



MARKETING PLAN

2026 - 2027

TABLE OF CONTENTS

EDC Overview	3	Technology Persona	19
Communications Overview	4	Energy & Environment Persona	22
Development Wheel	5	Site Selector Persona	24
EDC Voice & Tone	6	Stakeholder Overview	26
Target Market	7	Layered Calendar	28
UAS Persona	8	Key Metrics	30
Agribusiness Persona	11	Brand Benchmarks	36
Manufacturing Persona	14	EDC Brand	38
Biomedical Persona	16		



EDC OVERVIEW

Mission

The Grand Forks Region EDC expands economic opportunity for the Grand Forks region through industry growth and diversification.

Vision

The Grand Forks Region EDC will work collaboratively to foster an environment that attracts innovative people and business investment to Grand Forks County and the surrounding region, enhancing economic vitality for long-term prosperity and growth.

Values



Collaboration

We work together with partners to best serve our stakeholders.



Integrity

We do the right thing.



Trust

We earn the confidence of our stakeholders, always delivering.



Performance

We exceed expectations and deliver impactful results.

Goals & Objectives

This plan is intended to guide business development marketing, place based marketing is guided by the Greater Grand Forks: Way Cooler Than You Think! initiative. The following outcomes will be achieved from plan implementation:

- Increased awareness of the Grand Forks region to potential businesses and site selectors to help grow and diversify the economy.
- Increased awareness and value of the Grand Forks Region EDC by community and industry leaders.

Guidelines

The Grand Forks Region EDC Marketing Plan has been established to provide guiding principles for:

- Tone and voice of messages
- Target audiences
- Messages to communicate
- Strategies for communication
- Annual strategy calendar



OVERVIEW

Marketing & Communications Strategies



KEVIN HATCHER
Business Development Manager

Interpersonal Connections

Communicating and marketing about the value of doing business in the Grand Forks region takes on many different forms. The primary way that the Grand Forks Region EDC markets is through interpersonal connections. It is proven that networking and creating connections with business leaders is the most impactful way to communicate the value of the region to attract and retain businesses. The business development staff focus on building relationships and providing consultations for business support programs as well as the application process, community connections, and available sites.

Business Retention & Expansion (BRE)

The business development staff have regular meetings with local businesses, new opportunities for expansion are identified. This includes meeting with regional primary sector businesses annually.

Conferences

Staff attend key conferences like the UAS Summit, Midwest Ag Expo, XPONENTIAL, and more.

Referral

When staff are connected with an opportunity, they follow up on the introduction to build a relationship.

Website

The main hub of communicating information about doing business in the region.

Email

Top 10

At the beginning of each month the top items impacting economic development are featured in the Top 10 email newsletter.

Support Spotlight

In the middle of each month, business support programs are featured in the Support Spotlight email newsletter.

Social Media

Content regularly posted on LinkedIn, Facebook, and X.

Brochures

Several documents produced to showcase benefits for specific audiences and programs.

Digital Advertising

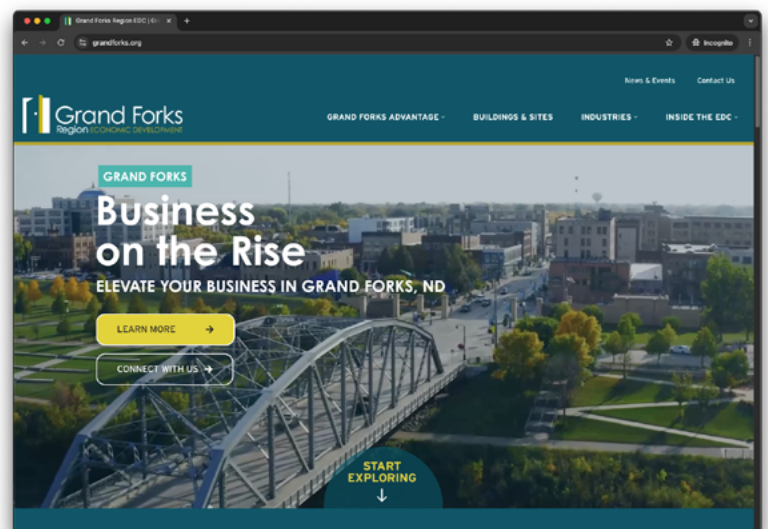
Graphics & video on Google Ads, YouTube, LinkedIn, GF Herald, Forum, and more.

Print Advertising

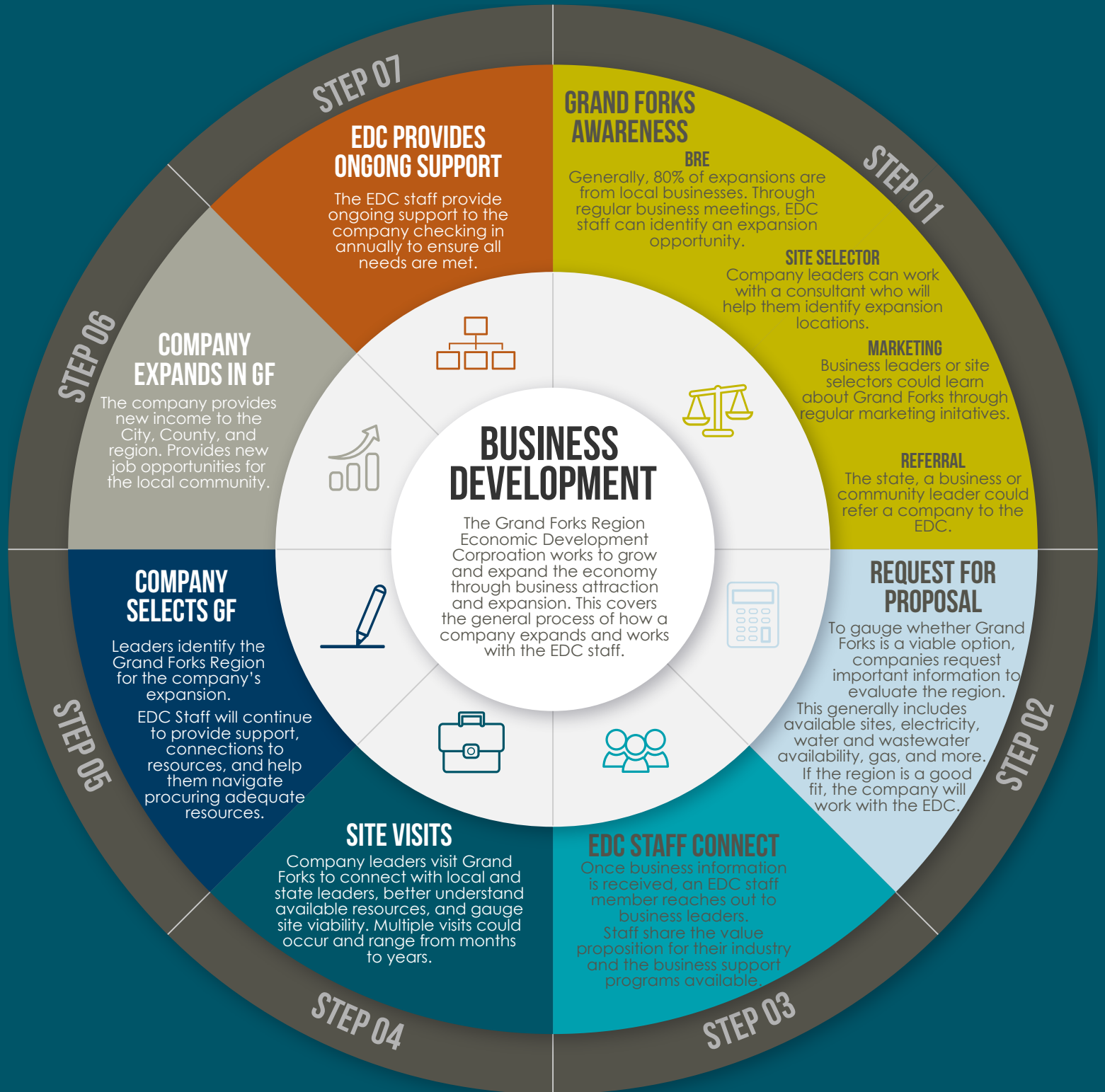
Graphics placed in publications, magazines, newspapers, etc.

Media Relations

Share positive stories through press releases, letters to the editor, and press wire services.



DEVELOPMENT FLYWHEEL



VOICE & TONE

How We Speak & Sound

Plainspoken

We strive for simplicity in our messaging, using clear and concise language to get our point across. We prioritize simplifying complex or obscure information to make it easy to understand.

Conversational

We use everyday language that is relevant and approachable, keeping dialogue flowing, and open for continue discussions.

Authoritative

We speak with authority and confidence, conveying knowledge and expertise. We have what it takes to get things done for a company to reach success.

Professional & sometimes funny

We are always professional, maintaining respect and courtesy. When appropriate, we know how to not take things too seriously and laugh at ourselves.

Good Examples

Plainspoken

From here, you can change the world. Elevate your business in Grand Forks, ND.

Conversational

In Grand Forks, we understand that partnership among business, government, and civic leaders is integral to our success.

Authoritative

The Grand Forks region leads the United States in UAS. Our ecosystem is the most robust in the country.

Professional & Sometimes Funny

We're forking out opportunities for business success in the Grand Forks region. Experience a community that supports business growth and expansion.

What the EDC Voice is Not

Overly pushy

We're not sales associates. We focus on building relationships, and speaking as a matter of fact, rather than pushing our agenda.

Arrogant or Overly Confident

We steer clear of arrogance or over confidence in what the EDC or Grand Forks region can provide.



Cirrus Aircraft Leadership Team visit to Grand Forks

AUDIENCE

Defined

The primary audience of the EDC is represented and defined by personas that correlate to a key industry in the region or were identified as a targeted group to communicate with to achieve the goals of the marketing and communications plan, and strategic plan. Each persona provides a clear understanding of characteristics, preferences, and challenges, humanizing them. By defining these characteristics, personalized and appealing content is curated, enticing the targeted persona to complete the call-to-action or retain the information.

Creation of Personas

Multi-Step Process: Staff Brainstorm

The personas were created through a multi-step process, refining the traits and characteristics with each step. The initial persona traits were developed by the EDC staff in 2023 through a brainstorming session.

Advisory Board Survey

The traits were refined and compiled, and sent in a survey to the EDC Advisory Board. The survey results drove updates or confirmed information identified.

Focus Groups

The updated personas were presented to industry-specific focus groups, conducted by the EDC Marketing and Communications Manager. Key stakeholders and industry partners in the groups provided additional insight and feedback on the compiled information for their specific sector. Based on the focus group feedback, the persona was again refined, compiled, and presented in the 2023 Branding, Marketing, and Communications Plan.

Evaluation After Implementation

After two years of implementation, each persona was reviewed, evaluated, and updated, further refining the targeted audience.

Key Messages: Driving Engagement

Attributes curated for each industry persona, along with industry challenges, and how the Grand Forks region can help overcome those challenges, drove the creation of impactful key messages. The messages are generally measurable, demonstrating a factual way the region is set up to help that industry overcome those challenges to be successful. The goal of the key messages is to drive engagement or entice the targeted audience member to complete the call to action.

