



## Purpose

Community submitted an Index Questionnaire providing data for analysis by ICF and requested consideration for the 2020 Intelligent Community Awards program. The city was named to the Smart21 Communities of the Year, semi-finalists for the coveted Intelligent Community of the Year award, when they were announced in October 2019. The city also submitted a Top7 questionnaire and was named to the Top7 in February 2020, but it was not named Intelligent Community of the Year in October. This Accelerator Analytics Report provides insight into how Community ranked compared to ICF's global data set as well as to contenders for the Smart21, Top7 and Intelligent Community of the Year in 2019-2020.

## Intelligent Community Factors

The Intelligent Community Forum's Awards program is based on a set of Intelligent Community Factors identified by the Forum as critical to success in developing a competitive and inclusive local economy today. They are:

### Connect

High-speed connections for computers and mobile devices are the infrastructure no community can do without. Through those connections come employment opportunity, education, commerce, information, entertainment and community participation. Businesses depend on them to manage their operations, reach customers and attract employees. Governments and nonprofits use them to deliver better services for less money to more people. Communications is not a traditional policy matter for local government. But local governments today cannot afford to ignore it. Broadband connections are as vital as the quality of roads, water, electricity and the other essentials of modern life.

### Work

Management consultant Peter Drucker coined the term “knowledge work” in the Seventies, when he predicted that it would soon become impossible to live in the middle class if manual work was your only skill. His prediction has come dramatically true, as all opportunity for meaningful, well-paying employment has shifted to those with skills, from the construction trades and automated factories to technology, finance and business management. Intelligent Communities create a knowledge workforce through strong and continuing collaboration among local government, employers and schools. Together, they turn education into a ladder of opportunity that teaches skills that are in demand and connects young people with opportunities in the region to strengthen the community’s economic and social foundation. They also create avenues for lifelong learning to ensure that the skills of their people continuously evolve to equip them for new job opportunities.



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### **Innovate**

Economist Robert Solow won the Nobel Prize in 1987 for proving that 80% of all economic growth comes from developing and using new technology. That’s a stunning number. It means that if the employers, institutions and government of your city or county are not creating new opportunities or putting new technology to work, you are missing out on 80% of the potential growth in today’s economy. That’s why every place needs an innovation strategy. 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.

### **Engage**

More than ever before, citizens and organizations in the community have digital tools at their disposal for communicating, developing coalitions, coordinating action and turning the fears or enthusiasms of a few people into a community-wide movement. Engagement today means using the traditional tools of community development and the new generation of digital tools to educate citizens and organizations and to seek their real involvement in decision-making. It is about giving them a framework for understanding, listening to them and letting them know they have been heard.

### **Include**

The explosive advance of the digital 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 also disrupted industries from manufacturing to retail services, enlarging the number of people for whom the digital revolution is a burden rather than a blessing. Helping these people find a place in the digital economy is a practical as well as moral imperative. Effective digital inclusion programs target three aspects of exclusion: affordable access to digital technology and connectivity, the skills to put the technology and connectivity to work, and motivation for the unconnected to adopt digital habits.

### **Sustain**

Environmental sustainability is a global concern with local impact. A community's people experience the environment at the local level, from air quality to water pollution. When communities make sustainability a goal, they energize community groups, neighborhoods and community leaders with the promise of making a difference. The work of these groups meets sustainability goals – but just as important, it strengthens the community's identity and creates civic pride that powers more positive change. Sustainability is also good for the economy. As the world is turning its attention to reining in human impact on the planet, sustainability is generating substantial new opportunities for technology advance, business growth and employment in green industries.

## **Evaluation Process**

ICF tracks hundreds of cities, towns and regions around the world and receives up-to-date information from them throughout the year. From this data, ICF conducts an analysis of quantitative data while an international team of academic Analysts from

the US, Canada, Japan and South Korea evaluates the qualitative (narrative) data on each community based on the Community Accelerator strategy. The process produces a numeric score for each Factor and the categories within it, which provides an essential benchmark of strengths and weaknesses in the community's current performance.

