



## WILL FARGO MOORHEAD BE AROUND IN 100 YEARS?

Sustain or Self-Destruct: The case for sustainability | Lodestone Project

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# WILL FARGO MOORHEAD BE AROUND IN 100 YEARS?

## SUSTAIN OR SELF-DESTRUCT: THE CASE FOR SUSTAINABILITY

*“The future does not belong to those who are satisfied with the present”. – Robert F. Kennedy*

The Lodestone Project represents the belief that an ordinary place can be more than ordinary in the right confluence of events and circumstances. Just like a lodestone.

Lightning strikes. And in the case of a lodestone, when it does, something new is left in its wake. A plain, ordinary piece of stone is transformed into an object that has almost magical properties. No one can really explain it, but they know the result; a plain rock becomes a magnet. An ordinary thing becomes more than ordinary.

Fargo Moorhead is an ordinary place that has the potential to be extraordinary.

Ordinary in the sense that it is a solid community, with a strong economy and resourceful, hardworking people. But how sustainable is it? In the 21<sup>st</sup> century, proximity to waterways, railways and roadways will not be enough to ensure a place in the new economy.

To be sustainable, a community has to be a magnet – for new people and new ideas. It must be a community that fosters innovation and supports the creative thinking that typifies entrepreneurs everywhere. It must recognize that its resources are both precious and scarce, becoming greener, cleaner, and smarter about the footprint it leaves on the planet.

Taken together, these things will create a place that doesn't endeavor to “keep” its young people at home, but rather will become a place where people – young and old – want to be.

A lodestone of sorts. A natural magnet. Something extraordinary.



Lodestones are rocks that are naturally magnetic. They are made of **Magnetite**, a type of iron ore. Magnetite itself is not necessarily magnetic. A piece of magnetite that is magnetic qualifies as a lodestone.

For a piece of magnetite to become magnetized it must be exposed to a magnetic field. The weak magnetic field of the earth is not strong enough so another source must be looked to. It is believed that lightning strikes on magnetite cause the magnetite particles to align in the right way to produce a magnetic field.

The first compasses were made over 2000 years ago using lodestones. If a long piece of lodestone is freely suspended it will rotate until it lines up with the Earth's poles. Many versions of compasses have been made using this principle.

## LODESTONE: WHAT IS A SUSTAINABLE FARGO MOORHEAD?

What will it take for Fargo to weather the changes that are sure to face communities in the next 100 years?

- 100 years ago it was railroads and rivers that made the difference.
- 50 years ago it was roadways that solidified community place.
- Today, and more and more in the future, it is people... ideas, that will make the difference.
- How about 50 years from now? 100 years from now? What will it take for Fargo to thrive?

The **Lodestone Project** is designed to inform thinking and spur action to develop **A SUSTAINABLE FARGO-MOORHEAD**.

- ✓ Has “magnetic properties” that act to draw people and opportunities to it.
- ✓ **GREEN. Fargo Moorhead becomes a “greener” community**, embracing renewable energy and increasing conservation of resources.
  - Wind energy
  - Solid waste energy recovery
  - Walkable community
  - Transit, bicycle and pedestrian options
  - Quality outdoor recreation
  - Green buildings
- ✓ **MAGNETIC. Attracts new and retains existing residents;** a growing population supplies a growing labor force which enables a growing economic base.
  - Affordable, diverse housing choices
  - Vibrant arts and music scene
  - Variety of locally owned restaurants
  - Respected health care system, with a well-developed system of community-based health care
- ✓ **INNOVATIVE. Fargo Moorhead lives the spirit of entrepreneurship;** creative thinking and prudent risk taking guide individuals, organizations, and the community in daily efforts to adapt to change and provide for residents’ needs in a proactive, holistic manner.
  - Opportunities to pursue higher education & creative job opportunities
  - Long term capital planning of community systems (telecommunications, water, solid waste, energy)
  - Meaningful civic engagement
  - Economic development that prioritizes a creative workforce and a living wage

Sustainability is a general concept used to describe a community that **considers the long-term effects of its decisions** on future generations and the natural world.

It is a tool that helps individuals, communities, states, and nations focus on what needs to be done to ensure that future generations and natural communities are **stable and thrive**.

In practice this means that a community recognizes that economy, society, spiritual and environment are **mutually dependent and need to be balanced**.

To move toward sustainability, communities and individuals must incorporate this concept into **both long-term and day-to-day decisions**.

[www.city.davis.ca.us/cmof/Sustainability](http://www.city.davis.ca.us/cmof/Sustainability)

## WHY CARE ABOUT SUSTAINABILITY?

Sustainability is the most reliable means to a desired end: a strong, growing community where resources are used efficiently and people have opportunities to thrive.

Future population growth is not a foregone conclusion for Fargo Moorhead. Demographic changes will make the city's ability to be a people magnet (i.e., a place people choose to live) of paramount importance.

Using the framework of sustainability helps weave together ideas coming from:

- Economic development (*Focused investment*)
- Higher education (*Centers of Excellence*)
- Conservationists (*Renewable Energy*)
- Healthcare and business professionals (*Innovation and Technology*)
- Non-profits (*Investing in people*)
- Local government (*Progressive leadership*), and
- The people who live in this community (*Youth Asset Development*)



Prosperity in the 21<sup>st</sup> Century will be based on creating and maintaining a sustainable standard of living and a high quality of life for all.

To meet this challenge, a comprehensive new model is emerging which:

- Recognizes the economic value of natural and human capital
- Embraces economic, social, and environmental responsibility
- Focuses on the most critical building blocks for success – the community and the region

[www.lac.org/ahwahnee/econ-principles.html](http://www.lac.org/ahwahnee/econ-principles.html)

### The Classic Definition

*“Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.”*

-United Nations World Commission on Environment and Development, The Brundtland Commission, “Our Common Future” (1987 )

## ARE WE A SUSTAINABLE COMMUNITY?

There are a many ways a person can “measure” sustainability, and none of them is definitive. There is really no easy way to assess how sustainable a particular community is. The Lodestone Project report provides one way of beginning to understand sustainability. The Global Ecovillage Network has developed an interesting tool that anyone can use to see how their hometown “measures up” to a range of sustainability ideals and goals (see Appendix A for more information).

The following section utilizes national rankings and local data to inform an understanding of Fargo Moorhead’s level of sustainability. The discussion will be organized around three concepts: Green, Magnetic, and Innovative.

### GREEN

Sustainability is most commonly viewed from the lens of environmental or ecological perspectives. *The Natural Step* is a systems-change organization that describes environmental sustainability on the basis of four necessary system conditions:

*“To become a sustainable society we must eliminate our contribution to...*

1. *the progressive buildup of substances extracted from the Earth’s crust (for example, heavy metals and fossil fuels)*
2. *the progressive buildup of chemicals and compounds produced by society (for example, dioxins, PCBs, and DDT )*
3. *the progressive physical degradation and destruction of nature and natural processes (for example, over harvesting forests and paving over critical wildlife habitat); and*
4. *conditions that undermine people’s capacity to meet their basic human needs (for example, unsafe working conditions and not enough pay to live on)”*. <http://thenaturalstep.org/the-system-conditions>



Measuring sustainability from an ecological perspective includes a range of issues that affect the physical environment.

- Sense of Place: community location & scale; restoration & preservation of nature
- Food Availability, Production & Distribution
- Physical Infrastructure, Buildings & Transportation - materials, methods, designs
- Consumption Patterns & Solid Waste Management
- Water - sources, quality & use patterns
- Waste Water & Water Pollution Management
- Energy Sources & Uses

Many indicators of “green” are easily measured. The following pages highlight some recent rankings of Fargo Moorhead’s level of sustainability as measured by “green” factors.

**Rankings**

**Earth Day Network’s City Rankings for Urban Environment (2007). Fargo #1 overall**

Fargo ranked #1 in the 2007 Urban Environment Report released by Earth Day Network (<http://www.earthday.net/UER/report>). It measures 7 categories. (1 is best, 72 is worst).

Toxics & Waste	5
Air Quality	4
Drinking & Surface Water	7
Quality of Life	1
Parks & Recreation	N/A
Human & Public Health	5
Global Warming	34

The **good news** is that **Fargo’s natural assets** contribute to a solid ranking in the Earth Day Network scoring system. Clean air and water, low crime, a strong economic base and educational system combine to form the base of the metro area’s strength.

**So we’re ranked #1?**

*Here’s the lowdown on the breakdown...*

Fargo’s Top Rankings

- Toxics
- Air Pollution
- Water Supply
- Water Pollution
- Commute Times
- Poverty
- Unemployment
- HS Graduation Rates
- Adult Literacy
- Crime

Room for Improvement

- Solid Waste\*
- Recycling\*
- Sprawl
- Individual transportation choices
- Income/Wages
- Bus emissions
- Obesity
- Availability of local foods
- Public Sector Planning
- State Conservation Planning/Standards
- Conservation - Electricity

*\*Based on state, not city, data*

It is perhaps **equally informative** to look at the categories where Fargo’s rankings indicate **room for improvement**. Fargo did not rank as well in areas of transportation choices, individual lifestyle-related health indicators, and coordinated/conscious sustainability-related planning. While strides are certainly being made in most of these areas, the lower-ranked measures can offer great guidance for further developing the community’s magnetic presence.

