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### International awards and...

#### Consulting and Training



#### Benchmarking



#### Practical Education

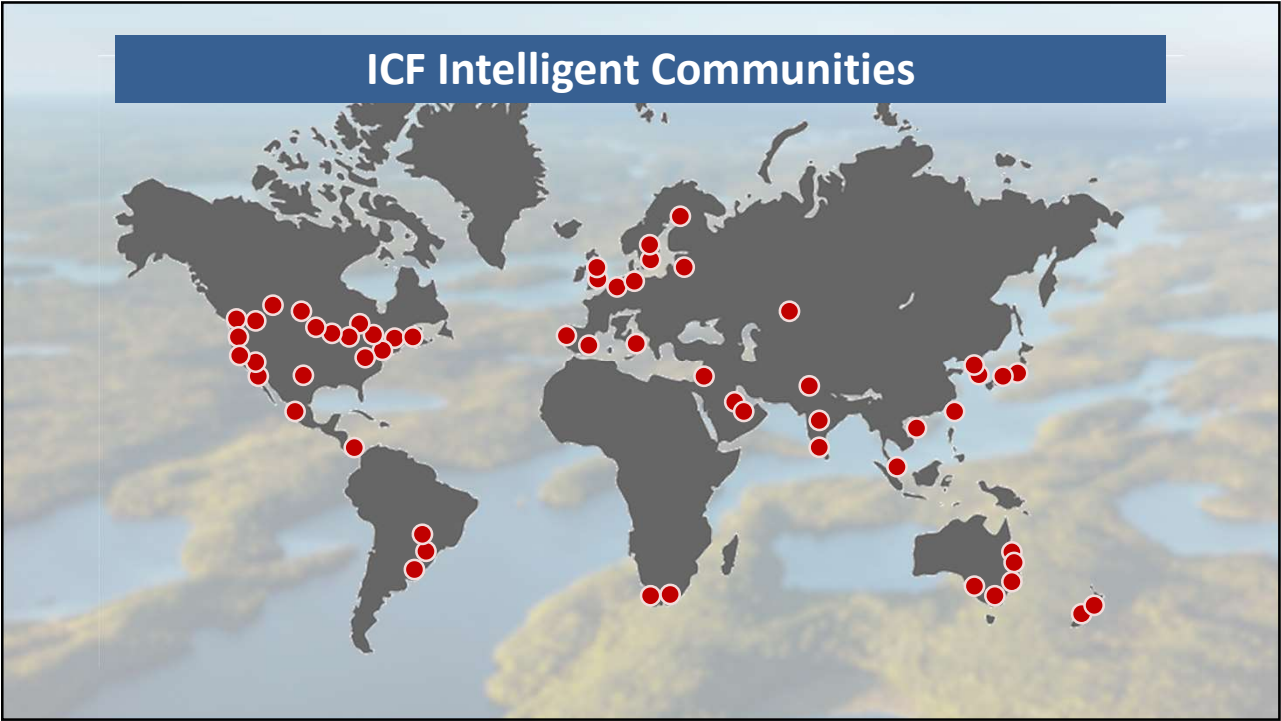


#### Conferences and Content



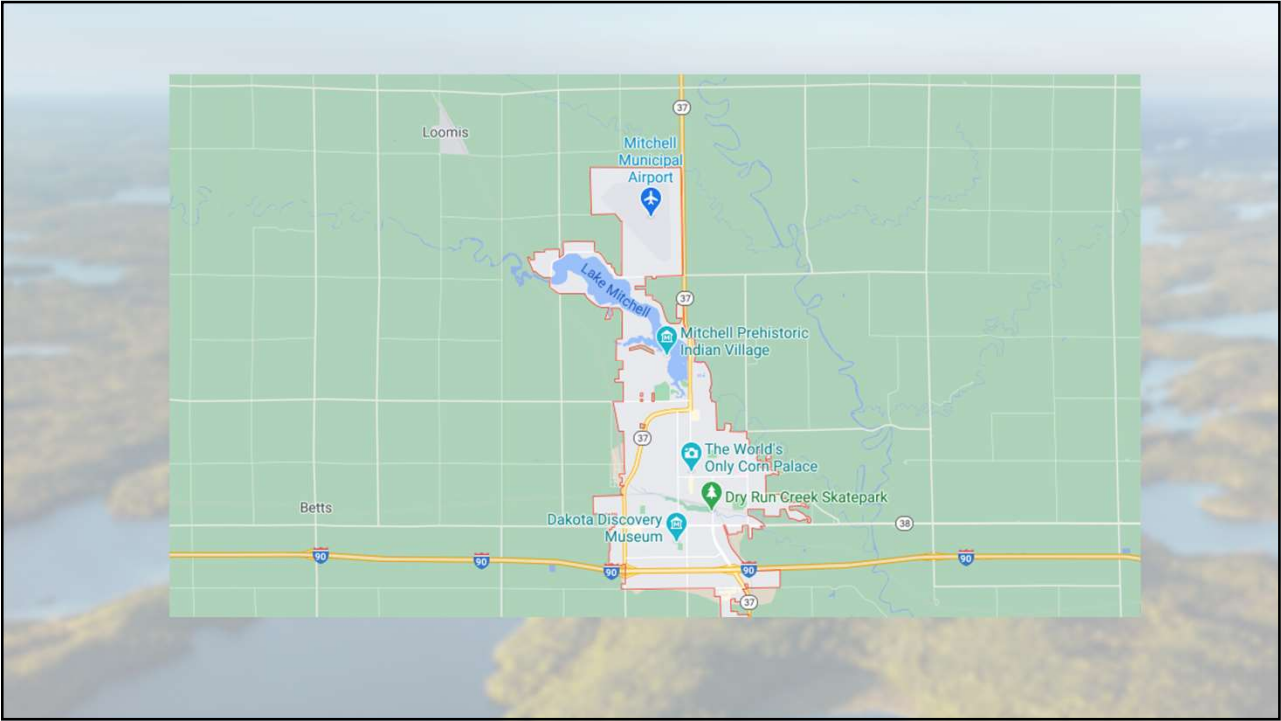


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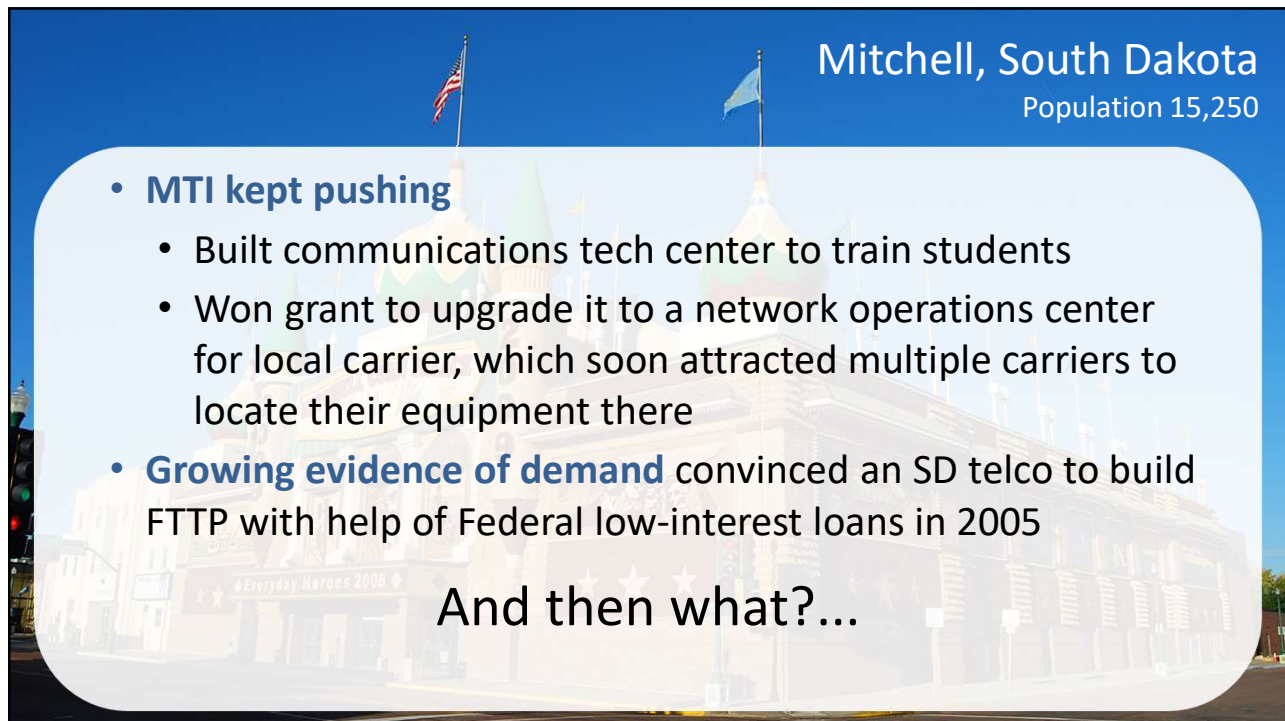


## Mitchell, South Dakota

Population 15,250

- **Strategic planning** in late '80s led to infrastructure improvements, new schools, unified healthcare system
- 17 rural telephone coops joined to create **South Dakota Network** connecting public institutions in 1989