Persona Definition

Detailed, semi-fictional representation of an idealized member of the target audience.



Agribusiness



Biomedical



Energy & Environment



Manufacturing



Technology



UAS



Stakeholders



Site Selectors

UAS PERSONA



Chad Michael Sky

C-Suite Director Male
Decision Influencer 35-45
Master Degree

Career History

Previously worked doing engineering and product development.

Goals, Priorities, & Responsibilities

Expand and grow the business in a thriving ecosystem.

Sell the product or service to potential clients.

Find large investors to help fund growth.

Product research and development.

Key Performance Indicators

Increase of product or service sales.

Increased number of investors.

Increased number of products, patents, copyrights, or trademarks developed.

Social Behaviors

Video gaming
Computer builder
Tinkering

UAS: Autonomous Services, Technology, & Manufacturing

Business Location

Upper Midwest
Test Site Locations
(NY, NM, NV, TX, AK, VA)
Oklahoma
West Virginia

Employee Numbers

0 - 25 Full-Time

Industry Challenges

Funding availability
Sales geared toward niche markets
Federal and state regulations

Region's Solutions to Industry Challenges

Robust ecosystems and industry culture (Grand Sky, space, satellites, rocketry)
Gorman Field UAS Test Range
Workforce pipeline (UND, NCTC, AFB)
Funding programs (LIFT, Gener8tor, Wonder Fund ND)
State support
Fiber/telecommunications
Vantis & NPUASTS - direct connection to FAA
The HIVE
Center For Innovation
Cold weather testing

Professional Organization Involvement

AUVSI
Chamber UAS Committee
ND UAS Council

How EDC Demonstrates Support

Connection to UAS ecosystem leaders
Connection to Legislators
Funding programs & incentives
Workforce pipeline (UND, NCTC, AFB)
Corporate and community engagement
Regional Barriers to Site Selection
Cold weather
Lack of 'big city' feel
Lack of concentration of key workforce roles
Lack of senior software engineers

Publications & Blogs

UAS Weekly
UAS Magazine
Inside Unmanned Systems
Unmanned Systems Technology Magazine
sUAS News
AUVSI
Greater ND Chamber
DroneLife
Defence Blog

Conferences, Trade Shows, Events

XPONENTIAL
UAS Summit & Expo
Commercial UAV Expo
SOaRS Symposium
SpaceAg Conference
Autonomous Nation
FAA UAS Symposium

UAS OVERVIEW

Sector Overview

The UAS industry is an important sector for the Grand Forks region. With the support of local and state legislators, the region's economy was diversified with the expansion of the UAS sector, offering a new way to grow and expand the economy. The region has rallied around the UAS industry, creating a vastly diverse ecosystem with industry-specific funding programs, UAS tech accelerator: The HIVE, Gorman

Field UAS Test Range, GrandSKY commercial research and development UAS park, the Northern Plains UAS Test Site, Vantis: BVLOS network, advocacy and policy groups, and strategic workforce infrastructure. Organizational marketing and communications will encompass the entire ecosystem, showcasing how each component works together to support the industry.

Calendar

January

BBI Sponsorship Email to UAS Summit Attendees
UASMagazine.com In-Kind Ad
Social Media
BRE

February

Digital Ad Campaign (Re-target UAS Summit Attendees)
UASMagazine.com In-Kind Ad
Social Media
BRE

March

SOaRS Symposium
Social Media
UASMagazine.com In-Kind Ad
BRE

April

SpaceAg Conference
Social Media
UASMagazine.com In-Kind Ad
BRE

May

AUVSI XPONENTIAL
International Drone Day Social Media Campaign
Social Media
UASMagazine.com In-Kind Ad
BRE

June

Digital Ad Campaign
Social Media
UASMagazine.com In-Kind Ad
BRE

July

Social Media
UASMagazine.com In-Kind Ad
BRE

August

Autonomous Nation
Social Media
UASMagazine.com In-Kind Ad
BRE

September

Commercial UAV Expo
International Economic Development Council Conference
UAS Magazine Ad
Social Media
UASMagazine.com In-Kind Ad
BRE

October

UAS Summit & Expo
Cybersecurity Awareness Research Symposium
UAS Magazine Ad
UAS Magazine Listing
Digital Ad Campaign
Social Media
UASMagazine.com In-Kind Ad
BRE

November

Digital Ad Campaign
Mid America Economic Development Council Conference
Social Media
UASMagazine.com In-Kind Ad
BRE

December

Social Media
UASMagazine.com In-Kind Ad
BRE

UAS MESSAGING

Sector Messages

The Grand Forks region leads the United States in UAS with a beyond visual line of sight network: Vantis. Benefit from the BVLOS airspace. Join the ecosystem.

Experience world-class talent with 34+ annual graduates from the first university to offer a UAS degree in the United States, the University of North Dakota in Grand Forks.

Experience world-class talent with University of North Dakota graduates in UAS, aerospace, engineering, cybersecurity, national defense, space, and aerospace engineering.

Lead the UAS industry in Grand Forks with access to Grand Sky, the first and only fully operational commercial UAS research and development park in the United States.

Leverage low-interest financing and funding programs shaped for the UAS industry through the only state-owned bank in the country, Bank of North Dakota. Secure capital and lead the UAS industry in Grand Forks.

Easily access unencumbered airspace in Grand Forks with the Northern Plains UAS Test Site, one of seven FAA-approved UAS test sites in the United States. Fly the open skies in Grand Forks.

Be the first for UAS in Grand Forks. First UAS pilot degree program. First UAS maintenance training program. First commercial UAS r&d park. First national UAS summit. First FAA test site to conduct flights. First state-wide BVLOS network. Lead the industry in Grand Forks.

Cost Allocation

Strategy Description	Cost
SpaceAg Conference*	\$150
AUVSI Xponential Conference	\$2,500
Autonomous Nation Conference*	\$550
Commercial UAV Expo	\$2,300
UAS Summit & Expo Sponsorship	\$9,000
UAS Magazine Advertisement	\$1,000
UAS Magazine Business Listing	\$305
International Economic Development Council Conference*	\$3,000
Site Selectors Guild Conference	\$4,450
Mid America Economic Development Council Conference*	\$3,300
Total Digital Ad Campaign Spending	\$2,000
Unable to Complete Due to Budget Cuts	
Air Combat Command Meetings	\$2,750
Pentagon Advocacy Meetings	\$2,750
SOARS Symposium	\$1,200
Area Development Conference	\$3,325
Total Cost	\$28,555

Opportunity for Additional Ad \$

Strategy Description	Cost
UAS Magazine Podcast Interview (1 podcast)	\$1,195
UAS Flyer Email Advertising (1 week)	\$495
UAS Magazine Website Takeover (1 month)	\$449
AUVSI Weekly eBrief - Presented By (1 month)	\$1,500
AUVSI.org Homepage Square Ad (1 month)	\$1,200
Xponential.org Banner Ad (1 month)	\$2,500
Total Cost	\$7,339



Global Hawks at GrandSKY

AGRIBUSINESS PERSONA



John Farm

Operations Director/Manager Male
Decision Influencer 40-50
Bachelor Degree

Career History

15 years in the industry
Started out professional in agribusiness manufacturing facility

Goals, Priorities, & Responsibilities

Grow and expand the business to increase market share
Effective operations and management

Key Performance Indicators

Increase in production output levels
Expansion and product locations identified with community buy-in and financial support

Social Behaviors

Family
Outdoor recreation
Golfing
Hunting
Fishing

Agribusiness: Value-Added Ag

Business Location

Upper Midwest
Southwest Coast
Eastern Europe

Employee Numbers

15-200+ Full-time

Industry Challenges

Tariff climate: unpredictable market and pricing pressure
Workforce shortages
Lack of shovel-ready sites
Supply chain issues
Climate and weather uncertainty: impacting yields

Region's Solutions to Industry Challenges

Local and state funding incentives
Water & wastewater capacity
Crop variety and availability
Rail system
Interstate infrastructure
Robust workforce pipeline
Team Grand Forks': region's willingness to support projects

How EDC Demonstrates Support

Build local and state-wide connections
Convene stakeholders through public private partnerships
Navigate funding processes
Help build out workforce pipelines
Convene decision makers to address industry opportunities and challenges

Regional Barriers to Site Selection

Lack of available sites
Low capacity of natural gas
Shortage of sites with possible rail infrastructure
Transportation costs
High cost of production worker wages
ND Weather
Site Development Process: annexation

Publications & Blogs

Agweek
Farm Journal
Ag Web
Successful Farming
High Plains Journal

Professional Organization Involvement

North Dakota Farmers Union
International Food Service Distributors Association
Grocery Manufacturers Association
American Farm Bureau
Northland Potato Growers Association

Conferences, Trade Shows, Events

International Crop Expo
Big Iron Auctions
Farm Show
Sugarbeet Growers Association
Local Resource Auction
Midwest Ag Summit - Fargo

AGRIBUSINESS OVERVIEW

Sector Overview

The Grand Forks region is home to some of America's richest farmland, which has led to agriculture being a catalyst for the overall growth and development, and a targeted sector for the EDC. North Dakota leads the nation as the top-producing state for 10 different crops, including durum and spring wheat, canola, oats, dry edible beans, and more.

This rich culture and history are a valuable asset to the state, as demonstrated by the over 30 agriculture-specific financing and incentive programs available to the industry. Demonstrations of state support are apparent through the North Dakota Mill located in Grand Forks, which is the only state-owned mill in the

country. These strengths combined place the Grand Forks region and the state above others in agribusiness opportunities.

The primary strategy for growing this sector is through the interpersonal connections with the EDC business development staff. The business connections with the EDC have been long-established and maintained. With the region's strong reputation and robust agriculture network, there has always been a wealth of opportunities to connect with businesses looking to relocate or expand.

Calendar

January

Digital Ad Campaign
Social Media
BRE

May

Social Media
BRE

September

International Economic
Development Council
Conference
Social Media
BRE

February

Social Media
BRE

June

Midwest Ag Summit/Cultivate
Conference
Social Media
BRE

October

Farmers Day Social Media
Campaign
Social Media
BRE

March

National Ag Day Social Media
Campaign
Social Media
BRE

July

Social Media
BRE

November

Mid America Economic
Development Council
Conference
Social Media
BRE

April

SpaceAg Conference
Social Media
BRE

August

Autonomous Nation
Social Media
BRE

December

Social Media
BRE

AGRIBUSINESS MESSAGING

Messaging

Business support programs made for ag with over 30 agriculture-specific financing and incentive programs available for businesses in Grand Forks.

With over 5,000 ag production jobs in the region, Grand Forks is home to a strong agribusiness workforce that continues to grow every year.

North Dakota leads the nation as the #1 commodity-producing state in 13 different crops.

Access over 32,500 miles of rail network through BNSF Railway in Grand Forks.

Travel over 2,865 miles on one of the two major highway systems that intersect at Grand Forks.

Easily access water in the Grand Forks region with over 80% of the permitted water capacity available.

Leverage regional support with developed infrastructure to support agribusiness for water, wastewater and transportation in Grand Forks.

