

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 2015

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		Mitchell, South Dakota	
	1. Population	Municipality	15,484	Metro Area (if applicable) Micropolitan Area (MiSA) 22,869
	2. Labor Force	Municipality	11,725 (2013 annual average)	Metro Area (if applicable) Micropolitan Area (MiSA) 13,370
	3. Area	Municipality	12.14 square miles	Metro Area (if applicable) Micropolitan Area (MiSA) 873 square miles
4. Top Industries by Employment	Manufacturing & Production Transportation Healthcare Communication Consulting, Engineering, and Software			

5. Emerging sectors or clusters with potential for growth	Production Agriculture
	Manufacturing
	Value-added Agriculture Processing
	Communication Consulting, Engineering, and Software

**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:	Private-sector
<input checked="" type="checkbox"/> Wireless	Provided by:	Private-sector
<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 %	71 %
Businesses	100 %	83 %
Government	100 %	100 %
Educational and nonprofit	100 %	90 %

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: U.S. Dollars
Carrier #1: Midcontinent Communications Approx. Market Share: 35 %			
Minimum	30 mbps	\$44.95	
Median	50 mbps	\$66.95	
Maximum	100 mbps	\$106.95	
Carrier #2: Mitchell Telecom Approx. Market Share: 52 %			
Minimum	25 mbps	\$34.95	
Median	35 mbps	\$59.95	
Maximum	75 mbps	\$104.95	



Carrier #3: Century Link	Approx. Market Share: 13 %	
Minimum	1.5 mbps	\$35.94
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
City-provided Wi-Fi	<input checked="" type="checkbox"/> Local Gov	<input type="checkbox"/> School	2010
	<input type="checkbox"/> State/Prov Gov	<input type="checkbox"/> Public-private partnership	
	<input type="checkbox"/> National Gov	<input type="checkbox"/> Other	
	<input type="checkbox"/> Private sector		
Description	Results to Date		
The city has deployed numerous Wi-Fi hotspots throughout the city. These hotspots are based on the IEEE 802.11 standard and available for use by anyone with a Wi-Fi enabled device, including smartphones, computers, and tablets. These hotspots are connected to the Internet backbone using a fiber optic network. The locations currently include popular locations such as the Corn Palace, the Library, and City Hall, as well as the Mitchell Activities Center and the new Soccer Complex. The City is currently evaluating additional locations to deploy their hotspot network to provide additional benefits to the citizens of Mitchell and tourists that are visiting the city.	Many properties currently offer free public Wi-Fi, and additional locations are being evaluated.		

Name	Funded By	Year Started
Avera Health eServices	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input checked="" type="checkbox"/> Private sector	<input type="checkbox"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2004
Description	Results to Date	
<p>Avera Health has taken advanced information and communication technologies to an entirely new level in delivering healthcare services to the small, rural communities it serves. Avera Queen of Peace Health Services, one of Avera's six regional hubs, is located in Mitchell, SD. Avera Queen of Peace serves Mitchell and the surrounding 12-county area.</p> <p>Avera Queen of Peace launched the eCare services with the implementation of eICU in 2004 with a grant from the United States Department of Agriculture. Since then, with the help of the Helmsley Charitable Trust, Avera has deployed an entire array of eCare services to serve those living in the rural upper Midwest. eCare is a suite of innovative technology applications which extend 24-hour access to specialty care physicians and pharmacists to patients in remote locations.</p> <p>Tom Clark, Regional President and CEO of Avera Queen of Peace, says, "No other health system in America is using eServices to the extent that Avera is." The four main eCare services are eEmergency, eICU, ePharmacy, and eConsult.</p> <p>eEmergency uses two-way video technology in 63 hospitals to make available board-certified emergency physicians and emergency-trained nurses to assist local providers in treating trauma, heart attack, stroke, and other critical conditions. With the push of a button, the around-the-clock eEmergency team gives local doctors and nurses immediate backup and support during difficult and multiple emergency cases. This approach initiates diagnostic testing sooner, streamlines emergency transfers when needed, and keeps patients close to home.</p> <p>eICU uses the same technology in 32 hospitals and links the rural ICUs (Intensive Care Units) with 24-hour access to a care team led by intensivists. Cameras in patient rooms give the eICU team a firsthand look, and decision-support software continuously analyzes patient-specific data alerting intensivists to pertinent changes in patient conditions. This allows earlier intervention through coordination with local physicians and nurses before problems arise.</p>	<p>The eEmergency approach initiates diagnostic testing sooner, streamlines emergency transfers when needed, and keeps patients close to home. Since inception, over 4,600 patients have been impacted, avoiding nearly 750 transfers resulting in estimated savings of more than \$4 million. Another positive by-product of these eServices is that the reduced transfers result in the healthcare dollars staying local and making the local facility stronger financially.</p> <p>The eICU approach has had similar success. Since inception, over 35,000 patients have been monitored resulting in an estimated 800 lives saved, 20,000 ICU days reduced, resulting in savings of more than \$30 million, and 160 transfers were avoided.</p> <p>Since inception of the ePharmacy program, 33 hospitals have used ePharmacy to impact more than 63,000 patients, and avoid an estimated 6,000 serious safety events.</p> <p>eConsult visits total more than 5,300 per year in 88 locations. Thirty percent of patients claim they would not receive these services without eConsult.</p>	

