

Intelligent Community Awards Program

Top7 Intelligent Communities Phase

2015

Congratulations on being selected as one of the Intelligent Community Forum's Smart21 of 2015. In order to proceed to the second phase of ICF's international awards program, you must complete this questionnaire, which provides ICF's research analysts with more detailed data. The selection process proceeds as follows:

October-December 2014

Each of the Smart21 Communities completes a detailed questionnaire in order to be considered for ICF's Top7 and Intelligent Community of the Year (ICY) award. The information in this form will be evaluated by an independent research firm, which produces numerical scores for each community.

January 2015

The seven top-scoring communities are named as ICF's Top7 Intelligent Communities (finalists) online and at an event at Taichung City, Taiwan, the 2013 Intelligent Community of the Year.

Feb-April 2015

The Top7 Communities host an ICF co-founder for not more than two business days, at the community's expense, for a site visit to validate the information provided to the Forum. The co-founder's report on the community is reviewed by the international jury, which votes on its choice for ICY. To select the Intelligent Community of the Year, ICF combines the quantitative scores of the independent research firm on a weighted basis with the independent votes of the jury.

June 2014

ICF invites representatives and citizens from the Top7 to Toronto, Ontario, Canada for the 2015 Summit. Each of the Top7 will participate in roundtable discussions, a ceremony honoring their achievement and an individual interview on stage. On the final day of the Summit, one of the Top7 will be named Intelligent Community of the Year. The Intelligent Community of the Year is barred from entering the Awards program again but is named to the international jury.

Association

Communities named to the Smart21, Top7 or Intelligent Community of the Year are eligible to join the ICF Foundation, the membership association of the Forum, which provides a global network for collaboration on economic development and the sharing of best practices.

Completing the Application

Fill in the fields below. Each field will expand to make room for your complete answer. Save the file to your computer and email it to ICF at awards@intelligentcommunity.org **by December 22, 2014**. The Analysts for the Top7 will use only the information on this form in making its evaluation. Do not send additional information or attachments.

Deadline for
Nominations:
22 Dec 2014

New: Sustainability Criteria

In the 2014-2015 Awards cycle, ICF is testing a sixth criteria for evaluation of Intelligent Communities: **Sustainability**. Throughout human history, economic growth has always involved the consumption of more resources and the production of more waste products. As humanity begins to push up against the limits of the ecosystem, we need to find ways to continue growth while reducing the environmental impact of that growth. Sustainability contributes to the progress of Intelligent Communities in three ways:

- **Contributing to economic development.** Organizations that use fewer resources to create products and provide services are more efficient and productive, which is key to continued improvements in their standard of living.
- **Contributing to quality of life.** Many if not most sustainability measures improve local quality of life, from cleaner air and water to improved public transportation and greater livability.

- **Contributing to cultural richness.** Communities that make sustainability a shared goal typically engage organizations, community groups and neighborhoods in sustainability programs and activities. These contribute to civic pride, local identity and mutual understanding.

Your responses to the Sustainability criteria will be reviewed and analyzed by ICF but will not affect the evaluation of your community for the Top7 of 2015. Our goal is to test the questions in this category and ensure that they can be answered effectively and produce results that are meaningful in our evaluation in future years. We thank you for taking the time to help us evaluate this new Intelligent Community Indicator – the first new indicator introduced in the past 15 years.

2015 Theme: The Revolutionary Community

Each year, ICF selects a theme to give the Awards program a unique focus. The theme for 2015 is “The Revolutionary Community.”

The work of creating an Intelligent Community often begins in crisis. It may be a severe economic downturn after major employers relocate. It may be accelerating brain drain as the community’s most talented people leave in search of opportunity. Or it may be more subtle – a dawning awareness that the community faces profound risks to its future. In response to crisis, Intelligent Communities hold public consultations, launch programs and build infrastructure that they hope will create a new foundation for prosperity and wellbeing.

But once the crisis is past, how do Intelligent Communities maintain their momentum and avoid being caught unprepared by the next wave of change? They engage in **urban and regional planning** – a deliberate and collaborative effort to design a prosperous, inclusive and sustainable future for their people. But this is **planning with a difference**. They know that today’s disruptions in technology, the economy and the environment will only grow more intense. They understand the profound impact that the continuing broadband revolution will have on their physical form, the delivery of services and their competitive advantages. So they approach the planning of land-use and infrastructure, sustainability and community development in revolutionary ways. In the process, they reinvent what it means to plan. More information is available in the white paper, *The Revolutionary Community*, available on the Nominations page at www.intelligentcommunity.org/nominations.

Important: Questions marked with a red asterisk (*) below ask for numbers related to the population of your community. In providing this information, please be consistent: *do not* provide numbers for a municipality in one place and a larger metropolitan region or county in another. All numbers should correspond to the same geographic area.

About the Community	Name of Community		Arlington County, Virginia	
	1. Population	Municipality	215,000	Metro Area (if applicable) Click here to enter text.
	2. Labor Force	Municipality	138,691	Metro Area (if applicable) Click here to enter text.
	3. Area	Municipality	26 square miles	Metro Area (if applicable) Click here to enter text.
4. Top Industries by Employment	Top Industries: Government (53,100); Other Services (50,100); Professional and Technical Services (48,700); Hospitality and Food Services (18,100); Transportation and Warehousing (11,500); and Retail Trade (11,300) Principal Government Employers: Defense (24,000); Homeland Security (7,300); Justice (5,300); State (5,200); Arlington County School Board (3,795); and Arlington County (3,760)			



Principal Private Employers: Deloitte (7,000); Accenture (4,500); Virginia Hospital Center (2,698); Lockheed Martin Corporation (2,187); Marriott International (1,950)
Health care IT, Education IT, Cybersecurity, Clean/Green Technology; Data Analytics; National security

5. Emerging sectors or clusters with potential for growth

**Indicator #1
Broadband**

Broadband is the new essential utility, as vital to economic growth as clean water and good roads. Intelligent Communities express a strong vision of their broadband future and encourage deployment and adoption.