- **Mitchell Tech Institute** (MTI) led effort to build public FTTP network
  - Funding voted down by residents in 1997

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## Mitchell, South Dakota

Population 15,250

- **MTI kept pushing**
  - Built communications tech center to train students
  - Won grant to upgrade it to a network operations center for local carrier, which soon attracted multiple carriers to locate their equipment there
- **Growing evidence of demand** convinced an SD telco to build FTTP with help of Federal low-interest loans in 2005

And then what?...

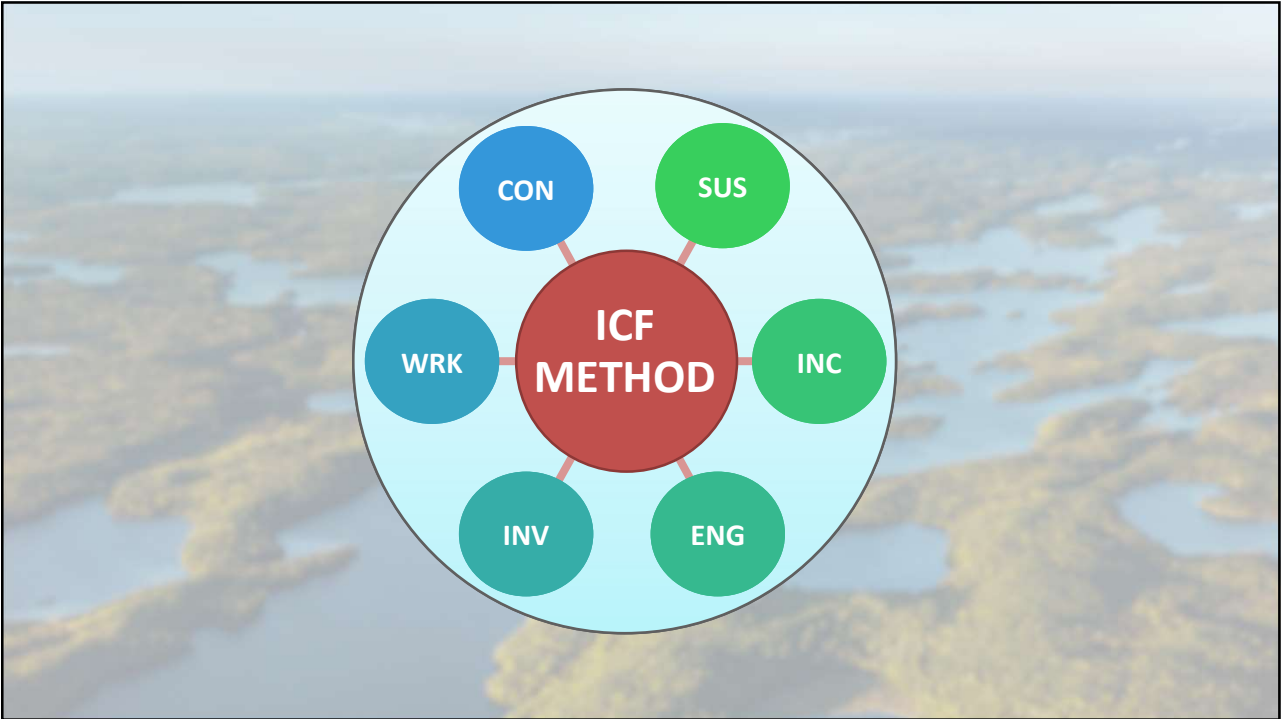
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Mitchell, South Dakota  
Population 15,250

