



## INTELLIGENT COMMUNITY INDEX

# Community Performance Report

FOR: Community

Thank you for submitting your community's data to the Intelligent Community Forum. This report provides you with a summary of your community's performance against our global data set of communities large and small in urban, suburban and rural areas. Our questionnaire uniquely measures the intelligence of your community not in terms of technology, projects or assets but on how effectively it is adapting to the demands of the broadband economy. Results are weighted for population density and geographic location to create a "level playing field" by which communities everywhere can evaluate their progress along the same continuum.

For each of the Intelligent Community Indicators, this report provides a comparison of your community's scoring with the high, average and low scoring communities in our data set. The following statistics provide a portrait of the global data set:

	Population	Population Density (km2)
Highest	6,453,682	5,747
Average	856,281	1,034
Lowest	2,323	6

Population Density of Communities		National Economy	
High	Medium-to-Low	Industrialized	Developing
32%	68%	92%	8%

## Intelligent Community Awards

By completing the IC Index, you have automatically entered your community into consideration for ICF's annual Intelligent Community Awards. In the first stage of the program, your data will be compared to that of hundreds of cities and counties around the world in the selection of the next Smart21 Communities of the Year. See the Appendix for a complete description of the Awards process.



## Your IC Index Results

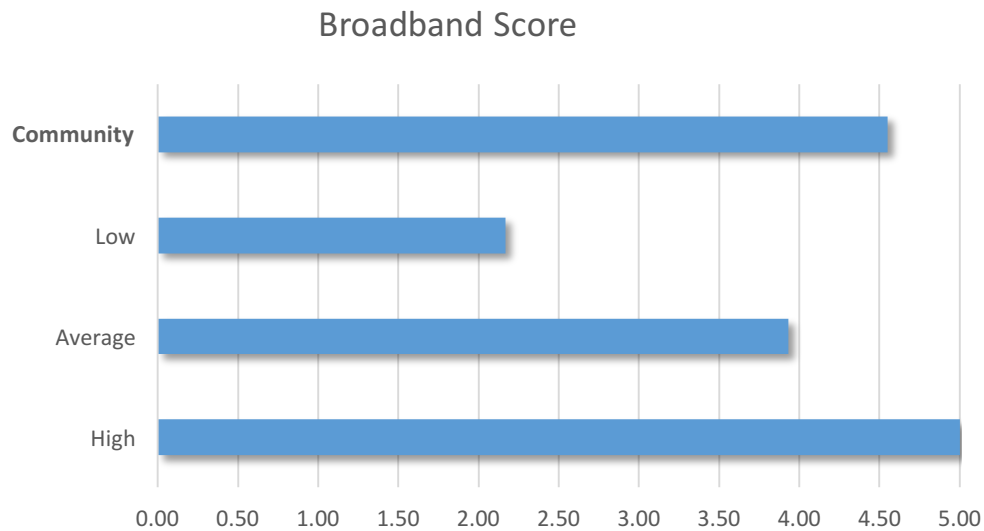
### Broadband Connectivity

Broadband is the new essential utility, as vital to economic growth as clean water and good roads. Intelligent Communities express a clear vision of their broadband future and craft policies to encourage deployment and adoption. Your performance in this category was based on an assessment of:

- The degree of broadband competition available in your community, because competition drives broader coverage, better quality and more competitive pricing.
- Adoption of broadband by residents, businesses and institutions.
- The broadband project outlined in your completed questionnaire.

The table below provide a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Competition	Adoption	Broadband Project	Broadband Score
<b>Community</b>	<b>5.00</b>	<b>5.00</b>	<b>3.65</b>	<b>4.55</b>
High	5.00	5.00	5.00	4.88
Average	4.77	3.08	3.85	3.91
Low	4.00	0.00	2.50	2.50



### Knowledge Workforce

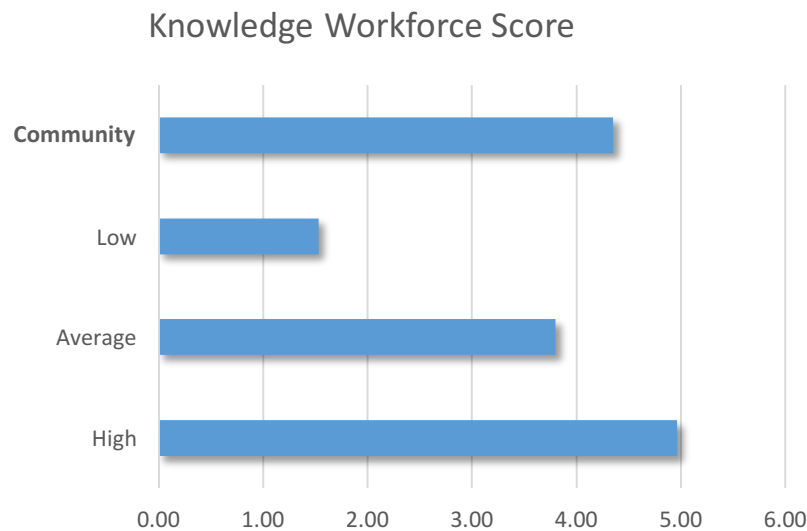
Today, all desirable jobs in industrialized economies – and increasingly in developing economies as well – require a higher component of knowledge than they did in the past. It is by applying knowledge and specialized skills that employees add enough value to what they do to justify the cost of employing them. In the future, any employee whose "value-added" does not exceed his or her salary cost can expect to be replaced, sooner or later, by software or hardware. Continuous improvement in an evolving range of skills is the only route to personal prosperity.