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

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

	Availability % with access to broadband (homes or organizations "passed")	Penetration % subscribing to broadband
Households	100%	NA %
Businesses	100 %	NA %
Government	100 %	NA %
Educational and nonprofit	100 %	NA %

8. Please indicate the minimum, median (middle) and maximum broadband speeds available to residential customers from the three carriers with the largest market share in your community, and the monthly price of that service. Use pricing for standalone broadband service only, not for discounted bundles of Internet, voice and /or video. Be sure to indicate the currency you are using. If your community is served by fewer than three carriers, leave the extra fields blank.

	Speed	Monthly Cost	Currency: USD
Carrier #1: Verizon		Approx. Market Share: 33 %	
Minimum	3/1 Mbps	\$59/month	
Median	150/150 Mbps	\$139/month	
Maximum	500/500 Mbps	\$299/month	
Carrier #2: Comcast		Approx. Market Share: 50 %	
Minimum	3 Mb/s	\$39.95/month	
Median	105 Mb/s	\$76.95/month	
Maximum	150 Mb/s	\$114.95/month	



Carrier #3: Click here to enter text.	Approx. Market Share: Click here to enter text. %
Minimum Click here to enter text.	Click here to enter text.
Median Click here to enter text.	Click here to enter text.
Maximum Click here to enter text.	Click here to enter text.

9. Please describe up to three projects initiated in your community to promote deployment of, access to, or use of broadband by citizens and organizations. *Note: some communities are well-served by commercial carriers and do not invest in programs to spur broadband deployment. Your community's score will not be affected if does little or no broadband promotion but has high broadband availability and penetration.*

Name	Funded By	Year Started	
ConnectArlington	<input checked="" type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input checked="" type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> School <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	2010 Phase One; 2014 Phase Two
Description	Results to Date		
ConnectArlington is Arlington County's dedicated fiber optic network. Phase One brought gigabit fiber connections to all parts of the Intelligent Transportation System, Public Safety Radio System, and over half of County-owned buildings and schools. Phase Two, nearing completion, completes the connections to the remaining County and school facilities.	ConnectArlington offers the County virtually unlimited bandwidth to transmit voice, video, and data at a variety of security levels. First responder radio communications (including Public Safety in-building wireless) now have a triple-redundant connection that also allows high-speed data transfer at 13 traffic intersections and counting. More than 200 traffic signals sync with Virtual Messaging Signs to provide real-time traffic information to residents and visitors.		

Name	Funded By	Year Started	
ConnectArlington 2.0	<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"/> School <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	2013
Description	Results to Date		
ConnectArlington 2.0 focuses on economic development of key business corridors throughout Arlington County. By making fiber available to commercial, nonprofit, public health, government, and educational institutions, the County is jump-starting the effort to attract and retain technology-driven enterprises. ConnectArlington 2.0 will be an onramp to services such as Internet2, National LambdaRail, Amazon Web Services, and Microsoft Azure.	Still in the planning process, ConnectArlington 2.0 is receiving excellent feedback as a one-stop shop to get the infrastructure and transport necessary to move large quantities of data. Cooperative agreements with fiber service providers, data peering points, and cloud service operators make Arlington County a unique option for technology companies looking for a strategic location on the East Coast. In addition, higher education institutions in the County have an unprecedented opportunity to share data and resources.		

Name	Funded By		Year Started
National Lambda Rail and Internet2	<input checked="" type="checkbox"/> Local Gov	<input checked="" type="checkbox"/> School	2010
	<input type="checkbox"/> State/Prov Gov	<input checked="" type="checkbox"/> Public-private partnership	
	<input type="checkbox"/> National Gov	<input type="checkbox"/> Other	
	<input type="checkbox"/> Private sector		
Description	Results to Date		
The Virginia Tech Research Center in Arlington is among the best connected research facilities in the world, incorporating next generation Internet with direct fiber access to National LambdaRail (NLR), a 12,000 mile high-speed national network infrastructure; Internet2, an advanced networking consortium led by the research and education communities; and multiple federal networks.	High-performance connectivity links the Arlington research center to Virginia Tech's main campus in Blacksburg, VA, as well as to other major universities. NLR also has enabled the National Science Foundation (located in the same Ballston-area research cluster as Virginia Tech) to connect to the NLR network at minimal cost. The network provides access to international peering points in New York, Chicago, Seattle, Los Angeles, and Florida, and the building includes a secure data center for high performance computing (HPC)-based research.		

**Indicator #2
 Knowledge
 Workforce**

A knowledge workforce is a labor force that creates economic value through its knowledge, skills and ability to use information effectively. 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 construction site to the call center or corporate headquarters.

10. Please indicate the percentage of your population whose greatest educational attainment is in the following categories.

Less than secondary (high school) degree	6.8 %	Undergraduate degree	34.3 %
Secondary (high) school degree	9.1 %	Graduate degree (M.A., Ph.D., Eng., etc.)	37.4 %
Technical/community college certificate	na %		

11. Please list the universities, colleges and community colleges or technical schools within your community or within reasonable commuting distance for residents. For the most recent academic year, indicate the total enrollment (number of total students) and the number of graduates.

Name	Type	Enrollment	Graduates This Year	
			2-4 Year Studies	Graduate Studies
Marymount University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	3486	504	423
George Mason University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	33,723 (2541 in Arlington)	4294	3238
George Washington University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	25,264 (1120 in Arlington)	2750	4669
Georgetown University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	16,937	2275	3264
American University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	12,795	1698	1938
Click here to enter text.	<input type="checkbox"/> Community college or technical/vocational school <input type="checkbox"/> Undergraduate/graduate college or university	Click here to enter text.	Click here to enter text.	Click here to enter text.

12. Please indicate the approximate number of people in your community who participated in continuing education (e.g., adult education) last year.

Continuing or adult education participation *	1210
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13. How many jobs did your community create in the last 36 months (gross and net of job losses)? How many of the the new jobs depend on information and communications technology (ICT)? This may include jobs with ICT companies but may equally include ICT jobs in companies in retail, manufacturing, service and other businesses. It is understood that “jobs depending on ICT” is an estimate rather than a verifiable number.