The categories of solid waste generation and recycling are also important to keep in mind. They are two very key indicators of community sustainability where Fargo’s ranking was on the lower end of the scale. The low ranking is counterintuitive because solid waste has been one of the bright spots of public sector innovation for Fargo. It is important to note that the Earth Day Network’s ranking was based on data for the state of ND.

Without specific data to support it, one could hope that Fargo’s forward progress in this area has taken it to a better level than the ranking would indicate. Undoubtedly, solid waste generation, recycling and general conservation are a major focus for individuals and communities around the globe. To be at the top of the pile in this arena will certainly require continued innovation and progressive thinking.

### Local Data: Alternative Fuels

The Fargo landfill captures **wind, solar, and landfill gas to generate electricity**. The amount of energy produced can be seen at: <http://apps.cityoffargo.com/solidwaste/energyproduction/>

*Environmental benefit:* Capturing landfill gas that used to be wasted into the atmosphere as a pollutant to generate energy and new revenue and removes the emissions equivalent of over 28,000 cars. A line of 28,000 Suburbans lined bumper to bumper would reach from Fargo to past Jamestown.

*Economic benefit:* Avoided cost and new sales of electricity are projected to be over \$370,000 annually on a \$1 million investment (2008 dollars).

Fargo has been using up to a 20% blend of **Biodiesel fuel** in its fleet since June 2006 with good performance.

*Environmental benefit:* Reduced emissions and fewer odors.

*Economic benefit:* In April 2008, biodiesel was selling for \$0.20 less a gallon than regular diesel.



### Local Data: Transit

Transit **ridership has grown** to over 1,300,000 rides per year with 30% of those college age students. Fargo Ridership has increased another 28% the first quarter of 2008.

*Environmental benefit:* One Metro Area Transit bus full of people removes up to 50 cars from the road; that's a line of cars approximately 4 city blocks long.

### *Local data: Generation of Solid Waste*

In 2007 and 2008 several promotional events encouraged people to use **reusable, recycled canvas totes** for groceries and other everyday items. These totes are now an ever-present fixture of daily life in Fargo Moorhead.

*Environmental benefit:* Reduces hundreds of thousands of non biodegradable plastic bags from going to the landfill.

The Fargo landfill took, in 22,413 tons of residential trash from Fargo residents in 2007. Based on the most recent Census data, that means the average Fargo resident produces 498 pounds of trash annually – which is 1.36 lbs of trash day per person. The U.S. average was 4.6 lbs/day in 2006.

*DID YOU KNOW:* The average American is generating 70% more trash by volume than in the 1960s. In 1960 the average American generated 2.7 lbs of waste a day; by 2006 it increased to 4.6 lbs/person/day. (<http://www.epa.gov/waste/nonhaz/municipal/pubs/msw07-fs.pdf>).

In 2009, Fargo moved to a volume-based garbage program in an effort to more closely link the cost of solid waste disposal with a household's generation of garbage. This program change also brought curbside recycling service to all Fargo households. The program is expected to reduce flows to the landfill by 15-20% (approximately 70 tons per week) and boost rates of residential recycling by 20-30%. (<http://apps.cityoffargo.com/newsevents.asp?id=1939>)

### *Local Data: Water Conservation*

To conserve water, the community has gone to an every-other-day outdoor watering schedule for residential customers. Since the program started, water use has decreased by almost 20% in summer months (from 16 million gallons a day to fewer than 13.5 million).

*Environmental benefit:* Besides saving water, it also reduces the amount of money and energy for water treatment and waste water treatment. (<http://www.cityoffargo.com/CityInfo/Departments/WaterTreatment>)

### *Local Data: Energy Conservation*

Fargo has switched the bulbs in all of its traffic lights to LED.

*Environmental benefit:* The bulbs last longer and reduce electricity used.

*Economic benefit:* The city is estimated to save \$40,000 a year on reduced electricity costs for running traffic signals.

### *Local Data: Leadership*

In 2006 Fargo was the first and only city in ND to apply for and be awarded the **Clean Renewable Energy Bonds** that ND Congressional members helped establish in the 2005 Energy bill. CREB helps finance community-based energy projects like the Landfill Gas Energy Project and the city's Wind Energy project by providing interest free bonds.

In 2008 the Fargo City Commission approved a land lease agreement for a 1.5 mgw **wind turbine**, which was to be financed with a Clean Renewable Energy Bond.

*Environmental benefit:* Electricity production equivalent to powering 380 homes, offsetting emissions from 490,000 gallons of gasoline, planting 975 acres of forest, or saving 9,980 barrels of oil.

*Economic benefit:* Net positive income of more than \$2.25 million over the 25 year life of the wind turbine with an average annual net income of \$90,000.

(<http://www.cityoffargo.com/attachments/be4b8d57-c834-4270-b0d1-05ae8ddb10ce/web08mar10.pdf>)

### *Local Data: Food Sources*

A local advocacy group, with ties to the ND Agriculture Department ("Fargo Local Foods" on facebook.com), is actively working to connect area growers with restaurants, grocers, and school food service providers, while at the same time advertising new sources for the purchase of locally grown foods.

There are a handful of local farms that provide a community-supported agriculture model of food distribution, where individuals are allowed to buy shares in the operation's harvest. The only regular "retail" distribution of locally grown food is a Farmer's Market that operates near the Red River seasonally.

### *On the whole*

Fargo residents and leaders have been moving towards greater ecological sustainability. Great strides have been made in public sector adoption of alternative energy technologies. The community has a history of excellence in environmental air and water quality.

But as environmental stewardship is the cornerstone of sustainability efforts, it is imperative that communities continue to strive for the next level of ecological sustainability. Data sources indicate that Fargo lags behind in community **recycling** and management of individual **solid waste generation**. The community's new (Sept 2009) volume-based garbage collection system is expected to have a significant impact on the waste stream to the landfill.

Ironically, the community **food systems** don't offer people in the mainstream much in the way of opportunities to make sustainable choices. In a state with cultural and functional ties to food production, this could be an area of significant growth.

**Continued efforts** to give residents **transportation choices** holds great promise – transit and trail system enhancements, as well as the adoption of policies that facilitate a safer interface between pedestrians, bicyclists and motorists, will allow individuals to choose alternative modes of transportation.

But while policy and infrastructure investments create a system conducive to change, activities like the Fargo Marathon, community bicycling events, and public health campaigns like "Metro in Motion" and "Walk this Way" can induce individual **desire to change**.

Creating a culture that understands and values all the components of ecological sustainability can help us make real change in real time.

## MAGNETIC

A magnetic community is a place people love, and a place where they feel valued and connected. It is this connection to place that facilitates the will to effect change, which is a fundamental element of sustainability.

What are the kinds of things that generally draw someone to a place?

- Safe
- Clean
- Opportunity to succeed
- Opportunity to thrive
- Things to do



The Global EcoVillage Community Sustainability Assessment measures this “magnetism” factor by evaluating social and spiritual sustainability. Their assessment tool looks at the following items (<http://gen.ecovillage.org/activities/csa/English/>).

- Openness, Trust & Safety; Communal Space
- Communication - the flow of ideas & information
- Networking Outreach & Services - resource exchange internal/external
- Social Sustainability - diversity & tolerance; decision-making; conflict resolution
- Education – does the community value education
- Health Care – access and availability
- Spiritual sustainability
- Community glue
- Community resilience
- Arts and culture

In the absence of specialized data sources, many of these indicators are difficult to measure quantitatively. For the assessment of Fargo’s “magnetic” properties, this report examines safety and health indicators, as well as youth development, cultural diversity and community resilience.

## Rankings

### **America's Safest Cities (2006). Fargo #12**

Compiled by Morgan Quitno (<http://www.morganquitno.com/cit06pop.htm>), the Safest City Award is based on a city's rate for six basic crime categories: murder, rape, robbery, aggravated assault, burglary and motor vehicle theft. Fargo ranks #12 overall of 369 cities, and rank #9 of 129 cities with populations of 75,000-99,999.

### **Healthiest States Report (2007). ND #8 of 50, MN #2 of 50**

Compiled by the United Health Foundation (<http://www.unitedhealthfoundation.org/ahr2007/results.html>), this annual assessment of the relative healthiness is based on a comprehensive set of determining factors including personal behaviors, the quality of medical care, the community environment in which we live, and decisions made by public and elected officials that in aggregate describe the health of our nation. ND has dropped from #2 in 1990. MN fell from their #1 in 2006.

### **Health Quotient. Fargo Moorhead #9 of 329 metro areas**

Compiled by *Expansion Management* magazine, the Health Quotient uses 11 categories to measure the cost, quality and availability of health care in 329 metro areas around the country. These indicators include health care costs, employer insurance costs, hospital beds per 1,000 population, number of community health centers, number of nurses per 100,000 population, and the number of teaching hospitals. Rochester, MN finished 1st; St. Cloud, MN ranked #8 and Bismarck, ND ranked #10.

(<http://www.expansionmanagement.com/emstatic/research/healthquotient.asp>)

## Local Data: Health Care

**Persons without health insurance is increasing.** 10.5% of North Dakotans were without health insurance in the period measured from 2001-2003. The percentage increased to 15.7% from 2003-2005.

