

The Intelligent Community Forum will use the data provided on this form for the first stage of its international awards program: the selection of the Smart21 Communities of 2011, semi-finalists for the Intelligent Community of the Year award. The Smart21 will be announced in October 2010 at a ceremony hosted by Suwon, South Korea, the 2010 Intelligent Community of the Year. After the announcement of the Smart21, the Awards program will proceed as follows:

October-December 2010

Each of the Smart21 Communities is required to complete a second, more detailed nomination form in order to be considered for ICF's Intelligent Community of the Year Award. The information in this form will be analyzed by an international academic team, which produces numerical scores for each community.

January 2011

The seven top-scoring communities are named by ICF as its Top Seven Intelligent Communities (finalists) at the annual conference of the Pacific Telecommunications Council (PTC) in Honolulu, Hawaii, USA.

Feb-April 2011

The Top Seven Communities host an ICF executive 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 executive's report on the community is reviewed by the international jury that helps select the Intelligent Community of the Year. Meanwhile, an independent consulting firm re-analyzes the detailed nomination forms submitted by each of the Top Seven and produces a second set of numerical scores. To select the Intelligent Community of the Year, ICF combines these numerical scores with the independent votes of the jury.

May 2011

ICF invites representatives and citizens from the Top Seven to New York City for its *Building the Broadband Economy* summit. Each of the Top Seven Communities will participate in a half hour discussion on stage at BBE about their community. On the final day of the summit, one of the Top Seven will be named Intelligent Community of the Year. During the year following the award, the Intelligent Community of the Year will host the next year's Smart21 announcement. ICF will also work with the Intelligent Community of the Year to promote its achievements. The Intelligent Community of the Year is barred from entering the Awards program again but is named to the international jury.

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 to ICF at awards@intelligentcommunity.org by **September 24, 2010**. The Selection Committee for the Smart21 will use only the information on this form in making its evaluation. Do not send additional information or attachments.

Deadline for
Nominations:
24 Sept 2010

2011 Theme: Health and the Intelligent Community. In addition to ICF's five permanent criteria (the Intelligent Community Indicators), the Intelligent Community Awards are guided by an annual theme. In 2011, our theme is **Health and the Intelligent Community**. ICF invites nominees to describe efforts by local government, institutions and businesses to improve the delivery and management of healthcare using information and communications technology in order to enhance the health of residents, reduce costs and create business opportunities for local employers.

Nomination

Name of Community

City of Dublin, Ohio

The following questions provide an opportunity to tell the 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. **Before answering the questions, review the description of the Intelligent Community Indicators and Success Factors** beginning on page 14 or visit ICF's Web site at www.intelligentcommunity.org. Your nomination will be more successful if it addresses the topics of the Indicators and Success Factors.

Vital Statistics

Population	Municipality	41,093	Metro Area (if applicable)	1.7 million
Labor Force	Municipality	70,000	Metro Area (if applicable)	976,600
Area	Municipality	25 square miles	Metro Area (if applicable)	4,000 square miles

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

Dublin, Ohio is a progressive, well-educated and innovative city surrounding the Scioto River in the northwest area of metropolitan Columbus. Dublin is within 500 miles of more than 50 percent of the U.S. population, 35 percent of the Canadian population, and 60 percent of the nation's manufacturing facilities and consumer markets.

Approximately 25 square miles and home to 40,000 people, the city annually hosts Jack Nicklaus' PGA Tour Memorial Tournament at Muirfield Village and one of the country's largest Irish festivals. Dublin is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment and green initiatives.

The average Dublin resident is 36 to 45 years of age, married with minor children living at home, owns a single-family home, and is employed full-time in a variety of professions, trades and service positions. Eighty percent of Dublin residents possess a bachelor's or graduate degree.

All three Dublin high schools were named to Newsweek's 2010 list of top high schools in the country. With 25 institutes of higher learning in Central Ohio, including The Ohio State University, the region offers a pipeline to 115,000 college students and 20,000 annual graduates. Both Columbus State Community College and Ohio Christian University have branch locations in Dublin.

Dublin has long been recognized as a premier community, not only locally, but also nationally. Home to Ohio's largest corporation, \$87 billion Cardinal Health, Dublin also is the headquarters of Wendy's International, Ashland Inc. and OCLC – the Online Computer Library Center. According to a 2008 community survey, 45 percent of people who live in Dublin work in Dublin, and 99 percent of residents ranked the city as an excellent or good place in which to live.