Gross Jobs		Net Jobs	
All jobs *	17,520	Jobs depending on ICT *	9770
		All jobs *	10,500

14. Please describe up to three projects initiated in your community to improve access to education, help students make the transition to employment, or help students and citizens gain skills that will help them find

high-quality employment. Avoid describing programs aimed giving low-income, elderly or similar residents basic digital skills: these are addressed in the Digital Inclusion section.

Name	Funded By	Year Started
Veterans to IT Project	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input checked="" type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input type="checkbox"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2013
Description	Results to Date	
Funded by the Department of Labor, this program helped transition recently separated veterans into jobs in the IT field.	So far, 30 veterans were placed into employment at an average starting wage of \$80k/year.	

Name	Funded By	Year Started
Culinary Skills Program	<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"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2011
Description	Results to Date	
This program trains homeless individuals to enter employment in the Culinary Arts field with training and mentorship programs that place them in culinary related settings and train them for effective careers.	Since its inception, 65 formerly homeless individuals have been placed into employment; as a result of the program, all of those individuals have also now moved into permanent housing.	

Name	Funded By	Year Started
Blast Off to Graduation	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input checked="" type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input type="checkbox"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2013
Description	Results to Date	
Blast Off is a drop-out prevention/employment training program. In its initial year, 18 high school students were enrolled, all of whom were given a less than 50% chance of graduating.	In its first year, all enrolled students graduated from high school on time as a result of the program. Twelve of those students have gone on to post-secondary education, and the remaining six gained career-level employment.	

**Indicator #3
 Innovation**

Innovation is the lifeblood of the modern economy. Intelligent Communities pursue innovation through a triangular relationship between business, government and such institutions as universities and hospitals. The Innovation Triangle helps keep the economic benefits of innovation local, and creates a culture 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.

15. Please explain the role of innovation in your community's plans for economic growth and describe your community's policies promoting innovation.

Innovation is central to Arlington's model of economic sustainability. Together with resiliency and competitiveness, innovation is one of Arlington's strengths, especially in the wake of adversity, and it is fundamental to its past successes and future growth. Arlington nurtures innovation in its people, businesses, and infrastructure, recognizing that what is considered impossible will eventually become improbable and one day inevitable.



Arlington's economic development strategy is rooted in innovation and a powerful government-industry-university triangle. The County is in a unique position to leverage emerging technology sectors in areas ranging from cybersecurity and healthcare IT to telecommunications and media. Arlington is geographically close to critical federal government agencies that not only contract for high technology services, but also invest in research and development and set policies and standards for emerging technology applications. Arlington supports technology entrepreneurship that allows it to capture the dynamic, high-growth companies that are active in emerging technology sectors, positions itself as a pilot for emerging technology, and functions as a facilitator between academia, government and industry.

Places that value innovation are natural magnets for cutting edge research that strives to achieve the impossible and produce the "next big thing" type of breakthroughs. These are places where individuals take on the most challenging and inconceivable science – the most complex and risky projects – and make groundbreaking discoveries. For example, as the Department of Defense's (DoD) primary innovation engine, the Defense Advanced Research Projects Agency (DARPA) in Arlington undertakes projects that are finite in duration but that create lasting revolutionary change. It's the kind of place where top talent from universities and the private sector come together with the brightest military minds to achieve the sort of futuristic science unimaginable to most people. While DARPA's underlying mission is to maintain the U.S. military's technological superiority, its genius has also made its way into the civilian realm. The ARPANET, a 1970s DARPA project, was the precursor to the Internet. Additionally, DARPA's joint efforts with other DoD research agencies led into today's Global Positioning System (GPS) technology.

At the County's level, the public-private partnership ConnectArlington 2.0 leverages the speed and security of fiber optics to deliver high-bandwidth services from a choice of providers. This investment is a must-have for media, data analytics, satellite imagery, and other advanced technology partners.

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

Name	Funded By	Year Started
TandemNSI	<input checked="" type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input checked="" type="checkbox"/> Private sector	<input type="checkbox"/> Academic institution <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2014
Description	Results to Date	
<p>TandemNSI is an unique public-private initiative between Arlington Economic Development and Amplifier Ventures designed to promote and accelerate opportunities to create new industries and businesses and highlight national security innovation as a driver of US economic innovation and growth. Through workshops, discussions and pitch events, TandemNSI brings together project managers from federal agencies like DARPA, DoD, and the Air Force Office of Scientific Research and the high tech entrepreneurs looking to commercialize technologies that exist in these agencies with the goal of creating new businesses and connections. Overall, TandemNSI's mission is to foster a vibrant technology ecosystem that combines entrepreneurs, university researchers and students, national security program managers and the supporting business community.</p>	<p>In just under 12 months, TandemNSI has enhanced Arlington's economic development by generating new business relationships via TandemNSI events which created nearly 700 new business contacts. Additionally, TandemNSI's work to connect industry thought leaders, executives, company founders, government research agencies, and startups in the national security arena have led to the cultivation of a true national security ecosystem, leveraging Arlington's national security assets toward the germination of new, high tech startup companies in Arlington.</p>	

Name	Funded By	Year Started
Mobile Application Delivery	<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 institution <input type="checkbox"/> Public-private partnership <input checked="" type="checkbox"/> Other 2013
Description	Results to Date	
<p>Recognizing that mobility is ubiquitous and the expectation is mobile first, the County has rolled out a suite of applications that are transforming engagement:</p> <ul style="list-style-type: none"> - An option to pay for parking by cell phone allows parking to be paid for and renewed using a cell phone application. - An Incident Command Board (ICB) that serves as a digital white board for commanders during a fire event that is optimized to display on an iPad, which is used by commanders during a fire or event. - A multiplatform tool that allows reporting of a wide range of nonemergency issues around the County, including broken street lights, potholes, graffiti and more. - A cloud-based Microsoft productivity tool platform, Office 365 that allows the work to continue seamlessly on a mobile device, at a desk or at home. 	<p>Pay for Parking has been received by customers as a significant parking improvement. The usage of the application has far exceeded planned expectations, representing 16% of all parking revenues in two months time with no customer complaints or issues. The service has been provided at no cost to the County because of the fee structure established with the vendor.</p> <p>The ICB has transformed the response to a fire event by allowing commanders to drag and drop engines, trucks, medics and other units to reflect their actual location and track and adjust the length of time a given unit has been deployed to facilitate the replacement of units whose oxygen tanks are running low. The ICB allows for the tracking of up to 21 fire units at a single incident.</p> <p>The mobile request system allows constituents to track requests and receive updates, include photos, automatically submit the exact location of an issue, route the request to the right County division to simplify the entry process for the submitter. With the new system, requests are able to be</p>	

responded to and resolved faster, resulting in a decreased outage or issue duration.
 Office 365 is a critical building block to increasing the mobility of our workforce and the opportunities for citizen engagement.