Past Advertisement Example



Cost Allocation

Strategy Description	Cost
SpaceAg Conference*	\$150
Midwest Ag Summit/Cultivate Conference	\$110
Autonomous Nation Conference*	\$550
Site Selectors Guild Conference	\$4,450
International Economic Development Council Conference*	\$3,900
Mid America Economic Development Council Conference*	\$3,300
Digital Advertising	\$2,000
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Total Cost	\$14,460

*Indicates multi-sector overlap.

Opportunity for Additional Ad \$

Strategy Description	Cost
Targeted Email Blast	\$3,000
AgWeek Advertisement - Thankful For Ag Report	\$2,000
Digital Advertisement	\$2,000
Total Cost	\$7,000



MANUFACTURING PERSONA



Michael Maker

Director-Level Business Development / Facilities / Marketing
Male 45-55
Decision Influencer
Bachelor Degree

Career History

20+ years in professional role
Started as manufacturing leader out of college

Goals, Priorities, & Responsibilities

Team management
Facilities
Business development
Supply chain management
Business expansion

Key Performance Indicators

Increased profits and efficiency

Social Behaviors

Family man who works long hours
Outdoor recreation as time allows

Manufacturing

Business Location

Upper Midwest

Employee Numbers

25-200 Full-time

Industry Challenges

Workforce competition
Record low unemployment rates
Cost of labor vs other areas
Material shortage and cost

Region's Solutions to Industry Challenges

Workforce Productivity
Water availability
Tax based incentives for automation
Corporate Income Tax Incentives
Business friendly policies (lack of regulatory environment)
FTZ
Location - I29, highway 2, Canada border
NCTC Technical Training Pipeline (Mechatronics Program),

Conferences, Trade Shows, Events

Manufacturing Institute
CAMX - The Composites and Advances Materials Expo

How EDC Demonstrates Support

Secured tax credits/funding
Coordination at state and local level
Workforce productivity & community program pipelines

Regional Barriers to Site Selection

Weather
Distance to population center/ supply chain partners
Lack of building and manufacturing space and availability

Publications & Blogs

Manufacturing Institute
Greater ND Chamber

Professional Organization Involvement

Greater ND Chamber
National Association of Manufacturers
American Composites Manufacturers Association (ACMA)
Highway 2 West Manufacturers Association
Manufacturing Round table,
Red River Manufacturers and Engineers Association

Messaging

Increase efficiency and save money with a 20% credit on the cost of machinery and equipment with an automation tax credit available in Grand Forks.

MANUFACTURING OVERVIEW

Sector Overview

Manufacturing is an integral part of the Grand Forks region's economic development strategy. The region's manufacturing sector is closely tied to Agribusiness, with the North Dakota Mill, JR Simplot, Philadelphia Macaroni Company, American Crystal Sugar, and more being tied to crops produced in the area. Other manufacturers not directly tied to agriculture include Cirrus Aircraft, GE Vernova, PS Industries, Retrax, Steffes, and more.

Strengths of the Grand Forks region for manufacturing include a favorable tax environment with programs for automation, corporate income tax, and a reasonable

regulatory environment, creating more business-friendly policies. One of the largest strengths of the region is the foreign trade zone or FTZ designation that allows goods not to be subject to customs duties until they enter the US.

The primary marketing strategy identified to grow the manufacturing sector is through interpersonal relationships with existing companies, responding to opportunities through the state, and working with site selectors. Retention and expansion of existing companies has been prioritized compared to outreach marketing in this sector.

Calendar

January Social Media BRE	August Social Media BRE
February Social Media BRE	September International Economic Development Conference Social Media BRE
March Social Media BRE	October Manufacturing Day Social Media Campaign Social Media BRE
April Social Media BRE	November Mid America Economic Development Council Conference Social Media BRE
May Social Media BRE	December Social Media BRE
June Social Media BRE	
July Social Media BRE	

Cost Allocation

Strategy Description	Cost
International Economic Development Council Conference*	\$3,950
Mid America Economic Development Council Conference*	\$3,300
Site Selectors Guild Conference	\$4,450
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Total Cost	\$11,700

*Indicates multi-sector overlap.

Opportunity for Additional Ad \$

Strategy Description	Cost
Targeted Email Blast	\$3,000
Digital Advertisement	\$2,000
Total Cost	\$7,000

Access over 32,500 miles of rail network through BNSF Railway in Grand Forks.

Travel over 2,865 miles on one of the two major highway systems that intersect at Grand Forks, US Highway 2 and Interstate-29.

Experience the benefits of a foreign trade zone with deferred duty in Grand Forks.

BIOMEDICAL PERSONA



Jennifer Mender

CEO & Founder Female
Decision Maker 40-50
PHD / Master Degree

Career History

Medical field: 10+ years,
Ventured out after R&D project
success

Goals, Priorities, & Responsibilities

Find investors and talent to
grow & expand the business to
develop products or patents

Key Performance Indicators

New products or potential
products produced
New funding partners

Social Behaviors

Involved in Civic organizations
Enjoys traveling and exploring
Backpacking and hiking

Biomedical: Engineering

Business Location

Midwest

Employee Numbers

1-5 Full-time

Industry Challenges

Funding opportunities
Qualified workforce
Lack of lab space

Region's Solutions to Industry Challenges

SHIC: Research Institute for Senior
Population Health
UND School of Medicine &
Health Sciences
UND Biomedical Engineering
research infrastructure
UND facilitates IRB process
Workforce Pipeline
Funding Programs (Bio Grant)
UND Tech Accelerator, Columbia
Hall
Medical Device research
capabilities
Center for Biomedical Research
UND Center for Innovation

How EDC Demonstrates Support

Get them connected with UND
School of Medicine & Health
Sciences and UND Biomedical
Engineering workforce pipeline
Securing funding through
programs

Regional Barriers to Site Selection

Lack of investment
R&D Lab Space
High cost of healthcare in ND
Lack of critical mass - not
predominant industry
Lack of qualified workforce

Publications & Blogs

Annals of Internal Medicine
Science Magazine
Scientific Magazine
Christian Science Monitor
UND Medical School Magazine
American Journal of Medicine
American Medical Association
Newsletter

Professional Organization Involvement

Bioscience Association of North
Dakota
Advanced Technology
International (ATI)
American Medical Association
American Institute for Medical
and Biological Engineering

Conferences, Trade Shows, Events

Biodefense Summit
State and National
Bioassociation
Biomed Symposium

BIOMEDICAL OVERVIEW

Sector Overview

The biomedical sector, strategically identified as a sector for the Grand Forks region, is tied to the robust capabilities of the University of North Dakota. As the sector evolves in the region, the EDC staff and industry partners have identified opportunities to support its growth.

The primary strategy for growing the sector is interpersonal connections through conference attendance. EDC staff and industry partners regularly attend biomedical conferences on topics such as research and outcomes, working with government

contracts, and private or federal financing programs. Attending the conferences offers an opportunity to network with attendees to showcase the sector within the Grand Forks region.

To showcase the opportunities available, the EDC brought together industry partners and compiled the region's strengths into a Biomedical Brochure. The information was also placed on the EDC website. All stakeholders have been provided a copy of the brochure that they can utilize to market the region.

Calendar

January

Social Media
BRE

May

Social Media
BRE

September

International Economic
Development Council
Conference
Social Media
BRE

February

Social Media
BRE

June

Social Media
BRE

October

BioScience Summit
Social Media
BRE

March

Social Media
BRE

July

Social Media
BRE

November

Mid America Economic
Development Council
Conference
Social Media
BRE

April

Biomedical Research Awareness
Day Social Media Campaign
Social Media
BRE

August

Autonomous Nation
Social Media
BRE

December

Social Media
BRE

BIOMEDICAL MESSAGING

Messaging

Experience world-class talent and research partners with 280+ medical students enrolled at the University of North Dakota, the only medical school in the state.

Unlock collaborative potential in Grand Forks with easy access to industry partnerships and innovation through the Senior Healthcare Innovation Consortium (SHIC), Center to Stream Healthcare in Place Consortiums (C2SHIP), and Bioscience Association of ND (BioND).

Access over \$12 million in grant funding for bioscience initiatives through the Bioscience Innovation Grant Program (BIG) in the Grand Forks region. Funding programs made for bioscience.

Find research success with a 20,433-square-foot state-of-the-art research facility responsible for the care of animals used in research with the Center for Biomedical Research in Grand Forks.

Brochure Snapshot

The first page of the biomedical brochure that was created in partnership with key industry partners. They provided input and feedback on what should be featured and what would be helpful to them when communicating the value of the Grand Forks region.



Cost Allocation

Strategy Description	Cost
BioScience Summit	\$150
International Economic Development Council Conference*	\$3,950
Mid America Economic Development Council Conference*	\$3,300
Site Selectors Guild Conference	\$4,450
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Total Cost	\$11,850

*Indicates multi-sector overlap.

Opportunity for Additional Ad \$

Strategy Description	Cost
Digital Advertisement	\$2,000
Total Cost	\$7,000

TECHNOLOGY PERSONA



Taylor Byte

President & Founder Male
Decision Maker 30-40
Bachelor Degree

Career History

5-10 years in field
Ventured out to solve a problem in their primary industry

Goals, Priorities, & Responsibilities

Solve industry problem
Grow & expand the business
Find investors
Research and development

Key Performance Indicators

Team growth
Fundraising/dollars invested
Sales
Measurable progress/profitability

Social Behaviors

Thrill seeker
Works hard, plays hard
Avid energy drink enthusiast
Video games - e sports
Dungeons & Dragons

Technology

Business Location

Upper Midwest

Employee Numbers

1-10 Full-time

Industry Challenges

Skilled workforce
Lack of technology critical mass
High cost for R&D
Finding trusting investors
Finding interested customers

Region's Solutions to Industry Challenges

Local and state funding programs for new companies (LIFT, Wonder Fund North Dakota/O'Leary Ventures)
Supportive startup environment
Telecommunications and internet availability

How EDC Demonstrates Support

Securing company funding
Connection with successful tech companies
ND is going to take an early leap to support a company that has early growth - seed money

Conferences, Trade Shows, Events

Startup Grind
South By South West
CES
TechCrunch Disrupt
Young Entrepreneur Convention

Regional Barriers to Site Selection

Lack of critical mass in technology companies
Less diverse market
Not Silicon Valley - lack of access to capital, availability of venture capital funding

Publications & Blogs

Bloomberg Business
MarketWatch
TechCrunch
Medium
VentureBeat
The Verge
The NextWeb
Hacker News
Andrew Chen
Mashable, Inc Magazine
Hacker Noon
Readwrite

Professional Organization Involvement

Founders Network
Indie Hackers
Startup Nation
Product Hunt
Startup Factory
Founder Institute
CoFoundersLab

TECHNOLOGY OVERVIEW

Sector Overview

Technology has been identified as an emerging strategic sector for the Grand Forks region. There is a growing number of technology companies, including Thread, Fenworks, Acme Tools, Core Scientific, and Sundog Mining. Grand Forks offers a supportive environment for tech startups, with access to seed funding specifically tailored to support entrepreneurs through programs like the Legacy Investment for Technology Loan Fund (LIFT).