ePharmacy provides rural hospitals, without a full-time pharmacist, 24-hour access to hospital-trained pharmacists making it possible for every medication order to be reviewed and approved prior to administration to patients. This results in fewer medical errors, improved patient safety, and access to medication consults and comprehensive medication management.

eConsult allows rural patients to access specialty services at their local facilities. There are more than 40 different providers in specialties that include infectious disease, mental health, neurology, pulmonology and more. Ninety-eight percent of patients surveyed ranked eConsult with high levels of satisfaction noting the benefits of local access, less time from work or school, and fewer expenses of round-trip travel.

Avera is also piloting three new services. eBehavioral Health, eLong Term Care and ePrisons/Urgent Care. Another new service, eHospitalist, will provide acute inpatient care support to rural facilities. The Helmsley Charitable Trust most recently provided another generous gift for the creation of the eHub which has now brought all the eServices under one roof. Not only is this more efficient, it gives the eSpecialists immediate physical access to each other and real time communication for enhanced care.

Avera is leveraging broadband communication and other technologies to save lives, reduce costs and provide better care for our rural population most vulnerable due to a lack of close access to advanced healthcare.

Name	Funded By	Year Started
Mitchell Prehistoric Indian Village	<input checked="" type="checkbox"/> Local Gov <input checked="" type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input checked="" type="checkbox"/> Private sector	<input checked="" type="checkbox"/> School <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other
Description	Results to Date	
<p>Mitchell is home to the Prehistoric Indian Village, a live, enclosed, climate-controlled archeological site located on the shores of Lake Mitchell. In 1999 the Prehistoric Indian Village Society put together an unlikely group of players to achieve an educational opportunity never before seen in our region. The project was designed to provide a new and dynamic learning environment in the study of anthropology/ archeology for all ages. Anthropology provides a strong foundation for interacting with diverse human cultures, an important ingredient for living successfully in modern society. It exposes young people to the excitement of discovery and sparks interest in scientific fields.</p> <p>The project's intention was to take a unique historical location and, using the broadband network available in Mitchell, connect that site to schools, museums, and culture centers across the state of South Dakota via two-way video and Internet technologies. Accomplishing this goal required that a special team of like minds be developed to reach the state's most rural areas with a level of technological sophistication that made the experience valuable and exciting to the remote learners. The team included representatives from a publicly held corporation (US West – now CenturyLink), a two-year postsecondary institution (Mitchell Technical Institute), a four-year university (Augustana College), and a guiding figure in the South Dakota's K-12 educational system (South Dakota Department of Education).</p> <p>The University of Exeter, located in Southwest England, provides students from across the United Kingdom the opportunity to serve as resident archeologists for periods of time throughout the year. The lead archeologist for the site is Dr. Adrian Hannus of Augustana College.</p> <p>The Mitchell Prehistoric Indian Village is the only archaeological site in South Dakota that is open to the public. The Village is an active research center and is a National Historic Landmark. A portion of the site is fully enclosed by the Thomsen Center Archeodome making it accessible year round. The site is fully equipped with a full laboratory connected directly to the dig site.</p>	<p>The dynamics of this project have provided a real-life, working experience in the study of past cultures via distance learning technologies. Special attention is focused on methodology and techniques available to archeologists (field excavation, mapping, photography, and artifact preparation/analysis) and addressed archeological research from the initial hypothesis through testing and acceptance or rejection of that hypothesis. Students and teachers experience all aspects of archeology, from excavation through analysis and including the theoretical rationale leading to sound interpretations of the structure of past cultures, as well as learning some of the precepts of critical thinking.</p>	

The curriculum is organized around the broadest possible definition of archeology: the study of artifacts in relation to human behavior at any time and place. The courses used the Archeodome Research Center as the backdrop and South Dakota as the regional focus.