(*Fargo Cass Community Health Snapshot Report (2007)*)

**Access to medical care is better than state and national rates.** 28% of adults in Cass County reported that they did not have one person that they considered to be their personal health care provider (compared to 24% for the state and 19% for the US), but only 5.5% reported being unable to see a doctor due to cost at least once in the past 12 months (compared to 6.8% for ND and 11.9% for the U.S.).

(*Fargo Cass Community Health Snapshot Report (2007)*)

**With the exception of adult binge drinking, individual health indicators are better in Cass County than in the state of ND or the nation.**

### Local Data: Community Resilience

While there is no statistic to measure it, the 2009 Flood provided a direct opportunity to observe and measure the community's resilience and the "glue" that holds it together.

There are several questions used in the Global Ecovillage Sustainability Assessment that try to measure this relatively abstract concept.

#### Community Resilience

- "The extent to which the community is able to respond beneficially to community members in crisis..."
- "The community is able to discern when external expertise is needed to help community members in crisis...."
- "How often is the community able to help members facing personal or existential problems, transform the crisis into an opportunity for inner growth and self-realization is..."
- "The extent to which the community is able to respond supportively to marginalized community members (the poor, ill, dying, troubled, disabled, elderly, etc)"
- "The community endeavors to strengthen its ability to successfully handle challenges/crises..."

By almost any account, Fargo demonstrated its resilience during the crisis that was the 2009 flood. Formerly unrelated individuals banded together to help others in the community successfully handle their challenges.



#### 2009 FLOOD: The Power of Youth

How many people lifted up the community's young people during the 2009 flood that hit FM? If it wasn't for the resilience, strength, optimism and indefatigable stamina of kids from high school through college age, we may very well have lost the fight.

So why do we have to lose that understanding just because the waters receded? What worked? Why were kids engaged and why did the adults engage them?

1. **Urgency** – adults and traditional community systems couldn't tackle the challenge alone
2. **Challenge** – the excitement of the fight and the common sense of purpose that brought people of all ages together
3. **The Invitation** – a genuine ask was made, and the call was answered.
4. **Community spirit** – a shared sense of pride in place and a desire to protect the place we all call home
5. **Power of One** – everyone involved in this effort made a tangible difference – their contribution mattered and they could see the fruits of their efforts
6. **Youth as community members** – Kids weren't asked because they were kids – they were asked because they were part of the community and had something to contribute
7. **Self interest** – a reciprocal sense of self interest levels the playing field in terms of engagement. Coming together was in everyone's best interest.
8. **Shared sense of purpose** – everyone wanted to succeed. We really didn't want to fail.

### Local Data: Youth Development

Metro Youth Partnership, in 2007, commissioned an in depth survey of youth in the metro area. The survey, administered by the Search Institute, identifies the presence of assets that contribute to positive development in youth.

Their assertion is that positive youth development matters because it is the only way to ensure that children grow into adults that are able to realize their full potential as human beings and citizens. Successful youth development helps young people gain a voice and place in society.

In Fargo Moorhead, the results are mixed.

- **The majority of youth in Fargo Moorhead have opportunities to be involved in at least one after school activity but, for the most part, the community's youth do not feel empowered to contribute in a meaningful way.** *Source: Developmental Assets: A Profile of Our Youth (p14)*
- **Kids are three times more likely to be engaged in religious or athletic/after school activities than they are to be engaged in "creative pursuits" for even 1 hour per week.** As a community that values creativity and innovative thought, we must ask ourselves if this is because of availability of opportunities to participate, individual preference, or cultural priorities?
- **While "rules" and "boundaries" appear clear to about half of the youth surveyed, only 29% report that adults are serving as positive role models.** Mentoring happens informally much more often than it does formally even though it is well documented that the presence of role models is important.
- **Only 27% of students indicate that parents and/or other adults are actively engaged in helping them to succeed in school.** A community that values education can do better.



The charts in Appendix B summarize findings from the survey but one observation holds true across all 20 External Assets. As youth get older, the presence of positive "external assets" declines in every category except "safety". As youth age into adulthood they begin to feel less vulnerable (and ultimately safer) physically but appear to be more vulnerable in other ways.

### Youth – What’s working?

When we look at measures of youth engagement, we begin to see an important hole. Young people report that they don’t feel like adults are involved with or value their education. The majority have no access to or interest in creative pursuits. And only 25% feel like adults value youth. For a community – a state – that pays so much lip service to the criticality of retaining young people and reversing the brain drain, this disconnect is startling and noteworthy.

*Fill the Dome* and *FM Youth Summit* are two examples of the extraordinary power of youth empowerment and intergenerational leadership. At least one young woman who participated in *Fill the Dome* noted that she intends to go to college in Fargo as opposed to somewhere else because she feels connected to the community and feels like she can make a difference. That’s social capital worth investing in.



#### YOUTH SUMMIT: Social networking for social change

In the fall of 2008 Metro Youth Partnership, a local organization that empowers youth leadership, convened a group of students, young professionals and adults to explore the option of holding a youth summit. The student leaders embraced the idea, secured the necessary financial resources, planned the program, theme and logistics. On Sept 9, 2008, the first annual youth summit on hunger was held. 140 students from 9 different schools participated in the daylong event that featured intergenerational speakers, workshops, and service learning projects. At the end of the day, students recorded their learnings and renewed commitments to working for positive change on this issue.

In 2009 a new intergenerational planning group was formed with the new theme of “youth leadership”. The intergenerational committee was a learning and sharing process for all involved. It provided positive mentorships to the youth and a great example of how a community can engage and value youth.



#### FILL THE DOME: A lasting legacy for young leaders

In 2007 a group of high school students brainstormed a way to make a difference in their community. They came up with the idea to fill the floor of the Fargo Dome with food for the hungry. That’s 80,000 s.f. of food!

Their premier food drive raised over 80,000 pounds of food. In 2008, a new group of students reached higher, raising over 142,000 pounds of food, and nearly \$60,000. The passion and determination of these youth leaders inspired the community to get actively involved.

The Fargo Forum even named these remarkable students “Fargo’s Person of the Year” in 2008. Their legacy now grows and other youth and community leaders are replicating their project. Since 2007, the youth of the Fargo Moorhead area have motivated the community to fill the Dome 3 times, collecting over 200 tons of food and raising \$150,000 to help local food pantries. ([www.fillthedome.org](http://www.fillthedome.org))

### On the whole

Is Fargo “magnetic”? Are people drawn to the community, and if so why do they stay? In many ways, the Fargo Moorhead community is “socially sustainable”. It is a safe community. Access to healthcare is better than in many places. Much of the community is actively engaged in religious activities that provide opportunities for socialization and cultural bonding, for both youth and adults. The community is diversifying at a pace not seen before, due in part to the growth of its university systems and a long-time program of refugee resettlement. There are several community festivals that celebrate cultural and ethnic heritage, including Pangaea, Cinco de Mayo, and the Scandinavian Hjemkomst festival.

But again, there are areas where the community can grow.

The community is certainly diversifying but, it is still relatively unusual to **see diversity in community leadership**. Women in politics. Minorities in leadership positions. These are small, but key indicators of an *accepting community culture*, which is critical to sustainable, modern leadership -- an area, for certain, where Fargo can make new strides.

Likewise, the city has earned a new, somewhat fledgling reputation as a fun and interesting place to live and visit. However, it is absolutely crucial that the community continue to diversify its cultural and recreational base of activity. To attract people in today’s world (whether residents or visitors) a place must be able to **satisfy a diversity of interests** in an authentic way. Venues for local artists and musicians. Athletic and outdoor pursuits. Commercial and educational opportunities. Activities for families with young children as well as households whose children have long gone. There is no one answer to this particular question of “magnetism”. A sustainable place is a place people want to be.



#### IMMIGRANT DEVELOPMENT CENTER: Creating leaders, supporting entrepreneurs

Since 2003, the Immigrant Development Center (IDC) has been helping support leaders and entrepreneurs within the area’s immigrant community. Their goal is to help transform “diversity” from an abstract ideal to an on-the-ground reality by connecting current community leadership with new immigrant leaders, by helping immigrants find a voice in local issues, and by supporting the entrepreneurial spirit that runs strong in so many immigrants.

In addition to providing business development support to dozens of budding entrepreneurs, the IDC is also in the process of creating the community’s first-ever International Market Plaza. This retail business incubator will give start-up and immigrant-run businesses an opportunity to establish themselves in a supported environment, while at the same time bringing authentic international foods and products to the Fargo Moorhead community. ([www.idcfm.org](http://www.idcfm.org))

## INNOVATIVE

Innovation and Entrepreneurship are, arguably, the keys to long term economic stability for any community. They are the entrées to a new economy.

Understanding the path to economic sustainability and community resiliency in the 21<sup>st</sup> Century requires us to look the community's capacity to innovate by way of the people who make up its work force and the culture in which new and existing businesses operate.

Today's **knowledge economy** requires a workforce that is highly educated, highly literate, with diverse workplace skills. Many industries are transitioning to being more "Knowledge-based", which means that this "up-skilling" is necessary almost regardless of the particular field someone is working in.