Your performance in this category was based on an assessment of:

- The use of technology in public education.
- Availability of programs connecting education with employment.
- The current educational attainment of the population.
- Availability of higher education within the community or within reasonable commuting distance of it.
- The knowledge workforce project described in your questionnaire.

The table below provides a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Tech in Public Schools	Education-Employment Programs	Educational Attainment	Higher Ed Institutions	Knowledge Workforce Project	Knowledge Workforce Score
<b>Community</b>	<b>4.00</b>	<b>5.00</b>	<b>4.13</b>	<b>4.75</b>	<b>4.20</b>	<b>4.35</b>
High	5.00	5.00	5.00	4.75	5.00	4.68
Average	4.05	4.59	2.91	3.72	3.45	3.80
Low	4.50	1.00	2.00	4.50	2.00	3.80



## Innovation

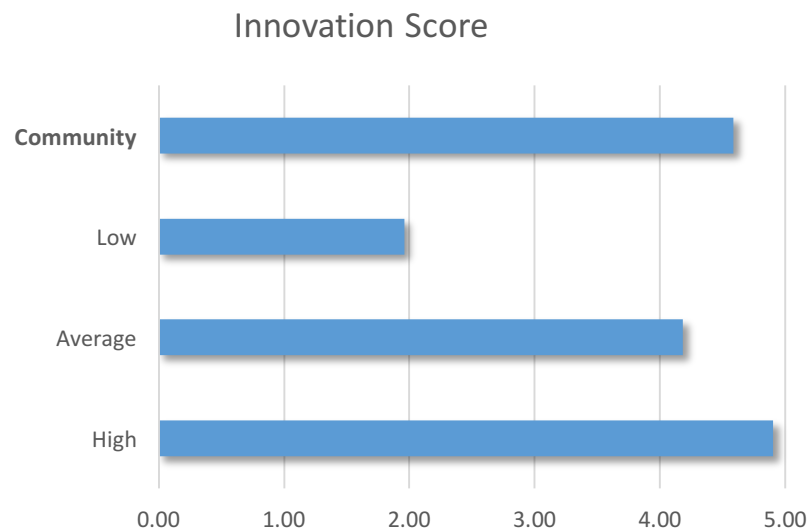
Innovation is essential to the interconnected economy of the 21st Century. Intelligent Communities pursue innovation through a relationship between business, government and such institutions as universities and hospitals. The Innovation Triangle or “Triple Helix” helps keep the economic benefits of innovation local, and creates an innovation ecosystem that engages the entire community in positive change. Investments in innovative technology by government contribute to that culture and improve service to citizens while reducing operating costs.

Your performance in this category was based on an assessment of:

- Public policies supporting innovation in the public, private and institutional sectors.
- Innovation programs put into place to carry out the policies.
- E-government services implemented to deliver higher quality service to constituents at lower total cost.
- The degree of collaboration among business, government and institutions.
- The innovation project described in your questionnaire.

The table below provide a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Public Policies	Innovation Programs	E-Govt Services	Collaboration	Innovation Project	Innovation Score
<b>Community</b>	<b>5.00</b>	<b>5.00</b>	<b>4.28</b>	<b>5.00</b>	<b>2.40</b>	<b>4.59</b>
High	5.00	5.00	5.00	5.00	5.00	5.00
Average	4.38	4.20	3.99	4.55	3.61	4.26
Low	2.00	1.00	.83	2.67	2.00	2.49



