sufficient workforce is core to a community's and region's ability to stimulate and support economic development. Lack of adequate workforce creates barriers to development and growth.

Amenity Hubs. Hub cities, because of their size and central geographic role in rural regions, provides both essential amenities (e.g., healthcare, grocery stores, education, housing, etc.) and desired (e.g., cafés, entertainment, shopping, services, etc.) Having a variety of services and businesses contributes to regional vitality, attractiveness, and quality of life to attract visitors, new people, their ideas, and, potentially, their businesses. Essential infrastructure like broadband, rural power, and other utilities are often based in hub cities, providing access for rural regional residents.

#### **Importance of Amenities**

Talented people have choices where they live, work and play. Access to both essential and desired amenities within a regional community is key to our ability in rural America to attract, develop, and retain human talent, including our own children and grandchildren.

**Growth-Oriented Entrepreneurs Support.** Typically, hub cities have more growth-oriented entrepreneurs. But growth-oriented entrepreneurs are also present in smaller rural communities. Hub cities are uniquely positioned to create support systems for these entrepreneurs, including growth capital, peer networks, and customized technical assistance.



Our collection of likely entrepreneurial development opportunities represents the various genuine rural community economic development opportunities available to many, if not most, rural communities. Hub cities can provide leadership and development capacity to energize five key allied development opportunities for themselves and the regions they anchor.

#### **Five Key Allied Development Opportunities**

Our collection of likely entrepreneurial development opportunities is fully interrelated. For hub cities, the following five development opportunities are particularly important, but they may not be as available to smaller rural communities.

**New Resident Attraction.** Hub cities have more of the "right stuff," (e.g., housing, healthcare, amenities, peers, etc.) to be competitive in attracting new residents. Every hub city should focus on new resident attraction, development, and retention. New resident attraction is part of e2's <u>Rural Community</u> <u>Prosperity Development Framework.</u> Check out our strategy guide, *New Resident Attraction Development*, for more information.

**Spending Capture.** Hub cities typically provide a wide range of consumer goods and services, ranging from shopping to entertainment, within the region they anchor. Growing a more competitive and higher-value economy is rooted in supporting ventures that are better-able to capture area spending. Check out our in-depth strategy guide, *Spending Capture Related Development*, and our analytic tool Market Opportunity Profiles.

**Transportation Corridor Development.** Hub cities are often service centers for transportation corridors like highways and regional airports. Many hub cities, particularly larger ones, have the potential to develop corridor-related development, offering a stronger collection of services to travelers. Check out our strategy guide, *Transportation Corridor Development*.

**Larger Employer Retention and Expansion.** Hub cities, by virtue of their larger size, are often home to major ventures which provide more employment and a wider range of career offerings essential for new resident attraction. Hub cities are often home to healthcare systems, larger public-school districts, manufacturing operations, and sometimes regional education institutions. Venture retention and expansion is a development opportunity in these communities. Check out our strategy guide, *Larger Employer Retention and Expansion.* 

**Role of Chambers of Commerce and Ecosystem Building.** Hub cities are in a unique position to provide leadership in regional entrepreneurial ecosystem building, including working with area smaller rural communities in standing up entrepreneurial community initiatives. At e2, we believe that chambers of commerce are well-positioned to provide this hosting and leadership. For more information, check out our paper, <u>*Chambers of Commerce and Entrepreneurship<sup>5</sup>*</u>, and the <u>story of Hockings Hills Chamber</u> in this role.

<sup>&</sup>lt;sup>5</sup>To learn more about this and all the allied entrepreneurial development opportunities in guide form, please visit our website's <u>resource section</u>.



As America was being settled by Mexican American and European Americans, first came the farms, ranches, and way stations. As rural populations grew, then came villages, towns, cities, and ultimately, metropolitan areas. For rural America, chronic and severe depopulation has occurred first in the rural areas and now is impacting the hub cities anchoring these rural regions. Ensuring the future of rural America is the revitalization of these hub communities, spreading opportunity into their rural regions.

### Anchors in a Windstorm of Change

Except for exurban areas with growing population density comprised of acreages, larger lots, and new subdivisions, most of rural America will never see the kind of population density that was common, say in the 1920s. Rural-to-urban migration, driven by automation of natural resource industries, continues, and is unlikely to change materially anytime soon.

Hub cities are like anchors in a windstorm of change. To the extent these communities can find pathways to prosperity, they can not only ensure their vitality and future, but create opportunities for ensuring their regions also thrive. Our **Regional Development**<sup>6</sup> strategy guide sheds additional insight on the powerful relationship between hub cities and their rural regions and vice versa.

We hope this strategy paper on **Hub City Development** can help your corner of rural America find its pathways to greater prosperity and vitality. Join the conversation and share your thoughts, critiques, and stories with Don Macke at <u>don@e2mail.og</u>.

<sup>&</sup>lt;sup>6</sup> The Regional Development strategy guide is in our website's resource library.

# How e2 Can Help



**e2** Entrepreneurial Ecosystems helps communities increase prosperity through entrepreneur-focused economic development and ecosystem building. Led by <u>Don Macke</u>, 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 new practitioners seeking to pursue entrepreneur-led development. We provide advice and support for building eEcosystem strategies that work.
- **Analytics Support.** e2 helps communities and regions understand their entrepreneurial potential through research and data. Explore some of our research tools and reports <u>here.</u>
- <u>e2 University (e2U)</u> is our platform for sharing more than 1,000 guides, papers, stories, tools, and resources with communities wanting a deep dive into eEcosystem building. Don Macke leads the e2U 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 <u>Start Us Up: America's New Business Plan</u>, 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.

### **Contact Us**

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<u>NetWork Kansas</u>, a 501(c)(3) 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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