**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	9.9 %	Undergraduate degree	19.3 %
Secondary (high) school degree	30.1 %	Graduate degree (M.A., Ph.D., Eng., etc.)	6.6 %
Technical/community college certificate	13.2 %		

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
Mitchell Technical Institute	<input checked="" type="checkbox"/> Community college or technical/vocational school <input type="checkbox"/> Undergraduate/graduate college or university	1,259	492	NA
Dakota Wesleyan University	<input type="checkbox"/> Community college or technical/vocational school <input checked="" type="checkbox"/> Undergraduate/graduate college or university	874	164	45
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.
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.
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.
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 *	440 adult education 977 non-credit training
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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 *	690	Jobs depending on ICT *	610

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	
MCTEA	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	2012
Description	Results to Date		
<p>In the past, the Mitchell School District's understanding of vocational education, now better known as career and technical education, was sadly within the guise of vocational education nationally, programming for students who simply couldn't cut the mustard in college-prep work. As a result, vocational courses were generally aimed at teaching skills already hopelessly obsolete, for careers which either no longer existed or soon would not, on equipment 2-3 generations out of use in business and industry.</p> <p>In order to remedy this, the Mitchell District turned to its own post-secondary school, Mitchell Technical Institute (MTI), which has a stunningly successful record of training young people in market-demanded careers through up-to-date training on equipment they would find in the actual workplace (in some cases equipment that was actually slight ahead of the marketplace). MTI now operates all CTE programs for the Mitchell High School with such offerings as industrial welding/manufacturing, Project Lead the Way engineering and health occupations, precision agriculture, auto mechanics, construction trades, and culinary arts. These programs are housed within the Mitchell Career & Technical Education Academy, or MCTEA.</p> <p>All of these programs are now offered to Mitchell High School students with both articulation with MTI courses and, in many cases, for MTI credit as well as to students from regional high schools.</p>	<p>To date we have over 350 students involved in Project Lead the Way Engineering, Project Lead the Way Biomedical, Culinary Arts, precision agriculture, auto mechanics, construction trades, and Welding/manufacturing. As a result, we have a higher graduation rate and a higher rate of post-secondary enrollment after graduation. We also have, though only anecdotal evidence for this exists, a greater enthusiasm among many of our students for their studies because they are more personalized for their interests/abilities and because they see a stronger connection with their own futures.</p>		

Name	Funded By	Year Started	
DWU – Innovative Systems Partnership	<input 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		
<p>Dakota Wesleyan University and Innovative Systems in Mitchell, a Mitchell engineering and telecommunications software development company, have established a partnership that is</p>	<p>The collaboration began in 2013. The first student who worked as an intern was hired by Innovative Systems when she graduated in 2014. Currently, another student is working as an intern for the company, and the faculty</p>		

<p>mutually beneficial. A DWU faculty member and student have the unique experience working as employees at Innovative Systems in an effort to connect potential employees (students) with this growing company. This collaborative effort has given the faculty member the chance to stay connected to the industry while providing on-site services; students apply and hone their skills in graphic design, interface design and mobile application design within a professional work environment.</p>	<p>member continues to be employed at both Innovative Systems and Dakota Wesleyan University.</p>
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Name	Funded By	Year Started
MTI Workforce Recruitment Program	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> School <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2011
Description	Results to Date	
<p>Mitchell Technical Institute works with all kinds of industries to help students access the best possible job opportunities. As part of MTI's Workforce Recruitment Program, students apply for a "partnership" with a sponsoring company. If a partner company approves, the company will pay all or part of the student's tuition and fees (to be determined in advance) for semesters 2, 3, and 4 of a two-year program.</p> <p>The company is involved throughout the admissions and selection process, assuring that the student is a good fit for the organization. The company will also provide a paid internship experience for the student, giving the organization a chance to assess the student's skills and abilities midway through the program.</p> <p>After graduation, the company agrees to hire the student in a job relevant to his or her career at a competitive wage. A partner company's participation in the MTI Workforce Recruitment Program means that students who fulfill the employment commitment will have saved up to 75% of their education costs, and the company will have gained a loyal, well-educated employee.</p>	<p>Since its inception four years ago, the program has become very popular among regional employers. As of Fall 2013, there are currently eleven companies funding 26 students in a variety of programs ranging from technology to manufacturing to agriculture to special education. The early-entry companies are already employing several graduates and have been greatly satisfied with the graduates and their skill levels.</p>	

**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.

Developing high quality employment in rural areas requires creative thinking, actions and innovative leadership. Mitchell's broadband capabilities, along with the three communication consulting, engineering and software companies, provide the launching point for the future. Strategies for development include ways to:

1. Use of the broadband capabilities within the community to grow and recruit service industries that require high-capacity broadband facilities, such as finance, communications and healthcare.
2. Create a public image of the Mitchell region as a technology-friendly place to live – a place that is situated directly at the center of the broadband economy.
3. Ensure that government policy and local culture fosters and encourages entrepreneurship throughout the region.

Innovation has been very important in the growth of Mitchell and surrounding communities. For example: from 1970 to 2010, the creation and growth of the communications industry in Mitchell represents about 65% of the population growth.