## Inclusion

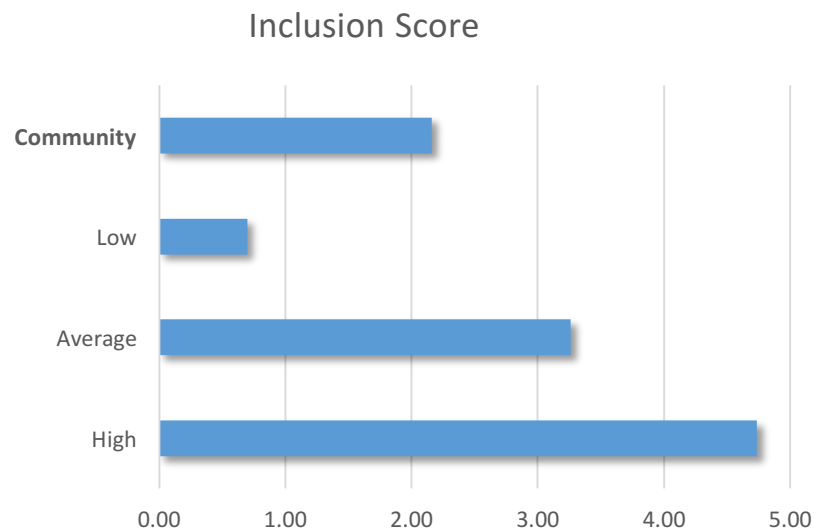
Digital inclusion is a simple principle: that everyone in the community deserves access to broadband technologies and the skills to use them. Like most principles, it is easier to understand than it is to live. The explosive advance of the broadband economy has worsened the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of education, prejudice, age, disability, or simply where they live. It has disrupted industries from manufacturing to retail services, enlarging the number of people for whom the digital revolution is a burden rather than a blessing.

Your performance in this category was based on an assessment of:

- Inclusion programs for citizens.
- Inclusion programs for organizations.
- The inclusion project described in your questionnaire.

The table below provide a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Digital Equality: Citizens	Digital Equality: Organizations	Digital Equality Project	Digital Equality Score
<b>Community</b>	<b>3.15</b>	<b>.83</b>	<b>2.50</b>	<b>2.16</b>
High	5.00	4.17	5.00	4.65
Average	3.64	2.73	3.41	3.19
Low	1.26	0.83	0.00	1.46



## Sustainability

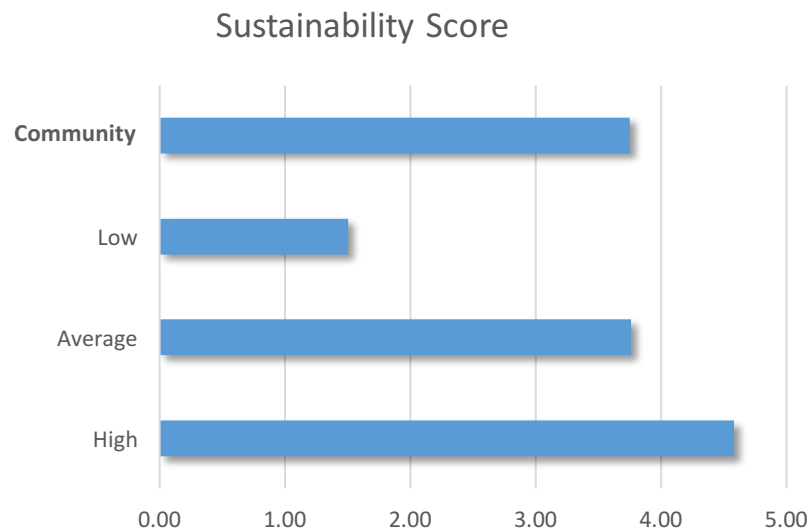
Improving current living standards, while maintaining the ability of future generations to do the same, is at the core of sustainability. Throughout human history, economic growth has always involved the consumption of more resources and the production of more waste. As humanity begins to push up against the limits of the ecosystem to provide resources and absorb waste, we need to find ways to continue growth – with all of its positive impacts on the community – while reducing the environmental impact of that growth.

Your performance in this category was based on an assessment of:

- Sustainability measures tracked by your community.
- Political and administrative support for sustainability from local government.
- The sustainability project described in your questionnaire.

The table below provide a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Sustainability Measures	Sustainability Support	Sustainability Project	Sustainability Score
<b>Community</b>	<b>3.75</b>	<b>5.00</b>	<b>2.50</b>	<b>3.75</b>
High	5.00	5.0	5.00	5.00
Average	4.19	4.56	3.58	4.11
Low	1.67	1.25	2.00	1.64