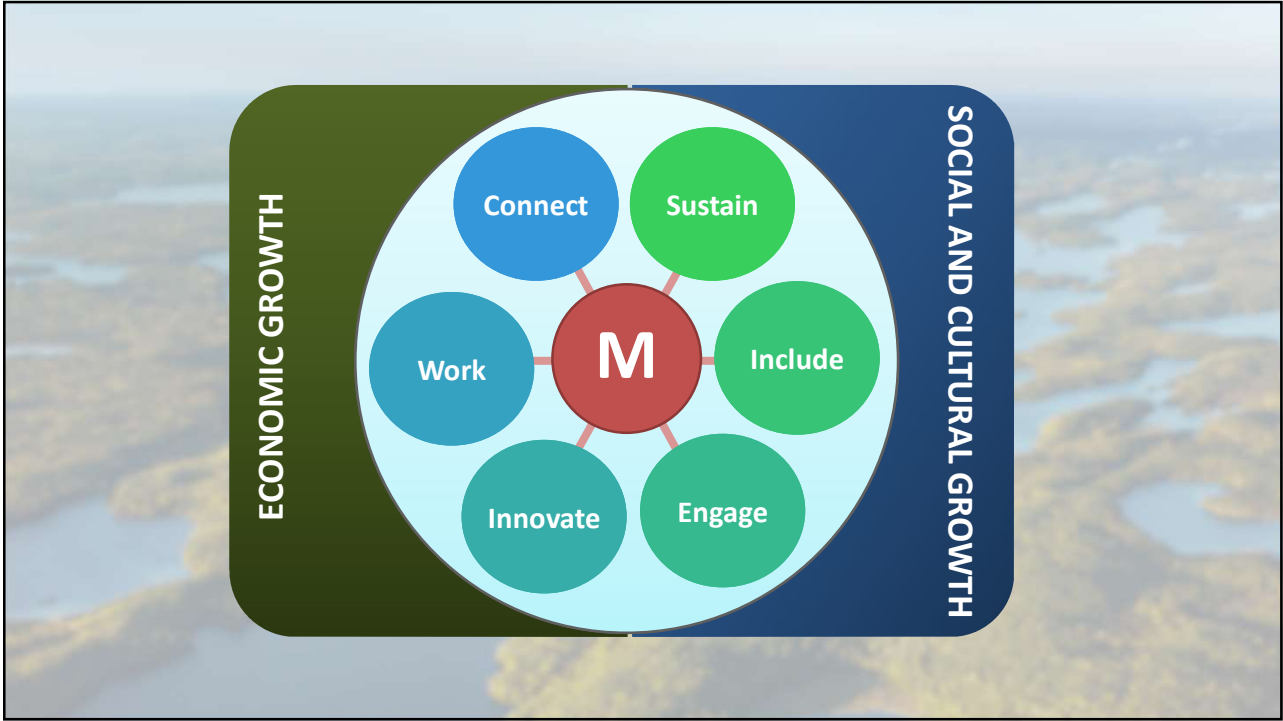
- City collaborated with its institutions and employers to create a **new IT and network economy**
  - Network build-out created new engineering companies
  - Opened Career and Tech Education Center with MTI and university to train students in in-demand skills
- Mitchell became a **Midwest magnet for talent**:
  - Consulting & software companies created hundreds of jobs
  - \$40m tech campus for MTI and health sciences entrepreneurship center at nearby university
  - Local angel investor network funding startups

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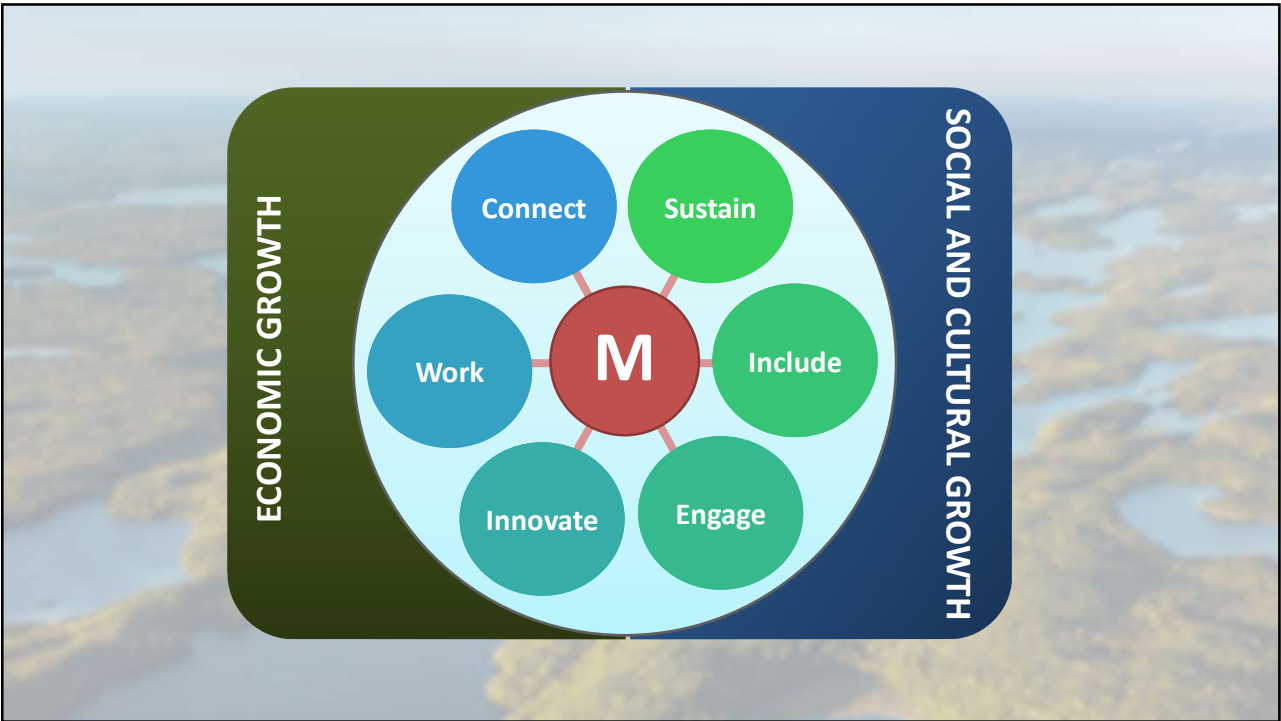
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## New approach to economic development