Data about **education** is critical because it is well understood that education levels strongly influence individuals', regions', and the nation's economic success. For cities, our nation's long-run transition from a manufacturing-dominated economy to a service-oriented "knowledge" economy means that centers with a critical mass of educated workers gain **competitive advantage**. Cities whose populations have high levels of educational attainment are well-positioned to attract jobs, grow their tax bases, and provide a high-quality environment for their residents.

A city's social and economic fortunes turn, in large part, on the ability of its residents to succeed in the **labor force**. If residents are not able to find work, or have no connection to the labor market at all, a city may need to promote better access to jobs networks and job opportunities for groups or neighborhoods left behind. Understanding more about the employed population is equally crucial. For that reason, understanding the **kinds of jobs** in which its residents work can help a city tailor education, economic development, and career development strategies that enhance economic security for working families.

The Paul Hawken interview quoted on this page talks about how companies can make the transition to the new economy. This section of the report tries to identify competencies that will allow communities to make that transformation with them.

### Fargo as a **Factor 10** Innovator?

*"...There are many things that companies can do to make themselves more efficient, that internalize costs at a savings rather than an expense. This is where the excitement is, and this is where what we can call the next industrial revolution will start. It'll start where the systems are badly designed.*

*"Companies that create more elegant ways of doing things ... will achieve efficiency at negative or nearly negative costs, which will set the standards for the rest of the industry. This will be the wedge, the foot in the door. It's not going to begin with legislation or regulation; it's going to begin by imagination.*

*"...Energy efficiency, material efficiency, and system efficiency. The term used commonly in Europe now is "factor" for the amount of efficiency, "factor four" being four times as efficient, or a 75 percent reduction in throughput of energy and materials.*

*"State-of-the-art thinking ... is that we are going to a factor ten economy, an economy that allows us to do what we do now with 90 percent less energy and materials. I agree. That's the future, and those companies that understand it and move first - and I should say those countries, too - will find themselves in an advantaged position throughout the coming decades and century.*

*"The good news is that the perverse incentives that have characterized industrial market economies are gradually failing, despite the best efforts of national legislatures to keep them in place, and there are now positive incentives to move towards efficient and sustainable systems that do not rely on altruism or regulation. I'm not against altruism, or against regulation either, but these new systems are self-regulating. It's very exciting."*

-The The Next Reformation",  
an interview with Paul Hawken (1995)

## Rankings

### **Best (Small) Places for Business and Careers (2008). Fargo #11 of 179**

Using research from Economy.com ([http://www.forbes.com/lists/2008/5/bestplaces08\\_Best-Small-Places-For-Business-And-Careers\\_Rank.html](http://www.forbes.com/lists/2008/5/bestplaces08_Best-Small-Places-For-Business-And-Careers_Rank.html)) Forbes magazine ranks Fargo as the 11<sup>th</sup> best, small place for business and careers, out of 179 small cities. Fargo dropped from its #4 ranking in 2007.

### **State Economic Competitiveness (2007). ND #24, MN #35**

Compiled by the American Legislative Exchange Council (<http://www.ppinys.org/report/jtf/alecindex.htm>), the Economic Outlook Rank is a forward-looking forecast based on the state's standing in 16 important state policy variables.

### **Best Places for Entrepreneurs (2006). Fargo-Moorhead #43 of 182**

Compiled by the National Policy Research Council & Entrepreneur Magazine (<http://www.entrepreneur.com/bestcities/region/small.html>), this listing measures key aspects of entrepreneurship including business formations in an area and the measured growth of those businesses. Fargo follows Rapid City, SD ranked #12 and Sioux Falls, SD ranked #18.

### **State Competitive Index (2006). ND #5 of 50, MN #9 of 50**

The Public Policy Institute of New York State, Inc. (<http://www.ppinys.org/reports/jtf/competitivenessindex.html>) measured nine factors, including government fiscal policy, security, infrastructure, labor force, technology, and environmental policy. Higher score indicates conditions likely to produce higher incomes and better standards of living.

### **Work Environment Index (2005). ND #11 of 50, MN #3 of 50**

Compiled by the UMass-Amherst Political Economy Institute (<http://www.peri.umass.edu/WEI-State-Ranki.364.0.html>), the WEI examines three basic dimensions of the U.S. work environment: job opportunities, job quality and workplace fairness.

### **Smartest States (2006-2007). ND #21, MN #13**

Compiled by Morgan Quinto (<http://www.morganquitno.com/edrank.htm>), the Smartest State designation is based on 21 factors (for a full list of indicators, see their website) chosen from Morgan Quinto's annual reference book, *Education State Rankings, 2006-2007*. ND is down from #20 in 2005, and MN is down from #6 in 2005.

### **Creative (Small) Cities (1999). F-M Area #40 of 124**

Set forth in the popular book, *Rise of the Creative Class*, the Creativity Index, created by Richard Florida, is a baseline indicator of a region's overall standing in the creative economy and of its long-run economic potential. The creativity Index is a mix of four equally weighted factors: the creative class share of the

workforce; high-tech industry, innovation index, and the Gay Index. Regionally, Fargo trailed Rochester, MN (#15), but beat Duluth, MN (#42), Bismarck, ND (#80), Sioux Falls, SD (#84), St. Cloud, MN (#112) and Grand Forks, ND (#115).

**Creative Class working in Small Cities (1999). F-M Area #34 of 124**

A corollary to the Creative Small cities index, the Creativity Class is measured by the percentage of working population in “creative” positions/fields. Regionally Fargo trailed Bismarck, ND (#23) and Duluth, MN (#29), but beat Rochester, MN (#53), Sioux Falls, SD (#81), St. Cloud, MN (#92) and Grand Forks, ND (#104).

**Women-owned Businesses (2002). ND 49 of 50.**

The U.S. Census Bureau’s 2002 Survey of Business Owners (<http://www.census.gov/econ/sbo/historic.html>) showed that while the number of ND women-owned firms grew 6.3% between 1997 and 2002, twice the growth for all companies statewide, North Dakota still ranked 49th in percent of businesses that are owned by women with 23.3% (nationally, 28.2% of all firms are owned by women). By comparison SD ranks 50<sup>th</sup> with 22% of its businesses owned by women; in MN 28% of businesses are owned by women.

### *Local Data: Education*

- As home to three four-year universities, Fargo and the F-M metro area have high percentages of people enrolled in college. One in three Fargo residents has a bachelor's degree, which ranks high among peer communities.

### *Local Data: Employment and Labor Force*

- Fargo exceeds national and peer rates for its share of adults participating in the labor force.
- Fargo workers are employed in year-round part-time work at almost twice the national rate.
- Fargo is a university community and a regional shopping center. Almost half of all Fargo jobs are in the areas of "Educational, Health and Social Services" and "Wholesale and Retail trade".
- Almost half of the metro area workforce is employed in non-professional service occupations. The typical wage for these 49.74- people ranges from \$7.11 to \$13.13 per hour.

### *Local Data: Migration, Demographics and Population Change*

- Fargo's **immigrant population more than doubled** during the 1990s, accounting for 12 percent of the city's total population growth.
- Only four percent of Fargo residents were born outside the United States but recent Census population estimates indicate that **more than 25 percent of ongoing population growth is attributable to international in-migration** (While many immigrants are low income, some are among the wealthiest and best-educated residents of the communities in which they live. At the same time, immigrants may be among the poorer and needier residents of some communities. ("The New Neighbors" (2003),120))
- **Only one-quarter of Fargo's foreign-born residents are naturalized citizens.** This is lower than peer community/national rates of citizenship but consistent with the city's preponderance of new immigrants (75 percent of Fargo's foreign-born population entered the U.S. in the 1990s)
- **Adults age 20-24 are Fargo's largest age group in 1990 & 2000. Age 30-34 is the only group to lose population in the 1990s.** The decline in population age 30-34 is further supported by a 1999 report that found that a preponderance of ND-based university students graduating in "high skill fields" left the state to find employment in their field. (*FedGazette*, Federal Reserve Bank of Minneapolis, January 2003)
- The majority of people moving in to Fargo come from a **75-mile "service area"**. Even if the same level of movement continues within the service area, the age profile of these "movers" is likely to change (more over age 60).

## On the whole

Fargo's population is highly educated and actively engaged in the workforce. The community has benefited from positive in-migration throughout the last several decades. The economy has produced an increasingly diverse array of job opportunities.

Fargo ranks high in many categories related to business environment and economic success. These rankings are due to several factors: relatively low cost of doing business, low regulatory burdens/barriers, highly educated population and solid job growth.

This is all good, but not good enough to ensure that Fargo will be around in 100 years. But there are things we can improve on in terms of fostering creativity, entrepreneurship, and innovation.

### Migration Magnet

Fargo's traditional sources of in-migration have been from counties proximate to the community. But as rural population continues to decline and age, both the size of this migrant pool, as well as the age composition will change. Fargo will see older movers and fewer will come from traditional locations. In addition, international in-migration may decline further as U.S. immigration policies remain in flux.

A city's population increases for two reasons: Natural Increase (more births than deaths) and Positive net in-migration (more people moving in than moving out). While Fargo will likely continue to be a destination community, its "magnetic attraction" doesn't increase significantly. This is an issue because of the increasing importance of migration to overall population growth.

