

# Community Accelerator Program

## Community Metrics Questionnaire



Please answer the questions below to provide essential information about your community. The questions are in two sections. The Detail Data section asks for numbers, specific examples of programs, companies, funding methods and so on. The Summary Data section asks for a narrative about your community: its background, challenges, strategies and results.

We understand that not all information requested in the form may be available. If you are unable to provide a reasonably accurate answer, leave the question blank. Your answers will provide data for a Community Metrics analysis by the Intelligent Community Forum, using the methodology used to select the Intelligent Community of the Year. From an analysis of your data, ICF will issue a written report providing:

- A quantitative ranking of your community against a composite of nearly 30 Intelligent Communities in nations around the world
- A qualitative interpretation of the results that indicates where your community should focus resources to make the biggest difference, and suggests relevant best practices from the ICF's data on Intelligent Communities

Before you complete the questionnaire, please review the description of the Intelligent Community Indicators and Success Factors beginning on page 21. Then answer the questions by filling in the fields. Each field will expand to make room for your complete answer. Save the file to your computer and email to ICF at [rbell@intelligentcommunity.org](mailto:rbell@intelligentcommunity.org).

### Name of Community

Dakota County, Minnesota, USA

### Detail Data

#### Background

1. Population	398,487 (2008 estimate)	2. Labor Force	231,456 (June 2009)	3. Area	586 square miles																						
4. Top Industries by Employment	<table border="1"> <thead> <tr> <th>Industry</th> <th>Avg Number of Employees</th> </tr> </thead> <tbody> <tr> <td>Total, All Industries</td> <td>174,517</td> </tr> <tr> <td>Retail Trade</td> <td>22,029</td> </tr> <tr> <td>Manufacturing</td> <td>19,442</td> </tr> <tr> <td>Health Care/Soc. Assist</td> <td>16,356</td> </tr> <tr> <td>Educational Services</td> <td>13,857</td> </tr> <tr> <td>Wholesale Trade</td> <td>10,056</td> </tr> <tr> <td>Construction</td> <td>9,564</td> </tr> <tr> <td>Finance and Insurance</td> <td>9,228</td> </tr> <tr> <td>Information</td> <td>9,046</td> </tr> <tr> <td>Pro/ Technical Svs</td> <td>9,017</td> </tr> </tbody> </table> <p>Top employers are: Thomson Reuters, Fairview Ridges Hospital, Goodrich Sensors and Integrated Systems, Blue Cross-Blue Shield, Unisys, Lockheed Martin, US Postal Service, UPS, Ecolab Research, Prime Therapeutics, Delta Dental, CHS, Delta Air Lines, FAA, Smead Manufacturing, Ryt-Way Industries, Con-Agra, Coca-Cola, Despatch Industries, Northland Insurance, Flint Hills Resources, Sportsmans Guide, Uponor.</p>					Industry	Avg Number of Employees	Total, All Industries	174,517	Retail Trade	22,029	Manufacturing	19,442	Health Care/Soc. Assist	16,356	Educational Services	13,857	Wholesale Trade	10,056	Construction	9,564	Finance and Insurance	9,228	Information	9,046	Pro/ Technical Svs	9,017
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5. Emerging sectors or clusters with potential for growth	Information processing led by Thomson Reuters, Unisys, Delta Air Lines, Blue Cross-Blue Shield, and other insurance firms. Advanced																										



	manufacturing led by Goodrich Sensors and Integrated Systems, Lockheed Martin, Smead Mfg, Uponor and Despatch. Food, Energy and Chemicals led by CHS, Flint Hills Resources, Con-Agra, Ecolab. Transportation, shipping and logistics led driven by the proximity to the MSP Airport. An emerging sector is the medical device industry, primarily as suppliers to the larger device manufacturers located elsewhere in the metro area such as Medtronic, Boston Scientific and others.
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**Indicator #1: Broadband**

6. Which of the following broadband access systems are available in your community, and are they provided by the private sector, public sector or a public-private partnership?

<input checked="" type="checkbox"/> <b>DSL</b>	<input checked="" type="checkbox"/> Private-sector	<input type="checkbox"/> Public-sector	<input type="checkbox"/> Public-private partnership
<input checked="" type="checkbox"/> <b>Cable modem</b>	<input checked="" type="checkbox"/> Private-sector	<input type="checkbox"/> Public-sector	<input type="checkbox"/> Public-private partnership
<input checked="" type="checkbox"/> <b>Fiber optics</b>	<input checked="" type="checkbox"/> Private-sector	<input checked="" type="checkbox"/> Public-sector	<input type="checkbox"/> Public-private partnership
<input checked="" type="checkbox"/> <b>Wireless</b>	<input checked="" type="checkbox"/> Private-sector	<input type="checkbox"/> Public-sector	<input type="checkbox"/> Public-private partnership
<input checked="" type="checkbox"/> <b>Satellite</b>	<input checked="" type="checkbox"/> Private-sector	<input type="checkbox"/> Public-sector	<input type="checkbox"/> Public-private partnership

7. Please indicate the percentage of the following groups of users who have access or connection to the Internet at broadband speeds.

	% with access to broadband (homes or organizations "passed")	% connected to broadband
Households	98.6 Data from Connected MN mapping%	74%
Businesses	?%	?%
Government	100%	95%
Educational and nonprofit	Education 100 Non-profit?%	Education 100 Non-profit?%

8. Please indicate the minimum and maximum broadband speeds available to residential customers in your community, and the monthly price of that service. Be sure to indicate the currency you are using.

	Speed	Monthly Cost	Currency
Minimum	768k Frontier	\$39	US Dollars
	1.5 Mb Comcast	\$24	
	1 Mb Charter	\$19	
	1.5Mb Qwest	\$19	
Maximum	50 Mb Comcast	\$150	US Dollars
	3 Mb Frontier	\$49	
	5 Mb Charter	\$54	
	20 Mb Qwest (limited availability)	\$59	

**Indicator #2: Knowledge Workforce**

9. Please indicate the percentage of your population in the following categories.

Less than high school (secondary) degree	5.6%%	High school (secondary) degree	23.4%
Undergraduate (university) degree	27.2%	Graduate degree (M.A., Ph.D., Eng., etc.)	10.5%
	Some College - 23.1%		
	2 year degree - 10.2%		

10. Please indicate the number of degrees awarded in all disciplines in your community during the most recent academic year.

Community college or technical school graduates	2984 These numbers are for Dakota County Colleges only. Most Twin Cities higher educational institutions are located in Minneapolis or St. Paul. These numbers dramatically underestimate the higher education resources available to students and the graduating talent available to area companies.	Undergraduate degrees (B.A., B.S., etc.)	164	Graduate degree (M.A., Ph.D., Eng., etc.)	145
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11. Please indicate the approximate number of people in your community are currently enrolled in continuing education (e.g., adult education) and the source of this data.