The first nonprofit hospital to be built in Central Ohio in the last 20 years, Dublin Methodist Hospital, opened its doors in 2008 providing premier medical services in a virtually paperless environment.

The city was named one of America's hottest places to live by Money magazine. Dublin has achieved this status through strategic planning and great vision by current and former City Councils and municipal leadership. In 2008, Dublin City Council adopted an updated version of the comprehensive community plan, which lays the groundwork for the city's future planning efforts. In conjunction with the plan, Council also adopted guidelines to fast-track the development process for businesses locating in the city's Innovation Park, a planned 1,300-acre next-generation technology park. These new development standards offer businesses the opportunity to begin building facilities without a lengthy approval process as long as they meet the outlined criteria.

Another reason Dublin is able to react at the speed of business is its implementation of a 2 percent income tax, which is the major revenue source for the city. In addition, the city encouraged corporate headquarters to ring the Central Ohio outerbelt as it passes through Dublin. This strategy, coupled with the tax increment financing program, has helped fund the infrastructure necessary to support these corporations, provide a high quality of life for citizens and enable innovative technologies to be implemented.

Dublin leadership also recognizes the importance of sustainability and has been instrumental in taking a leadership role through the Mid-Ohio Regional Planning Commission. Dublin was one of the first communities to sign the Green Pact, a multi-jurisdictional commitment to making the region more sustainable through policies that enhance and protect the environment.

2. **Challenge** (Maximum: 3 pages) 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.

Dublin's diverse and sound economic base provides the foundation for the present and future stability of the city. The city's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

Dublin's largest source of funding is income tax revenues, which are allocated 75 percent to the General Fund and 25 percent to the Capital Improvements Program (CIP). In 2009, Dublin collected \$65.9 million in income tax. Dublin's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the high quality of life enjoyed by Dublin's corporate and residential citizens.

The CIP establishes a fiscally sound plan for Dublin's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained. The 2010-2014 CIP includes more than \$174.5 million for major capital projects.

These funds are reinvested in the community through city services and road improvements, benefiting residents and corporate neighbors. Dublin's Emerald Parkway, the award-winning Dublin Community Recreation Center and the Wi-Fi network are examples of CIP projects that benefit all who live or work here.

In 2007, Cardinal Health (No. 19 on the Fortune 500 list) announced it would be expanding its Dublin headquarters through a 250,000-square-foot addition. As part of an economic development agreement with Cardinal, the City committed to completing the final phase of Emerald Parkway. Such an improvement will add greatly to the quality of life of Dublin residents, the Columbus Northwest area and Cardinal Health employees. It also will provide immediate benefits to adjacent businesses, including Verizon Wireless's call center, and will open up additional freeway frontage along Interstate 270 for more economic development in the city. When complete, the \$60-million Emerald Parkway will have been constructed without the use of any outside government funding sources.

The City of Dublin uses tax increment financing (TIF) in conjunction with select economic development incentives to attract new businesses and to assist existing business expansions. This financing mechanism has been used to provide funding for public infrastructure improvements, including building roads to accommodate new development and opening up access to undeveloped sites. TIFs also are used to strengthen the tax base for the City of Dublin, Dublin City Schools and Washington Township to ensure a positive long-term economy. Dublin's judicious use of the TIF has resulted in many benefits for the city. Dublin has obtained needed public improvements without using income tax dollars, as well as the increased tax revenue potential from the developments. The corporations pay the same amount in payments in lieu of taxes (PILOTs) as they would have paid in property taxes had a TIF not been established. The PILOTs are used by the city to fund the necessary infrastructure improvements. Dublin has become the in-state expert on TIFs, advising other Ohio cities about the process.

Dublin's fiscally sound stewardship has earned the city the highest available bond ratings – Aaa from Moody's Investors Service and AAA from Fitch Ratings – a distinction carried by approximately 3 percent of rated cities nationwide. These ratings reflect the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Dublin will remain one of the most desirable suburbs in Central Ohio and the Midwest.