As with the interstate highway 40 years earlier, Mitchell leaders very early anticipated that broadband would be important to the future of the community. In 2003, a local company, Santel Communications, secured a \$20M loan to build a Fiber to the Premises (FTTP) and operates today under the name of Mitchell Telecom. During this time, Midcontinent upgraded their hybrid fiber-coax system to include fiber very deep into their network.

The city of Mitchell, Mitchell Area Development Corporation (MADC) and the state of South Dakota encourage new businesses to locate in Mitchell, but also encourage the growth of existing Mitchell businesses.

Mitchell is home to three communications firms (CHR Solutions, Vantage Point and Innovative Systems) that specialize in helping communications providers all over the US deploy and operate broadband networks. These three companies have helped Mitchell become nationally recognized as a telecommunications hub for technology and innovation.

The city of Mitchell, MADC and the state of South Dakota have been key components in the growth of all three Mitchell communications firms through a combination of grants, workforce development incentives and the use of tax increment financing to help in the construction of additional office space.

The three Mitchell communications firms continue to grow and employ over 500 engineers and software specialists in the Mitchell community. The families of these 500 employees represent approximately 1,500 of the 2,185 population growth from 1970 to 2010; approximately 65% of the growth in the Mitchell population can be directly attributed to the growth of these communications firms which specialize in helping communications service providers deploy and deliver broadband services.

The city of Mitchell, Mitchell Area Development and Mitchell businesses also have encouraged innovation in the following ways:

1. MADC helped with establishment of the Kelley Center for Entrepreneurship at Dakota Wesleyan University. Bryan Hisel, the Executive Director of Mitchell Area Development Corporation and the Chamber of Commerce, served as the executive director for the Kelley Center for Entrepreneurship when it was established in 2004 until 2009. Recently the Kelley Center for Entrepreneurship named Fredel Thomas, a former CHR employee with a degree in computer science, as its executive director.

2. The MADC assisted in the establishment and continues to facilitate a regional angel investor group to invest in new and established Mitchell businesses.
3. The MADC encouraged the establishment of the Entrepreneurs Club to stimulate ideas and discussions among local entrepreneurs. The goal of this group is to help entrepreneurs to cultivate their ideas and help bring them to market through mentoring, business development, and financing.
4. The Mitchell Chamber of Commerce developed a formalized networking group for young professionals to help build a support group that would be able to foster innovation and job growth. Periodic events bring them together for social and networking opportunities.
5. In order to foster technology innovation and policy, Mitchell elected Steve Rice to the city council. Steve is the SDP Development Manager at Innovative Systems.

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
City Innovation	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input type="checkbox"/> Academic institution <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other	2010
Description	Results to Date		
<p>Since Mitchell Telecom has fiber to all residences, businesses, and government facilities, the city of Mitchell worked with Mitchell Telecom to implement an Internet Protocol (IP) based video broadcast of all city council meetings and other city meetings. This IP broadcast is broadcast to all Mitchell Telecom customers using their fiber-based IP network. It is assigned a channel on their Video over IP network. This service has since been expanded to the IP video broadcasting of the local high school sporting events and many of the DWU sporting events.</p> <p>In addition to the public channel broadcasting Council meetings, the City will be implementing a renovated website in 2016 that will enable citizens in Mitchell to be more civically engaged online. The website will provide opportunities for citizens to interact with City Government more easily utilizing discussion boards, concern reporting, issue tracking, subscription features, public alert notifications, and more public documents and meetings available and accessible online. The website will include a optimized mobile site feature allowing citizens to connect with the City on a variety of platforms.</p>	<p>Quantitative user data is unavailable; however, anecdotal data from Mitchell Telecom indicates that the programs are heavily watched. "We definitely hear a lot of people call in if anything ever goes wrong," says one technician.</p> <p>Launch for the new City website is set for 2016.</p>		

Name	Funded By	Year Started
Community Digital Audit	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input type="checkbox"/> Academic institution <input checked="" type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2013
Description	Results to Date	
<p>Upon recommendation of the Regional Marketing Committee of the Chamber of Commerce, the Convention and Visitors Bureau and Chamber of Commerce partnered with the Mitchell Area Development Corporation and the City of Mitchell to perform a digital audit of Mitchell's web presence. The current web presence was described as "redundant," "convoluted," and "confusing," and it was time to serve Mitchell's citizens, businesses, and visitors better.</p> <p>The overarching goal for all parties was to streamline the information available, reduce web clutter, and make all organizations as user-friendly as possible.</p> <p>Two items in particular were addressed: First, what is the best use and future of a years-old portal page initially designed to promote local businesses? Second, what direction should the community's web presence take, in general, to maximize SEO and minimize redundant information? In total, seven websites were audited as well as any related social media presence. It was noted during the process that the City of Mitchell was in the process of overhauling and revitalizing their website, and the Chamber of Commerce had recently concluded an overhaul of their website.</p> <p>The results of the audit were illuminating. While some organizations' social media presence was very strong, others were in need of strengthening. It was recommended that three websites, each offering information to future residents and businesses, be combined to create a "one stop shop" for individuals looking to relocate to or within the community. The portal page was found to have decent web traffic but poor SEO and user-friendliness; it was recommended to shift this page to a parent website to maintain functionality in a way that also helped eliminate internet clutter. Finally, each site should link to all others in a consistent, easy-to-navigate manner.</p>	<p>Committees and boards involved in the process are currently examining options, timelines, and costs for implementation of recommendations.</p>	