### Smart21 and Top7

Based on this process, ICF selects 21 communities each year to serve as global models for development. Communities named to the Smart21 are then invited to submit detailed questionnaires for consideration for the Top7 Intelligent Communities of the Year. Quantitative data from the Top7 questionnaires is again analyzed by ICF while the same team of Analysts reviews and scores the extensive qualitative information provided in the questionnaires. The scores resulting from this analysis are averaged with the scores from the Smart21 stage to produce a numerical score on each of the Intelligent Community Indicators. The seven top-scoring contenders become the Top7 Intelligent Communities of the Year.

### Intelligent Community of the Year

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. The votes of the jury are combined on a weighted basis with Top7 scoring to select the Intelligent Community of the Year.

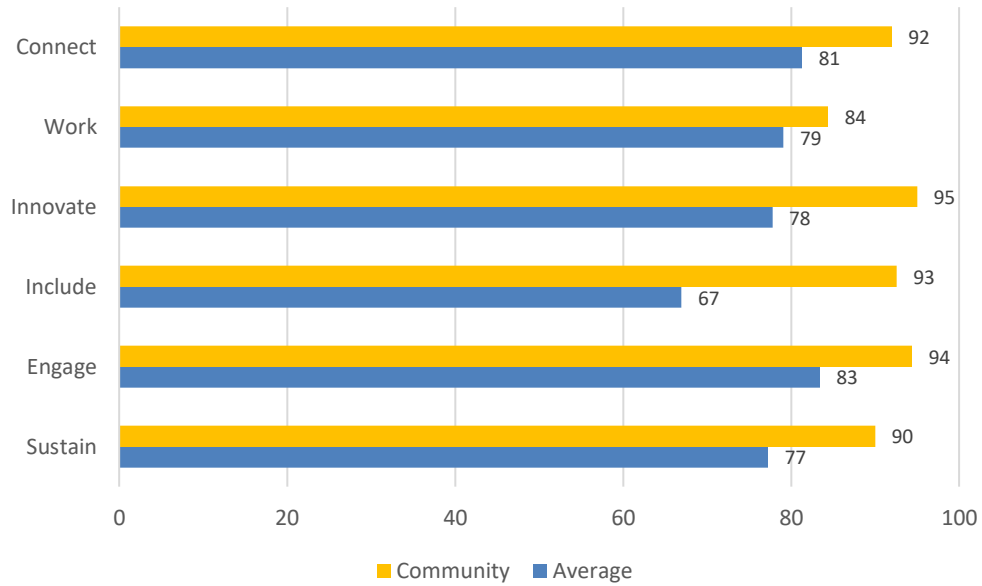
## Global Index

The charts below compare Community to ICF's global database, which includes the most recent five years of data on communities from the Americas, Europe, the Middle East and Asia-Pacific, with populations ranging from under 10,000 to more than 12 million. Out of a possible 100 points for each category, Community achieved the scores shown.

	Population	Population Density (km2)
Highest	12,330,126	144,421
Average	746,398	2,343
Lowest	2,323	4

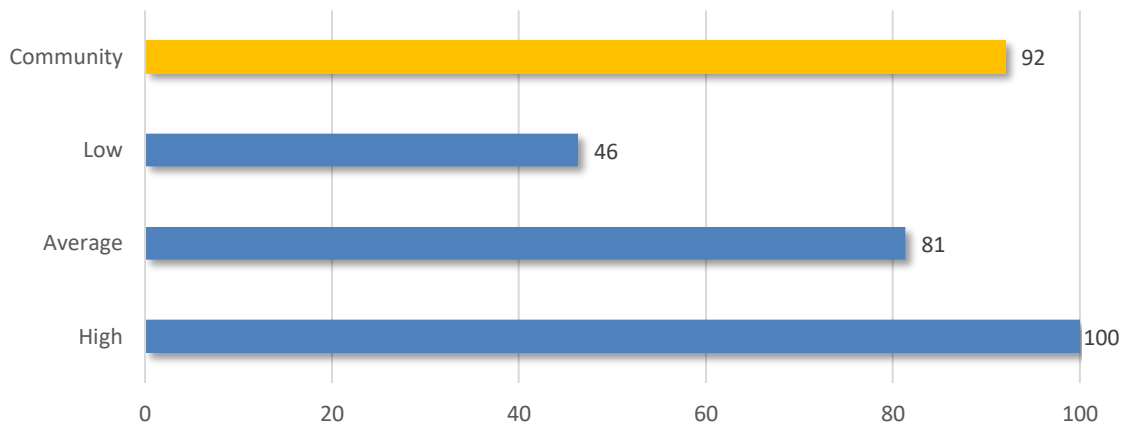
Population Density of Communities		National Economy	
High	Medium-to-Low	Industrialized	Developing
39%	61%	91%	9%