Name	Funded By	Year Started
BizLaunch & Multicultural Entrepreneurship	<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 institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2003
Description	Results to Date	
<p>Arlington recognizes the importance of small businesses to the County's economic sustainability and as such is always looking for new, collaborative ways to support its multicultural entrepreneurship base. BizLaunch, Arlington's small business center, offers information, counseling, and research opportunities nearly all free of charge. In 2004, BizLaunch initiated an outreach campaign geared specifically towards Latino business owners in partnership with the Greater Washington Hispanic Chamber of Commerce. This outreach effort has attracted entrepreneurs to learn more about business through workshops and one-on-one business sessions.</p> <p>As part of its Small Business Coordinating Council, BizLaunch also brings together area government and non-profit small business service providers to coordinate events and other activities to improve the quality and scope of services available to small business owners and entrepreneurs. Partners include (but are not limited to) the Ethiopian Community Development Council, Greater Washington Hispanic Chamber of Commerce, Hispanic Committee of Northern Virginia, SCORE, U.S. Small Business Administration, Virginia Department of Business Assistance, Virginia Department of Minority Business Enterprise, Virginia Hispanic Chamber of Commerce, and Women's Business Center of NOVA.</p>	<p>In FY14, BizLaunch's partnerships netted 19 Spanish language workshops as well as counseling for more than 150 Spanish speaking entrepreneurs. Additionally, BizLaunch offers simultaneous translation of some of its programs and workshops to ensure that a larger number of entrepreneurs fully understand the various hot topics facing business owners today. BizLaunch has also begun to offer its popular business workshops as webinars and livestreaming those efforts to accommodate busy small business owners.</p> <p>Since its inception in 2002, BizLaunch has worked with more than 33,700 entrepreneurs and small business owners to help them start and grow their businesses.</p>	

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)
Opower	Opower delivers large-scale energy savings quickly and reliably, yielding more kWh across a territory than other approaches and allowing utilities to meet ambitious energy efficiency mandates while maintaining cost effectiveness. Utilities use Opower to help customers first understand their energy use, then better manage it. Through engagement that is	NA

	<p>wide in reach and focused in approach, utilities realize benefits ranging from cost reductions to smart grid acceptance. Opower's demand response solution allows utilities to deploy cost-effective and reliable demand response programs across everyone in their territory, with or without in-home devices. Opower extends utility energy efficiency and demand response programs into the home through a seamless, utility-integrated thermostat platform designed to engage customers, deliver measurable results, and increase program participation.</p>	
Privia Health	<p>Privia Health is a unique physician practice management and population health technology company that partners with top doctors to keep people healthy, prevent disease, and improve care coordination in-between office visits. Unlike traditional approaches to wellness and disease management, Privia anchors its population health management programs within top physician practices – leveraging the trusted role of a personal doctor to oversee wellness interventions, and to increase people's engagement in their own health and wellbeing. Privia's proprietary web-based technology creates a private social network between the patient, their doctor, and their wellness team where they can collaborate on care – sending and receiving secure email messages, identifying wellness goals, getting individual care recommendations, setting action plan targets, tracking progress, providing coaching, sending care reminders and alerts, and providing real time feedback. Privia's technology supports Privia Medical Group and Privia Quality Network, as well as other population health focused medical groups, clinically integrated networks, and ACOs.</p>	NA
DARPA	<p>The Defense Advanced Research Projects Agency (DARPA) relies on diverse performers to apply multi-disciplinary approaches to both advance knowledge through basic research and create innovative technologies that address current practical problems through applied research. DARPA's scientific investigations span the gamut from laboratory efforts to the creation of full-scale technology demonstrations in the fields of biology, medicine, computer science, chemistry, physics, engineering, mathematics, material sciences, social sciences, neurosciences and more. As the DoD's primary innovation engine, DARPA undertakes projects that are finite in duration but that create lasting revolutionary change. Some examples of DARPA innovation: GPS, ARPANET (precursor to the modern internet), voice recognition, and cloud computing.</p>	Approximately \$10 million in state incentives for buildout of new office building

18. Provide up to three examples of **collaboration among business, government and institutions in the community to generate an innovation ecosystem** that contributes to local economic growth, attracts leading-edge employers and solves social challenges.

Name	Description	Year Started	Results to Date
TandemNSI	A public/private partnership to foster the commercialization of technology from national security agencies (DARPA, DoD Labs, Army, Air Force, DHS, etc.), and to promote greater engagement between local entrepreneurs and the national security establishment.	2014	<ul style="list-style-type: none"> - 20 educational and knowledge sharing events about NSI opportunities - Growth of a 1,500+ person community of interest (subscribers to TandemNSI's email list) - Participation of seven different program officers from the national security establishment in TandemNSI events, whereby connections were made with local businesses offering technology products
ConnectArlington 2.0	A public/private partnership to encourage broadband competition by connecting commercial, nonprofit, public health, government, and educational institutions to high-speed data transportation services and to reposition Arlington County as an East Coast technology hub.	2013	<ul style="list-style-type: none"> - Joint Base Fort Myer-Henderson Hall fire department mutual aid agreement and video sharing - Ballston Business Improvement District Public Access WiFi initiative - Virginia Tech urban resiliency and building vital signs project
Crystal Tech Fund	In April 2014, Paul Singh's Crystal Tech Fund opened in Crystal City. The Crystal Tech Fund is a \$50 million fund managed by Singh's Disruption Corporation and invests in post-seed startups who have traction and revenue averaging \$1 million per year. The fund aims to fill the gap between seed funding and Series A investment – part of the Series A crunch – with investments of \$250,000 to \$1 million.	2014	The Crystal Tech Fund has made more than a dozen investments in companies and is doubling its space.