Name	Funded By	Year Started
Real-time Student Achievement Data	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov	<input checked="" type="checkbox"/> Academic institution <input type="checkbox"/> Public-private partnership 2012

<input type="checkbox"/> National Gov <input type="checkbox"/> Other <input type="checkbox"/> Private sector	
Description	Results to Date
<p>Before the advent of the federal 'No Child Left Behind' legislation, students in South Dakota were tested on nationally normed assessments (SAT9, ITBS, etc.) but, lacking any reporting or high-stakes requirements, the data provided by these were little used by instructors. This was a less than cataclysmic neglect of the data because, in any case, it provided only an annual 'snap shot' of student performance which has limited use in the classroom. With NCLB's advent, however, the annual testing became more important and performance more studied but the latter problem remained, that of making classroom use of student achievement data that measured literacy and numeracy in March but wasn't reported back to teachers until the next fall, after summer regression had already wreaked havoc on the underlying reality represented by these data.</p> <p>The Mitchell School District has therefore set a goal—already essentially met in grades K-5 and planned for implementation (piloted in 2013-14 with full application in 2014-15)—for real-time student achievement data through testing which is integrated within the instructional program. This may include programs such as STARS (literacy assessment), ALEKS (numeracy assessment), or others as identified. Regardless, already in grades K-12, the District will soon have monthly, weekly, and even daily data on student performance in literacy and numeracy which is accessed by classroom instructors so that instruction can be both informed and determined based on actual student achievement, individual by individual.</p> <p>This is moving the instructional program of the Mitchell District from one of an industrial age model (assembly line with each item manufactured as if identical to every other one, a hopelessly outdated and never really accurate perception of students) to one of mass customization as adopted today by Amazon, computer companies, and even automobile manufacturers (what we call mass customized learning and which is already being piloted at all instructional levels in our schools).</p>	<p>We now have real-time data on student achievement (numeracy and literacy) in grades K-12 such that teachers are beginning to individualize instruction around student abilities, aiming for what we called the 'zone of proximal development' (Vygotsky). The result among these grades is higher levels of proficiency in math and reading a better preparation for Common Core Standards. As of October 1, 2014, we had the data for grades K-12.</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)
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Larson Data Communications	Larson Data Communications is a total solutions provider of wireless and networked data systems for industrial and commercial systems.	State and local low-interest loan funds were provided for the acquisition of a new warehouse and office facility.
On Sight 24/7	On Sight 24/7 is a startup business by a serial entrepreneur. The company provides custom cloud based video surveillance solutions to farms and small businesses in rural areas.	A low-cost lease in incubator space was provided for the company's data center and offices.
Innovative Systems	Innovative Systems is developing new products designed for the college and university market. The new software and systems would assist institutions of higher education by managing donor lists for institutional fundraising and capital campaigns. The software has been developed and tested in collaboration with Dakota State Technical University.	Click here to enter text.