Continuing or adult education enrollment	19,929
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12. How many jobs did your community create in the last 36 months that depend on information and communications technology; e.g., IT, telecom, customer service, manufacturing, distribution, financial services, media, etc.?

All jobs	32,840 Job Creation 5,628 Net Job Flow	Jobs depending on ICT	5,313 Job creation 1,063 Net Job Flow
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### Indicator #3: Digital Inclusion

13. Please explain why digital inclusion is important to your community and describe your community's policies on digital inclusion.

Dakota Future has recognized the critical nature of the digital inclusion challenge. In our broadband policy, we state "Broadband access should be affordable and competitively priced when compared to our global competitors. For those who cannot afford home broadband and the necessary computer, public access should be made available at schools, libraries, senior and community centers, and affordable housing developments."

Dakota County has changing demographics. As a county, we are getting older, more diverse and have higher levels of poverty. Strong action around digital inclusion will be required to ensure that all residents and workers will be able to fully participate in community life. This includes equal access to health care, education and government. It also includes the ability to find employment - finding opportunities, applying for jobs, working from home, starting a business.

Digital access is a critical component of the Dakota County Library System. In its current technology plan expresses this vision - "The people of Dakota County, in and through their Dakota County Library, will have convenient access to library resources through proven technology and telecommunications. Customers will be assisted as needed by a sufficient number of knowledgeable, trained staff who can help them make the best use of both new and traditional information resources"

Digital inclusion also pertains to the business community. From simple DSL to Gb fiber connections, our business community needs price competitive, business class service to compete in the global marketplace. With so many small and home businesses and employees needing 7x24 connectivity, the distinction between home and business connections fade.

14. Please describe up to three programs in your community that aim to increase digital inclusion by providing facilities, hardware and software, training, and incentives.

Name	Funded By	Description	Year Started	Results to Date
Dakota County Libraries	<input checked="" type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	<p>Computers at the Library</p> <p>Computers are available for use by the public in all Dakota County Libraries. A library card registered with Dakota County Library or a photo ID is required to use a public computer.</p> <p>Wireless Internet access is available at all buildings.</p> <p>Free computer classes are offered at all library locations.</p> <p>Internet / Word Processing computers - available at all buildings, these include Internet Explorer and Microsoft Office 2007 (with Word, Excel, Access, PowerPoint, and Publisher).</p> <p>Catalog / Research computers - available at all buildings, these are dedicated to the library catalog and library-selected Research Tools, such as magazine and newspaper indexes, business databases, consumer information, and encyclopedias.</p> <p>Self-Help Center Workstations - available at Burnhaven and Wentworth Libraries for finding legal information</p> <p>Minnesota WorkForce Center Computers - the Galaxie, Heritage and Wescott Libraries each have one computer from the Minnesota WorkForce Center for use by job seekers.</p> <p>JobView® computers - available at the Wescott, Burnhaven, Galaxie and Wentworth Libraries, these use a simple graphical interface to enable job seekers to locate and apply for employment.</p> <p>Children's computers - available at all buildings, these offer a selection of computer games for children.</p> <p>Spanish-language computer - available at the Wentworth Library.</p>	2000	<p>220 computers for public access computers in ten locations.</p> <p>Ongoing computer training classes at all branches.</p> <p>Online tutorials for better computer skills</p>

		Other computers - some buildings also have stand-alone word processing computers with Microsoft Office 2007 but no Internet access. Please call your local library to see what is available. .		
Workforce Centers	<input checked="" type="checkbox"/> Local Gov <input checked="" type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	<p>Computer labs, computer training classes and ad hoc computer assistance is available at Dakota County Workforce Centers.</p> <p>In one of these centers, The Zone, is an area is devoted to youth and their special needs.</p>		
Dakota County Technical College	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input checked="" type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	<p>Both colleges are working to address digital inclusion.</p> <p>DCTC has now opened its campus doors in the afternoons to the general citizenry This is a collaborative effort of the workforce centers and the college.</p> <p>Project Work/Plan offers:</p> <ul style="list-style-type: none"> <li>• Networking opportunities with seasoned professionals and peers</li> <li>• Access to computer labs</li> <li>• Career workshops on topics such as resume building, marketplace trends, and interviewing</li> <li>• Information regarding short-term educational and training options</li> <li>• Access to DCTC faculty, staff, and administration</li> </ul> <p>Inver Hills Community College has a number of initiatives to address digital inclusion:</p> <ul style="list-style-type: none"> <li>-Career workshops to help people get ready for jobs</li> <li>- Fresh and convenient information regarding short-term and long-term educational training options</li> </ul> <p>IHCC is part of a 3 college consortium of a Center of</p>	April 2009	356 participants with the DCTC Project Work Plan since inception.
Inver Hills Community Collge	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input checked="" type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other			

Excellence for Strategic Information Technology and Security with Metropolitan State University in St. Paul and Minneapolis Community and Technical College in Minneapolis

IHCC is part of a 2 college consortium of a Center of Excellence for Access and Opportunity to help better prepare underserved students for college.

Inver Hills Community College has launched an after-school CISCO program for high school students to explore the world of IT at levels not possible at their high school. While not strictly a digital inclusion initiative, it does provide increased opportunity for high speed access and skill building.

#### Indicator #4: Innovation

15. Please explain why innovation is a priority for your community and explain your community's policies promoting innovation.

Innovation has been a hallmark of the Twin Cities economy. The reasons for this innovative behavior are many. The Twin Cities is where three eco-systems come together along the Mississippi - northwoods to the north, great plains to the west and big woods farmland to the east. Some of the world's global innovators were born and continue to thrive in the Twin Cities - 3M, Cargill, General Mills, Medtronic. Dakota County has its share of innovative companies. In Minnesota, one measure of innovation vitality is the MN High Tech Association's Annual Tekne Awards. In 2008, the following Dakota County firms were finalists: Thomson Reuters for technology leadership and technology service; Cool Clean Technologies in the cleantech category; Eco-lab in the cleantech category; and Biothera in the biotechnology category.

Innovation as an economic driver is critical to our economic future. Minnesota's weather (one of four beautiful seasons) is seen by a few ( ; -) as harsh. Our tax climate is generally been viewed as a negative for business development. But innovation has been fueled primarily by a very high quality workforce created through excellent k12 schools, abundant community colleges, technical colleges and state university campuses and the powerhouse University of Minnesota - one of the top research universities in the country.

In Dakota County, we continue to rely on education to drive innovation. At Inver Hills Community College, they partner with CISCO to provide cutting edge education in network security. This supports our area companies who have global data centers in Dakota County - Thomson Reuters, Unisys, Delta Air Lines, Blue Cross Blue Shield of MN. Dakota County Technical College has a unique two-year program in nano technology in a collaborative approach with the University of Minnesota. These students graduate prepared to work across industry lines in biosciences, electronics and other industries.