Through industry surveys and focus groups, leaders shared that North Dakota provides easy access to seed funding; however, mid-level tech companies struggle to find venture capital investors to reach the next level of growth. As the company continues to grow and

expand, the region lacks a mid-level workforce to support the growing company's demands, with many in the industry flocking to places like Silicon Valley, which contains a critical mass of tech opportunities. The primary strategies for growing the technology sector are connecting with existing companies and supporting partner entrepreneurial organizations to market available business support programs. New opportunities in the technology sector often come from entrepreneurs within our region who are looking to solve a problem with technology. Recent growth has been closely related to the UAS industry, with technologies emerging to meet the demands of the growing sector.

Calendar

January Digital Ad Campaign Social Media BRE	May National Technology Day Social Media Campaign Social Media BRE	September International Economic Development Council Conference Social Media BRE
February Social Media BRE	June Social Media BRE	October Cybersecurity Awareness Research Symposium Social Media BRE
March Social Media BRE	July Social Media BRE	November Mid America Economic Development Council Conference Social Media BRE
April SpaceAg Conference Social Media BRE	August Autonomous Nation Social Media BRE	December Social Media BRE

TECHNOLOGY MESSAGING

Cost Allocation

Strategy Description	Cost
Cybersecurity Awareness Research Symposium	Free
International Economic Development Council Conference*	\$3,950
Mid America Economic Development Council Conference*	\$3,300
Site Selectors Guild Conference	\$4,450
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Total Cost	\$11,700

*Indicates multi-sector overlap.

Opportunity for Additional Ad \$

Strategy Description	Cost
Digital Advertisement	\$2,000
Total Cost	\$7,000

Messaging

Access \$10 million in seed funding specifically tailored to support entrepreneurs through the LIFT program that was appropriated for the 25-27 biennium.

Easily connect with lightning-fast internet access in the state ranked 2nd in the nation for internet speeds.

Experience support for entrepreneurs in Grand Forks with a state-wide Center For Innovation, entrepreneurial ecosystem support organization, downtown co-working hub, and UAS tech accelerator. From writing a business plan to new product development, Grand Forks has all the resources you need.

Plug into a region where tech startups thrive with access to university research, advanced testing facilities, and community partnerships right in your backyard.



UND Student at The HIVE

ENERGY & ENVIRONMENT



Thomas Spark

C-Suite Executive
Decision Maker
Master Degree

Male
40-55

Career History

20+ years
Previously energy company employee

Goals, Priorities, & Responsibilities

Grow & expand the business
Emission-free or clean energy

Key Performance Indicators

New funding sources
R&D output

Social Behaviors

Outdoors
Hunting
Fishing
Boating
Family-time
Traveling

Energy & Environment: Research & Innovation

Business Location

Upper Midwest

Employee Numbers

50-250 Full-time

Industry Challenges

Federal and State policies
Societal pressure for clean energy (ESG - Environmental, Social, Governance)
Skilled workforce

Region's Solutions to Industry Challenges

State & Local Legislator Advocacy (smart regulation)
Funding opportunities

Professional Organization Involvement

North Dakota Petroleum Council,
National Resolutions Committee for National Rural Electric Cooperative Association
Lignite Energy Council
Energy and Environmental Research Development Foundation

Regional Barriers to Site Selection

Costs
Lack of supply
ND is the 2nd largest state of CO2 emissions per capita

Publications & Blogs

E&E News
Utility Dive

How EDC Demonstrates Support

Connect them with UND EERC
College of Engineering & Mines
Connect with State & Local Senators
Connection to funding resources

Conferences, Trade Shows, Events

National Rural Electric Cooperative Association
Minnesota Rural Electric Association
North Dakota Association of Rural Electric Cooperatives
Electric cooperative conferences and meetings at the national, state and local levels

Messaging

The Grand Forks region is a leader in energy research and innovation with over \$1 billion invested by the US Department of Energy in 2023 alone.

Partner with the Energy and Environmental Research Center (EERC) one of the world's leading developers of cleaner, more efficient energy to power the world in Grand Forks.

PERSONA & OVERVIEW

Sector Overview

The Grand Forks region has close ties to the energy and environmental sectors, fueled by the strength of the University of North Dakota's Energy and Environmental Research Center (EERC). Electricity is one of the most important issues today for expanding businesses, especially the booming demand for artificial intelligence and data centers. Much of the current investment in this sector is driven by the United States Department of Energy through projects like the Heartland Hydrogen Hub, which accumulated \$925 million, and Project Tundra, a carbon capture project. As the sector continues to evolve, EDC staff will be able to identify further opportunities to support the growth of

this sector by continuing to build relationships with key drivers.

The primary strategy for growing the energy and environment sector is with general Grand Forks awareness through interpersonal relationships, the North Dakota Department of Commerce, and other key stakeholders. Given capacity constraints, the EDC staff have spent greater time and resources on supporting and understanding UND EERC and College of Engineering and Mines efforts over proactive marketing efforts.

Calendar

January
Social Media BRE
February
Social Media BRE
March
Social Media BRE
April
Social Media BRE
May
Social Media BRE
June
Energizing North Dakota's Future: Partnership Summit Social Media BRE
July
Social Media BRE

August
Social Media BRE
September
International Economic Development Conference Social Media BRE
October
National Energy Awareness Month Social Media Campaign Social Media BRE
November
Mid America Economic Development Council Conference Social Media BRE
December
Social Media BRE

Cost Allocation

Strategy Description	Cost
Energizing North Dakota's Future Partnership Summit	Free
International Economic Development Council Conference*	\$3,950
Mid America Economic Development Council Conference*	\$3,300
Site Selectors Guild Conference	\$4,450
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Total Cost	\$11,700

*Indicates multi-sector overlap.

Opportunity for Additional Ad \$

Strategy Description	Cost
Targeted Email Blast	\$3,000
Digital Advertisement	\$2,000
Total Cost	\$7,000

SITE SELECTOR PERSONA



Jessica Select

Managing Director Female
President 40-55
Principal
Decision Influencer
Graduate Degree

Career History

15+ years in professional role
Worked in Economic
Development or Real Estate

Goals, Priorities, & Responsibilities

Client Relations - network, seek
potential new clients
Identify new site location
options for clients

Key Performance Indicators

Hours billed to clients
Identified site location options

Social Behaviors

Traveling and exploring new
cities
Golfing

General Business

Business Location

Greenville, SC
New York, NY
Chicago, IL
Dallas, TX
Minneapolis, MN

Employee Numbers

25-200 Full-time

Industry Challenges

Power availability and shortages
Tariff climate
Workforce competition
Lack of shovel ready sites
Time to build a new facility

Region's Solutions to Industry Challenges

Workforce Productivity
Water availability
Tax based incentives for
automation
Corporate Income Tax Incentives
Business friendly policies (lack of
regulatory environment)
Foreign Trade Zone (FTZ)
NCTC Technical Training Pipeline
(Mechatronics Program)

Publications & Blogs

Site Selection Magazine
Area Development Magazine
Area Development Site & Facility
Planning Insider
Trade & Industry Development

Professional Organization Involvement

Site Selectors Guild
Area Development
Consultant Connect

How EDC Demonstrates Support

Timely responses for RFPs
Quick communication of
requested information
Available sites listed through
mapping software (LOIS)
Overviews of available financing
programs and workforce
pipelines, and regional network
Collaborative community and
coordination at state and local
level
Community program pipelines

Regional Barriers to Site Selection

Low capacity of natural gas
Uncertain electric capacity
Logistics challenges /distance to
large population centers /supply
chain partners
Lack of shovel ready sites
Low awareness of North Dakota

Conferences, Trade Shows, Events

International Economic
Development Corporation
Annual Conference
Mid America Economic
Development Council Conference
Site Selectors Guild Fall Forum
Site Selectors Guild Annual
Conference
Area Development Women in
Economic Development
Area Development Fall
Consultant Forum
Consultant Connect ECONOMIX
Conference
Select USA Investment Summit

SITE SELECTOR OVERVIEW

Sector Overview

When larger companies are preparing to expand and considering expansion locations, leaders will work with a site selection consultant. These are individuals who specialize in identifying sites based on the company's requirements and desires. Usually, site selection is for larger projects, like the Agristo potato processing facility, one of the most recent large project announcements for Grand Forks. Most of these large projects require a lot of information about a particular location, and understanding the logistical needs of the company for their product or service. This is why it is important as a community to understand what type of project would be good for the Grand Forks region based on what we have access to.

Marketing and communicating for site selection is a long-game strategy. There is generally not a direct result from marketing efforts; however, if an organization puts in the time and effort to work on building relationships and communicating their story, it can pay off in the long term. There are a few primary strategies for building out this network and continuing to share the region's story. First is through interpersonal connections and networking at conferences. The Business Development Manager attends a site selector conference annually, where they can begin to establish a relationship and collect their information. To help maintain these relationships, the EDC leadership team meets to identify topics that are of relevance to communicate to site selectors. That information is sent in a personalized email to those site selectors to keep the Grand Forks region top of mind.

Calendar

January

Social Media
Quarterly Site Selector Email

February

Social Media

March

Social Media

April

Social Media
Quarterly Site Selector Email

May

Social Media

June

Social Media

July

Social Media
Quarterly Site Selector Email

August

Social Media

September

International Economic Development Council Conference
Social Media

October

Social Media
Quarterly Site Selector Email

November

Mid America Economic Development Council Conference
Social Media

December

Social Media

Messaging

Access over 32,500 miles of rail network through BNSF Railway in Grand Forks.

Travel over 2,865 miles on one of the two major highway systems that intersect at Grand Forks, US Highway 2 and Interstate-29.

Grand Forks has realized a 23% increase in young professionals ages 25-39 in the last 10 years.

Experience the benefits of a foreign trade zone with deferred duty in Grand Forks.

Cost Allocation

Strategy Description	Cost
International Economic Development Council Conference*	\$3,950
Mid America Economic Development Council Conference*	\$3,300
Site Selectors Guild Conference	\$4,450
Unable to Complete Due to Budget Cuts	
Area Development Site Selector Conference*	\$3,325
Site Selector Familiarization Tour	\$5,000
Total Cost	\$11,700

Opportunity for Additional Ad \$

Strategy Description	Cost
Site Selector Familiarization Tour	\$5,000
Site Selectors Guild Partner Program	\$3,500
Site Selector Visit in Greenville, SC	\$12,000
Area Development Site Selector Conference*	\$3,325
Digital Advertisement	\$2,000
Total Cost	\$25,825

*Indicates multi-sector overlap. 25

STAKEHOLDER

Key Audience

Elected officials: city council, county commission, senators, representatives

Community leaders

EDC members

Lenders

Real estate professionals

Education providers

Healthcare providers

Partner agencies

Goals

Understand what the EDC does and the impact on the region

Understand and know about major projects

Community Leader

Location

Grand Forks, ND Region

News Sources

Grand Forks Herald

Prairie Business Magazine

KNOX

UND Today

WDAY/WDAZ

Valley News Live

iNewZ.TV

Location

Grand Forks, ND Region

Messaging

Supporting business. Growing workforce.

Supporting primary sector businesses.

Secured \$75 million in business expansion investments in 2024.