- In the digital revolution, the old jobs aren't coming back – but plenty of new jobs are being created
- Prosperity comes from adapting to what's happening in the economy today, not yesterday



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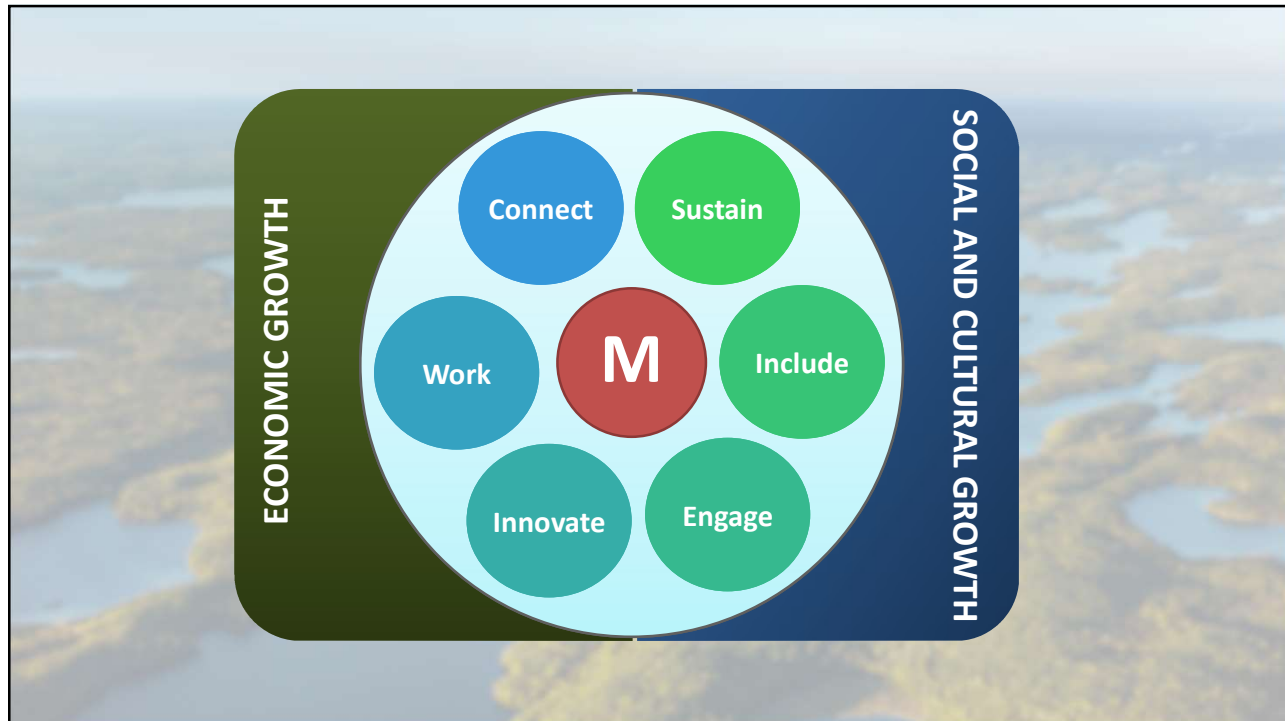
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## The things we’ve learned we can’t afford

- **Leaving people out of society**, because everyone’s welfare is connected – see COVID19
- **Failing to make people digitally literate**, because those denied opportunity can still use their phones to spread anger, fear and disillusion – see Facebook
- **Ignoring the environmental risks we face and the economic opportunities they bring** – see extreme weather, droughts, flood, invasive species, explosive growth of solar, wind and remediation tech

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## Leveraging the connections

- How can **high-quality broadband** drive business growth, talent attraction, higher employment and better education?
- How can real community **engagement** make it easier to get broadband deployment and adoption?
- How can integrating employers into your high school, community college and university create a better **education**, a more attractive community and more qualified talent for employers?

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### Leveraging the connections

- How does helping existing and new companies **innovate new products and services** help your community, and how can your educational partners contribute?
- How can **sustainability** become a rallying cry that unifies the community around a quality of life concern - and attract or create sustainability businesses?
- How can helping the **digitally excluded** increase your skilled workforce, create more paying customers for local business and increase broadband demand?