The four private sector examples below provide a snapshot of the type of innovation occurring in Dakota

County. Goodrich Sensor and Integrated Systems is a global powerhouse in all things that make flying aircraft safer. Imricor is a start-up medical device company with a product that will address a widespread medical condition in heart disease. Performance Office Papers is competing in a mature marketplace through strategic use of technology and workplace practices. Thomson Reuters, as Dakota County's largest employer and Minnesota's largest software development company, partnered with colleges outside of Dakota County to obtain quality software development work at low costs, exposed college students to career opportunities in IT and created a pathway for recruiting high quality, work ready talent.

The public sector examples center out of the Dakota County government but generally rely on collaboration with the cities of the county for their success. The High Performance Partnership (HiPP) institutionalizes collaboration as the preferred approach to problem solving and increasing efficiency and effectiveness. Property taxes in Dakota County are the lowest in the Twin Cities Metropolitan Area due to our ability to attract development and to our ability to work collaboratively on problems and avoiding duplicate solutions.

UMORE Park is a new center of innovation emerging in Dakota County. UMORE Park, located in Rosemount, is a 5,000 acre parcel of land acquired by the University of Minnesota after World War II. This land has served as an agricultural experiment station for many years providing the environment for uninterrupted soils, crops and climate data. For several years, the University has been engaged in a master planning exercise that will result in a new community. Our goal is to ensure that this development spurs innovation and economic development for our entire region and we are engaged with the University to make this happen.

16. Please provide up to three examples of innovation in the delivery of services to constituents and stakeholders by local government.

Name	Funded By	Description	Year Introduced	Results to Date
Dakota County High Performance Partnerships	<input checked="" type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	<p>The HiPP program started in 2004 to identify collaborative opportunities for local governments. The program identified several opportunities for collaboration. THE HiPP program is a joint powers organization including the county and 11 communities. The group has focused on technology, public safety and has recently been focusing on "going green".</p>	2008	<p>Dakota County Communications Center - The joint dispatch center was one of the ideas Dakota County explored with local governments as part of the County's High Performance Partnership Program. The program identified ways that local governments could partner to save money and increase efficiency.</p> <p>The facility's 25,000 square feet of space will house 23 dispatch work stations with 138 computer screens. It will provide up-to-date 800 MHz radio equipment to allow communication with other jurisdictions along with state and federal agencies.</p> <p>Outfitting one service</p>

				center with the advanced radio system, instead of five, saved an estimated \$3.8 million. Dakota County and area cities will also save an estimated \$6 million to \$8 million in operating costs in the first five years.
Dakota County	<input checked="" type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	<b>E-government</b>  Dakota County has moved aggressively to provide both information and services to the online environment.. Public meeting information is found online in print format. Meetings can be watched on demand using sophisticated streaming technology that enables citizens to proceed directly to the portions of meetings that they would like to view. Most county transactions can be done online. Property parcel and tax information is easily available online. The county makes effective use of technology for both internal and external audiences.	Ongoing	Dakota County placed 4 <sup>th</sup> in its population category in the Digital Counties survey. The National Association of Counties (NACo), the Center for Digital Government (Center), Government Technology magazine and the Digital Communities program ask for your help in completing the seventh annual national Digital Counties Survey.
I-Net	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector <input type="checkbox"/> Academic institutions <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	Dakota County operates a growing institutional network (INET) that connects 265 county, city offices, school districts together over owned and leased fiber optics.  Major service centers are connected a 1 Gb. The networks is scalable to provide the bandwidth that each facility requires.  This network providing robust bandwidth and opportunities for redundancy, back-up services and other network services  This network connects to the State of MN Office of Enterprise Technology which serves as the county's ISP.	Several years	Cost savings on bandwidth; collaboration by knitting separate county, school district, municipal and other public sector entities.

17. Please provide up to three examples of innovation in the delivery of products and services by local businesses and institutions, including new business formation.

Name	Description	Incentives (if any)
Goodrich Sensors and Integrated Systems	Success in the commercial and defense aerospace industry depends on two critical factors: speed and innovation. Speed in understanding and responding	As a Dakota Future member, Goodrich has benefitted from the close association with college and

to customer needs by being in tune with the voice-of-the-customer, and innovation, not just in products but, in having the right team to effectively respond to rapid changes in the marketplace. No one understands this better than Goodrich.

workforce agency leaders. These relationships have enabled the company to work together to focus on critical workforce needs.

Minnesota-based Goodrich Sensors and Integrated Systems (SIS) has become one of the most innovative players in the aerospace industry by building a portfolio of highly skilled people, best practices in innovation and leading-edge technologies. SIS has a well-balanced global business mix across all aerospace markets with one third of its sales outside of the United States and more than 3,000 employees strategically located around the world

Goodrich employs approximately 1500 workers in Dakota County -at its main facility in Burnsville and another facility in Eagan.

#### Goodrich's Voice-of-the-Customer Process

Goodrich is committed to continued improvement. We've made it part of our culture by training every Goodrich employee on multiple continuous improvement tools and processes. One critical input on many of the tools and processes is the voice-of-the-customer. Voice-of-the-Customer is a formal, structured process used to gather customer input to fully understand their expectations of the required deliverable. That understanding results in getting the right information to get the right deliverable at the right time. It touches all phases of the deliverable's life cycle: design, development, testing, certification, manufacturing and ultimately, the support of all the products and system in service.

Examples of new product innovation include the new SIS Smartprobe. The SmartProbe air data system provides all critical air data parameters for the aircraft's flight control, pilot display and other systems. It has become the preferred air data system throughout the aerospace industry and is used on commercial and military aircraft, regional and business jets, helicopters and unmanned aerial vehicles. The flexibility and versatility of next generation SmartProbe systems make them suitable for flight control systems ranging from traditional flight controls to full fly by wire flight control applications.

The SmartProbe system offers a simpler architecture over traditional air data systems. It reduces the number of individual system components, eliminates pneumatic plumbing, and is smaller, lighter and uses less power. The results are impressive:

- 75% reduction in system components
- 80% reduction in maintenance costs
- 50% reduction in system weight

- 25% increase in operational readiness
- 35% increase in system reliability

A very different product, while still aimed at providing pilots and crew with the best information is the Goodrich Cockpit Data Management Solution or the Electronic Flight Bag. The CDMS portfolio includes needs assessment, hardware and software development, integration services, qualification testing and certification, and worldwide 24/7/365 support. Solutions from the CDMS portfolio include ready-to-use cockpit data management systems that streamline airline operations, improve flight crew situational awareness and reduce operating costs. Systems from the CDMS portfolio are highly functional and scalable to support current and future technology needs. Systems range from traditional EFBs to NextGen Air Transportation System ADS-B enabled EFBs that offer airlines the lowest risk, highest value cockpit data management systems available today.

The centerpiece of the CDMS portfolio is the Goodrich SmartDisplay™ EFB which has been selected by several major U.S. airlines for operational use by the end of 2009. Standard applications can be accessed through Goodrich's front-end Applications Manager. An expanded software suite allows Goodrich and the airlines to add third-party applications to meet their individual needs. Goodrich can also develop customized airline-specific applications. Real time wireless system connectivity, content and data management services are also available.