In addition, Dublin City staff are committed to meeting the goals set forth by Dublin City Council, which include:

- Achieving a higher level of distinction and establishing Dublin's competitive edge by:
 - Retaining, expanding, attracting and creating high tech and knowledge-based jobs to ensure the financial security of the City of Dublin
 - Implementation of publicly owned bandwidth in the Wi-Fi and fiber optics systems and ensuring the ongoing viability and competitiveness of this critical infrastructure
 - Exploring innovative economic development solutions
 - Focusing on the development of Innovation Park (the city's planned 1,300-acre next-generation technology park) by fostering relationships with research and educational institutions; adopting high quality development standards and implementing a development review process that is predictable and consistent; and identifying, recruiting, and securing an anchor tenant(s)

- Providing regional leadership through:
 - Sharing our knowledge and expertise with other communities by serving on regional, state or national committees
 - Focusing on regional relationships to secure future economic opportunities for the region including ensuring well-planned growth of the U.S. 33 corridor

- Preparing for the city's expanding infrastructure and utility needs by:
 - Evaluating multiple modes of transportation, such as bike lanes and public transportation, for possible implementation in future capital improvement programs.
 - Focusing on completing key linkages in the bikeways system
 - Considering the future of rail for transit and logistics in the northwest corridor
 - Reviewing and evaluating utility options to ensure the best future services for the City of Dublin with particular attention to planning for the city's future water and sewer system needs

It is this kind of strategic planning that led the City of Dublin to become a leader in the broadband arena. Following the deregulation of telecommunications companies in 1996, Dublin pursued the installation of its multi-conduit system and deployed its own fiber network known as DubLink. This network would lay the groundwork and serve as the backbone for the city's technological advances over the next decade and beyond.

In a highly competitive global environment, Dublin has continually positioned itself ahead of the curve seeking these types of progressive opportunities to maintain its competitive edge. These initiatives have included DubLink, the creation of an entrepreneurial resource center and a green incubator, and the deployment of a citywide Wi-Fi network. Dublin has had the full support of the City Council and community in these efforts.

3. **Strategy & Programs** (Maximum: 3 pages) 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. Please organize your response by Intelligent Community Indicator:
- a. Broadband
 - b. Knowledge Workforce
 - c. Digital Inclusion

- d. Innovation
- e. Marketing and Advocacy

- a. Broadband

DubLink, Dublin's innovative fiber-optic network, is a public-private partnership between the City of Dublin and the Fishel Company, and is just one example of the many innovative services Dublin offers its residents and corporate community. DubLink was started as an underground conduit system to accommodate fiber-based services thereby enabling the rapid deployment of competitive and redundant voice, data and video communications systems. This high-speed network provides instantaneous access to the global marketplace, and businesses have the opportunity to either choose their own service provider or lease fiber capacity.

DubLink also provides a vital connection for city services. In 2003, the city established an institutional fiber network using its city-owned fiber throughout the DubLink conduit. The institutional system ultimately connected six city facilities located throughout the City of Dublin: City Hall, Service Center, Development Department, Justice Center, Dublin Community Recreation Center and Community Relations, not to mention two municipal swimming pool facilities. Through the network, we are able to offer a variety of services, including the city's Web site, www.dublin.oh.us.

On this site, residents may view programs and services online and register for classes; participate in online auctions of government surplus items; view City Council agendas and minutes, and listen to podcasts of Council meetings; view the Dublin television magazine program, "It's Happening in Dublin"; and e-mail City Council members or department directors with questions or comments. Businesses may review project bids online, file for building permits or schedule a building inspection. Residents also may sign up for opt-in e-mail with messages automatically sent to them based on their interests. Dublin Information Online, or DINO, provides an interactive blog where city employees can exchange news. City employees can determine the location of all citywide assets through a GIS system. All Web site visitors can locate addresses and view aerial photos of the city on the GIS map. Dublin taxpayers can file their taxes online through our tax preparation application. These services are marketed to residents in a variety of ways -- through the city's communication tools and in local publications.

The city's Economic Development website, www.DublinEconDev.com, includes an interactive site locator map in which companies may search available properties based on their business requirements. In addition, the City of Dublin is partnering with the State of Ohio to promote www.OhioMeansJobs.com, a website where employers have access to 8 million Ohio-area resumes and can post job openings on hundreds of jobs boards. The city promotes Economic Development, quality of life and the website through national and international publications and through a number of industry websites, which according to studies is where 85 percent of site selectors conduct research before contacting a city.

The city's use of Wi-Fi is focused toward mobile computing for emergency first responders and other field staff. Wi-Fi also supplements the city's institutional network by providing redundant broadband capacity for city and other public facilities. In addition, it can be used for fleet monitoring, such as determining the location of snow plows and dispatching them to other routes during inclement weather. The city also can monitor traffic flow with cameras posted at various intersections and stream live video from a mobile command post to the Justice Center during special events. Wi-Fi also serves as a redundant system to the city's existing institutional broadband system, and serves residents on a subscription basis offering additional choice and redundancy to existing Internet services.