Between 2000-2005, in-migration accounted for 59% of Fargo's population growth. By 2035 it will account for 100% of population growth (FM Metropolitan Council of Governments, Long term demographic projections, 2007). The impact of baby boom death rates will simply exceed birth rates for a period of time. If there is no natural increase occurring (i.e., more births than deaths), then the only other factor at play is migration. If people don't choose to live in a community, its population will decline.

### Why does a community need population growth to thrive?

There is no community without an economy (or at least a nearby "economic host").

There is no economy without the necessary workforce.

You cannot have the necessary workforce without population growth.

**DECLINE** = ↓ population moving in than moving out

*Eventually, zero net in-migration and negative natural increase means the community will not exist.*

**SURVIVE** = ↔ population moving in than moving out

*Community can survive with zero population growth...but will not do much more than that.*

**THRIVE** = ↑ population moving in than moving out

*New people bring new skills and new ideas, helping make the community adaptable, find its place in a changing world, stay competitive, move forward.*

## Innovation

Creative thinking is a core element to any definition of innovation, entrepreneurship, or the “new economy”. Thus it follows that a creative culture is necessary to an economy that is sustainable in the 21st Century. The community has to be a place that fosters and rewards these traits. How is creativity, and innovation fostered?

In 2010, the Fargo School District is scheduled to begin a targeted mentorship program designed to provide opportunities for entrepreneurship to 8th and 9<sup>th</sup> grade students. What else can be done? How can you grow an innovative culture?

- ✓ Create science and engineering-related adventure competitions/clubs where kids (and adults) can invent, compete, and explore simultaneously.
- ✓ Facilitate the recording, distribution and creation of new music (perhaps by finding venues where young bands can perform live (often and informally)).
- ✓ Identify more venues that support the exhibition and creation of new art.
- ✓ Expand blossoming hiking and biking clubs, and other outdoor-recreation/experience-based *communities of interest*.

The options are nearly endless but the goal is always the same: engage more people in authentic, experiential activities that encourage creative, integrated thinking so as to deepen the culture of innovation that must permeate a sustainable community.

## Education

Entrepreneurship can be fostered in children from a very young age. The K-12 system cannot only help kids learn how to recognize and act on opportunities by designing programs that value innovative thinking, but they can also become magnets that draw families who value this type of educational opportunity to the community.

The Search Institute youth surveys belie the point – young people don’t feel that they are taken seriously, that their ideas matter, or that they are valued as contributing members of the community. Alienation and disenfranchisement are enemies of creativity and innovation. A community wide culture that supports idea generation is fertile soil for transformative thinking. And transformation is what will lead us into the future.

## Job Diversity

There is a growing body of literature that argues that sustainable economies have a high concentration of jobs where creativity is a cornerstone. The idea that a person not only engages in *problem solving* activities but, *problem-finding* as well – “not just building a better mousetrap but first noticing that a better mousetrap would be a handy thing to have” (*Rise of the Creative Class*, p. 69).

Fargo ranks 34<sup>th</sup> in Richard Florida's "Class Structure" Index, which is a measure of the proportion of jobs that can be classified as creative (and "super-creative"), working class, and service class. While it is good to be in the top third of small-to-mid-sized communities ranked in the index, the measure also points out the potential impact of an economy that is weighted too heavily toward the low-autonomy occupations typically found in the service and working class sectors. In addition to simply having the type of businesses that routinely engage in creative processes in our community, could we also encourage the larger business community to value creative problem solving across a wide range of fields, effectively injecting creative traits into jobs that would otherwise be categorized as working and service class?

### **Environmental sustainability in business**

Some would argue that sustainability is not economically-based or economically feasible. They would argue that business cannot profit through sustainability, yet nothing could be further from the truth. Sustainability makes perfect business sense and it will continue to be a defining characteristic of successful businesses of the future. Financial success is, of course, key to achieving sustainability - bankrupt businesses are not sustainable. Understanding and adopting sustainability in a way that makes economic sense includes broadening decision-making criteria for business investments and partnerships. It means that each business must take a lead in doing its part to "move industry."

## COMMUNITY FULCRUMS – KEY AREAS OF ACTION

Ours is a community that serves as a “regional” service center – in health care, education, retail. It is at a transportation crossroads. In the 19th and 20th centuries, a community’s competitive advantage often came from its location and transportation systems. 21st Century competitive advantage is likely to be focused on human capital – on people, on ideas, on knowledge... and on how we put that knowledge to work.

With the focus on human capital, comes the necessary expansion of the commonly held notion of a “sustainable community”. It is arguably no longer “enough” to have the traditional advantages of location and regional systems. Today, for a community to be sustainable, it must be a place people choose to live, and a place businesses choose to locate. It must understand how present day decisions affect future generations, encompassing economic, environmental, and social factors.

Throughout this report, we have demonstrated that there are many things that have helped Fargo get where it is today. But, to compete for the next 100 years, good truly is the enemy of the better.

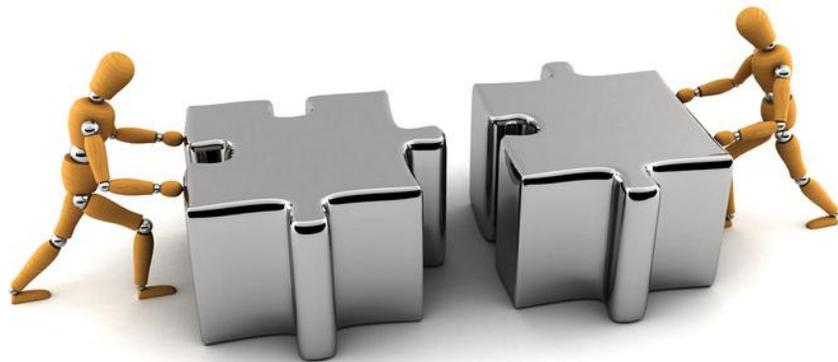
Creating a culture of innovation, of creativity is possible only in the synthesis of many disparate and often unconnected efforts. It is truly the myriad of small decisions that create the environment. Meaning innovating and creativity can be cultivated and nurtured but not purchased outright. It is organic. And human capital is key.

**Innovation** fosters transformative thinking. It is **the lightning**, turning a plain Jane rock into a magnet that can be used to chart the skies. It is the factor that turns an ordinary place into someplace extraordinary.

There are several **community fulcrums** listed below where action will move the community forward. No one idea alone will cause wholesale transformation but, they are examples of the hundreds of small decisions we can make and actions we can take, to move Fargo Moorhead toward a more sustainable future.

We must become:

- Greener
- More Innovative
- A Stronger Magnet



## BECOMING GREENER

Green is the heart of the sustainability movement. And while environmental initiatives are certainly not the only item on a sustainable community's agenda, they must be on the agenda.

Fargo is earning a reputation as a progressive municipality in the area of green innovation. But data indicates that the community can do much more to encourage more sustainable **individual choices**. The presence of three strong universities in the metro area can certainly help guide the innovation that must accompany further conservation and efficiency efforts.

This report identified five programmatic areas where Fargo's performance lags that of its peers, and where significant progress can likely be made. The complexity of the "solution" varies by issue (i.e., it's easier to conceive of a "conservation" incentive than it is to encourage different "transportation choices" on a large scale!) but conscious commitment to change is key to all.

- Conservation programs
- Recycling
- Solid waste generation
- Transportation choice
- Alternative energy adoption

The following *idea-box* offers one small suggestion for positive change, affecting both recycling and solid waste generation in the community – paperboard recycling.



### CAPTAIN CRUNCH LIVES ANOTHER DAY: Paperboard recycling initiative

If FM is like the rest of the country, glossy cardboard (aka "paperboard") accounts for almost 1/3 of the waste stream destined for the landfill. Recycling this common consumable could reduce waste generation by 30-40%. Could we do it?

- Accept glossy cardboard in city recycling programs, funneling materials to the area's primary recycling company (Minnkota Recycling). They have the capacity to process this material now but the economics don't work without a little bit of help.
- To bridge the economic gap, the City could pay by the ton, for waste diverted from the landfill (up to \$15/ton or the difference between current market prices and the cost of recycling).
- Add "glossy cardboard" recycling bins to city dropoff sites to minimize sorting required.

*Voila!* Significant reduction in waste stream. Longer life for landfill. Cost savings offset cost increase to city. *That's sustainability!*

## BECOMING A STRONGER MAGNET

Community magnetism is perhaps the most difficult quality to quantify. The bottom line goal is to create a place where people want to be. And to do that, a community needs to understand its identity and its assets, finding strength in diversity ... of ideas, of lifestyle, of culture, of thought. So programmatically, what could Fargo Moorhead do to increase its magnetic attraction?

- Provide **meaningful opportunities for youth leadership** (See ICY idea box)

Fargo Moorhead can set itself apart from almost every other place in the country if it becomes a community that truly values youth.

Investing in youth makes sense because a place that values youth values new ideas and fresh perspectives, which are critical ingredients to innovation. It is a place that understands the importance of every person's voice being heard. It is a place that invests in its future by cultivating the notion of community citizenship and active, participatory leadership.