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## ANALYTICS

Connect

Work

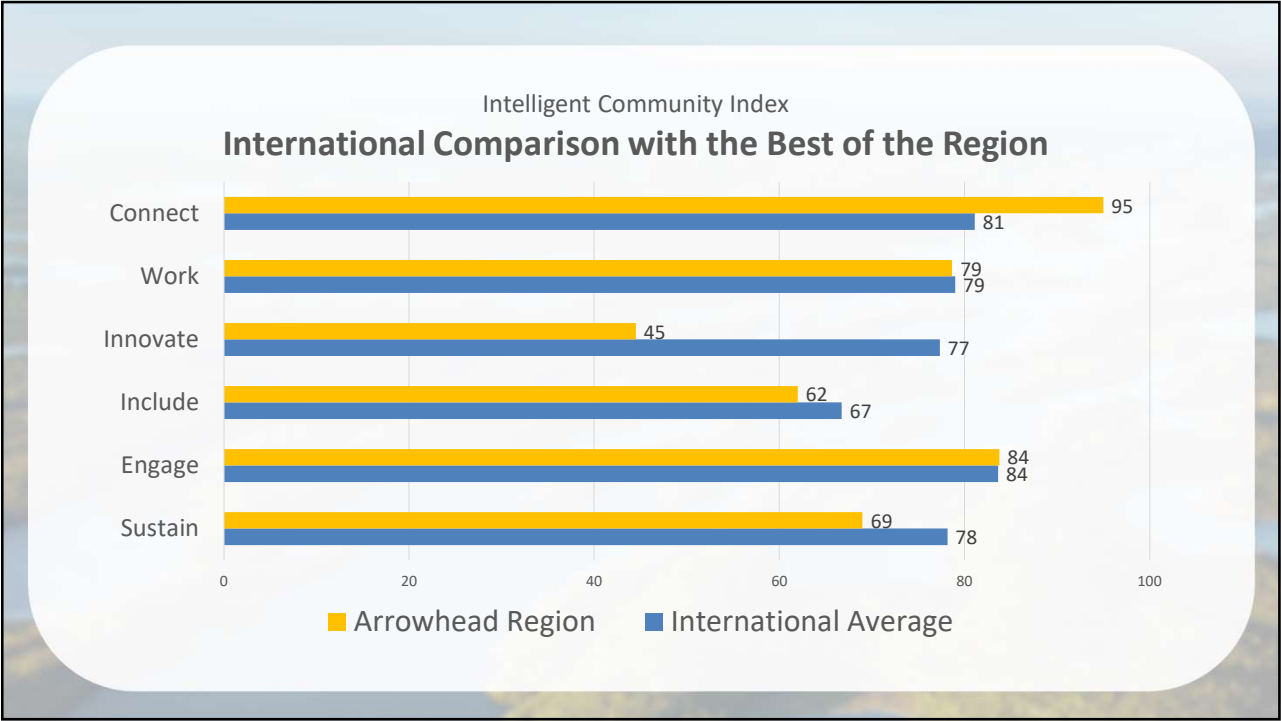
Innovate

Engage

Include

Sustain

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Connect

- Northeast Service Cooperative fiber project
- Cook and Lake County fiber deployments
- Feasibility studies attracting public and private-sector investment

Work

- Northforce community-based talent attraction, development and placement
- Iron Range Engineering project
- Industry-Focused workforce development

Innovate

- Small Business Technology Assessment and Consulting
- Dept of Iron Range Resources and Rehabilitation
- Minnesota Natural Resources Atlas

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Engage

- Iron Range Broadband Communities
- Recharge the Range
- Blandin Community Leadership Program

Include

- PCs for People
- Duluth Digital Inclusion
- Arrowhead Public Libraries

Sustain

- NE Minnesota Sustainable Partnership
- IRRRB Business Energy Retrofit Program
- Mine Waste Dump Remediation

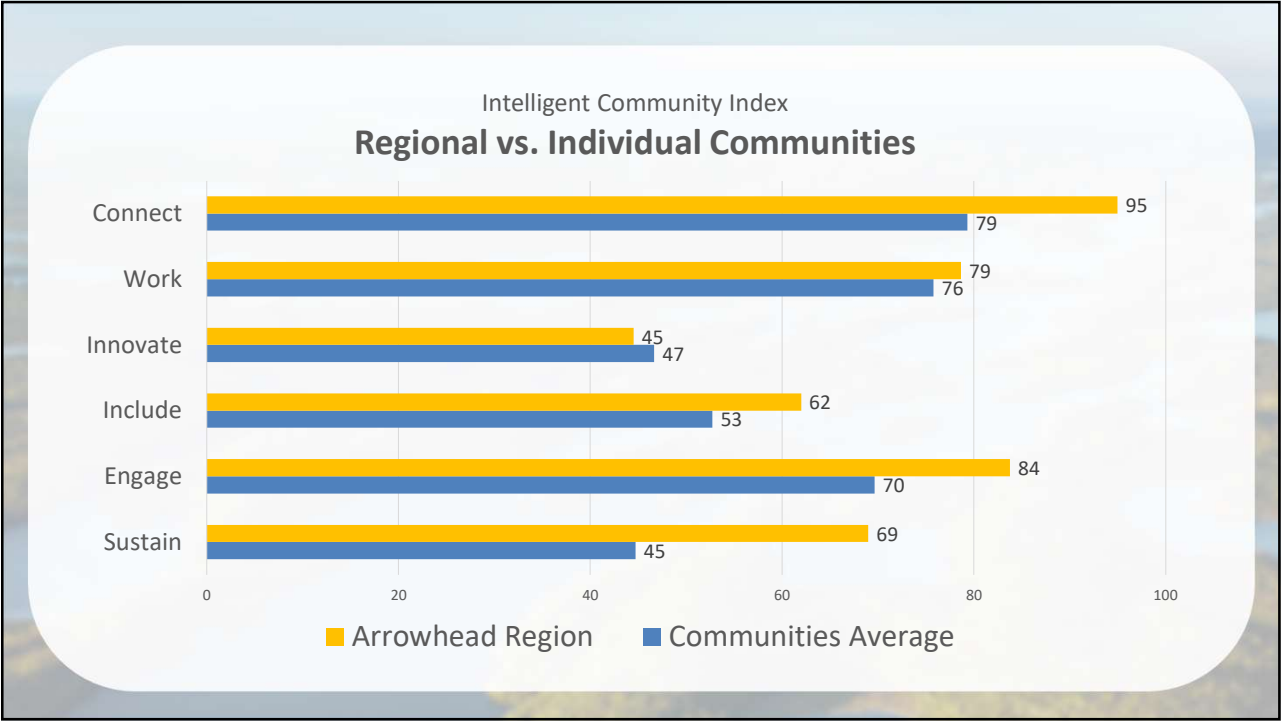
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Comparing the Best of the Region to Five Sample Communities:

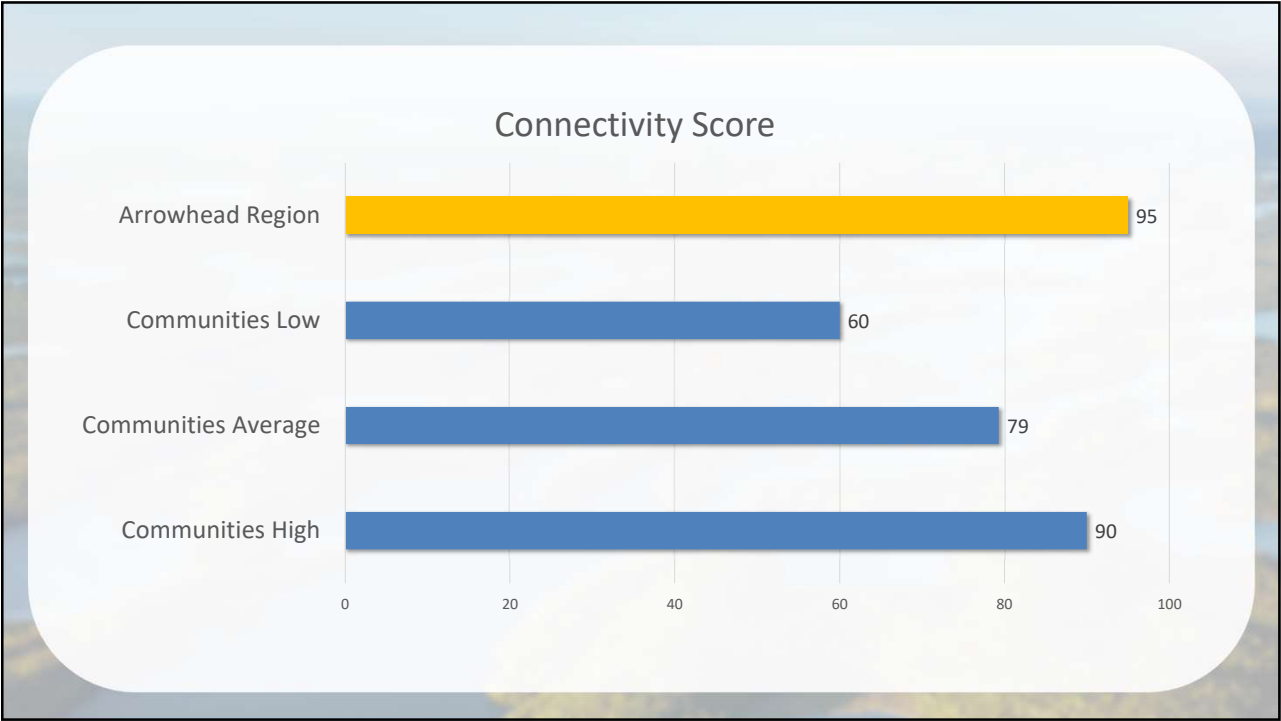
- Duluth
- East Range
- Hibbing-Chisolm
- Itasca County
- Koochiching County

A map of Minnesota with several counties highlighted in different colors and labeled: Koochiching (orange), Itasca (red), Aitkin (purple), Carlton (green), St. Louis (teal), Lake (yellow), and Cook (blue).