- b. Knowledge Workforce

In addition to the local network, Dublin also has 96 fibers through a 125-mile conduit known as the Columbus FiberNet. This deployment travels throughout Central Ohio and includes the cities of Columbus, Hilliard, Worthington and Westerville. The system is 100 percent underground and has access to three (3) Central Offices (COs) and eight (8) Points of Presence (POPs) providing

significant redundancy and capacity to the global Internet. Through this fiber, the city was able to form a unique partnership with The Ohio Supercomputer Center through a dedicated high-speed fiber-optic network that serves K-12 schoolchildren, colleges and universities, hospitals and public broadcasting. More than 1,600 miles of fiber create OSCnet's network backbone, making it the most advanced, statewide research and education network in the nation.

The City of Dublin gave OSCnet an indefeasible right to use four of its 96 fibers throughout the city's 125-mile route in Central Ohio. This partnership is known as the Central Ohio Research Network (CORN). CORN provides a robust fiber broadband infrastructure that connects governments, schools and businesses to Ohio colleges, universities and major research institutes, as well as to federal labs.

c. Digital Inclusion

The city also has formed a partnership allowing Dublin City Schools to directly access CORN and the city-owned Wi-Fi network to enhance its communications network. The connection between DubLink and the schools' optical fiber/sonnet ring allows the schools to send large bandwidth items and gives the schools faster access to the Internet. The interconnectivity of this institutional network enables safety forces and school facilities to be directly interconnected and monitored.

It also enables the city to place its expanded Wi-Fi infrastructure on school facilities, thereby minimizing cost of deployment to the city while enhancing the schools' access to Wi-Fi for institutional use. In addition, the schools plan to use the network for distance learning and teleconferencing, and will realize a cost-savings by using the city's fiber.

Dublin City Council has budgeted additional funds for the continued expansion of both fiber and Wi-Fi covering the entire 25-square-miles of Dublin. The city formed a unique public/private partnership with HighSpeedAir, which deploys and manages the city-owned Wi-Fi. The hotspot network grid utilizes existing towers; buildings; siren, utility, traffic and light poles in public rights of way, easements and properties throughout the city.

Corporate buildings and office parks are eligible to receive Wi-Fi and high-speed Internet connectivity. This service is provided by HighSpeedAir (www.highspeedair.com). The city sees this as a great opportunity to bridge the digital divide for small-business owners.

Perhaps one of the more exciting possibilities is connecting businesses to schools, where real-world workforce development can be brought into the classroom at all grade levels. Once an interconnected institutional network of this scale is established in Central Ohio, it will set the conditions for other communities, agencies and not-for-profits at all levels of government within Central Ohio to interconnect. Such connectivity will be viral in the sense that collaborative efforts will only be limited by our imagination and capacity. Interconnectivity of networks and the potential shared and collaborative uses are very scalable. The more scale, the more potential for cost savings and/or cost avoidance.

d. Innovation

In 2008, Dublin City Council passed legislation to provide the Online Computer Library Center (OCLC) two fibers throughout the city's 125-mile optical fiber system. OCLC is a nonprofit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing the rate of rise in library costs. More than 69,000 libraries in 112 countries and territories around the world use OCLC services to locate, acquire, catalog, lend and preserve library materials.

OCLC will use the optical fibers to transport data to an offsite data storage center in another area of Central Ohio. In exchange, OCLC granted the City of Dublin 16 of its optical fibers in a lateral to the OCLC building and into a data storage center inside the building. OCLC allocated 120 square feet of space in order that the city could construct and operate its own point of presence (POP). This demonstrates a great collaborative effort to support a major employer in the city

while gaining an opportunity to significantly enhance the city's optical fiber system.

The City of Dublin also executed an agreement with Bluemile, a carrier hotel located downtown Columbus, approximately 20 miles from the City of Dublin. As part of the agreement, Dublin is permitted to locate 96 optical fibers from its main ring at no cost to the city. In exchange, any users of the Dublin-owned optical fibers may now access the carrier hotel for the purpose of interconnecting to other major carriers at a very low cost. This will enable these users to avoid costly carrier charges and pay only interconnectivity fees. The City of Dublin also has a similar agreement with another carrier hotel, DataCenter.BZ.

The City of Dublin's public/institutional use plan is to own and use bandwidth, both optical fiber and wireless/ Wi-Fi, to maximize communications for city operations and to establish point-to-point connectivity among public/institutional facilities. This bandwidth provides flexibility, redundancy, reliability, opportunities for collaboration (i.e., Central Ohio Research Network), and bulk purchasing power.