### Intelligent Community Index International Comparison

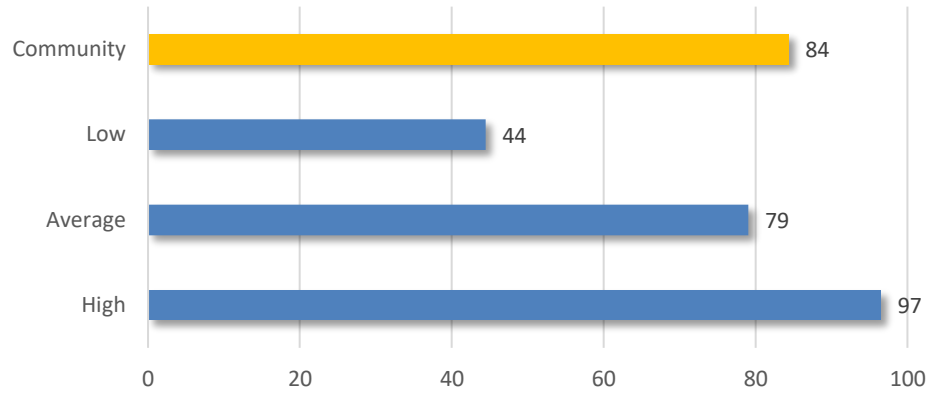


Community exceeded the global average all six Factors of the Community Accelerator strategy.