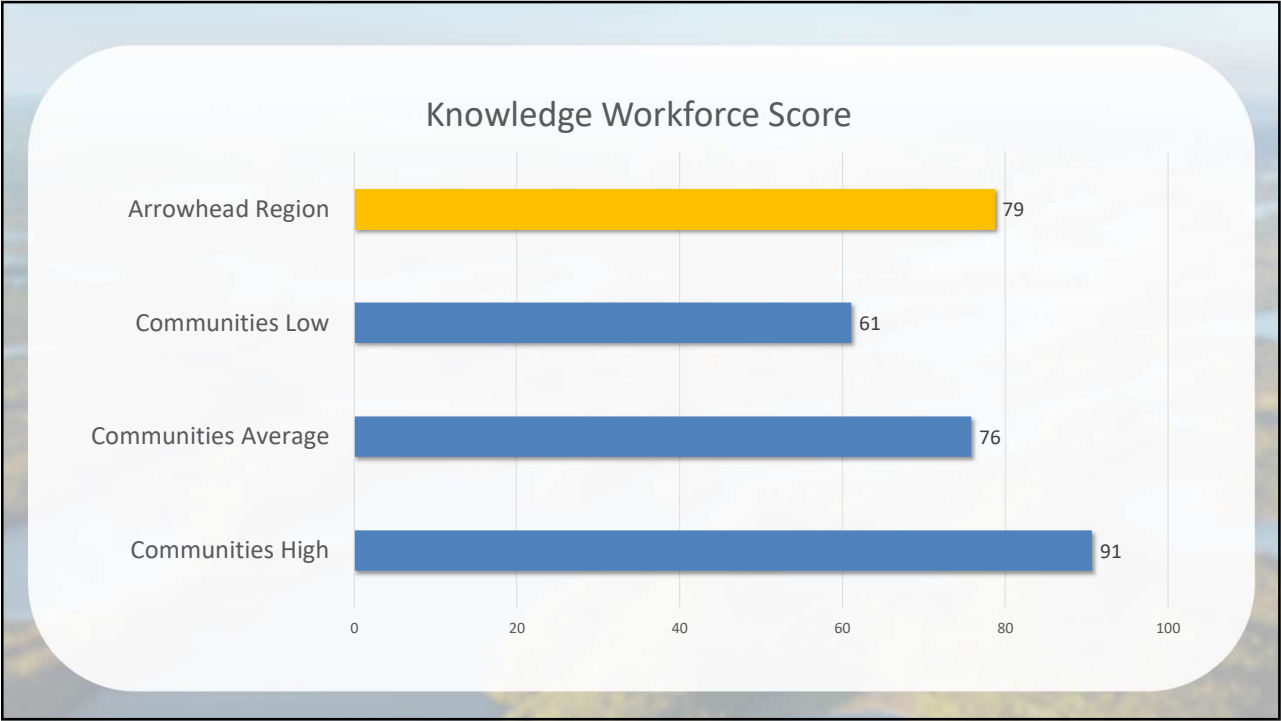
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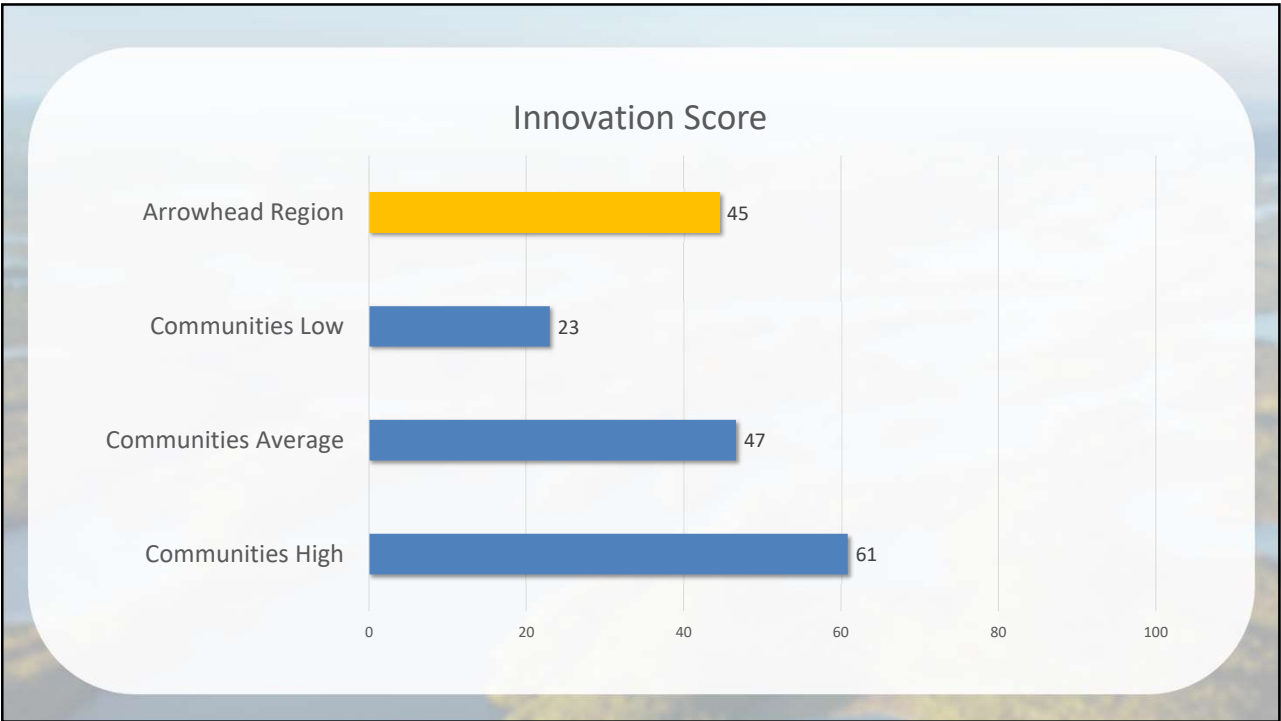
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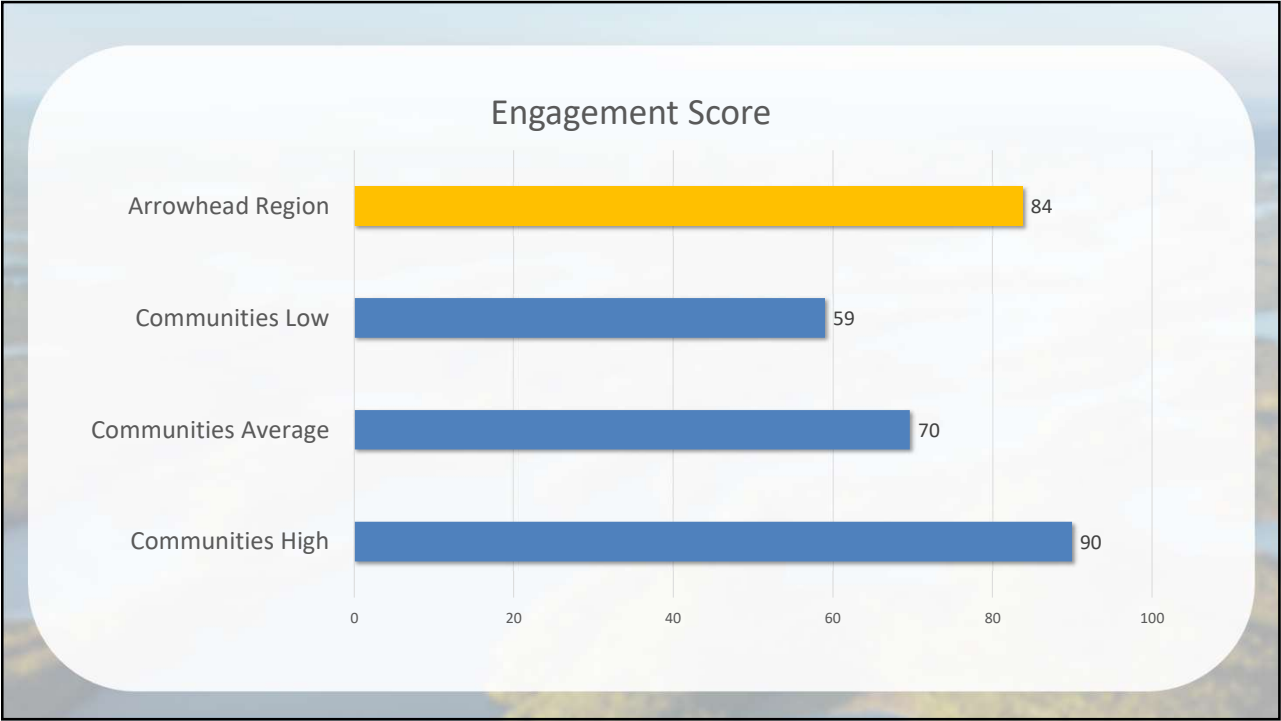