19. What were the top three investments backed by angel, venture or other forms of risk capital in your community within the past 36 months?

Month/Year	Company Funded	Description	Value (USD)	Source of Funding
11/2014	Endgame	Endgame provides clarity to digital domain and supports data analysis by ease of use, scalability, speed, and effectiveness	\$30 million	Tech Operators, Kleiner Perkins, Caufield, & Byers, Columbia Capital, Bessemer Venture Partners, Paladin Capital Group
11/2013	Evolent Health	Evolent Health is a population health management services organization that integrates the technology, tools, and on the ground resources to support health systems in executing on their population health and care transformation objectives.	\$100 million	The Advisory Board invested in Evolent Health as well as the UPMC Health Plan (a health insurance provider in Western Pennsylvania) and private equity firm TPG Growth.

11/2013 4/2012	Privia Health	Privia Health is a national physician practice management and population health technology company that partners with leading doctors to keep people healthy, better manage disease, and to reward providers for delivering high value care.	\$400 million (11/13), \$12.3 million (4/12)	Health Enterprise Partners, Brighton Health Partners, Goldman Sachs & Co
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**Indicator #4
 Digital
 Inclusion**

As broadband deploys widely through a community, there is serious 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, prejudice or geography. Intelligent Communities promote digital inclusion by creating policies and funding programs that provide “have-nots” with access to digital technology and broadband, by providing skills training and by promoting a compelling vision of the benefits that the broadband economy can bring to their lives.

20. Please describe your community’s digital inclusion strategy and outline its most important goals or priorities.

The Arlington County Digital Strategy has been written to define how technology can support a vibrant community that is inclusive and considerate of our diverse population, from the most tech-savvy to those who cannot or who are not inclined to use technology. Our digital strategy is based on an approach that puts our customers first and ensures that our practices offer the right blend of technology solutions with human engagement. The goal of our digital strategy is to give you what you need, when you need it, and the way you want it. In the framework of the digital strategy, we are applying digital innovations to transform public health and human services practices, involving constituents to increase their participation and engagement, leveraging opportunities to partner for new and improved ways of providing citizen services, and building on an infrastructure that allows us new opportunities to provide service to all of our citizens.

21 Which of the following groups are the primary targets of your digital inclusion strategy, on which the majority of resources are concentrated?

- Low-income
- Elderly
- Geographically remote
- At-risk or criminal youth
- Disabled



22. 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	Year Started
Arlington Public School – Arlington County Government Technology Collaboration Initiative	<input checked="" 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 institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other
Description		Results to Date
<p>A collaborative effort between Arlington Public Schools (APS) and Arlington County Government (ACG) extends wireless Internet access to five community centers co-located with schools in Arlington’s most disadvantaged neighborhoods, with WiFi-enabled personal computer stations at each location. The computers are available for use by students in after-school programs as well as by members of the community.</p> <p>Additionally, APS takes advantage of the “Connected Families Initiative,” which provides loaned laptop computers for any student who asks, as well as information on low-cost internet access in the home.</p>		<p>In addition to using the computers for homework purposes, after-school instructors encourage students to use the computers to further research and explore current discussion topics. Adults and senior citizens from the neighborhood have also been able to use the computers for both recreation and to search for jobs through online listing services.</p>

Name	Funded By	Year Started
Arlington Public Libraries Digital Programs	<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 institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other
Description		Results to Date
<p>The Library offers several dozen technology training classes each season, covering everything from basic computer use to the fine points of Microsoft Excel. Some classes have been offered in Spanish. The Library offers a tremendous amount of resources online, from language courses including ESL to investing tools like Value Line, plus eBooks, eAudiobooks, streaming movies and downloadable magazines available in English and other languages.</p> <p>Additionally, working with the Library of Congress, Arlington Public Library offers Books by Mail for the homebound and Talking Books for the Blind, supplying all digital machines and the instruction sessions. We have accessibility software and ADA compliant computer stations.</p>		<p>Library technology classes have increased in popularity each year, with numerous classes at capacity and an increasing number of County residents taking advantage of the online resources that are available.</p>

Name	Funded By	Year Started
Public Use PCs in Community Centers and Public Access WiFi	<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 institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2006/2007
Description	Results to Date	
<p>The Department of Parks & Recreation (DPR) provides 2 – 15 public use computers at 10 community centers located throughout the County. There are no barriers to use – computer use is free of charge and we do not require any pre-registration or membership for use. Several of these centers are located in lower-income neighborhoods with higher concentrations of at-risk youth and families who may have limited computing resources at home.</p> <p>Arlington’s public access WiFi initiative is designed to leverage ConnectArlington’s fiber infrastructure to provide free Wifi in public gathering spaces. ConnectArlington Wifi is provided in the Village at Shirlington, the Courthouse area civic center, and all libraries, schools, and community centers. Plans are in the works to include the Ballston Mall and Pentagon City Mall areas in this WiFi initiative.</p>	<p>DPR does not formally track PC usage at this time. However, our center managers report periods of very high usage, particularly in the after school and early evening hours.</p> <p>An average of 1,000 unique connections per day to the Public Access WiFi keep Arlington County residents and visitors online wherever they interact with local government. This access has driven increased traffic to libraries and recreation areas that become key areas of inclusion and diversity. The WiFi initiative has generated interest among non-profit and private enterprises and the County is focused on expanding coverage to many more gathering spaces.</p>	

**Indicator #5
 Marketing &
 Advocacy**

A community’s citizens can be a barrier to progress by resisting change, or can become its most powerful advocates for a better future. Intelligent Communities work to engage citizens and organizations as champions for change. They are also effective marketers of their digital age advantages for economic development purposes.

23. Describe up to 3 policies or projects led by local government, business or institutions that **educate citizens on issues of importance to the community’s future** and **encourage them to participate** in creating needed changes.