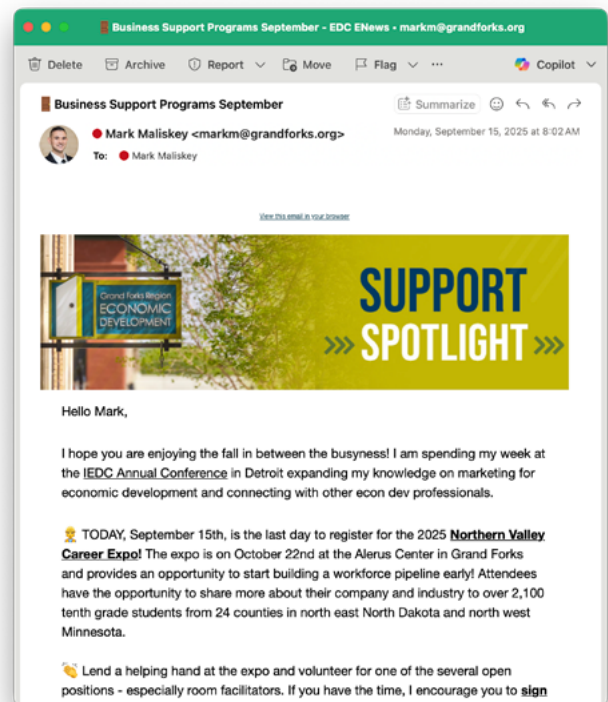
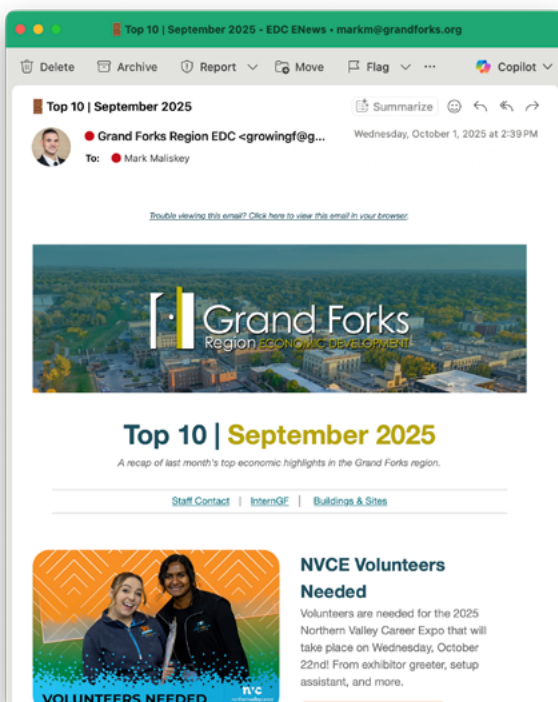
\$861 million added to the regional economy by EDC clients in 2024.

10% increase in jobs added to the region by EDC clients in the last 10 years.

23% increase in young professionals ages 25-39 in Grand Forks County in the last 10 years

Examples

Below are examples of the primary email communications sent to EDC stakeholders. Both newsletters are sent to stakeholders monthly, with the Top 10 sent at the end of the month and Support Spotlight being sent in the middle of the month. The Top 10 focuses on the highlights of economic development in the Grand Forks region over the past month, and the Support Spotlight features business support programs.



COMMUNICATION

Overview

Communicating with stakeholders is one of the largest areas of focus for the EDC's marketing and communications plan. The group comprises community leaders invested in the Grand Forks region and the EDC's overall mission. The main messages shared with stakeholders include education about the EDC's role, highlighting positive stories from the community, and disseminating information about available business support programs.

The main communication strategies include emails, social media, and events. There are two

monthly newsletters. The Top 10 features education about what the EDC does and highlights positive stories from the community. The Support Spotlight features business support programs available. The Top 10 is a more robust newsletter featuring ten stories or items that correlate with the main mission of the EDC. The newsletter includes images and a brief write-up for each topic. The Top 10 content is also posted to the news portion of the EDC website and reshared on EDC social media channels.

Calendar

January

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

February

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

March

Annual Meeting
Social Media
Top 10 Newsletter
Support Spotlight Newsletter

April

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

May

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

June

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

July

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

August

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

Cost Allocation

Strategy Description	Cost
GF Herald Ads	\$2,000
Social Media Ads	\$1,000
Total Cost	\$3,000

Opportunity for Additional Ad \$

Strategy Description	Cost
GF Herald Monthly Ad	\$3,300
Chamber Weekly Member2Member	\$1,820
Billboard Campaign	\$4,000
Total Cost	\$9,120

September

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

October

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

November

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

December

Social Media
Top 10 Newsletter
Support Spotlight Newsletter

MARKETING CALENDAR

January

Top 2X of 202X Social Media Campaign
BBI Sponsorship Email to UAS Summit Attendees
UASMagazine.com In-Kind Ad
Digital Agribusiness Ad Campaign
Social Media
Media Mentions (8)
Business Retention & Expansion
Quarterly Site Selector Email
Top 10 Monthly Newsletter
Support Spotlight Monthly Newsletter

May

UASMagazine.com In-Kind Ad
International Drone Day Social Media Campaign
SpaceAg Conference
National Nurses/Hospital Week Social Media Campaign
National Technology Day Social Media Campaign
Economic Development Week Social Media Campaign
Social Media
Business Retention & Expansion
Support Spotlight Monthly Newsletter
Top 10 Monthly Newsletter
Media Mentions (8)

September

UASMagazine.com In-Kind Ad
Commercial UAV Expo
International Economic Development Council Conference
Social Media
Business Retention & Expansion
Support Spotlight Monthly Newsletter
Media Mentions (8)
Top 10 Monthly Newsletter

February

Digital Ad Campaign (Re-target UAS Summit Attendees)
UASMagazine.com In-Kind Ad
Social Media
Business Retention & Expansion
Support Spotlight Monthly Newsletter
Media Mentions (8)
Top 10 Monthly Newsletter

June

UASMagazine.com In-Kind Ad
Midwest Ag Summit/Cultivate Conference
Energizing North Dakota's Future: Partnership Summit
Social Media
Business Retention & Expansion
Intern GF
Media Mentions (8)
Top 10 Monthly Newsletter

October

UASMagazine.com In-Kind Ad
UAS Summit & Expo
UAS Magazine Ad & Listing
Digital UAS Ad Campaign
Cybersecurity Awareness Research Symposium
Farmers Day Social Media Campaign
MFG Day Social Media Campaign
National Energy Awareness Month Social Media Campaign
Social Media
Business Retention & Expansion
Intern GF
Quarterly Site Selection Email
Media Mentions (8)
Top 10 Monthly Newsletter

March

SOaRS Symposium
UASMagazine.com In-Kind Ad
National Ag Day Social Media Campaign
Midwest Biodefense Summit
Business Retention & Expansion
Social Media
Intern GF
Support Spotlight Monthly Newsletter
Media Mentions (8)
Top 10 Monthly Newsletter
Annual Meeting

July

UASMagazine.com In-Kind Ad
Social Media
Business Retention & Expansion
Media Mentions (8)
Top 10 Monthly Newsletter
Quarterly Site Selection Email
Support Spotlight Monthly Newsletter

November

Digital UAS Ad Campaign
UASMagazine.com In-Kind Ad
Mid America Economic Development Council Conference
Social Media
Business Retention & Expansion
National Entrepreneur's Day: Nov 15
Media Mentions (8)
Top 10 Monthly Newsletter
Support Spotlight Monthly Newsletter

April

SpaceAg Conference
AUVSI XPONENTIAL
UASMagazine.com In-Kind Ad
Biomedical Research Awareness Day Social Media Campaign
Social Media
Business Retention & Expansion
Quarterly Site Selection Email
Media Mentions (8)
Top 10 Monthly Newsletter
Support Spotlight Monthly Newsletter

August

UASMagazine.com In-Kind Ad
Autonomous Nation
Biomed Symposium
Social Media
Business Retention & Expansion
Media Mentions (8)
Top 10 Monthly Newsletter
Support Spotlight Monthly Newsletter

December

UASMagazine.com In-Kind Ad
Social Media
Business Retention & Expansion
Media Mentions (8)
Top 10 Monthly Newsletter
Support Spotlight Monthly Newsletter

SOCIAL MEDIA CALENDAR

January

Top 2X of 202X Social Media Campaign
Social Media
New Years
MLK Jr
International Day of Education

May

International Drone Day Social Media Campaign
SpaceAg Conference
National Nurses/Hospital Week Social Media Campaign
National Technology Day Social Media Campaign
National Skilled Trades Day
National Astronaut/Space Day
International Drone Day
Memorial Day
Economic Development Week Social Media Campaign

September

National Farm Safety Week
Potato Bowl
Wake up to UND
UND Homecoming
Patriot Day - Nine-Eleven
U.S. Air Force Day
First Day of Fall

February

Groundhog Day
Valentines Day
Presidents' Day
Superbowl

June

Intern GF
Higher Education Day
Juneteenth
Summer Solstice
Public Service Day

October

UAS Summit & Expo
Cybersecurity Awareness Research Symposium
Farmers Day Social Media Campaign
MFG Day Social Media Campaign
National Energy Awareness Month Social Media Campaign

March

National Ag Day Social Media Campaign
National Employee Appreciation Day
Intern GF
International Women's Day
Pi Day: Mar 14 (3.14)
National Potato Chip Day
Spring Begins
National Ag Day
World Meteorological Day
Employee Appreciation Day
National Flour Month
Women in Construction Week
Annual Meeting

July

Independence Day
National Macaroni Day
National French Fry Day
National Intern Day

November

Veterans Day
Thanksgiving
National Entrepreneur's Day

April

Biomedical Research Awareness Day Social Media Campaign
National Pet Day
International Day of Human Space Flight
Spring crop planting
National Robotics Week
Earth Day
National North Dakota Day
National Admin Professionals Day
National Arbor Day

August

National Potato Day
College Classes Start

December

World Soil Day
Winter Begins: Dec 21
Christmas
New Year's Eve

KEY METRICS

Tracking

Tracking the effectiveness of the marketing and communications efforts is essential for success. Tracking will provide real-time data to inform decisions about each strategy and allocate resources for maximum impact. Over time, digital marketing has enriched the ability to add data points and metrics to track. Open rates, website visits, impressions, and reach, etc. In an ever-evolving world, privacy has

emerged as a top priority for consumers, and tracking metrics have shifted as technology companies have implemented changes to protect consumers. Particularly, email open and click data is not reliable. With this information in mind, metrics like the number of email subscribers or the number of social media followers are a better gauge.

Social Media

Social media is a powerful tool for communicating messages and increasing brand awareness. Social media platforms offer several data points to track the results and effectiveness. With limited time and the understanding that the primary audience is on

LinkedIn, all social media-related KPI's will focus on LinkedIn. Facebook and X will still be utilized, and information will be cross-posted to maintain presence on social media and awareness.

Followers

Regularly posting engaging content increases the likelihood of reaching a broader audience, resulting in an increase in followers. The goal for followers is 2,425

by November 2026, which would require growing by at least 6 followers each week.