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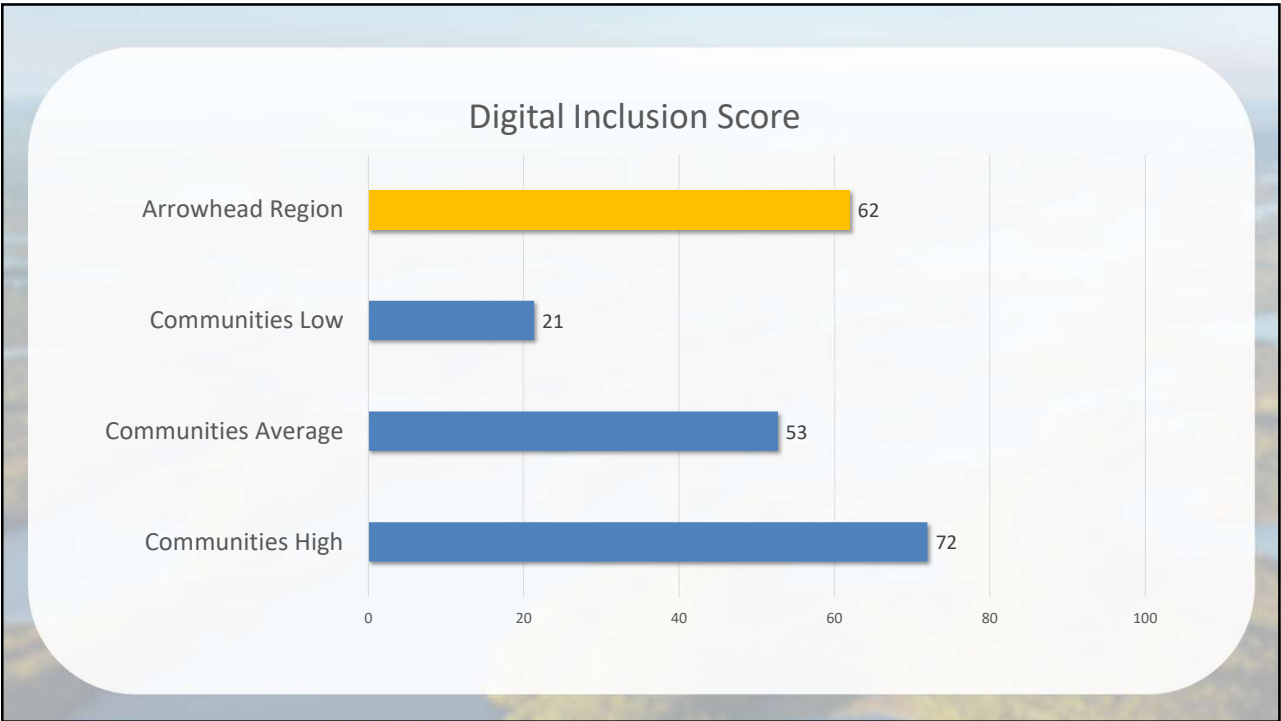


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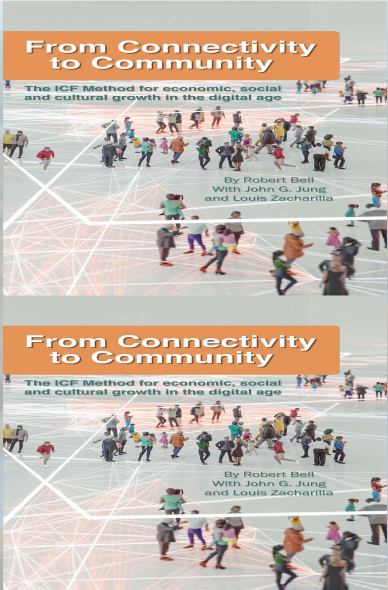
### Opportunities for progress

**Outside expertise and funding is both a benefit and a risk**  
Work to build local commitment and competencies; expand collaboration between communities to leverage limited resources

**A project-by-project approach doesn't build momentum**  
Connect individual projects into a broader strategy and pursue future projects that fit the strategy

**Turning broadband and talent into prosperity takes a plan**  
Working from models for success, build a strategy and create coordinated programs to harness these assets for innovation by government, existing businesses and startups

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Available from Amazon

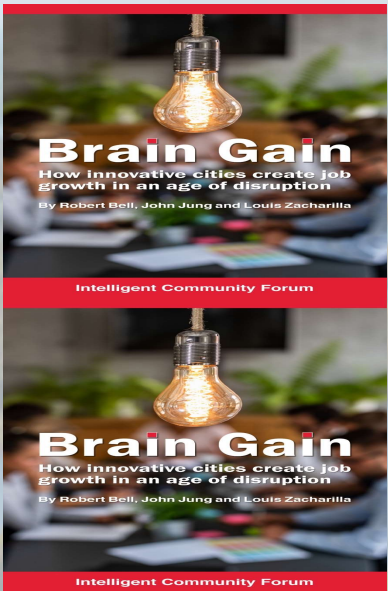
**“As we enter a dramatically new world order, our work with the ICF has given us a head start.”** - Jane Howington, City Manager, Hudson, Ohio, USA

**“The City of Hamilton’s experience in working with the Intelligent Community Forum (ICF) has been nothing short of spectacular.”** - Mayor Fred Eisenberger, Hamilton, Ontario, Canada

**“The ICF Method recognizes the key factors to achieve economic, social and cultural sustainability.”**  
– Paivi Sutinen, Director, City as a Service, Espoo, Finland

**“For our region, being an Intelligent Community embraces all that’s important to our residents.”**  
Mayor Mark Jamieson, Sunshine Coast, Queensland, Australia

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Available from Amazon

**“In *Brain Gain*, we find many valuable lessons to guide the future of a high-tech city like Oulu.”** - Mayor Matti Pennanen, City of Oulu, Finland

**“*Brain Gain* rams home the reality that ‘collaborative advantage’ is the new ‘competitive advantage’ – and the winners will be those who best apply these global insights.”** - David Brunnen, Groupe Intellex

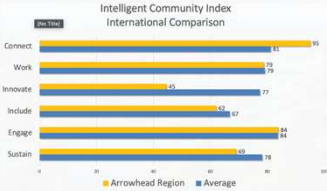


**“Every community interested in gigabit fiber should make this book required reading.”** – Andrew Cohill, President, Design Nine

**“*Brain Gain* explores the biggest issue facing cities today: how to attract and retain the talented people who provide the energy of the modern economy.”** – Mayor Andre Santini, Issy-les-Moulineaux, France

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Q&A



Category	Arrowhead Region	Average
Connect	81	81
Work	79	79
Innovate	65	77
Include	67	67
Engage	84	84
Sustain	78	78

Connect

Work

Innovate

Engage

Include

Sustain

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Discussion Questions

- What was the most striking/interesting thing from the Analytics?
- Which best practices from the presentation are most applicable to the Arrowhead Region
- Who/Which/What are the region’s best assets (people, organizations, programs) for adopting and implementing global best practices?
- If there is one thing that the region should prioritize in this Intelligent Community element, what should it be?

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