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
<p>DWU Master of Arts in STEM Instruction</p>	<p>Dakota Wesleyan University, in partnership with the PAST Foundation (Ohio) and Midstates Cooperative, has established a program to foster passion and excitement in STEM (science, technology, engineering and mathematics) instruction. Working with the Mid-Central Cooperative in Platte, S.D., DWU is set to be the only institution of higher education in South Dakota offering the Master of Arts in STEM instruction fully online. The online format will allow rural educators from across the state, and eventually beyond South Dakota's borders, to participate in this coursework. This example of collaboration among institutions and quasi-governmental organizations will help solve the challenge of educating rural teachers in high-tech fields.</p>	<p>2013</p>	<p>Implementation of the program began in 2014. The program has nine students enrolled currently. Additionally, science camps appealing to elementary and middle school students were begun on campus to foster an interest in science, technology, engineering and mathematics. Topics include robotics, art and STEM, limnology, and Minecraft. Students are exposed to the high incidence of these disciplines in everyday life.</p>
<p>MTI Simulation Labs and Online Certification</p>	<p>Mitchell Technical Institute is staying on the leading edge of incorporating the use of technology to assure that students and community members have access to some of the best high-tech education available. Recently, the school received a federal grant in excess of \$2.5 million to develop delivery of health care education to full-time and continuing education students.</p> <p>The first tier of training is linked to the development of a fully functional medical simulation lab. This lab will contain mannequin simulators as well as task trainers which will allow students to perform diagnostic and treatment activities in real-time. The lab will also be available to health care workers in the community from Avera Queen of Peace Hospital and will allow all levels of care providers from anesthesiologists and internists to nurses to technicians in the areas of laboratory, radiology, and other specialty areas to access the simulators for continuing education purposes. The lab will also be available for training first responders, emergency medical technicians, and others who provide emergency services in and around the community.</p>	<p>2013</p>	<p>The initiative was undertaken in October of 2013. The Simulation lab has been constructed and outfitted with some of the best medical simulation equipment available. MTI recently received word that the school has been identified as a Gaumard Premiere site, allowing the Gaumard company to showcase their technology to users and clients. This is the only premiere site in the midwest and will become a training showcase for traditional college students and those involved in all levels of health care. The lab includes five human simulators: three adults, a child and an infant. The real-time technology allows all activities to be recorded for later observation and discussion. The human simulators have wireless audio capability so that operators in the control room can allow the "patient" to speak to the "caregiver." Students began using the lab in mid-October. Weekly activities are planned for several programs throughout the remainder of the school year.</p> <p>The online certification program for current radiologic technologists who wish to obtain certification in computer tomography and magnetic</p>

	<p>Tier two of the project will see the development of a completely online certificate program for licensed radiology technicians and technologists to complete certification in computed tomography (CT) and magnetic resonance imaging (MRI). Currently, there is no online program available to those wishing to achieve this certification. MTI will provide the courses, instruction and clinical management to ensure that technicians with those specialty skills are added to the workforce.</p> <p>The final tier of the project is an outreach component to bring education in Medical Office Professional skills to rural areas of the region. This program will be specifically tailored for Native American students who live in areas far from a campus, but is also available to any student who wishes to pursue this degree online.</p> <p>Developing and maintaining high quality health care in rural areas is difficult for any community. Members of the Mitchell community including MTI have become adept at offering the highest quality of specialty medical education. Many of these offerings are made possible because of the technology available in the community.</p>		<p>resonance imaging is also up and running. Two full-time instructors are providing the didactic portion of the program. Students engage in their clinical activities at their employment site, if they are working, or at an approved facility in their region. One hurdle the school encountered was some complicated state-by-state regulation for delivering online programs. However, South Dakota recently joined the State Authorization Reciprocal Agreement (SARA) and as soon as the Institute's application is approved, MTI will be able to deliver online training in any SARA approved state. Federal health care and Medicare reimbursement regulations are changing in 2015, meaning that those who perform MRIs will be required to be certified. MTI is working hard to market the program through a variety of means and are confident that this program will continue to grow.</p> <p>The Medical Office Professional program is operational, but there are still expansion projects planned. Currently there is one full-time online instructor, with plans for second to be hired.</p>
<p>DWU – Avera Queen of Peace Health Services Partnership</p>	<p>A partnership between Dakota Wesleyan University and Avera Queen of Peace Health Services has resulted in many successful collaborative projects. The hospital has provided significant funding to the university for educational and student support purposes. They fund the full-time employment of a strength and conditioning coach for the university. The hospital also supports the DWU athletic training department. Finally, in an effort to support a new sports and wellness complex on the college campus that will be available for community wellness use, Avera contributed significant funding toward its construction cost.</p>	<p>2012</p>	<p>Having a strength and conditioning coach on campus has resulted in fewer injuries to student athletes.</p> <p>The sponsorship of the athletic training department frees faculty members to deliver more student-centered experiences, as well as provides professional consultation from a sports medicine physician.</p> <p>The financial support of the new wellness facility allowed Dakota Wesleyan University to begin construction on the new facility which will provide new wellness opportunities for the campus as well as the community of Mitchell.</p>

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
11/13	Various	Business & Community Initiatives	\$30,000	Mitchell Telecom
09/12	Yelroc Neuro	Medical Device Manufacturing	\$1,000,000	Venture Capital
09/12	CHR Solutions, Inc.	Data Center	\$500,000	SD Futures Fund

**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.

Our most important goal is to make sure that the youth who live in Mitchell and young adults and families coming to Mitchell have equal opportunity to experience and learn the current and future technologies. We have made steps towards this target by becoming a leader in providing laptops and tablets for all middle- and high-school students, a program which is quickly expanding even to our elementary students.