The City of Dublin has taken a leadership role in expanding its broadband network. With coverage in place throughout the city offering service to all residents and businesses, the next step for the city is to take steps to ensure seamless coverage when leaving the city limits. The City's police department is currently collaborating on an interoperability project among emergency personnel from the cities of Dublin, Delaware, Worthington and Westerville, and the County of Delaware to provide seamless coverage among jurisdictions.

Telecommunications technology is an essential and fundamental infrastructure to support governmental operations much the same as it is essential to our residents and businesses. Central Ohio broadband communities have invested in the development of publicly owned broadband (both optical fiber and Wi-Fi) and established institutional networks for public use, to promote economic development and to provide access to the Internet. The Central Ohio communities of Dublin, Delaware, Gahanna, New Albany and Westerville, and the County of Delaware have invested significant dollars in building broadband infrastructure.

The Central Ohio Research network enables direct interconnectivity of critical hospital systems for the purpose of record-sharing, remote surgery and patient monitoring. Dublin allocated optical fibers throughout its 125-mile system to OhioHealth, which has interconnected all of its hospitals, billing centers and headquarters here in Central Ohio. The city has connected a Battelle location in Dublin to its main headquarters in Columbus. In addition, CORN can serve as a basis to enhance, expand and attract next-generation and technology-based businesses and jobs.

e. Marketing & Advocacy

Dublin will continue to collaborate with other communities and build upon our strengths of having a long history of strong leadership that has had the vision to be proactive. As an innovative city, we've also had communities reach out to us and we've formed many partnerships in our regional approach to opportunities and solutions. We also will continue to work toward sustainable programs that will help us maintain a knowledge workforce, provide access for digital inclusion, blaze an innovative trail and offer connectivity, not only to technology, but also around the globe.

Dublin continues to market itself nationally and internationally to tell its story and attract more business. Companies can do business from any location in the world these days, thanks to the broadband economy. We believe once they hear the Dublin story, they won't want to be anywhere else.

4. **Results** (Maximum: 3 pages) 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. Please organize your response by Intelligent Community Indicator:

- a. Broadband
- b. Knowledge Workforce
- c. Digital Inclusion
- d. Innovation
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a. Broadband

Dublin has long realized the value of point-to-point connectivity for economic development. The city has experienced success in making point-to-point connectivity available over its bandwidth to private businesses. Private businesses have and continue to express significant interest in obtaining "dark bandwidth" for their own purposes. The city does not provide "lighted" service to any business using its bandwidth, but allows access to its available or "residual bandwidth capacity" as a valuable and redundant infrastructure.

Business access to this bandwidth is proving to have great value in the city's business retention, expansion and attraction efforts. Dublin City Council approved a policy allowing the city to lease its dark optical fiber and create another non-tax revenue stream.

Wi-Fi is another means to access additional bandwidth capacity. The city uses Wi-Fi bandwidth to add to its robust institutional bandwidth capability. The city's primary objective is to promote a wireless fidelity infrastructure for public use – first – and private access/use – second.

b. Knowledge Workforce

Wi-Fi positions Dublin as a knowledge community. The deployment of Wi-Fi further advances the technology-based economy that will be instrumental in the future economic development of the City of Dublin and all of Central Ohio.

Wi-Fi is becoming as essential as other utilities when communities try to recruit businesses. OhioHealth opened the first nonprofit hospital to be built in Central Ohio in the last 20 years in Dublin in 2008, and Battelle and Nationwide located offices in Dublin, in part, because the city offers technological advantages, which include access to city-owned and privately owned bandwidth. Through our fiber network, these facilities are able to connect with their headquarters located in other parts of Central Ohio.

In 2008, representatives from the city of Holland, Michigan contacted Dublin staff members and traveled to Dublin to gain information on our Wi-Fi network. Holland was in the process of rolling out a wireless mesh system for public safety and wanted to find out more about Dublin's network.

As technology-based companies seek new locations, fiber will be as important to their location as freeway access. In the City of Dublin, forward-thinking, intelligent companies will find those assets and more. These high-paying industries will bring more jobs; spawn spin-off companies; seek highly educated and creative employees; and attract more people to Dublin.

This has been evident through a partnership between the City of Dublin and TechColumbus, whose mission is to accelerate the growth of the innovation economy by providing vital resources and assistance to people and enterprises that depend on technology to achieve their business goals. Through this partnership, 63 Dublin-based companies have engaged with TechColumbus for various levels of service, including business plan development, market assessment and

assistance in gaining access to grants and capital. These businesses represent 46 full-time jobs.

