

Strategic Playbook



**FARGO
MOORHEAD**
ECONOMIC DEVELOPMENT



CORE PURPOSE

Why we exist

***Cultivate an economic
environment where all
people and
organizations flourish.***

CORE BUSINESS

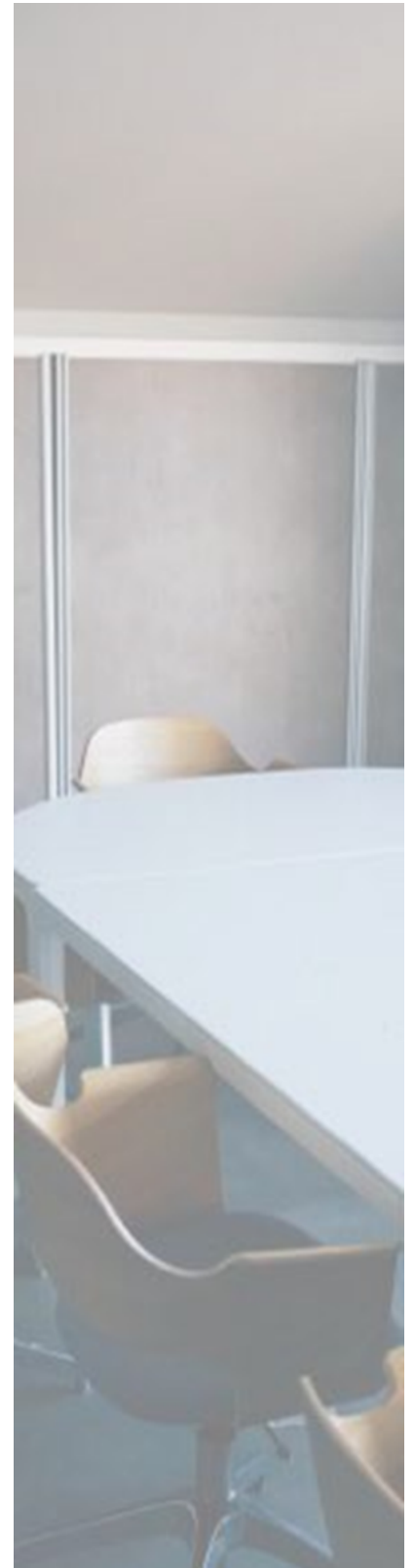
What we do

Success of primary-sector companies

Retention & Expansion

Recruitment

New Company Development



CORE VALUES

What we believe and how we behave

Show Genuine Care

Be Helpful

Earn Trust & Show Trust

Be Human-Centered

Believe in the Community

Create New Possibilities

Show Curiosity

Be Connected

Work Collaboratively

Make it Happen

Display Passion

Act Strategically

Be Resourceful



CORE AUDIENCE

Who we must reach

Primary Audience

Our investors and primary sector businesses

Secondary Audience

Our partners

Tertiary Audience

Working families and individuals who are unaware of what the region has to offer them



STRATEGIC PILLARS

How we build success

Business Concierge

We offer proactive, responsive, and high-touch service, connecting our clients with the right tools, resources, and programs to help them succeed.

Workforce Alignment

Through partnership, we co-create and implement strategies to proactively address workforce challenges in the areas of development, recruitment, retention/acclimation, and automation. Our specific leadership focus will be in the area of workforce recruitment.

Ecosystem Development

We intentionally catalyze, convene, and collaborate to solve the biggest problems, create new opportunities, and drive economic vitality in our region.

Capabilities to Further Develop

Data and Analytics

(Serving as a lead organization to ensure we have the systems and partnerships to provide useful and relevant information for decision-making)

Digital Marketing and PR/Communications

(Utilize our efforts in these areas to support a more compelling Brand for the region)

Securing Resources

(Partner to obtain resources to support our mission and help ecosystem partners support theirs)



STRATEGIC VISION

What will be true in 5-10 years

Every person in our region is flourishing

To achieve this vision, we will need to develop a common framework for understanding, measuring, and improving human flourishing in the region. The framework should be utilized in our region for regular evaluation and celebration of our region's progress and achievement.



STRATEGIC INITIATIVES

How we will get there



Targeted Sector Growth & High-Impact Projects

- Purpose -

Facilitate regional growth in the targeted sectors of Biosciences, AgTech, and Autonomous/UAS, and ensure projects the organization supports add to regional flourishing

- 3-Year Goals -

Goal 1 – Design and implement standards or minimum thresholds for taking on primary sector projects

Objectives –

- A. Determine set of criteria that can guide engagement with primary sector projects.
- B. Report on a quarterly basis outcome of work in terms of key dashboard metrics.
- C. Complete and distribute annual economic impact assessment to show value of our work to Core Audiences.

Goal 2 - Increase growth of our targeted sectors to achieve positive outcomes in the areas of capital investment, quality jobs and newly utilized space within our region.