The Mitchell community also aims to ensure that Mitchell area citizens have world-class broadband access at very reasonable costs. All residential locations and businesses in Mitchell are connected to a state-of-the-art fiber optic network that is capable of delivering hundreds of megabits of data to each location. In addition, this network delivers high definition video using the Internet Protocol (IP). Mitchell also provides free Wi-Fi access at a number of public locations including the Corn Palace, city hall, and the public library.

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
1:1 Technology Program	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> Academic institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2006
Description	Results to Date	
<p>In 2003, the Mitchell School District, recognizing the differential access that its student population had to technology (at that time, computers but today to include a broader understanding of devices which connect students to the world), set a goal of providing a computer to each and every student in grades 7-12. In 2004, that goal was realized and Mitchell became the first school district to offer such to such a broad range of students. Since then, it has maintained that access and has in fact expanded it to include many elementary students. By the 2016-17 school year, it now seems clear, the 1:1 program will be extended to all grades, K-12.</p>	<p>Beginning in 2004-05, we had a 1:1 technology program in grades 7-12. The result of this has possibly been higher student achievement and definitely higher proficiency rates at technology usage. Each year we inch close to having a 1:1 program in grades K-6 and to date we have reached a rate of one computer/handheld technology for every two students at those levels. The 1:1 level will hopefully be reached by 2016-17.</p>	

Name	Funded By	Year Started
Innovative Online Degrees	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> Academic institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2013
Description	Results to Date	
<p>Dakota Wesleyan University recently established several online programs to meet the needs of rural business people and healthcare providers. The M.B.A. –Strategic Leadership is a master’s program geared to individuals in smaller, non-publicly traded businesses present in this region.</p> <p>The B.S. in nursing is for associate-degree registered nurses who wish to earn the much-needed bachelor’s degree.</p> <p>The B.A. in organizational leadership is a program aimed at working adults who have an associate’s degree or other college or technical experience, but who are limited in advancement due to their lack of a bachelor’s degree.</p> <p>These programs are designed for accessibility to working adults. The M.B.A. can be completed on either a 12- or 24-month basis; the nursing bachelor’s degree is a 14-month program. The B.A. program can be completed in two years. Because the programs are online, they are accessible to potential students in rural or urban areas. The achievement of these degrees create increased earning potential for the graduates.</p>	<p>These programs began in academic year 2013, and the first graduating class was in August 2014.</p>	

Name	Funded By	Year Started
Laptop Loan Program	<input type="checkbox"/> Local Gov <input type="checkbox"/> State/Prov Gov <input type="checkbox"/> National Gov <input type="checkbox"/> Private sector	<input checked="" type="checkbox"/> Academic institution <input type="checkbox"/> Public-private partnership <input type="checkbox"/> Other 2004
Description	Results to Date	
<p>Through the federally funded TRiO program at DWU, low-income and first-generation college students have the ability to check out laptop computers to assist with their educational endeavors. The program provides this educational support so students are able to access technology when it’s convenient for them, regardless of library or computer lab hours.</p>	<p>The TRiO target for retention is 70%; in 2012-13, the retention rate for this group at DWU was 87%; The TRiO target for good academic standing is 80%, DWU’s percentage was 97%; and the TRiO target for 6-year graduation rate was 35% while DWU’s was 72%, up from 55% the previous year.</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
Leadership Mitchell	Leadership Mitchell is an annual program offered through the Mitchell Area Chamber of Commerce. The program is designed to support the development of future leadership with particular emphasis on specific skills and collaborative leadership. Leadership Mitchell is targeted to individuals who are actively seeking positive changes in response to civic, government, business and industry changes in the Mitchell Area by providing training in areas strategic to the well-being of our community.
Chamber Programs	Cracker Barrels and forums, provided by the Chamber of Commerce, allow citizens the opportunity to interact directly with their legislative representatives. Debates are held for nearly all elections and ballot initiatives to allow citizens the opportunity to ask the questions that matter most.
The Network	The Chamber focuses directly on the need for knowledge transfer between industries and between leadership cohorts. The Network, a group of young employees in Mitchell, meets for social, educational, and informational programming aimed at bringing together employees of various industries. The “My Biggest Break” event, held annually, has become a can’t-miss event for employees of all industries and age groups. This event features established business leaders handing down the lessons they have learned over the course of their careers.

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
Public Relations Media Campaign	There has been a public relations campaign with local news outlets regarding Mitchell’s selection as a Smart 21 community. The purpose of the campaign was to explain why the community was selected as a “smart city”, the world class broadband available in the community and the communications industry that has developed in the city.
Chamber of Commerce – Smart21 Promotion	The Mitchell Area Chamber of Commerce uses its weekly E-memo and monthly newsletter distributed through the daily newspaper to promote and explain the importance of the Smart 21 community designation and the Intelligent Community Forum.