- **Conscious cultivation of internal community identity**

At times, our northern plains' penchant for self effacement and humility makes it easy to forget that image matters.

There are several great examples of image cultivation occurring today in Fargo Moorhead: a fresh branding of downtown retail in [fmdowntowner.com](http://fmdowntowner.com), the "Why Fargo" campaign designed by the Fargo Jet Center and the explanation for excellence developed by the Greater Fargo Moorhead Economic Development Corporation.

Taking these ideas and mounting a campaign that is geared toward community residents may offer a fresh approach to community branding. The people who live and work in Fargo Moorhead are the most effective advertising the community will ever have – for better or worse. Reminding people why they **choose** to live in **this community**, and helping them develop a **well-informed, authentic**, and hopefully positive **image** of their community has the potential for great magnetic effect!



### INTERGENERATIONAL COMMISSION ON YOUTH: What does a community that values youth look like?

Why did Fill the Dome work? Why are young people organizing a youth summit? Because the events were focused, led by the youth themselves, and because they're fun. Is there a way to harness this new style of working to create an entrée to more meaningful leadership for youth on a community wide level?

- Create the Intergenerational Commission on Youth (ICY), a 10 member commission consisting of 5 youth (age 16-21) and 5 adults (age 21+).
- ICY will take on one question/topic each year
- They will meet for 7 months of very task-oriented work
- At the end of their term, they'll make a recommendation to a joint meeting of the City Commission, County Commission, Park Board, School Board, and area legislators.

*Voila!* Young people have a real voice. Kids and adults work together to discuss meaningful issues. Solid recommendations are made (and heard). *That's sustainability!*

## BECOMING MORE INNOVATIVE

Innovation is the act of introducing something new -- of being creative. Sustainable communities are innovative communities. They have been throughout time but they almost certainly are in today's world.

As Fargo Moorhead pursues a goal of becoming more innovative, there are several areas of action that will support innovation:

- **K-12 entrepreneurship**

In examining sustainability in Fargo Moorhead, the Lodestone Project ended up highlighting several youth-related issues. An interesting nexus between youth and entrepreneurship began to emerge as a factor that could contribute to long term community sustainability. Not necessarily because all entrepreneurship has to come from kids but rather, because the nexus signifies something more. An authentic commitment to a culture of innovation. A recognition that entrepreneurship can and should be nourished and cultivated. (See [fmwhizkids.com](http://fmwhizkids.com) idea box below)



### FMWHIZKIDS.COM: It's time to do business a little bit differently

In a market economy, "worth" is often demonstrated by how we spend our resources. Could we find a way to value things young people have to offer by creating a marketplace that links buyers and sellers?

- Use the web to connect young entrepreneurs (age 24 and younger) with a market of potential customers
- The "whizkids" would offer a variety of services for hire (ex. guitar/Spanish/skateboard lessons, web site design, "gadget" help for the technologically challenged, personal shopper services, desktop publishing, graphic design)
- Incorporate entrepreneurship, business development and creative thinking in K-12 curriculum
- Connect with Marketplace for Kids, DECA, 4H, Myfaceuniversity.com to connect kids to the opportunity and the supports that may be needed to succeed

*Presto! Youth are valued. Entrepreneurship is fostered. Geezers learn how to use their smartphones. That's sustainability!*

- **Job creation in creative fields**

Creative people innovate. And creative people gravitate toward certain types of experiences and professions. Nurturing these particular fields will help bring creative people to a community, which in turn helps create an environment that is ripe for innovation.

- Adopt **coordinated policies** that **foster entrepreneurship**

There are many organizations that work to support entrepreneurs. But what can be done at a more systemic level to ensure that entrepreneurs find Fargo a welcoming and productive place. A community wide policy that supports entrepreneurship can transcend traditional economic development boundaries between primary sector (ex. manufacturing) and non-primary sector (ex. retail) enterprises and focus instead on the creative value of innovation.

## CONCLUSION

Because we are a strong and progressive community, this report has the luxury of assuming that community leaders, both public and private, will continue to take steps necessary to move the community forward. Decisions related to community infrastructure, education, business development, and resident experience must continue to be made with long-range, intergenerational impacts in mind, remaining mindful of Fargo Moorhead's place in the regional and national and global context, while working to ensure continued competitiveness.

We can focus, instead, on those few community fulcrums – areas that are available for marked improvement. Fostering innovation. Valuing youth. Entrepreneurial thinking. Ecologically sustainable thinking. Next generation energy and transportation systems.

The recommendations made in this report seek to identify and define some of the intangible factors that give FM an opportunity to thrive well into the future. In increasingly difficult labor force environments. With increasingly obstinate environmental challenges. In uncertain economies with changing models and modes of business.

Sustainability is, at its core, about making decisions that guarantee a bright future. Not just for those who are here today, but for those who will be here in 100 years.

### **Sustain or self destruct is not an overly dramatic proposition.**

Communities that don't make sustainable decisions will most certainly be on a path of self destruction. There is no middle ground. Status quo is not an option. And the good news is, is that in Fargo Moorhead, it doesn't have to be. It's not good enough to be a railroad hub any more. People are mobile. They can go anywhere, and take their ideas with them. To attract human capital is the key to sustainability.

*People are the capital of the next era.*

### **Youth. Innovation. Entrepreneurship. From ordinary to extraordinary.**

Just because we're making progress now doesn't mean we always will. Small changes in community leadership/organization can force a step back, rather than forward. If you don't have leadership at multiple levels, you will have voids. Which is why it's not just about having "a" leader. It's about having a community of capable, responsible, engaged, creative, innovative leaders, making a difference in their corner of the world. And about having a place that recognizes their spark, values their contribution, and provides a nurturing environment where individuals can thrive.

Thinkers. Innovators. Leaders. They all want to be heard. To be valued for who they are and what they can do. To make a difference in their own right. Fargo Moorhead will be a sustainable place if and when it is a place where people like this will want to be.

*Lightning can strike here.* **Make a decision that will make a difference.**

## APPENDIX A: SUSTAINABILITY SELF ASSESSMENT

“The Global Ecovillage Network is developing the concept of sustainability auditing to provide measuring rods for individuals and for existing villages and communities to compare their current status with ideal goals for ecological, social, and spiritual sustainability. In addition, these tools are learning instruments - pointing out actions aspiring individuals and communities can take to become more sustainable.

**“The process of community sustainability assessment is an exploration and cultivation of the qualities needed to bring mankind through the 21st century.**

“The GEN **Community Sustainability Assessment** is a comprehensive checklist that anyone can complete to get a basic idea of how sustainable their community is. This assessment tool is applicable to **any** community. While it requires good knowledge of the life-styles, practices and features of the community, it does not require research, calculation and detailed quantification. This assessment takes about **three hours** for an individual to complete, or a series of sessions if done as a group experience by community members.”

**Access the Tool at:**

**<http://gen.ecovillage.org/activities/csa/English/index.php>**

## APPENDIX B: LOCAL DATA

### As home to three four-year universities, Fargo and the F-M metro area have high percentages of people enrolled in college

Share of population age 15 and over enrolled in a college/university, 2000

City	Population 15 or older	Population 15 or older enrolled at University	Percent
<b>Fargo</b>	<b>74,644</b>	<b>13,086</b>	<b>17.5%</b>
Duluth, MN	71,686	11,678	16.3%
Fargo Moorhead MSA	139,746	21,449	15.3%
Minneapolis St. Paul, MN	532,038	69,101	13.0%
Nation	221,148,671	17,483,243	7.9%
Sioux Falls, SD	98,000	7,433	7.6%

Source: U.S. Census Bureau – P36, Living Cities Dataset (Brookings Institution)

### One in three Fargo residents has a bachelor's degree, which ranks high among peer communities

Share of population age 25 and over by educational attainment, 1990-2000

City	Bachelor's Degree		High School Diploma	
	1990	2000	1990	2000
Minneapolis St. Paul, MN	28.7%	35.2%	82.0%	84.5%
<b>Fargo</b>	<b>30.2%</b>	<b>34.4%</b>	<b>88.7%</b>	<b>91.0%</b>
Duluth, MN	22.5%	28.2%	81.4%	87.7%
Sioux Falls, SD	22.9%	27.8%	83.4%	88.5%
Nation	20.3%	24.4%	75.2%	80.4%

Source: U.S. Census Bureau – P37, Living Cities Dataset (Brookings Institution)

### Fargo is a university community and a regional shopping center. Almost half of all Fargo jobs are in the areas of “Educational, Health and Social Services” and “Wholesale and Retail trade”

Share of workers by major industries, 2000

City	Education, Health and Social Services	Wholesale and Retail Trade	Manufacturing	Professional, Scientific and Management Services	Arts, Entertainment, Recreation, Accommodation, and Food Svc	Other industries
Duluth, MN	29.5	17.3	5.6	6.0	11.6	30.0
<b>Fargo</b>	<b>23.6</b>	<b>20.3</b>	<b>8.3</b>	<b>6.0</b>	<b>9.5</b>	<b>32.3</b>
Minneapolis St. Paul, MN	23.4	12.9	11.6	12.9	10.0	29.1
Nation	19.9	15.3	14.1	9.3	9.2	32.1
Sioux Falls, SD	19.8	17.4	12.0	3.8	7.8	39.2