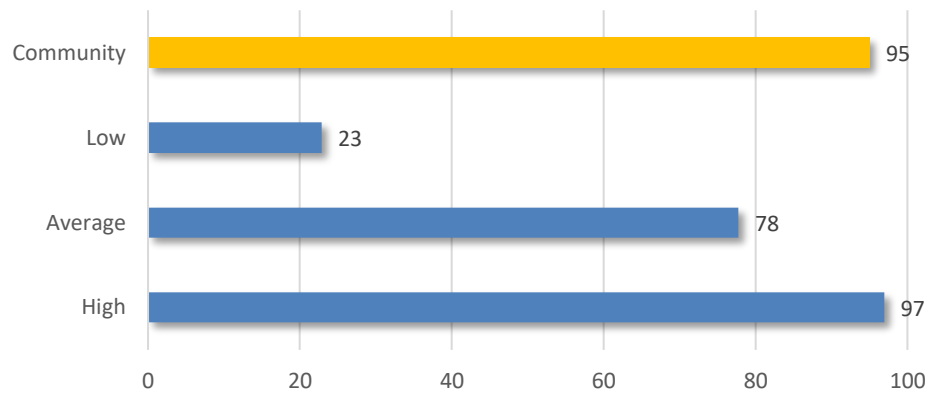
### Connectivity Score



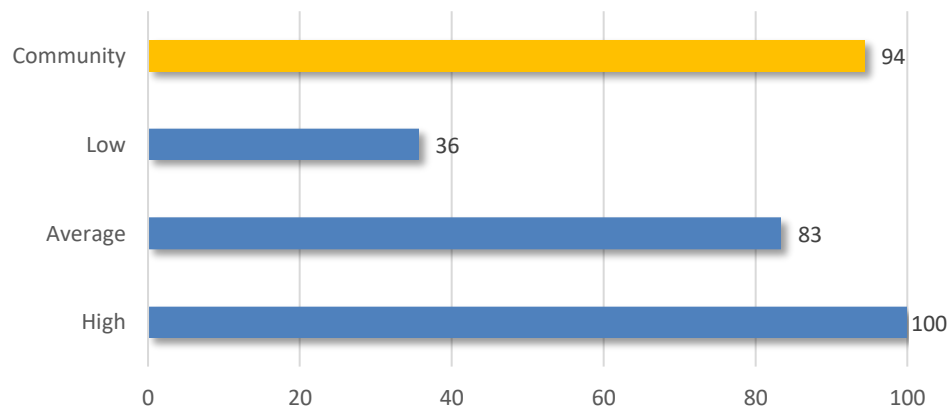
### Knowledge Workforce Score



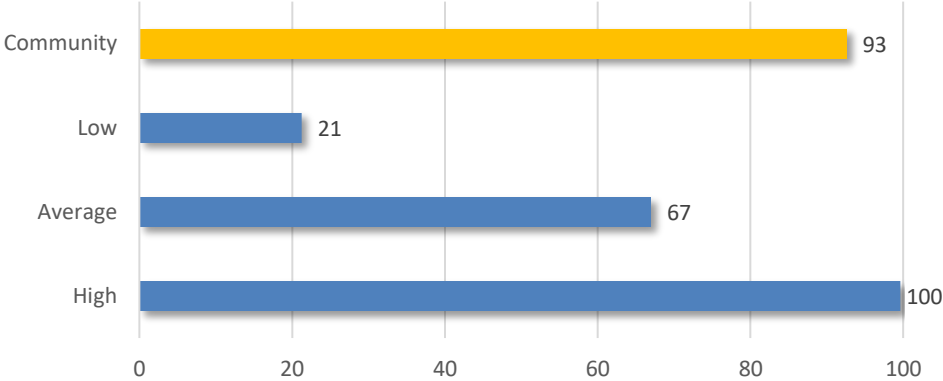
### Innovation Score



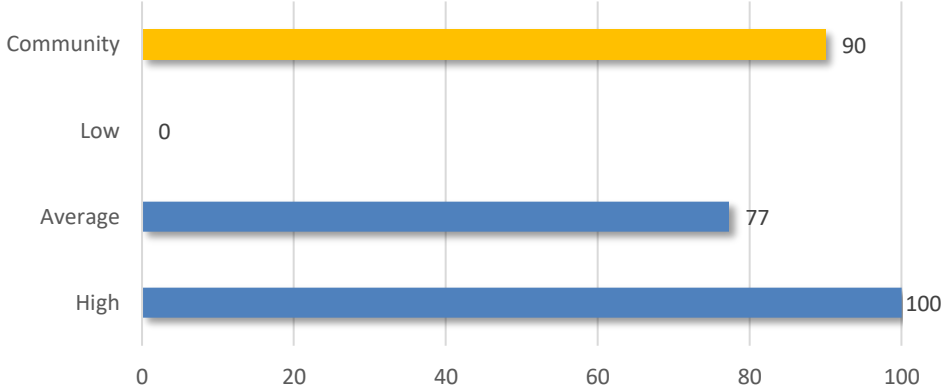
### Engagement Score



### Digital Inclusion Score



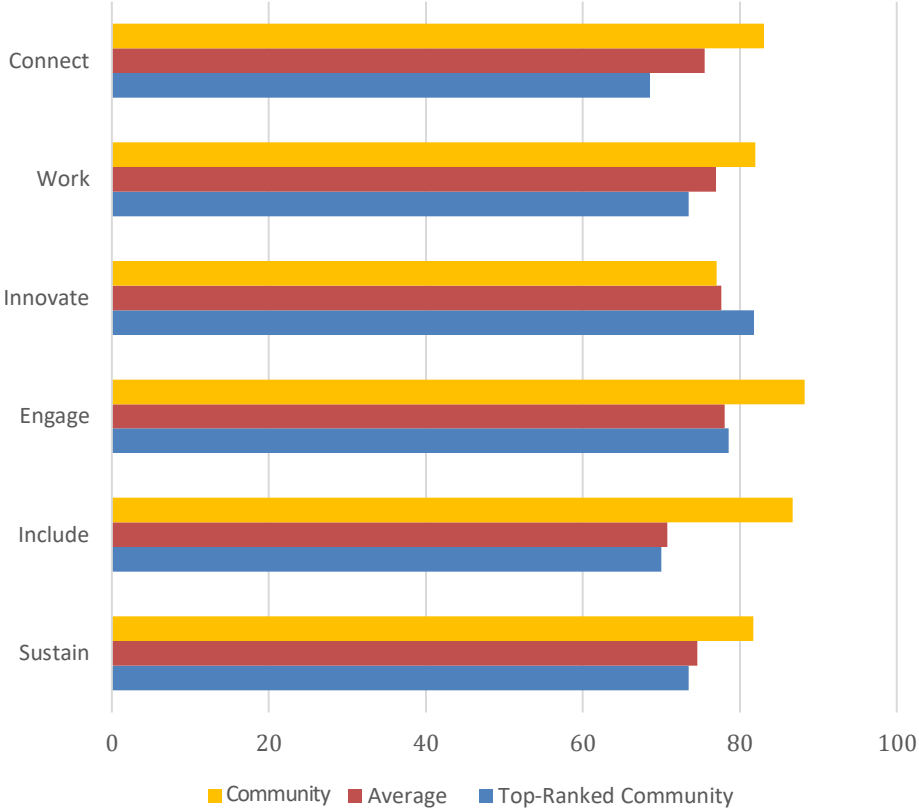
### Sustainability Score



### Smart21/Top7 Comparison

The chart below combines the results of the Smart21 and Top7 stages of the 2019-2020 competition on an equally weighted basis, as they are evaluated in selection of the Intelligent Community of the Year. Out of a possible 100 points for each category, Community received the following scores, compared with the average of the combined Smart21/Top7 and the top-ranked community at each stage.