In 2009, the City of Dublin's investment with TechColumbus of \$625,000 yielded \$14.6 million in investment, debt financing and other revenue.

The city's Economic Development staff works closely with TechColumbus to identify and refer deal flow and to develop activities and events to educate businesses about TechColumbus and the city's efforts.

As part of its Economic Development strategy, the City of Dublin is working to provide services and promote an environment that will increase deal flow for potential entrepreneurial and technology development resulting in more new businesses and job creation in Dublin.

The city also has hosted several focus groups with the business and education communities culminating in annual workforce development summits in which challenges and opportunities are addressed and action steps outlined. The 2010 summit is scheduled for Sept. 30, and will feature ICF co-founder Louis Zacharilla addressing the Education Last Mile.

Efforts like the workforce initiative have resulted in the creation of the Dublin Entrepreneurial Center, with the city extending optical fibers to the facility housing the DEC. The city, through an economic development agreement, also established a 54 Mb wireless bridge to support the facility and connect the start-up companies to CORN – wirelessly. Dublin City Council has established a goal to explore a next-generation learning center to develop a collaboration with the region's community college and metropolitan library.

c. Digital Inclusion and d. Innovation

The Dublin Entrepreneurial Center is home to innovative start-up companies and resources to assist these companies in taking their ideas to new levels. Onsite resources include a state of Ohio Edison Center, the Center for Innovative Food Technology; TechColumbus; the SBDC and the Columbus State Community College Center for Workforce Development. Tenants are able to lease single offices or small suites. The DEC officially opened in April 2009 and all offices have been leased. In 2010, the DEC expanded from one floor to include a second floor with 10,000 square feet of office space. As a result, the Green Integrator was born to provide assistance to "green businesses," helping to facilitate their growth.

The purpose of the integrator is to promote the creation and co-location of new green companies and green technology ideas resulting in new green jobs and green collaborations. Green start-up companies have already expressed an interest in locating at the DEC.

These businesses are anticipated to create synergies, which may result in a new opportunity to create environmental auditing services. To date, the DEC has hosted workshops on workplace recycling, green government tax credits and incentives and return on investment for efficient energy solutions, and provided electronic waste disposal.

The DEC also sponsors monthly Jellies, or co-working events and has a full slate of training programs and workshops available to the Dublin business community.

The companies located at the DEC are furthering one of the best attributes of the Dublin community: its innovative, vibrant, creative and educated talent pool. Through the Dublin Entrepreneurial

Center, the City of Dublin is tapping into the energy of the many great ideas generated in our community and assisting entrepreneurs to reach new heights.

The entrepreneurial spirit that is so prevalent in our community was further revealed through a survey of the business community undertaken by the City of Dublin. The study showed that the median Dublin business has 7 employees. While we have companies that have hundreds and thousands of employees, this tells us the majority of our businesses are small and present the most opportunities for growth.

e. Marketing & Advocacy

The City is continuing its efforts to market our community, and technology plays a strong role in this positioning. Dublin is moving forward with its efforts to create the Innovation Park, a 1,300-acre next-generation technology park, and is working to attract high-tech, bioscience and IT facilities to this location.

The city has developed new marketing materials, including a website (www.DublinEconDev.com) solely devoted to Economic Development. Technology also plays a key role in our international advertising campaign, which touts the fact that "Creative Ideas Have No Limits in Dublin, Ohio." Dublin also is leveraging its status as a Smart21 and Top Seven community to advertise "Smart Ideas. Smart Workers. Smart City." in economic development publications.

Dublin also shares its story on a national level through engagements with site selectors across the country and fam trips for journalists. The Columbus Chamber coordinated a visit for technology reporters. The visit resulted in two positive stories on Dublin and its technology growth, including a blog by David Strom, contributing writer for Baseline, eWeek, Infoworld and a freelance writer for the New York Times, and an article in IndUS Business Journal by Chris Nelson. Dublin Economic Development Director Dana McDaniel also has hosted delegations from China and Russia, and has been interviewed about broadband for a British publication.

Dublin also is continuing its leadership role in green initiatives through its innovative uses of technology, including the creation of the green incubator at the DEC. The city is establishing a Center for Global Business Development as a new DEC program. The program will promote collaboration, education and support to Dublin businesses that desire to do business overseas. Likewise, the Center will welcome visiting delegations and those who want to bring business opportunities to the U.S. Central Ohio and/or Dublin. This was inspired by the city's involvement with the Intelligent Community Forum.