Objectives –

- A. Enhance relationships with key partners including Plug N Play, Grand Farm, Site Consultants to increase number of industry sector company leads and projects supported.
- B. Report on a quarterly basis outcome of work in terms of key dashboard metrics.
- C. Convene meaningful conversations to align players around a common purpose, strategy, and actionable/measurable programming in each sector.
- D. Create leads that generate site visits and projects utilizing targeted inbound/outbound marketing.
- E. Increase the amount of capital accessed by target sector companies via GIF, state funding, equity investments.

How we will get there

Workforce Ecosystem

- Purpose -

Co-create a workforce infrastructure and sustainable funding model capable of supporting and perpetuating the desired economic growth of the region.

- 3-Year Goals -

Goal 1– Co-design the collaborative workforce infrastructure that is accepted and utilized as the official regional workforce system.

Objectives -

- A. Develop and implement a regional Master Talent Plan through Fueling Our Future.
- B. Establish and implement regional workforce programming with ND and MN state agencies and legislatures.
- C. Lead the development and implementation of regional Data/Analytics system to support ongoing workforce efforts.

Goal 2 – Secure recurring funding for regional and collaborative workforce development initiatives.

Objectives -

- A. Establish a regional public sector funding model (i.e., Jobs Development Authority) to support the public sectors investment in workforce development needs.
- B. Establish region-wide private sector funding model (i.e., Fueling Our Future 2.0) to support workforce development needs.

Goal 3 – Increase the number of people moving to the region for new jobs and college students staying for careers after finishing school.

Objective -

- A. Develop and report new metrics and outcomes on workforce recruitment and student retention programming



STRATEGIC INITIATIVES

How we will get there



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Increase Our Revenue

- Purpose -

Increase our operating revenue by retaining current investors and securing new investors.

- 3-Year Goals -

Goal 1 – Secure 90 new investors at \$4000/avg. to increase overall private investment by \$360,000.

Objectives –

- A. Design and execute internal investor campaign, targeting investment levels under \$5,000.
- B. Co-create a Fueling Our Future 2.0 capital campaign.

Goal 2 – Increase the amount invested by current primary sector company investors by 10%.

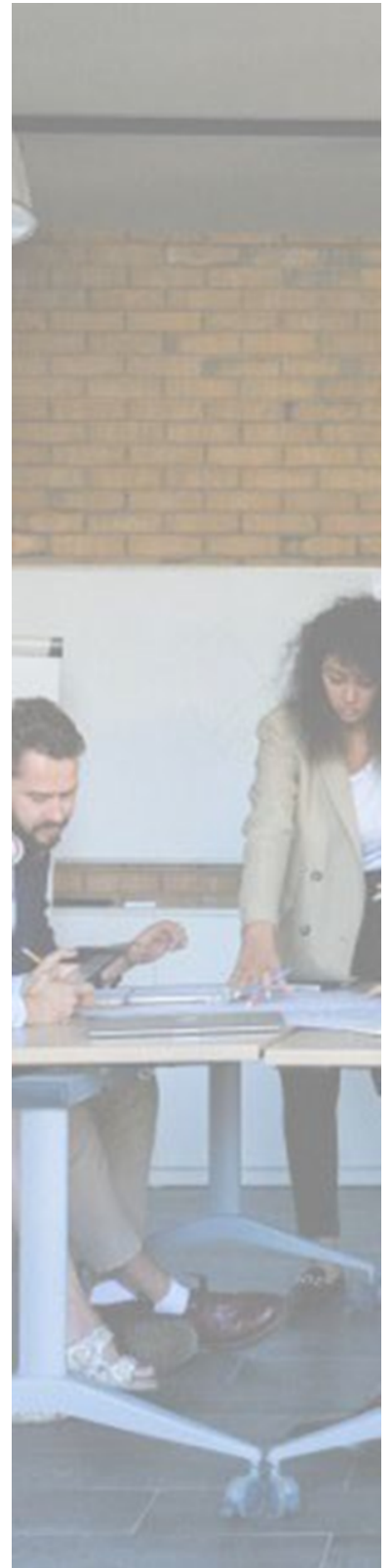
Objective –

- A. Identify and solicit targeted investors where economic impact return of our work justifies an increased investment.

Goal 3 - Secure long-term public sector funding

Objectives-

- A. Establish a regional public sector funding model to support EDC mission.
- B. Obtain Funding from state agencies that align with EDC programs of work.





FUTURE STRATEGIC INITIATIVES

Regional “Framework for Sustained Flourishing”

- Purpose -

Develop and maintain a common framework for understanding, measuring, and improving human flourishing.

Carving our Region’s Niche in the New World of Work

- Purpose -

Increase our region’s relevance and attractiveness as when, where, and how the work gets done continues to evolve.



SCORECARD

How we keep score

		2022 Results	Accrued Results	COMMENTS
Business Development (Targeted)	Job Growth			
	Capital Deployed			
	Sq. Footage Growth			
Business Development (Responsive)	Job Growth			
	Capital Deployed			
	Sq. Footage Growth			
Workforce	System Funding			
	Attraction Efforts			
Internal	360º Review Score Composites			
	Private/Public Funding %			
	Client Satisfaction			



**FARGO
MOORHEAD**
ECONOMIC DEVELOPMENT

STRUCTURE & GOVERNANCE

How we are organized to succeed

Align future governance structure to public and private funding models and regional partnerships.