Source: U.S. Census Bureau – P49, Living Cities Dataset (Brookings Institution)

**Fargo’s immigrant population more than doubled during the 1990s, accounting for 12 percent of the city’s total population growth**

*Percent change in foreign-born population, 1990-2000*

City	Foreign-born 1990	Foreign-born 2000	Percent change
<b>Fargo</b>	<b>1,474</b>	<b>3,587</b>	<b>143%</b>
Fargo Moorhead MSA	2,656	5,268	98%
Nation	19,767,316	31,107,889	57%

*Source: U.S. Census Bureau – P21*

**Only four percent of Fargo residents were born outside the United States but recent Census population estimates indicate that more than 25 percent of ongoing population growth is attributable to international immigration\***

*Foreign born population share, 2000*

City	Total Population	Foreign born population	Percent
Fargo Moorhead MSA	174,367	5,268	3.0%
<b>Fargo</b>	<b>90,787</b>	<b>3,587</b>	<b>4.0%</b>
Nation	281,421,906	31,107,889	11.1%

*Source: U.S. Census Bureau – P21, Living Cities Dataset (Brookings Institution), 2004 Fargo Housing Study Update*

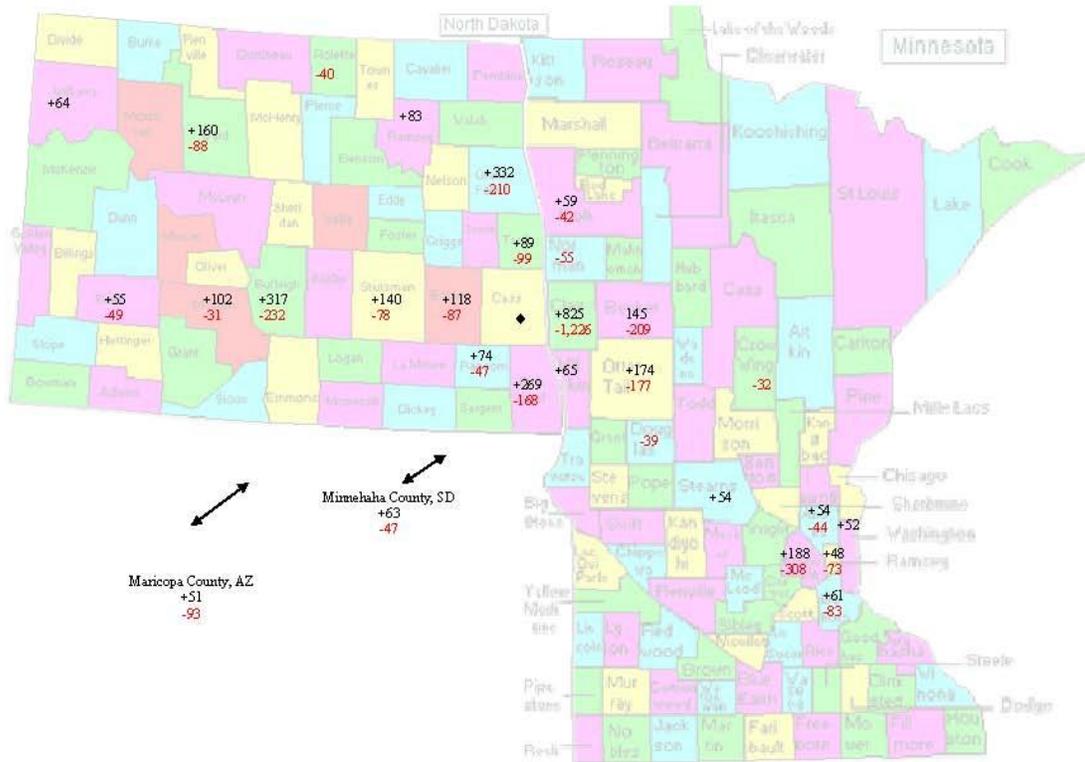
\*While many immigrants are low income, some are among the wealthiest and best-educated residents of the communities in which they live. At the same time, immigrants may be among the poorer and needier residents of some communities. (“The New Neighbors” (2003),120)

**The majority of people moving in to Fargo come from a 75-mile “service area”. Even if the same level of movement continues within the service area, the age profile of these “movers” is likely to change to include more people over age 60.**

*(See map on following page for example of data from 2003-2004. Source: City of Fargo 2004-2009 Consolidated Plan)*

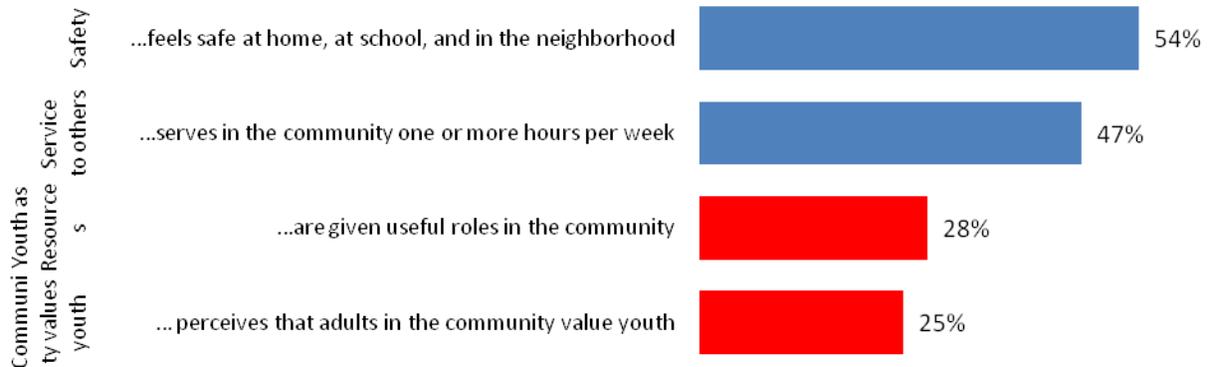
### 2003-04 Cass County Migration Patterns

Top counties (noted below) accounted for 52% of In (+7,090) and 56% of Out (-6,399)