5. **Health and the Intelligent Community** (Maximum: 2 pages) Provide at least one and no more than three examples of programs or innovations introduced by government, institutions or businesses to improve the delivery of healthcare using information and communications technology.

Dublin Methodist Hospital is a part of OhioHealth, a nationally recognized, not-for-profit, charitable, healthcare organization serving and supported by the community based in Central Ohio. A member of the Center for Health Design's Pebble Project, Dublin Methodist is defined by its healing environment, world-class service, and emphasis on patient safety, which is so well thought out it contributes to a speedier recovery.

Named a "Most Wired" hospital by Hospitals & Health Networks for three consecutive years, Dublin Methodist is leading the way for the next generation of hospitals with a completely digital, wireless and paper-lite environment. The state-of-the-art technology helps the hospital staff to be more

efficient in day-to-day duties, but most importantly it brings caregivers closer to their patients and their families, creating a new model for patient care in Central Ohio and across the country.

Dublin Methodist Hospital retained its status as one of the nation's "most wired – small and rural" hospitals, according to results from the 2010 Most Wired Survey published in the July issue of Hospitals and Health Networks magazine. The survey recognizes hospitals for their commitment to an advanced Health Information Technology infrastructure that improves patient care, safety and satisfaction. The 2010 survey marks the third consecutive year Dublin Methodist Hospital made the list.

As Ohio's first truly paperless hospital, Dublin Methodist implements a wide range of technologies helping earn its "most wired" designation. "It's important to note that these are evidenced-based systems with a purpose," said Cheryl Herbert, president of Dublin Methodist. "They are designed to improve efficiency and communication and reduce error – factors that contribute directly to the quality of patient care and help control costs."

Dublin Methodist was among 25 hospitals in the "Most Wired – Small and Rural" category that made the list. The survey scored nearly 1,300 hospitals in the application of IT to infrastructure, business and administrative management, clinical quality and safety and care continuum. Inclusion on this year's list was especially rewarding due to a more comprehensive and stringent analytical process to gauge IT progress.

"Dublin Methodist opened its doors two and one-half years ago with the intention of being a national leader in quality care through the use of advanced information technology. Again being named to HHN's 'most wired' list is a great recognition of the continuing success of our mission," said Michael Krouse, Chief Information Officer at OhioHealth. "The innovative and connected ways in which Dublin Methodist delivers healthcare is being realized throughout OhioHealth to benefit our entire system."

While this year's survey indicates that progress has been made, many hospitals fail to realize the full potential of health IT. For example, even among the "most wired" hospitals, only 43 percent of independent physician practices have the ability to electronically document medical records and 41 percent have computerized physician order enter. With both of those and more, Dublin Methodist provides automated information in all phases of care that improves workflow and provides easy exchange of information. Among the technology deployed:

eICU – Mobile camera carts enable specialists to monitor patients in their rooms or the emergency department from a remote site (Riverside Methodist Hospital)

Real-Time Voice Wireless Communication System (VOCERA) – wireless way for hospital staff and physicians to locate and talk to each other without relying on overhead paging or telephones

OneView – In-room computers that allow patients to access the Internet and order food from the cafeteria, among other functions.

Fingerprint (Biometric) Authentication enhances security using fingerprints instead of passwords to sign-in to applications and adhere to stringent State Board of Pharmacy requirements for positive identification

Barcoded Medication Computerized Physician Order Entry – All medications are bar-coded and scanned to make sure the correct drug is being administered in the correct dosage; computerized order entry reduces the risk of handwritten prescription errors.

Radio Frequency Tracking – uses radio frequency "tags" that emit radio signals so staff can locate, on a computerized map, equipment such as laptops, reducing lost time and expense

Electronic Medical Records - accessible by physicians and clinicians inside the hospital and remotely from home and can easily be transmitted from one location to another
 Advanced Disaster Management and Recovery System – state-of-the-art plan that keeps the hospital running in the event that a disaster affects the information systems
 Physician Portal (ORB) – a single location for physicians to access all the information on their patients instead of having to separately check with different units
 Internet for Families and Guest Wi-Fi - provides online access to families at various locations within the hospital

The electronic healthcare equipment for the hospital is provided by Dublin-headquartered Cardinal Health.