Program	Description
PLACE (Participation, Leadership, and Civic Engagement)	PLACE is an Arlington County Government initiative to update the “Arlington Way” (citizen participation and consensus building) by expanding the ways in which our residents engage with each other and our government to enrich Arlington. PLACE’s goals are the reinvigorate the Arlington Way in key government decisions, strengthen the participation of leaders and civic engagement, and refine existing processes to ensure local community leaders have success in their interactions with County government. PLACE contains a community-wide online site that consists of community forums and message boards that encourage persistent, thoughtful and constructive content from residents to engage in the continuing work of improving Arlington as a community. PLACE aims to engage in a community-wide conversation to develop a clear description of the Arlington Way and energize civic decision-making processes.
AIRE (Arlington Initiative to Rethink Energy)	The Arlington Initiative to Rethink Energy (AIRE) helps our community make smart decisions about energy and supports individual actions that improve and sustain Arlington’s quality of life. Through rethinking energy, we are committed to energy practices that make Arlington a more prosperous, healthful, safe and secure place to live, work and play. AIRE helps the community use energy wisely, which



	benefits our economy, safety and security, and the health of our environment. Through community outreach programs, AIRE provides resources and events that connect the community with these goals and specific ways to achieve them.
Community Energy Plan	The Community Energy Plan, first adopted in 2013, sets an ambitious goal of reducing Arlington’s greenhouse gas emissions by approximately 75% by 2050 from 2007 baseline levels. To achieve this ambitious target, the CEP provides guidance and resources for residents and businesses in Arlington on how to reduce their energy consumption. As a result of this plan, Arlington is encouraging its residents and businesses to increase energy efficiency and resiliency, which in turn will not only lower utility and other energy costs, but also increase reliability of energy sources and keep pricing competitive. Additionally, reducing the County’s carbon footprint will make Arlington a healthier, more pleasant place to live and work.

24. Please give up to two specific examples of communications programs – aimed at people or organizations **inside your community** – that focus on your Intelligent Community initiatives and successes. Include hyperlinks where available.

Marketing Programs or Materials	Intelligent Community initiatives featured; how explained
Arlington Problem Reporting App	Arlington’s Problem Reporting Tool is a convenient app available for iPhone or Android that allows residents, workers, or County staff in Arlington to quickly and easily report problems around the County, ranging from damaged stop signs and potholes to missed garbage pickup and graffiti. Users can report a problem from a mobile device on location and provide photos, which are then easily recognized by the receiving staff because of automatic GPS location services on a user’s smartphone. Requests are automatically routed to the correct County staff for rapid response, and users can track their requests and receive updates when a needed service or repair is completed.
Click here to enter text.	Click here to enter text.

25. Please give up to two specific examples of communications programs – aimed at people and organizations **outside your community** – that feature your Intelligent Community initiatives and successes. Include hyperlinks where available.

Marketing Programs or Materials	Intelligent Community initiatives featured; how explained
Arlington Car-Free Diet	Arlington’s Car-Free Diet is a multimedia campaign (encompassing online, print, and broadcast marketing) that encourages commuters coming into, within, or outside Arlington to reduce single-person auto travel and experience alternate methods of transportation (walking, biking, Metro, or bus) with the goal of saving money, improving the environment, and maintaining a healthy lifestyle. An online calculator demonstrates for users the money saved and/or calories burned in taking advantage of alternate transportation methods (such as walking, biking, or using public transit), and online forms offer suggestions and itineraries for using different modes of transportation to reach a specific destination. Additional marketing materials include The Car-Free Diet Show (www.carfreediet.com/pages/car-free-diet-show/), a multi-episode “comedy show” dedicated to educating consumers of the benefits of alternate transportation.
Click here to enter text.	Click here to enter text.

26. Please provide up to three success stories of business formation, growth or attraction in your community.

Company	Description
CEB (Corporate Executive Board)	CEB, a global leading member-based advisory company and one of the County’s major employers and key tenants in the Rosslyn area needed to expand. The

	<p>company initiated a national search for a headquarters location, and that search was narrowed to two sites: Arlington’s Rosslyn neighborhood and a city in North Carolina. After extensive negotiating and working with the site selectors and clients, CEB announced plans in July 2014 to lease 350,000 square feet in the new Central Place development in Arlington’s Rosslyn neighborhood as its new global headquarters. The building, which will be known as “CEB Tower,” is expected to bring as many as 800 new jobs to the region, in addition to retaining over 1,200 existing highly paid, well educated employees. CEB cited some of Arlington’s numerous initiatives and revised policies, including Connect Arlington, revisions of Arlington’s Technology Zone incentives, and revisions to sign ordinances as reasons that set Arlington apart from other regions in terms of providing companies like CEB with the resources and tools they need to grow their businesses for the future. Arlington County officials worked in conjunction with the Virginia Economic Development Partnership and the Governor’s office to secure a \$4.5 million Governor’s Opportunity Fund grant for the project, which was matched by the County through infrastructure improvements. Another \$5 million in funds was provided by the Virginia Economic Development Incentive Grant.</p>
<p>Crystal Tech Fund</p>	<p>Arlington Economic Development had long identified access to capital as a major piece of infrastructure necessary to build the innovation economy and attract entrepreneurs. Seeing an opportunity, AED connected Paul Singh of 500 Start ups with Vornado Realty Trust, a major real estate owner in Arlington’s Crystal City area. Together these innovators were able to forge a deal that resulted in the creation of the \$50 million Crystal Tech Fund venture capital firm that was officially launched in April 2014. Crystal Tech Fund focuses on backing post-seed startups with investments ranging from \$250,000 to \$1 million with three core principles: that the startups open in the Crystal City area; that the startups need more than just cash, but also resources and guidance; and that companies like these continue to grow and collaborate with each other. Since its opening in April, the Crystal Tech Fund has already assisted more than a dozen companies and is planning to double its workspace.</p>
<p>TechShop</p>	<p>When TechShop, called a “playground for creativity,” started looking for a Capital region home, Arlington Economic Development worked with the company to identify the perfect location in Arlington’s Crystal City neighborhood in early 2014. The membership-based, do-it-yourself (DIY) creative workshop and fabrication studio was made possible by a continued partnership with the Department of Veterans Affairs Center for Innovation (VACI) and the Defense Advanced Research Projects Agency (DARPA). TechShop is a place where entrepreneurship meets manufacturing. Members have access to a world-class workshop with the machines, tools, training and support they need to make their business ideas a reality. TechShop also provides classes for members and nonmembers and is representative of the collaborative nature of co-working that has become very popular in Arlington. Since its opening, TechShop has signed more than 1,000 members and has hosted numerous Arlington entrepreneurs and startups specializing in the fields of robotics, 3D printing, and related manufacturing fields.</p>