## Engagement

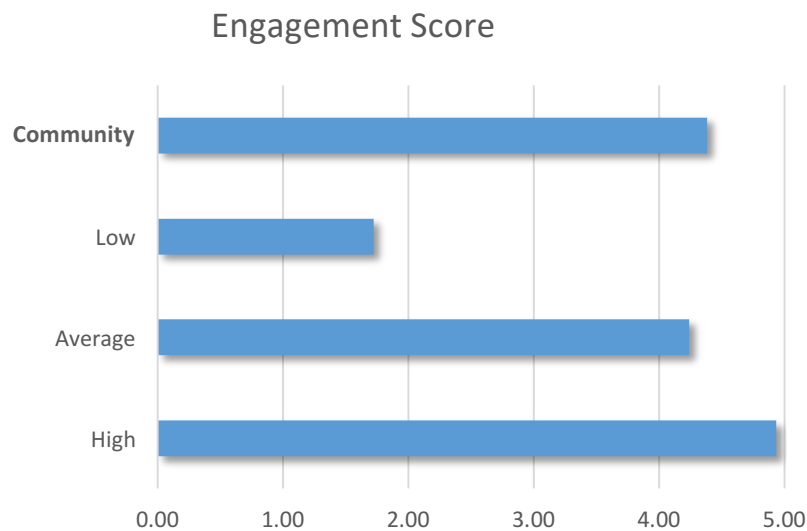
It is all too common for a community's leaders or groups of citizens to set themselves against changes that would ultimately benefit the community. The willingness to embrace change and the determination to help shape it, however, are core competencies of the Intelligent Community. Few places naturally possess those competencies. They must be cultivated, often over years, through advocacy.

Your performance in this category was based on an assessment of:

- Citizen engagement in community progress.
- Effectiveness of economic development marketing of Intelligent Community advantages.
- The engagement project described in your questionnaire.

The table below provide a comparison between your community's performance and that of the high, average and low of our global data set. These results are illustrated in the graph that follows.

	Citizen Engagement	Econ Dev Marketing	Advocacy Project	Advocacy Score
<b>Community</b>	<b>5.00</b>	<b>5.00</b>	<b>3.15</b>	<b>4.38</b>
High	5.00	5.0	8.40	4.93
Average	4.65	4.63	3.43	4.24
Low	1.43	2.14	1.6	1.72



## Conclusion

This report provides a high-level view of your community's performance in the Intelligent Community Index. We encourage you to take advantage of other ICF programs that support your community's progress toward becoming an Intelligent Community ready to prosper in the broadband economy while building a stronger society and better quality of life:

- **Intelligent Community Awards.** Completion of the Index questionnaire qualifies your community for entry into the Intelligent Community Awards program. This high-profile program names the Smart21 Communities of the Year in October, the Top7 Intelligent Communities of the Year in February, and the Intelligent Community of the Year in June. There is no fee for participation. More details are provided in the Appendix.



- **Publications.** We invite you to review our collection of free white papers and to purchase books by ICF on our Web site and from Amazon. Purchase prices begin at US \$14.95.
- **Online Consultation.** You may schedule an online consultation with an ICF executive, who will review your questionnaire in greater detail, interview you on the community's challenges and opportunities, and offer guidance based on the experience of leading communities. A 60-minute Web conference is available for US\$500.
- **Community Accelerator.** Our fifteen years of experience with Intelligent Communities is captured in an education and mentoring program called the Community Accelerator. You may select from modules including an Accelerator Keynote, a half-day Online Master Class, two-day live Master Class, Mentoring from ICF's network of communities, and a detailed Metric Analysis of your community's challenges, opportunities and readiness. Fees begin at US\$5,000.

## Appendix: The Award Program

Completion of the Index questionnaire entitles your community for consideration in the annual ICF Awards progress. From the Index data and ICF's own research, we name the Smart21 Communities of the Year in October of the preceding year. Selection of the Smart21 is based on quantitative analysis of data obtained from communities as well as analysis of qualitative information by an independent panel of academic researchers.



### Top7 Stage

The communities named to the Smart21 are then invited to complete a detailed questionnaire for consideration as one of the Top7 Intelligent Communities of the Year. Data from the Top7 questionnaires is analyzed by an independent research company that helped ICF develop its unique methodology. Like the Smart21 selection, the analysis mixes quantitative information, which is rated based on international performance standards, and evaluation of qualitative information submitted by the community. The result is a numerical score on each of the Intelligent Community Indicators as well as the annual theme.

The final step in the process is based on site visits by ICF co-founders to each of the Top7. Reports from those site visits are reviewed by an international jury comprised of past Intelligent Communities of the Year, Intelligent Community Visionaries and subject matter experts, who also have access to the quantitative data on each community. The votes of the jury are combined on a weighted basis with the quantitative scoring of the research company to select the Intelligent Community of the Year.



### Intelligent Community of the Year

The Top7 commit to attending the annual Summit of the Forum in June at locations that rotate around the world. During the Summit, they are introduced to attendees, honored in award ceremonies, and interviewed on their achievements. On the final day of the Summit, one of the Top7 is named the Intelligent Community of the Year, and continues in that role for the following 12 months.

### Benefits

Community leaders tell us that participating in the program brings important benefits including:

- Significant earned media through editorial coverage in local, regional and international press.
- Enhanced brand value for the community in its economic development efforts.
- Connection to an international network of peer communities that can help accelerate their progress.
- Validation by a respect third-party of their strategy and achievements, with significant positive impact on community development.