### Smart21/Top7 Comparison

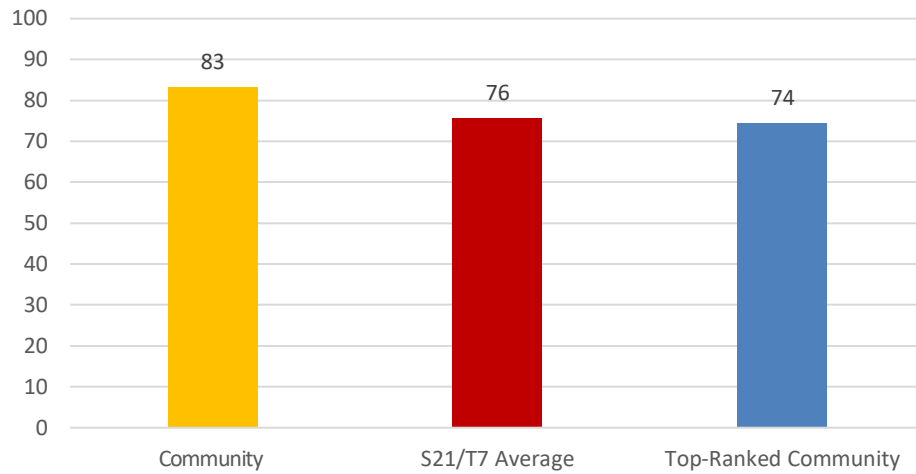


Category	Community	Group Average	Top-Ranked Community
Connectivity	<b>83%</b>	75%	69%
Knowledge Workforce	<b>82%</b>	77%	74%
Innovation	<b>77%</b>	78%	82%
Engagement	<b>88%</b>	78%	79%
Digital Inclusion	<b>87%</b>	71%	70%
Sustainability	<b>82%</b>	75%	73%

Averaging the scores for all of the Indicators, Community outscored the Smart21/Top7 average by 7 points and the top-ranked community by 9 points. Had the competition ended at the Top7 stage, Community would have been named Intelligent Community of the Year. However, the awards process includes one more step.