The SmartDisplay EFB system is smaller, lighter, less expensive and more capable than traditional EFBs. SmartDisplay EFBs integrate a 10" LCD display and Intel® processor based computer into a compact, fully-functional avionics-grade display. An optional Aircraft Interface Device adds multiple interface functionality, an Ethernet hub and expanded system memory.

Imricor

Imricor is developing the world's only MRI guided cardiac ablation system. This revolutionary system will allow doctors to cure atrial fibrillation (AF) in half the time as conventional ablations systems, with far better results, and using no dangerous x-rays.

**Product Description**

Imricor is developing the Vision ablation catheter and the Bridge guidance system. The Vision ablation catheter looks and feels like a conventional ablation catheter, but our patented technology makes the Vision catheter the only cardiac ablation catheter in the world that is safe for use under MRI guidance. The Bridge system interfaces with the MRI scanner and other cardiology lab equipment, providing

Imricor is located in Burnsville, one of Dakota County's largest communities. Burnsville has an economic development strategy focused on the medical device industry centered around the Fairview Ridges regional hospital and the many medical device component manufacturers in and around the community. The community has sponsored the formation of Minnesota Valley MedNet , a networking group ([www.mnvalleymednet.org](http://www.mnvalleymednet.org)) organized to increase the vitality of

	<p>doctors with an integrated and unprecedented 3D guidance experience</p> <p><b>Competitive Advantage</b>        Compared to all other AF ablation solutions, Imricor's products will provide these revolutionary benefits:</p> <ul style="list-style-type: none"> <li>• AF ablation procedure times cut in half</li> <li>• Vastly improved outcomes</li> <li>• No x-ray radiation for patients or medical personnel</li> <li>• Value to the healthcare system (one procedure to cure, no long term drugs)</li> </ul> <p><b>Technology</b>        Imricor's core technology was developed at Johns Hopkins University. We have exclusive worldwide license to the JHU patents, limited only by a field of use restriction that is consistent with our products. In addition, we have filed 5 new provisional patents, which are wholly owned by Imricor. Our IP protects the technology that makes our products uniquely safe and effective under MRI guidance, as well as the medical procedure of performing cardiac ablations under MRI guidance. Imricor's first product prototypes are complete, and we are currently preparing to enter into the pre-IDE phase of our FDA approval process.</p> <p><b>Capitalization</b>        Imricor is a tightly held private corporation. We raised \$600,000 of seed capital, in addition to receiving a \$1 million federal grant from the National Institutes of Health. Prior to founding Imricor, the JHU development was funded by over \$8 million in federal grants over a 10-year period, meaning that Imricor products have benefited from over \$9.6 million worth of development for only \$600,000 of dilution..</p>	<p>this important industry sector.</p> <p>Imricor has benefitted from tapping into federal research and development funds, improving their ability to move forward while maintaining an attractive balance sheet for future investment.</p>
<p><b>Performance Office Papers</b></p>	<p>Performance Office Papers is in Lakeville. They are an independent converter of specialty office papers.</p> <p>Over the past six years, Performance Papers has invested \$6.5 million dollars in equipment upgrades. The equipment enhanced their sheeting, packaging and palleting capabilities. The net result was a significant increase in output. In addition, our highly automated production lines minimized physical labor input resulting in a safe work environment and lowers workers compensation costs. The shift to this high technology environment required a significant investment in training.</p> <p>In 2008, they converted 45,644 tons of paper compared to 20,444 in 2002. This was accomplished with fewer employees in 2008 compared to 2002 due to the equipment upgrades and their employees' capabilities to embrace the new technology.</p> <p>We have also implemented the use of production teams in our workplace. This allowed the elimination of four</p>	<p>Dakota County Technical College played a key role in facilitating these changes through the provision of customized training services. The training was focused on the use of new technology requiring training in Programmable Logic Controllers (PLC) and Electrical and Motor Controls.</p> <p>Both DCTC and Inver Hills Community College have aggressive Customized Training staff that work with local companies of all sizes and types to identify needs/opportunities, design and deliver curriculum for area businesses</p>

	<p>supervisory positions and reduces indirect expenses by \$300,000 per year. The supervisors were placed in direct labor positions. This implementation was a major cultural change and required intensive training. Today the teams function with minimal direction from management.</p>	
<p>-----  <b>Thomson Reuters</b></p>	<p>Thomson Reuters is the largest employer in Dakota County with more than 7,000 employees in Eagan. Thomson Reuters presence in MN is borne from West Publishing, publisher of law books and court proceedings.</p> <p>Thomson Reuters places quality workforce at the top of its factors driving innovation. To ensure that this workforce is available and to create a pathway of talented IT workers, Thomson collaborated to launch Project Maverick.</p> <p>Thomson Reuters collaborated with Minnesota State University in Mankato, the University of Wisconsin in Madison, Iowa State University in Ames, the University of Minnesota in Minneapolis, and Maverick Software Consulting to offer valuable real world experience to students in Computer Science programs.</p> <p>This collaboration produces a pipeline of talented Computer Science graduates with experience in current technologies and team dynamics for hire into permanent software engineering positions at Thomson Reuters or other Minnesota technology companies.</p> <p>The students are paid to work 20 hours per week in an office near campus during the school year and fulltime during the summer performing software development and testing tasks on technology projects at Thomson Reuters. Flexible hours and a convenient office location enable students to work around their class schedules. The students work on-site at Thomson Reuters in Eagan, Minnesota, during the summer.</p>	<p>The program started in 2006 with 10 students at MSU-Mankato working for one department in Thomson Reuters. The program expanded to UW-Madison in 2007 to 35 students at two partner universities and to ISU-Ames in 2008 with a total of 57 students at the three partner universities. Several departments at Thomson Reuters now participate in the program.</p> <p>The University of Minnesota in Minneapolis will join the program in August 2009 with at least 15 students, bringing the program total to 85 students at four partner universities.</p>

18. Does your community have policies or programs designed to attract or promote creation of businesses in "creative industries" - e.g., IT software and hardware, industrial design, graphics, interactive and traditional media, etc.? Is so, describe them.

The City of Burnsville, an older Dakota County suburb, has been actively engaged in the attraction and support of the medical device industry. They have coupled these efforts with a commitment to make Burnsville the cultural center of the southern metro area. They have accomplished a significant redevelopment effort creating the Heart of the City that includes a performing arts center and a downtown square with many new housing units.

Dakota Future has put an emphasis on broadband development. We have conducted industry cluster analysis on our IT, advanced manufacturing and food-energy-chemical sectors.

Economic development in Dakota County relies on private sector initiative. We have experienced rapid commercial and residential development over the past 30 years. The communities have set the table with excellent location, adequate infrastructure, low taxes, good schools and quality of life. Communities have not needed to engage in significant financial incentives or economic development marketing.

19. Are there specific incentives for private-sector and nonprofit innovation available in your community? If so, please describe them.