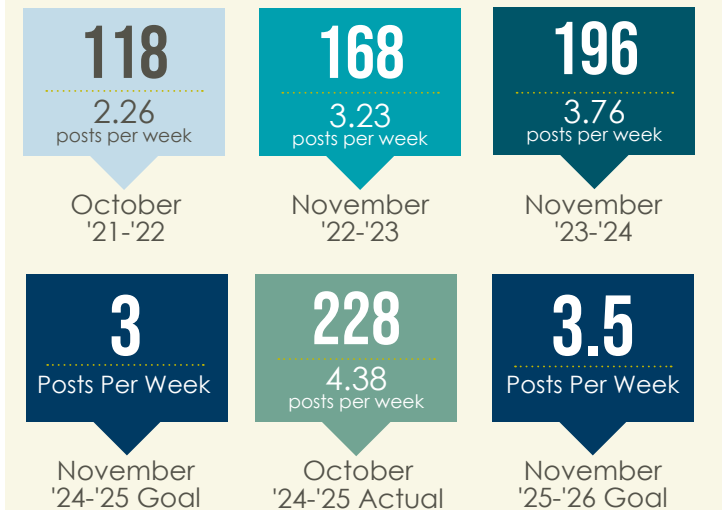
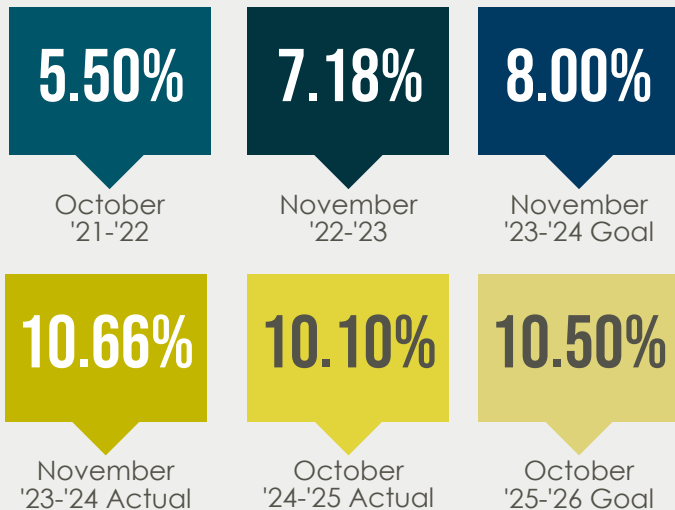


Engagement

Curating content that followers want to engage with is an important aspect of social media management. Engaging content generally includes a carousel of event photos, a link to a news article or website where to learn more, or an exciting topic like a project announcement or celebration.

Post Frequency

An easily trackable KPI that directly reflects the work of the social media manager is how many posts are being scheduled or going out weekly. This data point easily indicates if the work is being completed. Regularly posting increases the likelihood of engagement and an increase in followers.



KEY METRICS

LinkedIn Overview

Posts Sorted By Impressions

November '23-'24

Post Description	Impressions
Altru Devils Lake Hospital Acquisition	2,877
Kevin O'Leary Visit	2,736
Minnkota \$350 Million Grant Project Tundra	2,652
Lund Named Top 50 Economic Developer	2,571
Top 23 of 2023: UND Appoints Snyder at VPRED	2,556
Women in Construction Week, Featuring NVCE	2,397
InternGF Summer Cohort: Industry Tours	2,199
Top 23 of 2023: EERC Awarded Nearly \$1 Billion	2,078
GF Young Professional Population Increase from 2012-2022	2,075
Newly Appointed Board Members	2,046
GFK Cross Wind Runway Ribbon Cutting	1,976
EDC Board Tour Career Impact Academy	1,768
2024 Annual Meeting Highlight	1,748
iSight & Senator Hoeven NTAP Announcement	1,742
Greenway Master Plan	1,673
Reminder for Kevin O'Leary Visit at UND	1,636
Compton Named Top 25 Women in Business Prairie Magazine	1,480

October '24-'25

Post Description	Impressions
Agristo Town Square Welcome	11,400
EDC Advisory Board, Northland Potato Growers, Agristo	4,040
Why Grand Forks for UAS Video	3,232
Top 24 of 2024: UND 3rd Highest Enrollment	2,968
Agristo Initial Announcement	2,610
Board of Directors Update	2,607
Altru Ribbon Cutting	2,512
New Staff in January 2025	2,421
New Staff Press Release	2,354
UAS Webinar with BBI	2,313
42nd/Demers Underpass \$20 Million Allocation from Governor	2,117
InternGF Summer Cohort: Day 3, Industry Tours	2,009
GFK Crosswind Runway Ribbon Cutting	1,978
Women in Construction Week: Featuring Board Member Sally	1,911
Leading Employers in GF	1,836
InternGF Program Reminder	1,758

Posts Sorted By Engagement Rate

November '23-'24

Post Description	Engagement
HRVIP Day Recap	110.10%
EDND Spring Conference Day 2 Overview	106.65%
InternGF Summer Cohort: Volunteering	80.61%
2024 Annual Meeting Highlight	77.80%
InternGF Summer Cohort: Industry Tours	77.04%
Kevin O'Leary Visit	76.64%
InternGF Summer Cohort: Kickoff Day	71.83%
EDND Spring Conference Day 1 Overview	70.38%
NVCE Recap	54.76%
EDC Board Tour Career Impact Academy	48.25%
Center For Innovation 40 years	45.27%
UAS Summit Overview	39.92%
InternGF Launch Breakfast at CFI	39.52%
EDND Spring Conference Recap	37.64%
Greenway Master Plan	30.36%
Air Service Development Meeting Recap	29.14%
EDC Team Attending UAS Summit	29.10%
Olive Ann Hotel Ribbon Cutting	26.77%

October '24-'25

Post Description	Engagement
2025 EDC Annual Meeting Recap	179.92%
National Pet Day: Staff Pets	77.21%
internGF Summer Cohort: Day 4, Sports & Rec	60.72%
EDC Advisory Board, Northland Potato Growers, Agristo	59.65%
InternGF Summer Cohort: Graduation Ceremony	58.25%
InternGF Summer Cohort: Day 1 Kickoff Recap	57.15%
NVCE Recap	55.60%
InternGF Summer Cohort Day 5: Arts & Entertainment	55.06%
InternGF Summer Cohort: Day 3, Industry Tours	54.11%
InternGF Summer Cohort: Program Kickoff	49.49%
Career Impact Academy Ribbon Cutting	45.50%
Agristo Town Square Welome	44.13%
UAS Summit Recap	40.49%
About the EDC (501C6)	39.00%
Longest Table Recap	38.31%
Altru Sports Complex Groundbreaking	35.26%
UND Wake Up to EDC Staff Attendance	34.05%

KEY METRICS

LinkedIn Follower Data

2023

Locations

Grand Forks, ND
 Fargo, ND
 Minneapolis-St. Paul, MN
 Bismarck, ND
 Washington, DC/Baltimore, MD

Business Industry

Higher Education
 Government Administration
 Aviation & Aerospace Component
 Manufacturing
 Banking
 Non-Profit Organizations

Company Size

Primary: 11-50 Employees
 Secondary: 1001-5000 Employees

Job Function

Business Development
 Operations
 Sales

Seniority

Senior
 Entry
 Director

Email

Email marketing is one of the top ways to communicate a message to a specific audience. As privacy and security have evolved, it has become challenging to track previously reported metrics such as open or click-through rates on emails. In June 2021, Apple announced that it would begin to prevent email marketers from using invisible pixels to collect

ENews Subscribers

The EDC ENews list is the primary means of mass email communication. Subscribing to the newsletter is one of the main calls to action on the EDC website, which has garnered 107 subscribers from November 2022 to October 2025. Contacts added to the EDC customer relations management system are automatically subscribed to the ENews list. The decrease in subscribers from 2024 to 2025 is mostly due to email bounces categorized as 'cleaned' by Mailchimp. These contacts are typically marked as cleaned due to a hard bounce (permanent issue, like a non-existent address) or a soft bounce that continues over a period of time (temporary issue, like a full inbox).

2025

Location(s)

Greater Grand Forks Area
 Fargo-Moorhead
 Greater Minneapolis-St. Paul Area
 Greater Bismarck Area
 Denver Metropolitan Area

Business Industry

Higher Education
 Government Administration
 Aviation & Aerospace Component
 Manufacturing
 Banking
 Non-Profit Organizations

Company Size

Primary: 1,001-5,000 Employees
 Secondary: 11 - 50 Employees

Job Function

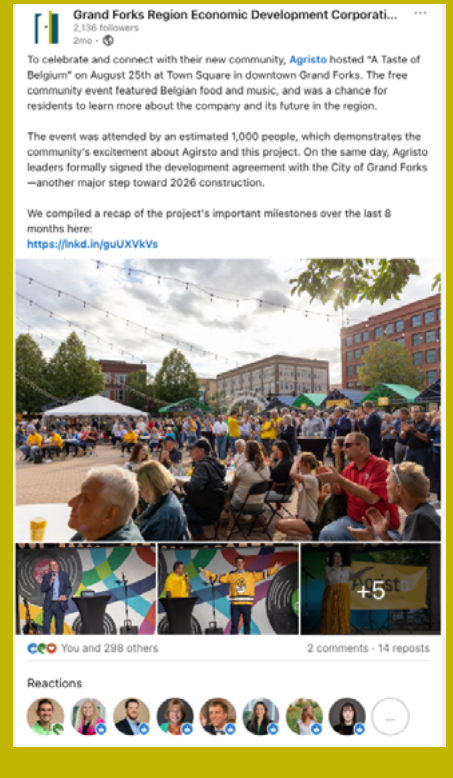
Business Development
 Operations
 Sales

Seniority

Senior
 Entry
 Director

Post Example

Below is an example of a social media post on LinkedIn. It is the most viewed post from 2025.



information about recipients. With this, Apple Mail will preload content, making it appear as if it were opened, skewing traditional open and click-through rate metrics. Industry standards have shifted the focus of email tracking, focusing on subscriber numbers, as well as website visitor traffic.



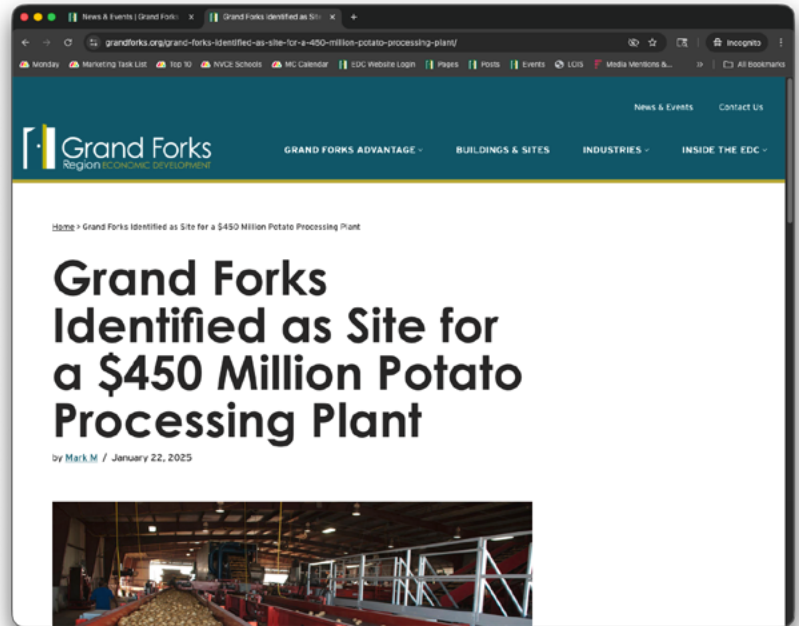
KEY METRICS

Website

The EDC website, GrandForks.org, is one of the main methods of communicating the organization's story. Having a well-maintained, up-to-date website is extremely important as it serves as the organization's internet front door. Key performance indicators identified to track on the website include the number of sessions occurring and the level of engagement within those sessions.