**Indicator #6
 Sustainability
 (test questions)**

Communities that use fewer resources to create products and provide services are more efficient and productive, which is key to continued improvements in standard of living. Many if not most sustainability measures improve local quality of life, from cleaner air and water to improved public transportation and greater livability.

Communities that make sustainability a shared goal typically engage organizations, community groups and neighborhoods in sustainability programs and activities. These contribute to civic pride, local identity and mutual understanding. Responses to the following questions will not be included in the 2015 Intelligent Community of the Year selection but are being tested for use in future questionnaires. We appreciate your taking time to complete them.

27. Please report the annual average air quality reading of your community based on all available air quality readings in the municipality (ug/m3) 10.1 ug/m3
28. What is your total residential and commercial indoor water use (litres or gallons)? 22,010,000
 Litres Gallons
29. How many metric tonnes or tons of municipal waste goes to landfills from your municipality per year, after subtractions for recycling, composting and incineration? 7424
 Tonnes Tons
30. What percentage of trips in the municipality take place without use of an automobile (transit, bike, walk) over the course of one year? 29 %
31. Does the Mayor, Council and city staff provide visible support for sustainability initiatives? Yes No
32. How much public park or green space does your municipality provide, measured in square meters or square miles, including only publicly-available space? 1.5 (946 acres)
 m² sq miles
33. Please provide any comments on the questions above that will help us improve them. Let us know if you were unable to report any of the information or any other issues you encountered.

[Click here to enter text.](#)

**Theme
Revolutionar
y Community**

The 2014-2015 Awards will examine how information and communications technology are changing the physical form of your city, the delivery of services and the urban and rural planning process. Your answers to the Smart21 questionnaire provided information on the status of planning. In addition to that data, we are seeking examples of transformation that can inspire other communities around the world.

34. Transforming the Physical Form of the City. Provide an example of an application of ICT in your city that has changed the community's physical form, from the impact of broadband on property development to changing transportation patterns or digitally-enhanced arts installations that create a unique sense of place.

Once an aging commercial area with an abandoned big box store and acres of desolate parking, some incredible vision and a unique cultural-economic public-private partnership have now transformed Arlington's Shirlington neighborhood into a connected, vibrant urban village with dining, shopping, and plenty of pedestrian activity, all anchored by a bustling library-theater complex. The redevelopment nearly doubled the land area and more than tripled the density in Shirlington.

With its established café culture, live theater, hotel, and pedestrian promenade, Shirlington has become the arts and entertainment capital of Arlington. Anchoring the neighborhood is a multi-million dollar theater-library complex, home to the Tony Award®-winning Signature Theatre and the state-of-the-art Shirlington Branch Library. Additional theater spaces, ranging from an art-house cinema to the multiuse Theatre on the Run, featuring performance spaces, classrooms and more, all contribute to make Shirlington one of the most notable arts destinations in the region.

Shirlington is especially regarded for its multi-modal transportation – walking, biking, driving, and public transit integrate seamlessly. Shirlington has two bike-sharing stations, on-street bike lanes and nearby trails, ample walking space and safe pedestrian crossings, and a state-of-the-art bus transit facility that connects thousands of regional commuters to locations throughout Northern Virginia. Parking is distributed behind the commercial buildings with access from several streets to enhance the ease of access while enhancing pedestrian access and safety.

Shirlington's transformation was the result of an extensive, intensive, and intentional multi-year planning process undertaken by the property owner, Arlington County, and an unprecedented number of community members, bringing

many neighborhood champions to the table. The resulting Phased Development Site Plan (PDSP) and the accompanying Shirlington Design Guidelines emphasize an exceptional pedestrian experience through the use of human-scale building design, technology access, plantings, outdoor dining, signs, lighting, and street furniture.

Shirlington is the quintessential multigenerational neighborhood - young professionals, families, and retirees mix seamlessly. With every conceivable service and amenity available within easy walking distance, it is an ideal neighborhood for retirees looking for convenience, families looking for plenty of things to do, or young professionals looking for varied dining and shopping opportunities. Amenities include WiFi, a 24 hour grocery store, U.S. Post Office, state-of-the art library, bus transit center, personal services, and a variety of specialty shops and restaurants. The neighborhood is also adjacent to a popular regional park and trail network.

35. Transforming Services to Citizens. Provide an example of ICT delivering a new and valuable service to citizens that saves time or money, improves participation or enhances quality of life.

In 2014, Arlington announced a new approach to the investment of technology to improve the delivery of services to its residents. The overarching goal of Arlington's digital strategy is to make it easier for people to interact with government – to allow individuals to access the information they need, when they need it, and to create an environment where an “intelligent” community will transform the way we live and work today.

Previous technology plans identified initiatives to simplify access through attractive web interfaces to government. These plans identified technology initiatives that would streamline access to existing government processes, which were designed to satisfy the government's needs not necessarily the needs of the residents to be served. The concept of a digital strategy focuses first on the delivery of services that satisfy the preferences of our residents and technology as the enabler. The forces of cloud, data, mobility, and social have been introduced and accepted by our community and the expectation by our residents is their relationship with government will be the same as it is with the world around them.