Incentive	Description
MN DEED - MN Job Skills Partnership	The Minnesota Jobs Skills Partnership (MJSP) Program strategically helps Minnesota businesses and schools competitively train the workforce. Grants are awarded by the Minnesota Job Skills Partnership Board to educational institutions that partner with businesses to develop new-job training or retraining for existing employees. All training projects pair at least one public/private accredited Minnesota educational institution and one business. Funds may be used for training-related costs or educational infrastructure improvements necessary to support businesses located or intending to locate in Minnesota. A cash or in-kind contribution from the contributing business must match program funds on at least a one-to-one ratio.
Dakota Scott Workforce Investment Board Incumbent Worker Training	The Incumbent Worker Training Program provides funds to assist small and medium size businesses to provide new training to their workers so as to increase productivity and adopt new business practices.
Dakota County Technical and Inver Hills Community Colleges	Customized training is available for individual and groups of companies in new technologies and work practices. DCTC hosts the Small Business Development Center which partners with the WIB on Entrepreneurial Development programs.

20. What were the top three most recent investments backed by venture or risk capital in your community within the past 36 months?

Month/Year	Company Funded	Description	Value (USD)	Source of Funding
Q1 2007	Gearworks, Eagan	Gearworks creates mobile workforce management software	\$21.4 million	Split Rock Partners, Rho Ventures, Carlin Ventures, Concentric Equity Partners, Biuestream Ventures
Q1 2008	Cardious Inc, Hastings	Cardious Inc. is developing a heart valve therapy that allows fixing of ailing heart valve	\$2.5 million	Rain Source Capital and an undisclosed non-venture firm
Q3 2007	Iasis Medical Inc., Hastings	Iasis Medical Inc., develops technology to treat gynecological disorders	\$1.5 million	Sutter Hill Ventures, Sequel Venture Partners

**Indicator #5: Marketing and Advocacy**

21. How does your community feature its Intelligent Community initiatives or successes - in broadband, knowledge workforce development, digital inclusion and innovation - in its economic development marketing? Please provide a summary only; the next question asks for specific examples.

As an organization just beginning our pursuit our Intelligent Community strategies, we lack specific examples of these types of marketing activities. As a small economic development organization, we have

not been actively engaged in marketing to a significant extend.

22. Please give up to three specific examples of marketing programs or materials – aimed either at people *outside* your community or *inside* your community – that feature your community's Intelligent Community initiatives or successes. Include hyperlinks where available.

Marketing Programs or Materials	Intelligent Community initiatives featured; how explained
Countywide Broadband Inventory and Assessment	A report detailing the broadband services available throughout the county. Providers were surveyed and the results summarized by provider and community. We hosted a broadband summit where we featured a program with presentations by providers and community representatives engaged in broadband development initiatives. Providers had an opportunity to have exhibits and meet with community leaders and businesses. The report is available at <a href="http://www.dakotafuture.com/telecommunications09.pdf">http://www.dakotafuture.com/telecommunications09.pdf</a>
IT Workforce Initiative	<p>In December 2008, Dakota Future launched its IT Workforce Initiative in collaboration with the MN IT Workforce Collaborative. This initiative is made possible by a MN Department of Employment and Economic Development FIRST Grant.</p> <p>Dakota Future is focusing on two strategy areas: High School Outreach and IT Transitional Workers. High School Outreach Opportunity: In order to attract more prospective workers into the IT field, efforts must be made to educate students about the range of occupations and opportunities in the IT field.</p> <p>Dakota Future Response:            Facilitate a discussion that included high school IT instructors, business instructors and guidance staff, community and technical college IT program directors and area corporations. This meeting provided excellent two-way learning about opportunities for education – business collaboration.</p> <p>Survey all Dakota County high school IT instructors about their current curriculum and extracurricular IT programs, existing partnerships with businesses around IT, and a “wish list” for business – school collaboration.</p> <p>Transitional Worker Opportunity:            In order to help both IT and non-IT workers transition to more future-oriented IT careers, establish information, resources, and training to create the appropriate skill set that will enable these workers to find quality IT employment in area companies.</p> <p>Provide a menu of programs/pathways for repositioning dislocated IT workers for new jobs and/or entrepreneurial activity.</p>
Career Training for students	Marketing high technology careers and training opportunities at DCTC and IHCC in a variety of areas, including computers, health care, nano-technology, pre-engineering, science.

23. Does your economic development offer incentives designed specifically to attract or create leading-edge businesses? If so, describe up to three such incentives.

Incentive	Description
South Metro Investors Network	Angel investors group operating in the south metro area, a part of the RAIN Source Capital Network
Workforce Training	Customized training through the community and technical college supported by MN Job Skills Partnership Program, Incumbent Worker Training and Dislocated Worker Training Funds.

24. Please provide up to three success stories of business or cluster format, growth or attraction in your community.

Company	Description
Thomson Reuters	Continued expansion of IT-focused operations at its Eagan facility with a recent expansion in its data center.
ImageTrend	ImageTrend is a ten-year old home grown company in Lakeville. They provide software solutions for business, education, health care and government sectors. The company, which employs approximately 100 people, recently purchased land adjacent to their current building in Lakeville that will be used to build new space. The company has committed to creating another 21 jobs, but the owners believe that it is more likely that they will add another 60-70 jobs during the next four years.
Eagan-area businesses	There is a strong IT cluster in Eagan with Thomson Reuters, Delta Air Lines, Unisys and Blue Cross - Blue Shield. These companies, located in a relatively small area, have large data center operations. This concentration has stimulated huge investments in fiber networks from multiple carriers providing redundancy and competitive pricing for these and other firms in the area. In addition, these firms have been active on the City of Eagan Technology Task Force which has focused on ensuring that big broadband services are ubiquitous throughout the community. They have contributed their expertise to the task force and helped community leaders recognize the importance of connectivity to the long term competitiveness of the community. Through the work of the task force, DSL access rose from 50% to over 90% of the community via Qwest and Frontier. In addition, Dakota County was the first place in the country where Comcast launched their DOCSIS 3.0 service.

25. If your community is named to the Smart21, the Top Seven or as Intelligent Community of the Year, how will you use this honor to further your marketing goals?

Dakota Future would use this distinction as a significant differentiator for our area of the Twin Cities as we seek to raise our profile within this large metropolitan area. Though we have significant high technology assets, we are not known as a center of technology or innovation, trailing other parts of the metro area.

The designation would help to build momentum towards joint marketing of Dakota County. Marketing, limited as it is, is done by individual communities. This county designation would be a magnet and provide a platform for more collaborative efforts.

**Summary Data**

Thank you for providing the detailed information above. In this section, we ask you to provide a focused summary of your community's story: its recent history and background, the challenges it faces, how the community has met those challenges, and the results it has achieved. Please do not repeat specific information provided in the Detailed Data section, but feel free to refer to examples provided there.