In addition, the OhioHealth system utilized Dublin's optical fiber system to connect five major hospitals, billing centers and its corporate headquarters that are all geographically distributed throughout Central Ohio along the 125-mile fiber route. As a result, hospitals and support services are interconnected to provide a lit backbone from which there are limitless applications and information-sharing opportunities, i.e., records, x-rays, remote surgeries, billing, remote bed monitoring, off-site storage, cloud computing, etc. The cost-avoidance model of operating its own dedicated optical fiber is significant on a scale this large. Should OhioHealth choose to, it could collaborate with research institutes and other hospital systems that are or will be connected through OARnet/CORN.

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: Mr. Dana L. McDaniel
 Title: Deputy City Manager/Director of Economic Development
 Organization: City of Dublin
 Telephone: 614-410-4619 Email: dmcdaniel@dublin.oh.us
 Contribution to the Community: Leader of Dublin's broadband initiative

Private-Sector Executive

Name: Mr. Greg Dunn
 Title: Attorney
 Organization: Schottenstein, Zox & Dunn
 Telephone: 614-462-2339 Email: gdunn@szd.com
 Contribution to the Community: Collaborator on Dublin's broadband program

Nonprofit Executive

Name: Ms. Cheryl Herbert
 Title: President
 Organization: Dublin Methodist Hospital
 Telephone: 614-544-8057 Email: herbertc@OhioHealth.com
 Contribution to the Community: Helped design and runs state-of-the-art Dublin Methodist Hospital

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

Name: Nancy Richison
 Title: Consultant
 Organization: City of Dublin

Telephone: 614-410-4643
 Email: nrichison@dublin.oh.us

Fax: 614-923-5529

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
Columbus Dispatch	Holly Zachariah	hzachariah@dispatch.com
Business First	Doug Buchanan	dbuchanan@bizjournals.com
Dublin News	Kathleen Radcliff	kradcliff@acncolumbus.com
Dublin Villager	Jennifer Noblit	jnoblit@thisweeknews.com
Columbus CEO	Julanne Hohbach	CEOpresrelease@acncolumbus.com
WCMH-TV	Mike Jackson	stories@nbc4i.com
WSYX-TV	Assignment Editor	news@wsyx6.com
WBNS-TV	Tina Commodore	wbnsdesk@10tv.com
WTVN-Radio	George Zonders	newsroom@610wtvn.com
WOSU-Radio	Mike Thompson	wosu@osu.edu

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

For a complete description of the Intelligent Community Indicators, visit www.intelligentcommunity.org and select "Intel Comm Indicators" on the Intelligent Communities menu.

1. **Broadband Connectivity.** Broadband is the new essential utility, as vital to economic growth as clean water and good roads. Intelligent Communities express a clear vision of their broadband future and craft policies to encourage deployment and adoption.
2. **Knowledge Workforce.** A knowledge workforce is a labor force that creates economic value through the acquisition, processing and use of information. 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 Web design studio.
3. **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.
4. **Innovation.** For business, broadband has become to innovation what fertilizer is to crops. Intelligent Communities work to build the local innovation capacity of new companies, because these produce all of the job growth in modern economies, and invest in e-government programs that reduce their costs while delivering services on the anywhere-anytime basis that digitally savvy citizens expect.

5. **Marketing and Advocacy.** Like businesses facing greater global competition, communities must work harder than ever to communicate their advantages and explain how they are maintaining or improving their position as wonderful places to live, work and build a growth business. Effective marketing shares this story with the world, while advocacy builds a new vision of the community from within.

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.

Sustainability. When Intelligent Communities invest in broadband, workforce development, digital inclusion, innovation and marketing, they work to create programs that sustain themselves through local service revenue, growth of the tax base, and the attraction of long-term investment. They avoid depending on short-term funding that fails to lay a foundation for the future, or that is subject to changing political priorities. They also plan their growth in order to maintain quality of life while creating jobs and spurring business growth. They craft policies on land use, building codes, transportation, rights-of-way and other infrastructure to ensure the community remains a desirable place to live and work. They also use technology to reduce dependence on physical infrastructure, allowing more citizens to share the same community resources. And some Intelligent Communities give specific attention to environmental sustainability. They invest in Intelligent Community programs in order to identify environmental issues, reduce pollution and curb carbon emissions as well as for economic development and inclusion. This environmental stewardship contributes to the health of the community and the sustainability of the planet.

The Education Last Mile. In addition to provide citizens with a quality education, Intelligent Communities focus on guiding graduates into employment or entrepreneurship in the community, so that their skills benefit the community that invested in them. From employer site visits and internship programs to competitions and festivals, Intelligent Communities ensure that their graduates know about local career opportunities and have multiple opportunities to pursue them.