



PLAYING TO WIN

in America's Digital Crossroads

*A playbook for capitalizing
on ultra-high-speed fiber
in Kansas City, Kansas, and
Kansas City, Missouri*

Version 1.0

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America's Creative Crossroads | America's Digital Crossroads

In March 2011, Google announced that it had selected Kansas City, Kan., for its first ultra-high-speed fiber network. Seven weeks later, it announced that Kansas City, Mo., would also be part of Google Fiber.

Since that time, the two cities have worked together in unprecedented ways, transcending the physical connections that the fiber network will bring to reach new heights of local government cooperation.

From the highest elected officials on down, the two cities are committed to collaboration, innovation and technology that will cross jurisdictional boundaries to move both cities forward.

"The potential is phenomenal. We're taking the region to a place it's never been."

— Mayor Joe Reardon

"If you want to go fast, go alone. But if you want to go far, go together."

— Mayor Sly James

TO: Mayor Sly James and the City Council of Kansas City, Mo.
Mayor/CEO Joe Reardon and Commissioners of the Unified Government of
Wyandotte County/Kansas City, Kan.,
Residents of Kansas City, Mo., and Kansas City, Kan.

FROM: Mayors' Bistate Innovation Team

RE: Playing to Win: A playbook for capitalizing on ultra-high-speed fiber in Kansas City,
Kansas, and Kansas City, Missouri

DATE: May 22, 2012

In September, 2011, Mayors Sly James and Joe Reardon appointed the Mayors Bistate Innovation Team, and charged its members with developing a playbook of creative ways the community can use Google Fiber to spark economic development, advance opportunities and improve daily life in Kansas City.

Over the past seven months, team members and many other interested parties have pondered the implications of high-speed broadband for the future of the region. We've met with representatives of many different sectors in the community including neighborhoods, schools, libraries, hospitals and health providers, arts and cultural organizations, businesses and entrepreneurs.

The goal of all these meetings was to learn from the community what kinds of things it wants and believes to be possible with high-speed fiber. What has emerged is a picture of a community alive with dreams and visions for a better Kansas City — one enriched by broad, even universal, access to high-speed Internet connectivity and trained to take advantage of all it can offer.

What is also clear is that such a benefit comes with concerns and cautions. If digital inclusion — making technology accessible to everyone — is not the first plank in the community's digital platform, the opportunity for true transformation will be constricted, if not lost entirely.

Focusing the community lens on this topic also made clear that an energetic and enthusiastic community of technology professionals already exists and has become connected in new and exciting ways as a result of this opportunity. It is a growing sector of our community and economy — one that needs nourishing and encouragement — with the potential to create new opportunities for businesses and residents alike, attracting new businesses and talented people to live and work and contribute in this community.

From all this dialogue we have captured only a portion of what was heard and even less of what is dreamed. But we have heard enough substance in so many areas to know where and how to start. The playbook presented here is the beginning of a process — one likely to outlast terms of office and even lifetimes — to harness the energy and capture the visions that dwell throughout this vibrant community and help them become realities.

High-speed fiber, by itself, is no guarantee of leadership in innovation or economic development. These opportunities will come only by embracing the strategies in the following pages. The result is worth our time and dedication. It is worth finding resources to support. It is worth making it a community priority for years to come.

GET IN THE GAME [key lessons]

**A successful
Internet
economy is
90 percent
sociology and
10 percent
technology.**



While Google's selection of Kansas City, Kan., and Kansas City, Mo., for its first ultra-high-speed, fiber-to-the-home network was the catalyst for this playbook, it's really not about Google — or any other broadband provider.

It's about sociology, not technology.

It's about becoming a connected, smart, innovative community.

It's about how we organize ourselves to lead the way in the global economy.

Our two cities, and the entire Kansas City region, have an unprecedented opportunity to harness gigabit speed and use it in ways that are relevant to everyone in the community — to improve our neighborhoods, our institutions, our economy and our lives. But this opportunity has an expiration date.

Today, we can begin to realize the benefits of cutting-edge technology. But to stay in the forefront, each community must be willing to quickly commit the appropriate resources of people, funding and time.

We have to move beyond KCMO and KCK to engage our whole regional economy. We have to move beyond the mindset that says holding information is power to one that says *sharing* information is greater power.

In short, we need people to behave like the Internet — navigating a new ecosystem of innovation, collaborating across new networks, building on each other's ideas, and growing organically.

High-speed fiber is a game changer, but what we do with it defines the game.