26. **Background.** Describe the community's location, features of interest, demographics and history that relates to current conditions. (Maximum: 1 page)

Dakota County is the third most populous county in Minnesota and sits in the southeast corner of the Twin Cities Metro Area-the 16<sup>th</sup> largest metro area in the U.S with 3.2 million people. Dakota County has just under 400,000 people as residents. Dakota County sits at the confluence of the Mississippi and Minnesota Rivers, an area of great vitality for its first inhabitants - the Dakota people - and for all of the people who live here today. Most early development was along the shore of the Mississippi River in Mendota, Hastings, South St. Paul as the river provided easy transportation supporting a thriving agricultural economy.



Today, with Interstate Highways and airports stimulating development, Dakota County is well-served with direct access to the MSP International Airport and Interstates 35 and 494. These transportation assets have driven strong development in the northern half of the county over the past 30 years. Combined with job opportunities, an excellent tax base, quality and affordable local government, Dakota County has been a magnet for residential and commercial - retail development. Dakota County ([www.co.dakota.mn.us](http://www.co.dakota.mn.us)) maintains an excellent county park system with beautiful facilities and many opportunities for outdoor recreation. In a 2008 survey, 91% of respondents rated the quality of life as excellent or good.

Dakota County has a diverse, high technology economy. It is home to companies such as Thomson Reuters, Delta Air Lines (recently merged with Northwest Airlines), Blue Cross-Blue Shield of Minnesota, Ecolab, UPS, Coca Cola and Pepsi Cola, CHS (Cenex Harvest States) and thousands of other small and large companies. Strong industry concentrations in Information Technology, Insurance and Finance, Advanced Manufacturing, Food Energy and Chemicals, and Transportation Logistics emerge from economic analysis.

The county has Inver Hills Community College and Dakota County Technical Colleges. Both are two year colleges and provide outstanding educational and career pathways for recent high school graduates seeking their first post-high school education experience and for older adults pursuing continuing studies, new skills and/or new careers. Inver Hills specializes in Information Technology through a unique partnership in security with CISCO and is one of seven CISCO networking security training centers in the world. IHCC is one of the first colleges to offer IP Telephony training and credit certificate.

Dakota County Technical College is a leader in creating the workforce of the future in nano-technology with a unique partnership with the University of Minnesota.

Bachelors degrees and graduate study opportunities are increasingly available at the Partners in Higher Education Building in Apple Valley (a partnership of these colleges plus Saint Mary's University of Minnesota). A wealth of higher education options are available in nearby Minneapolis and St. Paul led by the University of Minnesota, Metropolitan State University, University of St. Thomas and many other smaller private colleges. Bachelors degrees will soon be available onsite at the Inver Hills Community College campus through Metropolitan State University.

UMORE Park, within the City of Rosemount, is a large (5,000 acres) property owned by the University of Minnesota since the 1950s. The plan for this new, sustainable community integrates environmental, socio-cultural and economic opportunities with a specific focus on innovations in renewable energy, education and lifelong learning, health and wellness, the natural environment and regional economic development.

27. **Summary of Challenge.** Describe the economic, social, political, and technological opportunities, and the challenges to the community's competitiveness, that led to creation of the Intelligent Community strategy. (Maximum: 1 page)

The current economic environment provides a challenge to all communities and Dakota County is not immune to this global downturn. We also face our own unique challenges. While Dakota County has benefitted from its location near the MSP airport and from significant transportation improvements made in earlier decades, we now face challenges to improve our transportation systems to meet the needs of residents, workers and companies. Several of our communities that are directly adjacent to these transportation systems are almost fully developed; communities with available land are located longer distances from the core metro area and transportation infrastructure.

For many years, Dakota County faced few significant issues of poverty, non-English speaking residents, deteriorating housing conditions, concentrations of older adults and so on. As our communities have aged, so has the housing stock and the people. New Americans from around the globe are now making

their homes in Dakota County, bringing new vitality, but also challenges of language and job skills.

Dakota County communities and affiliated organizations have also become more content to work independently on economic development as opportunities to attract development were plentiful. There are approximately 20 communities, plus six chambers of commerce, a workforce investment board, state economic development staff all working on aspects of economic development. As quality development came relatively easily over the years to Dakota County, the need to develop a strategic and systematic approach to countywide economic development has not been evident. In addition, many companies identify with the greater metro area as their home rather than think that their home is Dakota County

Dakota County suffers from significant outflow of workforce each day causing traffic jams each morning and evening. Many of those commuting from the county are highly skilled knowledge workers. The costs of not keeping these residents in the county are high - both in terms of the infrastructure necessary to support their travel (freeways, park and rides, rapid bus transitways), the opportunity cost of commercial industrial tax base that would be built if they worked within the county, and the social costs of long commutes and being away from home (pollution, child care, community involvement).

Some would note the lack of effective statewide economic development vision and strategy in Minnesota. The Twin Cities Metro Area lacks a regionwide perspective, a regional economic development organization and coordinated business retention and recruitment strategies. This is a challenge as each community is left to its own devices to conduct its own economic development strategies.

28. **Summary of Strategy & Programs.** Explain the ideas, plans and process that the community put into place to address these opportunities and challenges. Describe the organizations involved, how collaboration was established, and how key ideas were developed and formed into a coherent strategy. (Maximum: 2 pages)

Dakota Future is a countywide economic development organization, funded primarily by the private sector. The board of directors includes representatives from business, education and government. Our vision is to serve as the link between these sectors. With only a part-time staff person, Dakota Future has focused on issue identification, partnership building and linkages. We invite and support partnerships between the educational institutions (k12 and colleges), community leaders and the business community. We have worked to improve the ability of communities to respond to site selectors via an educational and networking program.

As a small non-profit, Dakota Future struggled to find its place in the county's economic development efforts. By adopting the Intelligent Community approach, we have now clearly claimed our goals and areas of emphasis and by speaking with a consistent voice about our goal are beginning to educate our stakeholders about the approach, our role, their role and the benefits that we plan to achieve.

As one county in the seven county metro area, we will model the Intelligent Community approach and lead by example. We are working to attract the support and participation of larger metro and statewide organizations such as the University of Minnesota, the MN High Technology Association and others. We have made these contacts and are working to solidify real partnerships that will unlock opportunities for corporate and University engagement.

Dakota County government has focused on transportation and transit. Two key transportation priorities have been in transit - the Cedar Avenue and I-35W Bus Rapid Transit routes. This may be an interim step towards light rail and is a most cost-effective solution in the near term.

The county has examined its role in economic development and has decided to focus on county economic development activities that fit within its current mission in workforce development, housing, land use and transportation.

Workforce is a key consideration within our economic development strategies. We rely on our colleges for customized training for new and existing firms. The Workforce Investment Board is a key partner in many of these training programs, especially for funds for incumbent and/or dislocated workers. Inver Hills Community College's Center for Excellence for Access and Opportunity (IHCC) targets youth who need assistance to pursue a college education.