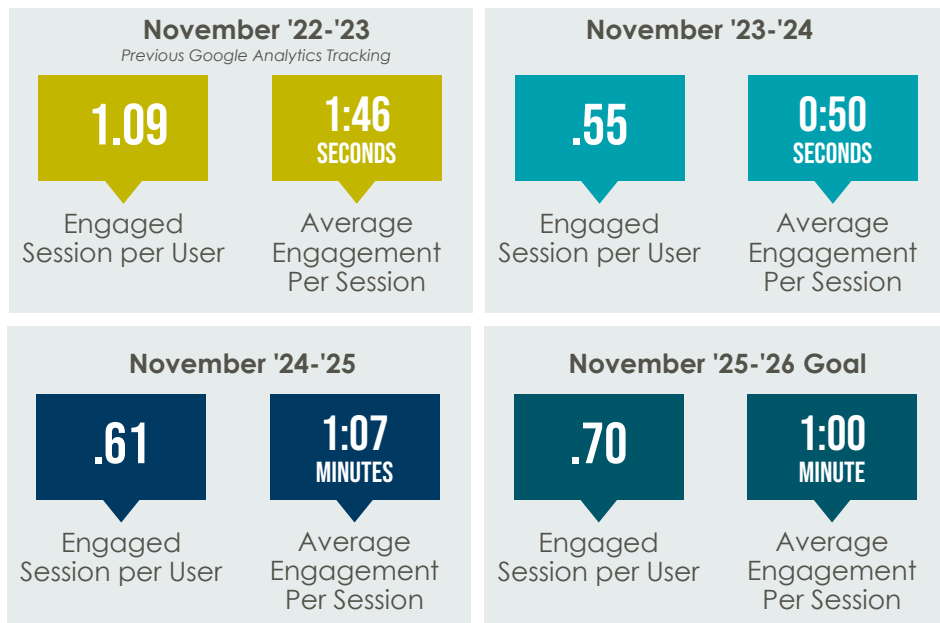
Users

Sessions are a good metric to track for a website. A session is a group of user interactions with your website within a given time frame. For example, a single session can contain multiple page views, events, and social interactions. In 2021, when the Fufeng project was announced, a hosted page for facts, answers, and questions (FAQ) was created on the EDC website. Due to the heated nature of the project, the website received a larger-than-average number of users and sessions.



Engagement

Sessions are a good metric to track for a website. A session is a group of user interactions with your website within a given time frame. For example, a single session can contain multiple page views, events, and social interactions. Tracking sessions provides insight into how many times users are actively engaging with your site, which pages they visit, and how long they stay. In 2021, when the Fufeng project was announced, a hosted



page for facts, answers, and questions (FAQ) was created on the EDC website to provide clear information to the public. Due to the heated nature of the project and widespread public interest, the website received a larger-than-average number of users and sessions. This spike not only highlighted the importance of timely and transparent communication but also offered valuable data on what information visitors were seeking most. Analyzing session trends from this period can help inform future content strategies and ensure that high-demand information is easily accessible during major announcements or projects.

KEY METRICS

Top Visited Pages

Top visited pages are the pages on a website that receive the most traffic from users. Tracking these pages helps identify which content is most popular or valuable to visitors. By analyzing patterns in page views, organizations can understand what topics,

resources, or services users are most interested in, and optimize content, navigation, and messaging to better meet audience needs. This insight also helps guide future website updates and marketing strategies.

November '23-'24			
6,382	Homepage	892	Annual Meeting
2,497	Agribusiness	881	UAS
1,597	InternGF	863	Buildings & Sites
1,583	Staff	770	Unmanned
996	Board of Directors	767	InternGF Summer
929	Regional Profile	648	Industries
927	Leading Employer	567	Careers

November '24-'25			
7,635	Homepage	1,077	Board of Directors
3,859	Agristo	1,024	Leading Employer
2,286	InternGF	917	Regional Profile
2,234	Staff	822	Annual Meeting
1,703	Careers	671	Agristo Updates
1,645	UAS	649	Contact Us
1,473	Buildings & Sites	614	InternGF Launch

Media

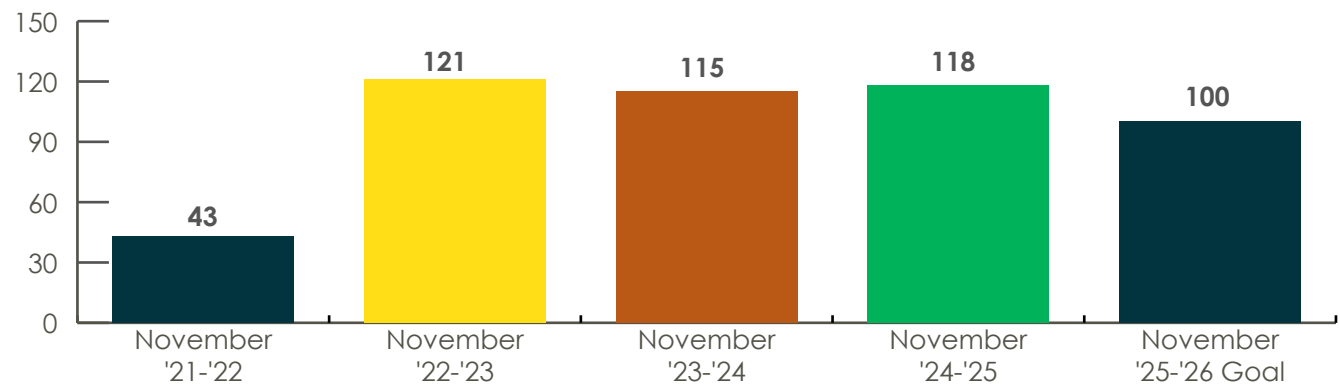
Media outlets are an important strategy to build awareness of the EDC and highlight the region's economic progress. While we cannot control how stories are framed, we intentionally communicate regularly, respond quickly to inquiries, and provide accurate data to build trust with reporters. Today's media landscape is more fragmented than ever. Anyone can publish content online, and consuming traditional news continues to decline. As publishers focus on high-traffic content to support their business models, it can be challenging to secure coverage for traditional economic development stories.

To address this, we prioritize sharing clear, timely, and compelling narratives through our website, press releases, relationship-building with reporters, and ongoing communication. By making it easier for journalists to understand and cover our work, we increase the likelihood of positive, accurate media attention. The 2022–2025 strategic plan sets a goal of generating 50 positive media reports per year, and strategic, proactive outreach remains essential to achieving that target.

Mentions

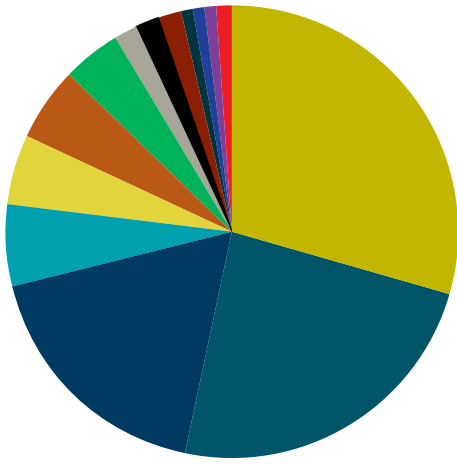
A media mention is an effective metric to track. Mention defined is a brand name or keyword used in a news article. The mentions reported include the use of the Grand Forks Region Economic Development Corporation (EDC) or a staff member's name regarding the work done on behalf of the EDC.

Google provides a free service that searches the internet for 'keywords' and alerts you when utilized across the web. Note that from November 2021 to 2022, there was a vacancy for the Marketing & Communications Manager; during that time, mentions were missing.



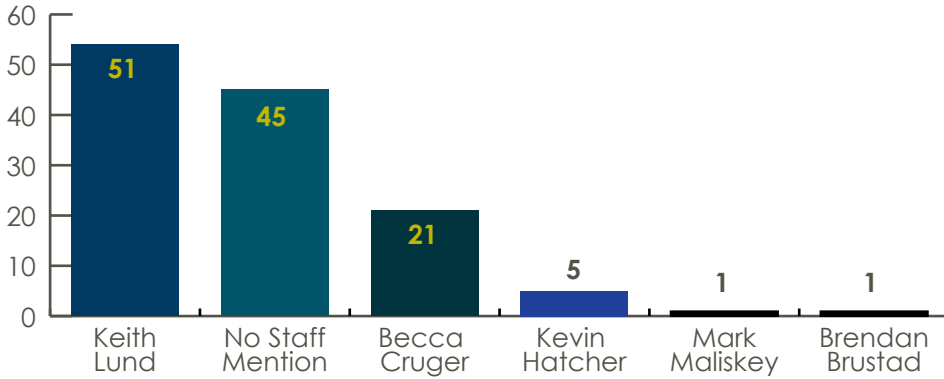
KEY METRICS

Media Mentions by Source: November '24 to '25

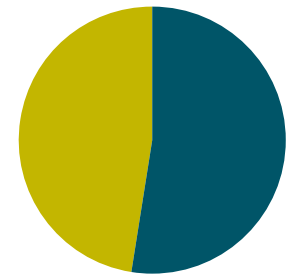


Grand Forks Herald	29.7%	Prairie Business Magazine	1.7%
Other	23.7%	Econ Dev Show	1.7%
EIN Presswire Push	17.8%	AgWeek	1.7%
Jamestown Sun	5.9%	Valley News	0.8%
Dickinson Press	5.1%	UAS Magazine	0.8%
KNOX	5.1%	Yahoo! News	0.8%
UND Today	4.2%	Livability	0.8%