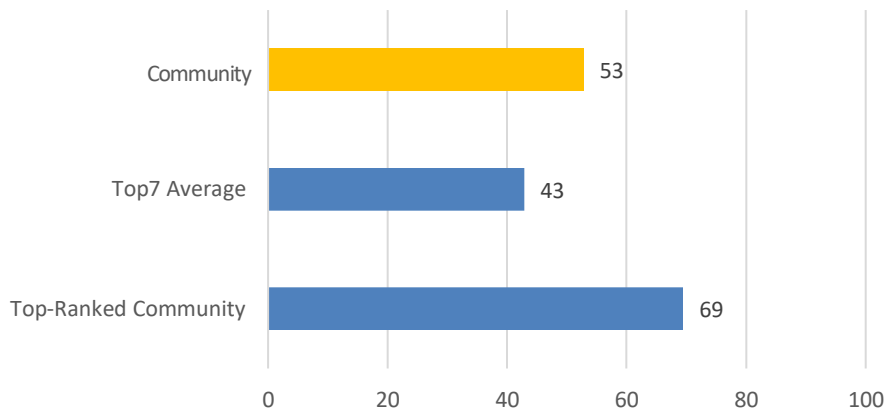


### Average S21/T7 Scoring



In addition to the scoring of the quantitative and qualitative factors, the international Awards jury reviewed reports from virtual site visits conducted by ICF's co-founders. Their vote makes up 30% of the total score and may either support the results of the analysis or, less frequently, counter them. This year presented an unusual case: all seven communities in the Top7 scored very closely, with the top four communities separated by only 2 percent points. The jury's vote favored another candidate over Community. Because the scoring was so close, the jury's vote had a bigger impact than usual and catapulted a lower-ranked community into the Intelligent Community of the Year.

### Jury Scoring



While this result was unexpected, ICF stands by its methodology, which combines quantitative analysis with evaluation of qualitative information by a wide range of participants.

## Analysis & Recommendations

The mission of the Intelligent Community Forum is to share the best practices of communities that consciously prepare themselves for economic, social and cultural growth in the global economy of the 21<sup>st</sup> Century. We view our Intelligent Communities as experts in the art of defining challenges, building public support for addressing those challenges, and implementing programs that incorporate information and communications technology (ICT) to achieve their goals.

A review of Community's Smart21 and Top7 questionnaires reveals both strengths and opportunities for improvement.

### Connectivity

Category	Community	Group Average	Top-Ranked Community
Connectivity	<b>83%</b>	75%	69%
Percent of average & top-ranked community		110%	121%

### Quantitative Questions

On the quantitative questions, the city received 90% of available points, compared with 78% for the Smart21/Top average and 70% for the top-ranked community:

- For competition among broadband providers, Community scored 100% compared with 95% for the group average and 80% for the top-ranked community.
- For adoption of broadband, Community scored 80% compared with 70% for the group average and 60% for the top-ranked community.
- For the cost of connectivity, Community scored 100% compared with 80% for the group average and 100% for the top-ranked community.

### Qualitative Questions

The response to the qualitative questions received 74% of available points, compared with 65% for the average of the Smart21/Top7 and 65% for the top-scoring community. Projects included:

- Community Broadband
- Velocity: Beyond Borders
- Enhanced Speed and Services

These examples made a positive impression on the Analysts, as indicated by the scoring. The city's answer was rich in detail about the origins of the projects, their challenges, and impressive results. Notable about the project was their strategic diversity: Telecom focusing on high-demand government and business customers,

the WiFi project on bringing quality service to those who might not otherwise have access, and development and management of the investment in bringing FTTP to the residential market and small business. We can recommend no improvement in this section of the questionnaire.