- 29 **Summary of Results.** Describe the results produced to date by the strategy in terms of new infrastructure, new investment, new "building blocks" that will lead to investment, better quality of life, improved educational achievement, employment growth, income growth, new industries or growth in existing industries (including small and medium-size businesses), and new efficiencies for citizens and organizations. (Maximum: 2 pages)

As a "virtual" organization engaged in linking key community partners, Dakota Future cannot claim credit for all of the results to be presented. Rather, the successes included have been achieved by our partners through their efforts, all of which add to our shared success, our shared future.

Dakota County's economic development planning has been successful in bringing an economic development perspective to work traditionally done by the county. Transportation, housing, workforce development and land use now include economic development considerations as investments are planned and prioritized. The county sees value in working on projects that have countywide impact; communities can be more certain about when and how the county government will become engaged in economic development programs.

In transportation, the county leadership has aggressively pursued funding for projects for transit stations, park and rides and bus rapid transit. One of these projects is fully funded and programmed for construction; the other is moving forward with building blocks towards the future.

Workforce efforts in Dakota County are our most successful and most consistent economic development initiative.

30. **Leadership.** Name the leading figures involved in your community's efforts to transform its economy and culture, whether in government, institutions or business. Indicate how each has contributed to progress. (Maximum: 1 page)

31. **Collaboration.** The development of an Intelligent Community requires collaboration among the public, private and institutional sectors. Describe the key individuals or groups who have partnered to create progress, explain how the collaboration came about, and provide examples of collaborative successes. (Maximum: 1 page)

32. **Culture of Use.** Provide your best example of a local program that helps create a culture of use for broadband and information technology. See the last page of this form for examples from prior Smart21, Top Seven and Intelligent Communities of the Year. (Maximum: 2 pages)

The Strategic Information Technology and Security Center of Excellence at Inver Hills Community College is active in promoting skills and use in information technology from youth to the business community. The rapidly evolving capability of information and communication technology requires an equally rapid evolution of knowledge and skills. The Center for Strategic Information Technology and Security collaborates with businesses and other organizations to create and deliver information technology expertise for business success and offers resources for student networking, internships and career enhancement. Institutional partners include Metropolitan State University and Minneapolis Community and Technical College.

In partnership with Cisco and to meet the demand for Computer Technology workers with computer schools, Inver Hills Community College started a new program offering Advanced Computer Technology

classes after school for high school students. The classes are offered at four locations within a ten-minute drive from their high school. Course work transfers into the two-year college degree at Inver Hills Community College. In addition, Inver Hills hosted a Best Buy Geek Squad Summer Academy. Each year, the Geek Squad conducts about a dozen academies across the country. At Inver Hills, June 10-12 was set aside for middle school students and June 17-19 for high school students. The teenagers explored technology through engaging classes and activities such as computer assembly, web technology, multimedia, green technology, Nintendo Wii, and geocaching.

This outreach to youth takes on several forms - College and High School Teacher Collaboration - 11 teacher teams with over 600 students impacted; Middle School Technology Outreach - 89 students participating; High School Readiness Program - over 200 students participating with 88-95% success; Summer Program with 55 students participating; programming for 1<sup>st</sup> year college students to improve their success - 643 students participating; assisting 75 students make the move to 4 year schools and working with 50 families to increase their support of education.

### Key Contacts

6. Please provide contact information for a key public-sector, private-sector and nonprofit leader involved in your community's Intelligent Community programs.

Public-Sector Official

Name: Bill Droste  
 Title: Mayor  
 Organization: City of Rosemount  
 Telephone: (651) 280-5630      Email: mayor@ci.rosemount.mn.us  
 Contribution to the Community: Mayor, Dakota Future board member

Private-Sector Executive

Name: Jan Mathiesen  
 Title: Vice President  
 Organization: Goodrich Sensors and Integrated Systems  
 Telephone: (952) 892-4129      Email: jan.mathiesen@goodrich.com  
 Contribution to the Community: Business leader, Dakota Future board member

Nonprofit Executive

Name: LaDonna Boyd  
 Title: Manager of Economic Development  
 Organization: Dakota Electric Association  
 Telephone: (651) 463-6232      Email: lboyd@dakotaelectric.com  
 Contribution to the Community: WIB Board, Dakota Future Board, contributions to communities from Dakota Electric Association

7. Please provide the name and contact information for the person to be contacted by ICF in connection with this questionnaire.

Name: Bill Coleman  
 Title: Executive Director  
 Organization: Dakota Future  
 Telephone: 651-491-2551      Fax: non  
 Email: bill@dakotafuture.com

8. Please provide from your own press list up to 10 local and regional media (print, broadcast or online), including the publication's name, the name and title of an editor or reporter, and an email address.

Publication	Editor/Reporter	Email Address
NOTE: To date, our press efforts have been rather lacking!		
Star Tribune	Dylan Belden	bbelden@startribune.com
Farmington Independent		editor1@farmingtonindependent.com
Hastings Star Gazette		news@hastingsstargazette.com
St. Paul Pioneer Press	Nick Ferraro	Nferraro@pioneerpress.com
Rosemount Town Pages		editor1@rosemounttownpages.com
Dakota County Tribune	Tad Johnson	tad.johnson@ecm-inc.com

### Ownership of Information

By submitting this information, the above-named community attests and acknowledges that:

- All information provided is accurate and fairly represents the past and current condition of the community to the best knowledge of the individual submitting the information.
- All information submitted to the ICF in connection with its international awards program becomes the property of the Intelligent Community Forum and will be used for the purposes of research, analysis and publication in pursuit of its global mission.

### Intelligent Community Indicators

**Broadband Connectivity** is Internet access at speeds higher than dial-up, provided by DSL, cable modem, wireless, high-capacity data line or satellite. Broadband speeds range from a low of 128 Kbps up to 10 Mbps and beyond. 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 public policies to encourage deployment and adoption. Some communities are well served by private sector carriers, while others deploy broadband to fill coverage gaps or provide service where no private company is willing to invest. Strategies include development policies that encourage broadband development, creating networks to serve government facilities, public-private partnerships that serve businesses and citizens, dark fiber and open-access networks and direct competition with the private sector.

**Knowledge Workforce** means a labor force qualified to perform "knowledge work," which is the acquisition, processing and use of information to create economic value. That value includes improvements in "old economy" industrial, business and craft sectors as well as new types of service businesses whose output is information, from Google to Reuters. In 21st Century economies, knowledge work has become the new route to prosperity, as low-skilled jobs are increasingly outsourced to low-cost locations. By its nature, knowledge gains value by being transmitted, and it is the rise of knowledge work that makes broadband the next essential utility for communities seeking sustainable prosperity. Intelligent Communities exhibit the determination and demonstrated ability to develop a workforce qualified to perform knowledge work, from the factory floor to the research lab, and from the loading dock to the call center or Web design studio.