Media Mentions by Staff Member

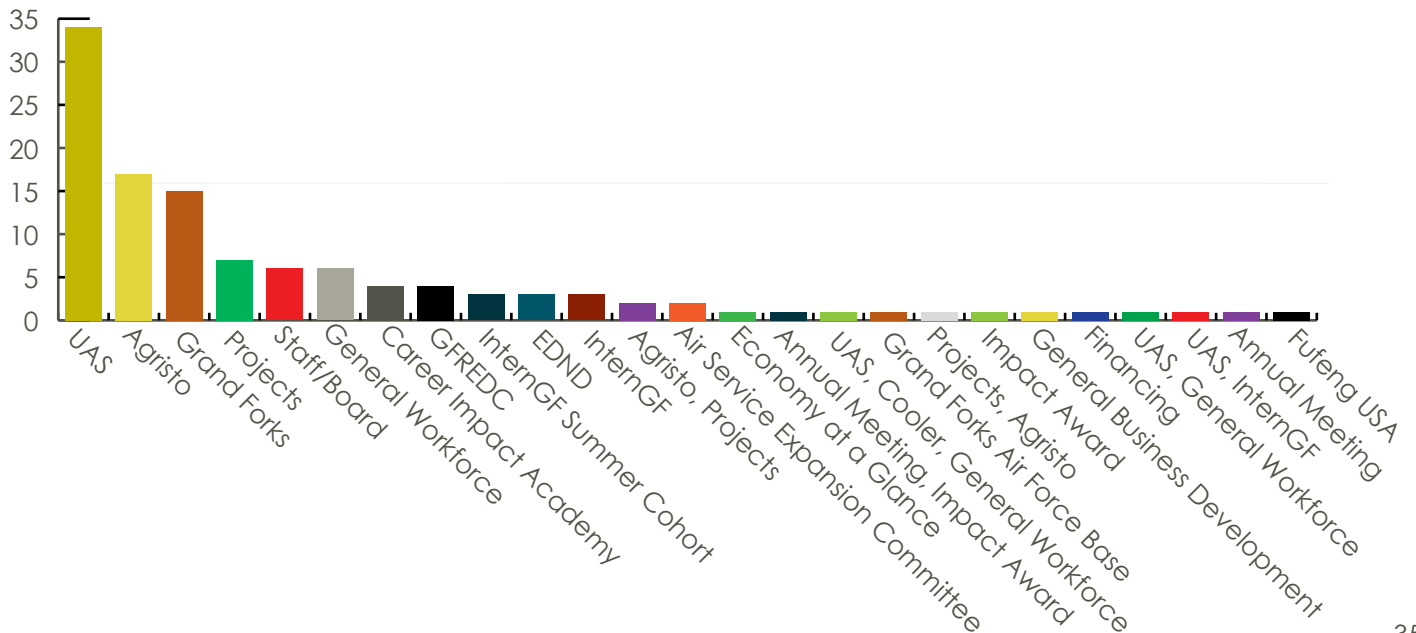


Media Mentions Perception



Neutral	52.5%
Positive	47.5%
Negative	00.0%

Media Mentions by Topic



KEY METRICS

Brand Benchmarks

To better position the EDC ahead of competitors, it's important to understand who the key competitors are and what they're doing. In an example scenario, competitors could be the top three communities identified for a potential project location with Grand Forks being one of the top three that make it to the final round of site visits. By identifying communities of similar populations, resources, and economic makeup, the EDC is able to compare and understand the overall strengths, weaknesses, and opportunities for improvement.

As Grand Forks continues to grow and expand, it is beneficial to identify communities that have two or three times-larger populations or resources. By identifying these communities, the EDC is able to understand and position the Grand Forks region as it grows.

For the purposes of the marketing plan, these competing or larger comparison communities would be benchmarked based on available marketing and communication materials through the website, social media, emails, etc.

Similar Size Communities



Mankato, Minnesota

MSA Population: 104,000
Education: University of Minnesota - Mankato
Key Sectors: Agribusiness, Manufacturing, Printing & Media, Plastics, Distribution, Back Office

Great Falls, Montana

MSA Population: 85,000
Education: Great Falls College MSU
Military: Malmstrom Air Force Base
Key Sectors: Agribusiness, Manufacturing, Printing & Media, Plastics, Distribution, Back Office



Stevens Point, Wisconsin

MSA Population: 70,000
Education: University of Wisconsin Stevens Point
Key Sectors: Agribusiness, Advanced Manufacturing, Green Business

Grand Island, Nebraska

MSA Population: 77,000
Education: Central Community College
Key Sectors: Transload & Logistics, Distribution & Warehouse, Manufacturing & Industry Agriculture & Agribusiness, Alternative Energy, Data & Call Centers

KEY METRICS

Larger Size Communities



Saint Cloud, Minnesota

MSA Population: 202,000
Education: Saint Cloud State University
Key Sectors: Agribusiness, Manufacturing, Business/Financial Resources



Fargo, North Dakota

MSA Population: 260,000
Education: North Dakota State University
Key Sectors: AgTech, Bioscience, Autonomous Systems, Hardware & Software, Distribution Logistics, Manufacturing, Value Added Ag



Peoria, Illinois

MSA Population: 388,000
Education: Illinois Central College, Bradley University
Key Sectors: Healthcare, Manufacturing, Agriculture & Food Processing, Logistics, Green Economy, Biomedical Manufacturing



Greenville, North Carolina

County Population: 180,783
Education: East Carolina University
Key Sectors: Advanced Manufacturing, Pharmaceutical Manufacturing, Medical Devices & Supplies

Grand Forks, North Dakota

MSA Population: ~100,000
Education: UND, NCTC
Military: Grand Forks Air Force Base
Key Sectors: Agribusiness, Unmanned & Autonomous Systems, Manufacturing, Biomedical, Technology, Energy & Environment



EDC BRAND

Colors

Primary Colors



Teal
PMS: 7477
CMYK: 80,0,10,68
RGB: 0,85,104
HEX: 20505f



Mustard
PMS: 3975
CMYK: 0,0,100,29
RGB: 195,182,0
HEX: b6a400



Gray
PMS: Black7
CMYK: 0,0,15,82
RGB: 84,83,74
HEX: 373534



Dark Blue
PMS: 2965
CMYK: 100,38,0,64
RGB: 0,58,99
HEX: 002b45

Accent Colors



Medium Teal
PMS: 320
CMYK: 100,0,31,7
RGB: 0,160,175
HEX: 00a1b1



Icy Blue
PMS: 552
CMYK: 15,0,0,9
RGB: 194,219,232
HEX: c3dce9



Sage Green
PMS: 556
CMYK: 80,0,90,0
RGB: 114,164,146
HEX: 72a493



Burnt Orange
PMS: 1675
CMYK: 0,67,100,28
RGB: 185,89,21
HEX: ba5915



Light Warm Gray
PMS: 415
CMYK: 0,0,12,41
RGB: 166,166,153
HEX: a6a699



Brick Red
PMS: 1815
CMYK: 0,90,100,51
RGB: 138,31,3
HEX: 8a1e04

Fonts

HEADINGS

BEBAS NEUE - BOOK

ABCDEFGHIJKLMNOPQRSTUVWXYZ

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1234567890

Subheadings

Century Gothic - Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Body Text

Century Gothic - Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Alternative Body Text

Candara - Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890

Imagery

Imagery is a powerful tool utilized to tell the story of the Grand Forks Region and the EDC. Whenever possible, use high-quality, vivid photography to bring the region to life.

Photos used should:

- Show the region proudly and accurately
- Support what we're talking about, showcasing actual locations in the region
- Feel vivid and energetic, be color-rich but natural



PHOTO NOMENCLATURE

YYYYMMDD-edc-mkt-und-manufacturing-roundtable-#

YYYYMMDD-nc-chad-sky-grandsky-drone-flying-competition-#

ADOBE LIGHTROOM CLASSIC EDITING

All photos should be imported and edited through Adobe Lightroom Classic. This will ensure that all photos in the photo library maintain the same standard.

IMPORTING PHOTOS

1. Open Adobe Lightroom Classic, and click the 'Library' tab at the right if it does not open by default.
2. Make sure the camera/SD card is connected to the computer so that you can import.
3. Click import at the bottom left, and then navigate to the left side and select the Camera or SD Card from the Devices section under Source.
4. Go to the far right on the top, where it says "TO", please select the location as OneDrive - Shared GF Region EDC > Marketing > All Media > To Edit - 'YOUR NAME'
5. Continue down, under file renaming, make sure that is unchecked so photos aren't renamed yet.
6. Under Destination, make sure to uncheck into Subfolder so that it is organized into One Folder.
7. Select the photos you'd like to import from the middle section.
8. Click Import

EDITING PHOTOS

1. Navigate to the top tabs and click Develop.
2. Cull through photos. Press X on the keyboard to 'reject' a photo that you don't want to use or wouldn't be good to import to our library, and P on the keyboard for photos you want to keep and import to the library.
3. Edit the photos to your comfort. At a minimum, I would recommend looking at the 'Basic' section and press the 'Auto' button to have Lightroom apply the general edits it would recommend.
4. Once completed with culling and editing, navigate back to the 'Library' tab at the top right.

KEYWORDING PHOTOS

1. Navigate to the Library tab at the top right.
2. For ease, you can use the filter at the bottom left and turn on 'Flagged' this will only display the photos you selected with P when culling.
3. Click the box with the face on it, this is tagging people so that they can be searched by keyword later.
4. Click the box with several boxes within it to get back to the photo display view.
5. Highlight photos by clicking on them one at a time, or press and hold Shift or Ctrl/CMD.
6. Make sure the button next to 'Sync' or 'Auto Sync' is turned on so that it says Auto Sync.
7. Type the keywords that describe the photos.

KEYWORDS FOR SEARCHING

All photos should be tagged with keywords that describe things in the photo, or what the photo would be most relevant to.

Keyword examples:

snowmobile	Recreation	animals
cooler	street sign	GFiscooler
Downtown Emerado	main street	rural
friendlier living	people	summer
livelier experiences	group	activities
Rado Run	friends	Event
winter	dogs	Water Wheel

EXPORTING PHOTOS

1. Navigate to the Library tab at the top right.
2. Select the photos you would like to export, and press export at the bottom left.
3. Use the settings below to adjust the export settings.
4. Once the settings are input, select 'Add' on the left side.
5. Type JPG - Small or JPG - Large so that you can have these settings ready for the next time you export.
6. Type in the Custom Text / General Photo Event Description. Right click on the corresponding 'JPG - SIZE' on the left and select 'Update with Current Settings' which will allow you to export both sizes of photos at one. Do the same for the other size.
7. Select the check boxes next to both JPG - SIZE. Select Batch Export. Verify the export locations look correct, select export.

JPG - SMALL SETTINGS

Export to: Marketing\All

Media\JPG - Small

File Settings:

Image Format: JPEG,

Color Space: sRGB

Limit File Size to: 999 K

Image Sizing:

Resize to Fit: Long Edge -

2,189 pixels

Resolution: 72 pixels per inch

Output Sharpening

Check Sharpen For: Screen

Amount: Standard

Metadata

Include: All Metadata

Watermarking: no watermark

JPG - Large Settings

Export to: Marketing\All

Media\JPG - Large

File Settings:

Image Format: JPEG,

Color Space: sRGB

Quality: 100

Image Sizing:

Resolution: 300 pixels per

inch

Output Sharpening

Check Sharpen For: Screen

Amount: Standard

Metadata

Include: All Metadata

Watermarking: no watermark

FILE NAMING

1. Under file naming, check rename to.
2. Click the drop down arrow and select Edit.
3. Add the Date (YYYYMMDD)-edc-mkt-Custom Text-Sequence # (1).
4. Click the box next to Preset: and select, Save Current Settings as New Preset. Type in the name EDC Media Naming.

DATE

YYYY Year in four digits: 2021

MM Month in two digits: August = 08

DD Day of the month in two digits: 03

OWNERSHIP

edc-mkt Signifies that the EDC owns and has full right to the media that it is titled.

nc Needs Credit Signifies that the EDC is not the owner of the media, and proper credit is needed. The credit owner should be in the space directly following nc tag.

GENERAL PHOTO EVENT DESCRIPTION

This should overall describe what the series of photos are about.

SEQUENCE

This number is assigned by Lightroom upon export. Sequence number should be the same across the two export areas.



CREATED BY:

MARK MALISKEY

MARKETING & COMMUNICATIONS MANAGER

markm@grandforks.org | 701.738.0238



www.grandforks.org

120 N. 4th Street
Grand Forks, ND 58203



© 2025 Grand Forks Region Economic Development Corporation

Printed November 2025