## Knowledge Workforce

Category	Community	Group Average	Top-Ranked Community
Knowledge Workforce	<b>82%</b>	77%	74%
Percent of average & top-ranked community		106%	111%

## Quantitative Questions

For the quantitative questions, Community received 89% of available points compared with 84% for the group average and 86% for the top-scoring community:

- The city’s application of technology in schools and education-to-employment programs received 80% of available points, compared with 88% for the group average and 80% for the top-ranked community.
- Programs to help students transition into work in the community were awarded 100% of available points compared 92% for the group average and 83% for the top-ranked community.
- Educational attainment received 100% of available points compared with 80% for the group average and 76% for the top-ranked community.
- Access to higher education received 89% of available points compared with 84% for the group average and 86% for the top-ranked community.
- Job creation received 80% of available points compared with 68% for the group average and 40% for the top-ranked community.

## Qualitative Questions

Analysts gave the answers to the qualitative questions 69% of available points, compared with 61% for the group average and 58% for the top-ranked community. Examples included:

- CommunityLab
- Industry Education Council
- College Future-Ready Premium Employer Program

The relatively high scoring of these projects indicates their perceived value to the Analysts. CommunityLab is a good example of a government-academic collaboration aiming to retain young talent while serving the city’s need for internal innovation. In a side note, one Analyst did question whether the program would

develop more value if local business had a role in it as well. One question left unanswered by the questionnaire is the future of this program, which will have completed its three-year pilot at the end of 2020.

The Industry Education Council is another program that is squarely in the cross-sector collaboration model of ICF and focuses on career preparation of local students. The three projects – Coding Boot Camp, Community Code Clubs and Edge Factor – were all relevant and made more effective by the existence of a permanent organization with a defined strategy and long track record. The same is true of the new Future-Ready Premium Employer Program. Its design engages employers and the community college in giving students learning experiences that will prepare them for local career success. We can recommend no improvements to this section and look forward to learning the result of the Future-Ready Premium program in a future questionnaire.

## Innovation

Category	Community	Group Average	Top-Ranked Community
Innovation	77%	78%	82%
Percent of average & top-ranked community		99%	94%

## Quantitative Questions

Community received 86% of available points on the quantitative questions, compared with 89% for the group average and 100% for the top-ranked community.

- Community received 60% of available points for local government support of innovation, with policies still under review before approval and publication. The Smart21/Top7 average was 89% and the top-ranked community received 100%.
- For innovation programs, the city received 100% of available points compared with 88% for the group average and 100% for the top-ranked community.
- E-government services in Community received 100% of points based on 11 reported programs, compared with 89% for the group average and 100% for the top-ranked community.

## Qualitative Questions

The answers to the qualitative questions received 60% of available points. To put that into context, the group average received 58% while the top-ranked community earned 58%. Examples included:

- Open Data Portal
- LED Streetlamp Project
- WLG
- Pharmaceuticals
- Center for Integrated Transportation and Mobility
- Life Sciences Consortium

The Community Accelerator strategy describes how communities can develop their local economies into innovation ecosystems that unite government, business, educators, healthcare and other nonprofit organizations in the “triple helix.” The partnerships gain greater leverage by connecting with citizens and civic groups as well.

The scoring of Community’s projects relative to the group reflects their contributions toward this model. The following comments provide feedback on the Analysts’ perceptions of the examples:

- The first two projects – Open Data Portal and LED Streetlamps – were fairly standard offerings for progressive cities in North America. The improvement in open data ranking from Public Sector Digest reflects Community’s commitment to continuous improvement. The Streetlamps project appeared to be well-targeted to the most pressing need and likely to achieve its multiple goals.
- The profiles of WLG and Pharmaceuticals were clear and persuasive. It is difficult to find a story of innovation in legal practice, but WLG’s story is particularly suited to the Community Accelerator strategy, focusing as it does on economic and community development. Pharmaceuticals offers the same strong focus on the community, from its base at the Innovation Park to the engagement of the city’s economic development team.
- The two public-private nonprofits – CITM and Life Sciences – were also strong examples of supporting innovation in autonomous vehicles and life sciences. The Life Sciences example was particularly good in identifying its strategic importance – to extract greater commercial value from the city’s current strengths – and providing a sustainable strategic foundation for such individual successes as Pharmaceuticals. CITM was notable for having achieved two significant milestones in its first two years: the launch of its Smart City Lab at Innovation Park and the agreement to establish an autonomous vehicle testing platform.