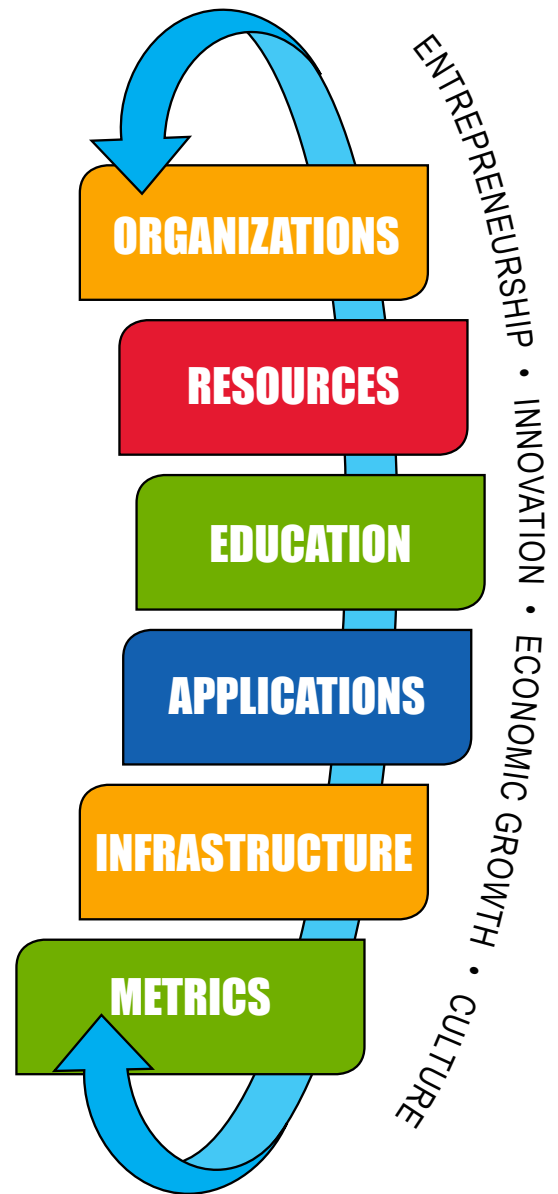
THE GAME PLAN [ecosystem model]

In a biological ecosystem, plants and animals thrive when in balance with light, air and food. Our metropolitan Internet ecosystem will thrive with a balance of social, economic and technological resources that creates a transformative and thriving community.

A metropolitan Internet ecosystem is a synergistic alignment of systems that can produce sustainable results. Our game plan is to use an ecosystem model to maximize the impact of each “play” in this playbook and use new technology to complement the strong, existing assets of our region. The ecosystem requires that each play identify:

- **ORGANIZATIONS** — new or longstanding stakeholders that can align themselves in new ways
- **RESOURCES** — people, funding and other resources that can be shared collaboratively
- **EDUCATION** — new things to learn and teach
- **APPLICATIONS** — short- and long-term products, services, software and devices
- **INFRASTRUCTURE** — new and existing technologies
- **METRICS** — ways to measure performance.

Thoughtful metropolitan Internet ecosystems are a powerful tool that can be used within a market sector, across all market sectors, or both. The ecosystem concept provides a practical foundation for moving the community forward.



GROUND RULES [organizing principles]

High-speed fiber cannot reach its full potential if large segments of society are excluded from its benefits.



Just as every stadium has ground rules based on its unique characteristics, we have identified some ground rules for taking full advantage of ultra-high-speed fiber in Kansas City: building community, digital inclusion, global leadership, achieving excellence, creating a culture of innovation and networked collaboration. These are the underlying, organizing principles which will determine how we play and whether or not we win the game.

■ BUILDING COMMUNITY

While high-speed Internet will allow us to connect in new and faster ways, it is up to us to find and develop new models of human interaction that go beyond speed and technology to build a stronger, more connected community.

We must organize ourselves — beginning at the neighborhood scale and in *every* neighborhood — to take full advantage of the short window of opportunity that high-speed fiber gives us to lead the way in using technology to positively impact our daily lives.

■ DIGITAL INCLUSION

Broadband Internet access helps pave the road to success in today's society. The Internet is not just a source of news and entertainment, but a crucial component of everyday living and commerce. Those who don't have Internet access are isolated from many of the opportunities their friends and neighbors have. Businesses, too — particularly small and start-up firms — need access to high-speed broadband services.

High-speed fiber cannot reach its full potential if large segments of our community are excluded from its benefits. It is critical for leaders in Kansas City, Kan., Kansas City, Mo., and the entire region to develop strategies for digital inclusion — not only to help individuals and families, but also to drive economic growth.

■ GLOBAL LEADERSHIP

The Kansas City region has a brief window in time, before high-speed Internet is universally available, to establish a

leadership position in using high-speed Internet access to drive economic, social and cultural growth. To do this, we must focus on innovative pilot initiatives that validate the viability and value of higher speed broadband. We must also develop the technology sector workforce in the Kansas City region to take full advantage of the opportunities presented by Google fiber.

The plan for success is up to us. We must commit resources, both financial and human, and work collaboratively to develop sophisticated marketing efforts that tell the world what we're doing.

■ ACHIEVING EXCELLENCE

Our aim must be to achieve the best outcomes in each endeavor associated with the high-speed fiber initiative. This means sparking catalytic demonstration projects that will turn traditional ideas upside down at the same time they provide growing capacity in all parts of the community.

We will need strategic ongoing leadership that drives an ambitious agenda — not to direct or control, but to create capacity and provide a place to share emerging ideas and technologies.