**Digital Inclusion.** The broadband economy promises to usher in an era of greater prosperity, broader access to knowledge and increased personal liberty. But as broadband deploys widely through a community, there is a perpetual risk that it will worsen the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of skills, social isolation, prejudice or geography. Deeper exclusion increases income inequality and all of the ills that go with it, while raising yet another obstacle to social mobility. Intelligent Communities promote digital inclusion by creating policies and funding programs that provide all citizens with access to digital technology and broadband, by providing skills training and by communicating a compelling vision of the

benefits that the Broadband Economy can provide. Digital access coupled with an Intelligent Community vision helps to create a "culture of digital use" with opportunities for varied social improvements and greater community cohesion.

**Innovation (Public and Private).** Broadband has become to innovation what water is to seeds. Broadband makes it cheaper and faster to access the knowledge on which innovation is based. It gives innovators access to talent locally and around the world and provides global market access to companies of all sizes. Intelligent Communities focus on creating, attracting and retaining knowledge workers, because it is one of the most important steps they can take to raise their innovation rate. They also build the local innovation capacity of new companies, because these produce all of the job growth in today's economies. Strategies include breaking through bureaucratic barriers to business formation, creating a talent pipeline for local businesses, improving access to markets and to the risk capital that fast-growth businesses require. Finally, Intelligent Communities invest in e-government programs that reduce their costs while delivering services on an anywhere/anytime basis. Digitally savvy citizens expect government to be an enabling partner in the dissemination of ideas and wealth.

**Marketing.** With markets, capital and business operations more global than ever before, employers and citizens enjoy a great range of relocation choices. Like businesses facing greater global competition, communities must work harder to communicate their advantages - both externally and internally to their own citizens - and explain how they are maintaining or improving their position as wonderful places to live, work and build a future for people of all generations. Effective marketing is a necessary piece of the transformative process for Intelligent Communities.

### Success Factors

In evaluating nominations, ICF looks for trends that characterize successful Intelligent Communities. We suggest that, where appropriate, your nomination refer to the following success factors in describing your strategy and results.

**Collaboration.** The development of an Intelligent Community typically requires intense collaboration among government, businesses, universities and institutions. Few organizations have enough resources, political capital or public backing to drive a community-wide transformation. But collaboration is challenging. It demands vision, flexibility, and a high degree of trust among the partners. Intelligent Communities develop the vision, find the flexibility and create trusting relationships among key constituencies. Effective collaboration is typically the result of the working environment created by effective leaders.

**Leadership.** It is fair to say that no Intelligent Community has succeeded without strong leadership. Effective leaders identify challenges, set priorities, communicate a compelling vision and foster a sense of urgency in achieving it. They establish a collaborative environment that encourages risk-taking and creates win-win relationships with partners in government, businesses and institutions. It matters little where leadership comes from. In the Intelligent Communities that ICF has studied, leadership has emerged from elected officials, government employees, business executives, universities and nonprofit organizations. What matters is the character, motivation and talents of the individuals who commit themselves to improving the economic and social wellbeing of the community.

**Culture of Use.** Intelligent Communities help citizens and organizations to make broadband applications a part of their daily lives. Connectivity does not transform communities. Communities are transformed by people who know how to use it. Becoming "instinctive users" of broadband makes citizens and organizations more efficient, expands their knowledge and improves living standards. Examples of how communities create a local culture of use include:

- Developing or expanding broadband networks
- Educating citizens of all ages on the use of computers, the Web and Web-based applications
- Putting government functions and civic life online
- Celebrating digital experiences and engagement through local events, conferences, promotion through special events and local media campaigns

### 30. Leadership

LaDonna Boyd is current chair of Dakota Future. As Economic Development Manager for Dakota Electric Association, she has been the driving force behind the creation and maintenance of our organization. This continues her longstanding leadership of Dakota County economic development initiatives, including past service as chair of the Dakota Scott Workforce Investment Board. LaDonna provides the countywide perspective while working to encourage collaboration across city boundaries and other turf considerations.

Dr. Cheryl Frank is president of Inver Hills Community College and has served on the Dakota Future board since its inception providing wise counsel and linkage to other initiatives.

Dakota County Commissioner Will Branning has championed economic development and transportation efforts in Dakota County, first as mayor of Apple Valley and now as the primary economic development advocate on the county board.

Sharon LaComb is vice-president of Dakota County Technical College and serves as secretary to the board of directors of Dakota Future. She is always ready to bring the facilities and resources of the college to Dakota Future initiatives and projects. She is also a city council member of the City of Apple Valley.

Jan Mathiesen is vice-president of business development and strategy at Goodrich Sensors and Integrated Systems and is a charter board member of Dakota Future. The steady support of Goodrich provides significant credibility to Dakota Future among others in the corporate community. In spite of his incredibly busy travel schedule, John's global business perspective provides Dakota Future with a tremendous resource.

Mayor Bill Droste of Rosemount brings the municipal perspective to the Dakota Future board and carries our message back to the mayors and other community leaders. Bill's experience in the telecommunications businesses helps our board understand the complex issues related to technology and broadband networks.

### 31. Collaboration

Dakota Future is a countywide economic development organization funded primarily by the private sector. Our board of directors reflects our membership. Our mission is to be the link between business, education and government.

Dakota Future was formed through the leadership of several key people and organizations.

The leadership of the Dakota County Workforce Investment Board (now Dakota – Scott), including LaDonna Boyd, Sharon LaComb, Steve Ditschler and Will Branning as board members and staff Mark Jacobs provided the vision and the resources to launch Dakota Future. The WIB continues to provide an active role in supporting Dakota Future. The interlocking membership of the WIB and Dakota Future boards provides a framework for continued partnership and alignment.

Dakota County Technical College and Inver Hills Community College are both active supporters and participants in Dakota Future. Their active engagement provides us with resources, facilities, talent. It also provides a clear view into the workforce development process and to business trends and needs.

City and county governments have been active in collaborating with Dakota Future as participants in our projects and as board members. Area chambers of commerce (we have six chambers within the county) have been occasional participants in our efforts, particularly the Dakota Regional Chamber.

Our private sector champions – Dakota Electric Association, Great River Energy, Goodrich Sensors and Integrated Systems, Xcel Energy, Proact, Inc., HGA Architects and Engineers and others have persevered in their support as Dakota Future has worked to identify its niche in serving as the link between business, education and government. They have provided the lion's share of financial support and committed time without necessarily obtaining clear short-term benefits to their bottom line.

Successes emanating from this collaboration include Dakota County's designation as an E-Commerce Ready County (our first project), our designation as a Bio-Zone (a state process which, unfortunately provides little significant benefit or support), our broadband summit which has resulted in the creation of an ongoing county-city broadband committee, our Dakota County IT Workforce Collaborative which is beginning to spur collaboration between our K12 and higher education systems with tech-dependent companies.

The adoption of the Intelligent Community framework has provided our board and stakeholders with a clearer vision of what we hoped to accomplish when Dakota Future was formed – an economic environment that supports global competitiveness and enhance quality of life. Spreading this vision and moving forward on initiatives that support the goal of achieving Top Seven is our challenge.