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
Regional Economic Development Website	The Mitchell Regional Economic Development Partnership web site features a hyperlink for to the Intelligent Community Forum (ICF) forum. It highlights Mitchell being as a Smart 21 community.

ICF & National Media	Through the assistance and efforts of the ICF, national media articles regarding Mitchell, South Dakota and its Smart 21 designation have been published. The contrast between the community's rural geographic location, relatively small population with the access to world class broadband and the 500 jobs in several communication technology companies was focus of several of the articles.
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26. Please provide up to three success stories of business formation, growth or attraction in your community.

Company	Description
Larson Data Communications	Larson Data Communications (LDC) is a total solutions provider of wireless and networked data systems for industrial and commercial systems. LDC is a relatively new company with six employees but has growth projections to create 20 new jobs within the next 3-5 years and has just moved into a newly acquired 12,000 square foot warehouse and office facility. The business is also a distributor of industrial data radio products in the upper Northern Plains states. Services provided include, planning, engineering, and installation of wireless networks for SCADA/automation connectivity. www.larsondata.com
On Sight 24/7	On Sight is a startup business by a serial entrepreneur. The company provides custom cloud based video surveillance solutions to farms and small businesses in rural areas. The business is being incubated in a part of a 20,000 square foot office facility that was built and designed for communications based companies by the Mitchell Area Development Corporation. The data center for the business is also located within the facility. The On Sight surveillance solutions provide rural businesses with loss prevention, inventory control, employee monitoring and business oversight. The live and recorded video can be viewed from a phone, tablet computer and PC with proactive e-mail alerts. www.onsight247.com
Innovative Systems	<p>Innovative Systems is an elite group of over 170 professionals who provide expertise in the areas of telecommunications, electrical engineering, embedded systems design, software engineering and marketing. With over 1,200 systems deployed throughout North America, Innovative Systems is the leading provider of integrated solutions for the independent telecommunications industry.</p> <p>The company is developing new products designed for the college and university market. The new software and systems would assist institutions of higher education by managing donor lists for institutional fundraising and capital campaigns. The software has been developed and tested in collaboration with Dakota State Technical University. www.innovsys.com</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).

Click here to enter text.

28. What is your total residential and commercial indoor water use (litres or gallons)?
 Commercial: 151,134,189
 Litres Gallons
 Residential: 269,220,000
 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?
 15,150
 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?
 7.5 %
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?
 1,808,945
 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.

For Question 27: Air Quality, we were unable to report Mitchell's findings in the unit of measure requested. However, pollutant information for Mitchell is as follows:

Pollutant	Total
Arsenic	0.000%
Benzene	0.002%
Carbon Tetrachloride	0.000%
Lead	0.000%
Mercury	0.000%



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.

Communications Technology is transforming Mitchell and other rural areas rendering traditional concepts of space and time irrelevant. The Mitchell trade and service area is spread over 5,000 square miles in central South Dakota. This area in many ways represents the real physical size of the "Mitchell community". This region is dependent on the healthcare, job market, retailing and services located in the City of Mitchell. ICT is providing tele-medicine, home based job creation, on-line search and shopping at local stores and a host of services for this large trade area thereby reducing personal travel time and redefining the geographic borders of the Mitchell community.

Davison County (Mitchell) has adopted pictometry.com to analyze city and rural land use patterns. This land use and mapping tool is used for the updating of county property tax valuations based upon physical improvements being added to buildings or changes in land use patterns.

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.

Avera Queen of Peace Hospital and clinics are the largest employer in the Mitchell community.

Avera "eCare" offered through the multi-city Avera Healthcare network is a visionary model of telehealth services. It is an important ICT strategy that sustains and improves access to care and services in rural facilities.

This digital network provides 24-hour access to specialty care physicians and pharmacists and supports the rural health care workforce. It includes eEmergency, eICU, ePharmacy, eConsult and eLTC.

This last feature, eLTC, links Good Samaritan Society Nursing homes in small cities to the Avera eCare network. This network supports rural health care quality, decreases costs and most importantly improves access to health care services for the rural population.

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.

Focus 2020 is a regional strategic planning process for the Mitchell area that is based on citizen involvement. An information web site www.focus2020.org was developed to provide real time updates to the community of the work of various planning committees allowing for community input. It also provided the final report of the committee that was detailed for the City Council and County Commission. The implementation of the plan is an on-going process.

Recently, a community workgroup has gathered to renew and revitalize the visioning process by defining what constitutes Mitchell's "brand." This group has committed to painstaking detail in research, and extended online surveys to individuals interior and exterior to the Mitchell community. This modern research method was combined with traditional one-on-one interviews and group consulting sessions driven by the latest research in understanding human behavior and community attachment. The results are anticipated in April 2015.

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.