We can recommend no improvements to this section of the questionnaire.

## Engagement

Category	Community	Group Average	Top-Ranked Community
Engagement	<b>88%</b>	78%	79%
Percent of average & top-ranked community		113%	112%

### Quantitative Questions

In this category, Community received 100% of available points for the quantitative questions, compared with 96% for the group average and 100% for the top-ranked community.

### Qualitative Questions

Its response to the qualitative questions received 70% of available points, compared with 59% for the group average and 59% for the top-scoring community. Answers to the qualitative questions described three initiatives:

- Our Future Community
- Community Immigration Partnership Council
- Community Community Foundation

Successful engagement encourages citizens and institutions to develop, build and maintain a shared vision of how the community will adapt to the challenges of the digital age, maintain or restore economic vitality, and address social challenges. The first two projects are models of their kind for citizen-centric urban planning and the ongoing attraction and integration of immigrants. The Foundation example is an interesting addition: a nonprofit financial “infrastructure” that enables many different community engagement programs to be successful. We can suggest no improvements in this section of the questionnaire.

## Digital Inclusion

Category	Community	Group Average	Top-Ranked Community
Digital Inclusion	<b>87%</b>	71%	70%
Percent of average & top-ranked community		122%	124%

### Quantitative Questions

In this category, Community received 100% of available points for the quantitative questions, compared with 77% for the group average and 78% for the top-ranked community.

### Qualitative Questions

Its response to the qualitative questions received 82% of available points, compared with 62% for the group average and 64% for the top-scoring community. Answers to the qualitative questions described three initiatives:

- City School and Xperience Annex
- Youth Coding Clubs
- Digital Main Street – Community Business Center

The Community Accelerator strategy focuses on three aspects of digital inclusion: providing access to technology and connectivity, training people and employers in the digital skills they need and motivating them to adopt digital services to enhance their work and life. The first two programs are fine examples of these values as they apply to citizens, especially the disadvantaged residents of low-income neighborhoods. Entrenched, multi-generational poverty is one of the toughest challenges facing any community and City School is one of the most imaginative approaches to the problem that ICF has seen. Coding clubs for young people are a fairly standard activity, but Community stands out for the number of programs offered by multiple partners.

Digital Main Street targets a challenge that has long been ignored in economic development: the slow pace of digital adoption by small businesses, which collectively employ most working people. Because the program is new, its results are unknown, but the example does well to note that applications for funding were oversubscribed, signaling serious interest on the part of business owners. We can recommend no improvement in this section of the questionnaire.

### Sustainability

Category	Community	Group Average	Top-Ranked Community
Sustainability	<b>82%</b>	75%	73%
Percent of average & top-ranked community		110%	111%

### Quantitative Questions

On the quantitative metrics, Community provided data for all measurements and achieved a score of 93% of available points, compared with 87% for the group average and 48% for the top-ranked community.

### Qualitative Questions

The city's answer to the qualitative question received 61% of available points, compared with 57% for the group average and 50% for the top-ranked community. Its answers covered:

- Sustainable Transportation Plan
- Climate Change Task Force
- Energy Initiatives

The three projects scored well for their combination of detailed and goal-driven planning and the broad range of positive results they achieved: declaration of a climate emergency, reduction of 24,000 tonnes of GHG from commuting, decrease in energy intensity by 25% and overall GHG reduction of 38%. The presentation of the plans was excellent – even the Climate Change Task Force, which is newly created and has only goals to report on – for their specificity and practicality. We can recommend no improvement in this section of the questionnaire.

## Conclusion

We thank you for submitting your nomination for ICF's 2020 Awards cycle and look forward to welcoming future nominations from your community. Most Analytics Reports detail area where communities scored below their competition and offers recommendations for improvement in programs or how they are presented. In 2020, we found nothing that could be improved. We believe it is very likely that Community can achieve Intelligent Community of the Year status in the future.

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:

- **Publications.** We invite you to review our collection of reports on the ICF Factors and books on our Web site. 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 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, and Coaching from ICF's network of communities.



Co-Founder  
Intelligent Community Forum