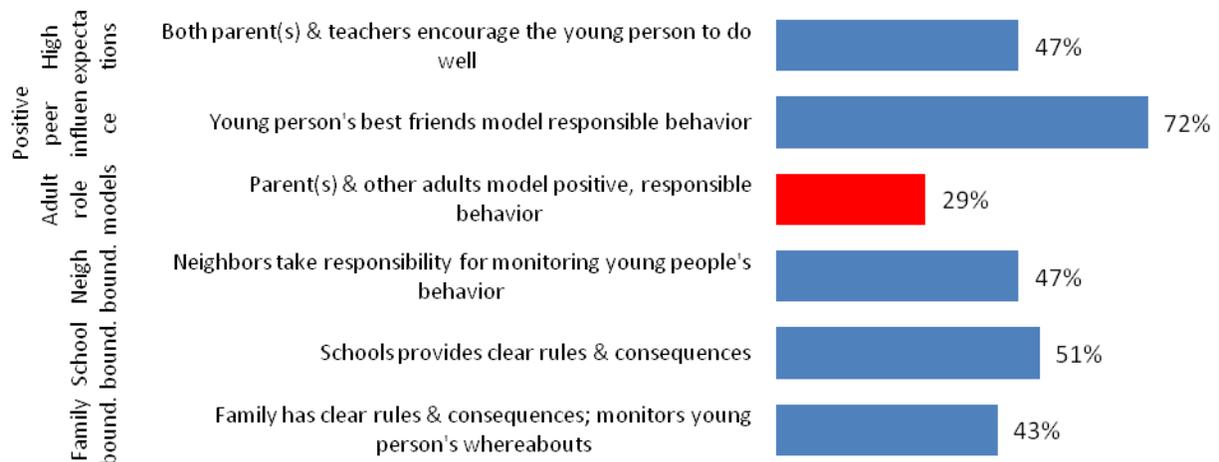


## External Asset: EMPOWERMENT

*Young person...*



## External Assets: BOUNDARIES & EXPECTATIONS

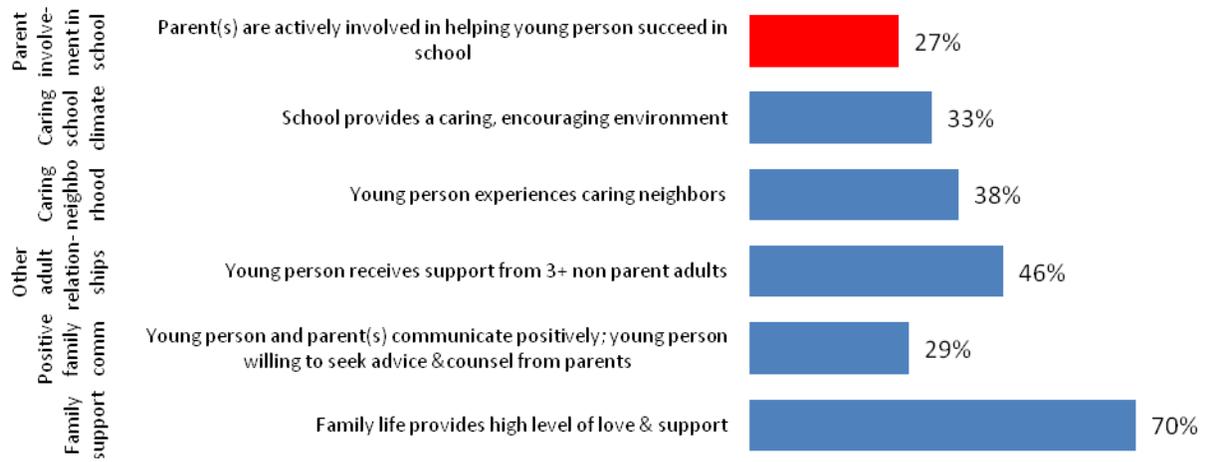


## External Asset: CONSTRUCTIVE USE OF TIME

*Young person...*



## External Assets: SUPPORT



## APPENDIX C: ABOUT THE EDUCATION OF AN ENTREPRENEUR

### Educating Our Future Entrepreneurs

A strong education system—primary, secondary, college, and post-college—plays a vital role in the development of the human capital necessary to ensure a steady stream of entrepreneurial activity. At the Kauffman Foundation, we believe effective math, science, and technology education is even more necessary in this century than before, for most innovations of the future will require these skills, both for the entrepreneurs and those who work for them. At the same time, the traditional humanistic skills of reading, understanding history, and appreciating culture are also critical. People are most creative where they have both technical mastery and a broad understanding of their culture and its history.

In addition to the systemic problems within our country's educational system, there is concern that the school curriculum fails to foster not just excellence in science and mathematics, but also creativity and entrepreneurial mindsets among students. At the primary and secondary level, there is little encouragement of entrepreneurial thinking or opportunity-recognition. At the university level, the study of entrepreneurship typically is relegated to business schools and is not part of the educational experience for most students.

Much has been written about how to improve America's system of primary and secondary education. The small contribution that this essay may be able to make to the ongoing debate over educational reform is to provide an entrepreneurial perspective to the discussion. In brief, that perspective translates into four basic principles, which nonetheless imply potentially profound changes in public education:

1. Policymakers should allow educators to be as entrepreneurial as individuals in the rest of our society, and should reward them for doing so. A more entrepreneurial culture at schools will motivate current teachers to be innovative and will help attract the next generation of well-trained teachers.
3. Policymakers should encourage schools (especially at the university level) to emphasize the study of the role and contribution of entrepreneurship in building the American economy and society, and to infuse creativity and entrepreneurial opportunity recognition skills more deeply in our educational culture and disciplines.

**Promoting Entrepreneurship in Education:** The educational system is a long way from embracing entrepreneurship as a central organizing principle. Indeed, it is not an overstatement to say that the public school system, as it is currently structured, is anti-entrepreneurial.<sup>9</sup>

Educational entrepreneurship could bring a much wider set of options for both students and their parents. Among the possibilities: high schools that are open in late afternoon through early evening; rapidly accelerating students through the school curriculum based on their achievement; greater use of project-based learning (including extended projects which may take up to a year to complete and involve extensive engagement with a diverse set of subjects); wider use of student interchanges with schools from other countries; and wider use of community-based mentors, job shadowing experiences, and paid student internships in companies. The use of these different approaches should be coupled with rigorous evaluations of what works and what doesn't.

**Teaching Entrepreneurship and Other Key Skills:** There is a running debate in some circles over whether entrepreneurship—in essence, creative thinking and prudent risk-taking—can be taught or is inherited. The truth, of course, is that both are important. But entrepreneurship is no different than any other skill people are born with: it can be, and is likely to be, useless unless the skill is developed through education and experience. This implies that a central task for educators and policymakers is not only to give students the key skills to thrive in any work environment—reading, math, science, technology and history—but also to nurture whatever creative and entrepreneurial skills each of us has by birth. Programs that teach basic entrepreneurial skills to middle and high school students may be especially valuable for children from disadvantaged backgrounds, and may be one way to encourage their interest in academic achievement more generally. At the college level, universities need to infuse entrepreneurship and creativity more deeply into their curricula, for both students majoring in business and those in other subjects.

It is an encouraging sign that the August 2006, report of the Secretary of Education’s Commission on the Future of Higher Education recommends, in part, that universities embrace a culture of continuous innovation to improve learning, especially in mathematics and science.<sup>13</sup> This curriculum and pedagogical innovation should be broadened to acquaint all university students with the opportunities offered by entrepreneurial careers and to equip those who are so inclined to pursue entrepreneurial ventures (in new companies or within existing companies) to be successful in these endeavors. This Foundation is devoting significant resources to assist enterprising universities in spreading entrepreneurship “across campus”—and thus across schools and disciplines—and encouraging state governments to support similar initiatives at all their universities and community colleges.

Although education policy is largely a state and local responsibility, it is clearly a national priority, and there are important educational improvements that can be accomplished at the federal level. For example, the federal government has the resources and is in the best position to fund necessary research into what is woefully lacking: a better understanding of the teaching approaches and methods that work best to promote learning and creativity. Moreover, the disappointing national trends in math and science achievement by students in primary and secondary schools should spur policymakers at all levels of government to take corrective action. Among the many welcome ideas are proposals to provide better financial incentives to attract teachers of math and science, including those workers with expertise in these areas who are currently not teaching but want to; further training of existing teachers in math and science who want to take advantage of it; and openness by school systems, principals and teachers to the use of new approaches and technologies for the teaching of math, science, and technology that could enhance students’ interest and knowledge in these subjects.

[Excerpted from *On the Road to an Entrepreneurial Economy: A Research and Policy Guide*, The Ewing Marion Kauffman Foundation, Version 1.0 (February 26, 2007). Available at: <http://www.kauffman.org/research-and-policy/on-the-road-to-entrepreneurial-economy.aspx>]

## **APPENDIX D: DEVELOPING THE CONCEPT – WWW.FMWHIZKIDS.COM**

### **Concept**

We know that youth have a depth of knowledge and skills to offer, yet in many cases they go unnoticed and under-utilized. Wouldn't it be great if kids had a place to market their skills, talents and entrepreneurial aspirations? We propose designing a website to do just that. A Craig's List by and for kids. A marketplace of services offered by area youth. A one-stop-shop for clients looking for services, while supporting our young business leaders.

[www.fmwhizkids.com](http://www.fmwhizkids.com) can be an online tool for young entrepreneurs to market their services to area customers. These young entrepreneurs will have the opportunity to not only place a classified ad, but (if technology allows) the opportunity to design and share their own personalized website. ([www.fmwhizkids.com/timsphotography](http://www.fmwhizkids.com/timsphotography)) Essentially, they could have their own web presence, free of charge, through this site.

With young entrepreneurship growing and the recent addition of entrepreneurial classes in middle school, now is the time to provide them a marketing tool. They will have the chance to showcase their business and services while gaining important leadership and business skills.

The number of people in our community who want to support youth is growing; this provides them a very direct way to get engaged. Clients will get the convenience of stopping at one website to find their necessary services, with the added bonus of supporting our young business leaders.

### **Market**

Youth ages 14-24 will be allowed to advertise their "business" for free. They will have the opportunity to place a classified-type ad to promote their services and garner exposure and business.

We would market the website as much as possible through free local media, with the option of some paid advertising. The intent is for this to be a grassroots/word of mouth movement, much Craig's List and Facebook began.

### **Security Safeguards**

Working with youth through an online service undoubtedly has many security issues. We understand and recognize there is always the threat of abuse and unwanted predators, but plan to seriously and proactively follow these precautions.

First, when a young entrepreneur registers, they will be required to include a parent's name, phone number and email. Our service would then confirm the youth's participation in this service with his/her parent. After authorization is received, the youth will be allowed to continue designing and placing their ad online.

When a customer seeks a youth's services, the online request will be sent via email to both the youth and their parent. (No contact information will be provided for the youth, it will all filter through the system) At this point, the parent and the youth can decide how to proceed or not with the customer's inquiry.

We will post guidelines for doing business on our site, email them to the parent and the youth as they register, and send out via email when a customer has issued an inquiry. These guidelines will be to ensure the youth's safety through all transactions. Possible guidelines are:

- To meet in a public place. Never meet with a client in a private setting. Make sure you parents know where you are going and who are meeting with. A list of suggested local meeting places will also be included.
- Freedom to choose who to do business with. The youth entrepreneur will have the right to refuse service to anyone for any reason.

### **Goal of Project**

The ultimate goal of [www.fmwhizkids.com](http://www.fmwhizkids.com) is to provide youth entrepreneurs a local, free tool to enhance their business ideas, skills or talents. No matter what a young person offers, baby-sitting, lawn mowing, music/sporting lessons, or "how to text and Facebook" classes, there will be a way for them to reach out to more clients and market their service.

In addition the client will have an easy, convenient marketplace of services to choose, while supporting the youth leaders of our community.

### **Why FMWHIZKIDS.COM?**

The question is why not? A community that actively engages and values youth has a bright future; we can choose not to do anything to value our youth, and watch them leave. Or we can find ways to involve and support them early on and reap the benefits of a wiser, thoughtful caring future generation.