This plan takes into consideration two distinct and concurrent technology approaches – working both heads down and eyes forward. We continue to focus on traditional technology, doing the day-to-day work of ensuring that technology functions appropriately and securely, defining long-term plans, managing technology budgets, and enforcing a disciplined approach to deployments. Simultaneously, we focus on the agile use of technology to respond quickly to evolving opportunities. We have created a mature, efficient and agile technology competency center, and we are committed to making the necessary investments to continue this path forward. As we realize the benefits of a digital strategy and achieve the goals of an “intelligent” community, we will align our technology efforts with the needs and goals of the service departments who provide for our constituents. We see alignment as follows:

- **Healthy, Safe and Secure Community** - More than ever, technology is integrated with health care services and public safety activities. They are dependent upon technology in the performance of their duties. We are leveraging new opportunities for integrated regional communications and emergency response, expanding technology tools for comprehensive situational awareness, and taking advantage of new technology to support advanced, resilient emergency communications.
- **Economic and Environmental Sustainability** - Leveraging technology is paramount to continue to attract and retain individuals, businesses, and institutions. We are plan for sustainment, capacity and refreshment of the County's electronic resources, providing economic development initiatives to increase commercial occupancy rates, aligning with energy conservation and sustainment goals identified in the County's Community Energy Plan, and enriching transit choice possibilities.
- **Transparency and Accountability**- Providing open access empowers us to assure confidence in government, encourage third party innovation, and improve the services we provide. We are restructuring processes for the digital age, involving constituents to increase their participation and engagement, providing analytics to encourage collaboration and facilitate informed decision making, and leveraging opportunities to partner for new and improved ways of providing citizen services.
- **Privacy, Security and Resiliency** - In a time of increasing awareness for security and privacy, we are committed to ensuring the safety of our information and infrastructure. Ensure the protection of the County's infrastructure, both from within and without. We are preserving and protecting the official records of the County, protecting the information of those who engage with the County, providing resiliency and continuity of operations.

36. Transforming Involvement in Planning. Provide an example of the use of ICT to better engage citizens, organizations and other constituents in the process of planning and in managing the plan, with positive outcomes for the community.

As part of a larger effort to update the land-use plan that guides growth and development in Arlington's Rosslyn neighborhood, Realize Rosslyn is a community planning process that is working to continue Rosslyn's transformation from an auto-centric area into a more walkable, vibrant and distinctive urban place that features great housing, retail and office space – all easily accessible by public transportation.

Realize Rosslyn will provide the community vision, planning and implementation framework to help Rosslyn reach its full potential. This effort will update the 1992 Rosslyn Station Area Plan Addendum and build upon its successes, and ultimately it will serve as the guiding document for the Rosslyn Coordinated Redevelopment District (RCRD), the area generally comprising central Rosslyn.

Two decades ago, planners envisioned Rosslyn as a competitive first-class urban center with superior architecture and excellent urban design. Today, Rosslyn is a thriving commercial center with more than 8 million square feet of office space, 2,100 hotel rooms, several urban parks and numerous restaurants. While much progress has been made, there are still challenges that need to be addressed, including: creating a more attractive community, improving access for bikes and pedestrians, and providing more options for shopping, dining, entertainment, parks and public spaces.

Public participation is an important part of the process. In December 2012, the County and the Rosslyn BID began working with the community to define a vision and identify emerging ideas for the future of Rosslyn. To date, more than 30 public meetings, workshops and outreach events using a myriad of technologies have been held to provide opportunities for everyone in Arlington to be part of the discussion, with the ultimate goal of creating a better urban design framework to make Rosslyn a more attractive, enjoyable place for people to live, work and play.

Additionally, the Envision Courthouse Square project is a community planning effort to reimagine the County's civic center and create a great public destination in Arlington's Courthouse neighborhood. The goal is to update the vision outlined in the 1993 Courthouse Sector Plan Addendum, which identified a state-of-the-art government center and signature public space as critical to the area's development. The update will create a visionary plan, strategies, policies, development standards and implementation steps, addressing location and use of public open space; the uses of buildings in the area as well as locations, height and density; the overall pedestrian, bicycle, and vehicular network; the treatment of cultural resources in the area; and the incorporation of building and landscape technologies, district energy, and an integrated master plan.

Still in its preliminary stages, Arlington planners are heavily relying on the input of County residents and businesses for consensus in this project. Through a series of public meetings, webinars, online surveys, e-newsletters, and other channels, the County is hoping to get a wide range of input from a variety of constituents to ensure a true collaborative effort for Envision Courthouse.

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 Communications 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. Intelligent Communities express a clear vision of their broadband future and craft public policies to encourage broadband deployment and adoption.

Knowledge Workforce means a labor force qualified to perform “knowledge work” involving the acquisition, processing, analysis or use of information and the use of automation in manufacturing and manual processing. Intelligent Communities exhibit the determination and demonstrated ability to develop a workforce qualified to perform knowledge work. This is not simply a matter of possessing universities able to crank out post-grads with science and engineering degrees. Effective development of knowledge workers extends from the factory floor to the research lab, and from the loading dock to the call center or Web design studio.

Innovation. Intelligent Communities seek to foster or attract innovative businesses, because they are the ones that will grow in terms of employment and contribution to the tax base. These days, the word “innovation” tends to imply technology: the creation of tech clusters and the founding of the next Microsoft or Softbank. But innovation in other areas is just as powerful. Innovation may mean finding a better way to serve customers, ship goods, make reservations, or deliver information. More broadly, innovation is a process that leads to improvements in added value, whether incremental or radical, to markets, organizations, government, and quality of life. It is not the technology that matters — it is the change it makes in people’s lives. Intelligent Communities foster innovation and creativity within economic development programs and policies, for example, by creating an environment that attracts creative people, and by promoting the formation of, and access to, the risk capital that fuels new business

Digital Inclusion. The broadband economy promises to usher in a golden age of prosperity, knowledge and freedom. But it has just as much potential to usher in a “gilded age,” where the benefits go to a privileged few and fail to ignite economic growth. Intelligent Communities create digital inclusion by creating policies and funding programs that provide “have-nots” with access to digital technology and broadband, by providing skills training and by promoting a compelling vision of the benefits that the broadband economy can bring to all citizens. 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.

Marketing and Advocacy. 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 (marketing) and internally to their own citizens (advocacy) - 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.

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

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.