■ CREATING A CULTURE OF INNOVATION

New systems that support technology-based entrepreneurial and business development will emerge as we move further into this world.

We need to support new ideas, remove regulatory obstacles, generate resources and build community support for longer-term, infrastructure-oriented initiatives that foster a culture of innovation in which residents, professionals in all areas, entrepreneurs and business owners are continually supporting the capacity to create, use and benefit from digital innovation.

■ NETWORKED COLLABORATION

New networks that connect people and organizations outside of traditional silos — reaching across jurisdictional boundaries and across industry sectors — must be developed to reach every corner of the community where there is interest and energy.

By fostering interaction and collaboration among new and existing networks, we can facilitate innovation and connect technology developers with users in targeted markets, helping to move the Kansas City region into the new digital economy ahead of our global competitors.

It is up to us to find and develop new models of human interaction that go beyond speed and technology to build a stronger, more connected community.

TEAMWORK [digital leadership network]

**The killer app
that will come
out of this effort
is a new, high-
performance
form of
community
collaboration.**



Who “owns” the playbook? We all do. Creating a culture of innovation and leading in the development of the Internet economy are not the tasks of any one entity or agency, or even one sector. Instead, Greater Kansas City must have the capacity to organize and engage community interests into strong, open networks that are both highly collaborative and strategically focused on expanding the digital capabilities of our region. Our success depends on sharing information, connecting resources and coalescing energy across this region to continually turn the region’s digital assets into high performance in public life, commerce and individual achievement.

Innovation cannot be centrally controlled or even managed, yet many of the critical assets needed to fully exploit our region’s broadband resources will require intentional, broadly supported civic efforts, many of which are suggested in this playbook.

The region has effective technology initiatives already underway, most of which focus on business development. These include groups such as KCnext, the Kansas City Area Development Corporation, KC SourceLink, the Kauffman Foundation, Fiber KC and the Greater Kansas City Chamber of Commerce’s Big Five Entrepreneurism Initiative, as well as many private business incubators and corporations. All of these constitute impressive capacity for cultivating business development, and they deserve continued investment and expansion.

Equal attention needs to be paid to other aspects of the broadband ecosystem, such as innovating in public and community services, promoting policies and investments that extend broadband availability, ensuring digital inclusion, developing a world class technology workforce, educating the public on our technology-driven future, and supporting strategic alliances among institutions, as well as conceptualizing and leading future strategies.

The Mayors' Bistate Innovation Team believes it is essential to create a new region-wide Digital Leadership Network to develop these essential components of the region's broadband infrastructure. Many organizations will lead or partner on specific initiatives, but a new, unified effort is essential to instigate and ensure implementation of the projects in this report and to bring vision, strategy and coordination to the region's broadband efforts over time.

MBIT believes that the new Digital Leadership Network must be designed as a managed, but open, network to achieve the following characteristics, purpose and functions:

■ OPERATING CHARACTERISTICS

- An energetic, regionally represented leadership group
- Inclusive, open networks to allow for broad, self-initiated participation
- Effective operating partnerships with established organizations
- Transparent and neutral operating practices

■ MISSION AND PURPOSE

- Accelerate innovation and civic outcomes
- Propose and foster compelling economic, social and cultural innovations that would not be possible for the private or public sectors to achieve independently
- Thoughtfully establish leadership positions for the Kansas City region — both in ideas and implementation — ahead of national and global markets
- Identify and enable trans-sector impacts through focused and productive alignment of institutions, resources, users and technology
- Monitor levels of broadband adoption in various geographic and socio-economic segments of the community to inform public actions and investments.

■ FUNCTIONS AND ACTIVITIES

- Convene networks in strategic, targeted ways that are outcome oriented
- Launch targeted projects and initiatives
- Seek third-party funding to support collaboration and innovation
- Keep the metropolitan Internet vision fresh and relevant

**Greater Kansas City
must have the capacity
to organize and engage
community interests
...our success depends
on sharing information,
connecting resources
and coalescing energy
across the region.**

TEAMWORK [continued]

- Inform, educate and engage the community
- Advise institutions and decision makers on policy and strategic issues
- Establish benchmarks for adoption of high-speed broadband connections and evaluate and monitor progress

■ RECOMMENDATION

There are many options for how this effort could be organized — from creating a new entity, to housing it in an existing organization to creating a consortium. We recognize that it will take time to explore these options with various stakeholders, yet we believe that it is imperative that work begin immediately on many aspects of this playbook.

As a result, MBIT believes that the Mid-America Regional Council is in the best position to support regional leaders as they begin implementation of short-term priorities and develop a longer-term organizational structure and operating plan.

More specifically, we recommend that with support from MARC, Mayor James and Mayor Reardon immediately engage other elected officials and key business leaders from around the region to both broaden the reach of the initiative and focus the implementation of priority efforts.

The most challenging part of this work will be to develop a funding plan to sustain a regional innovations network. Potential sources include:

- Seed funding from interested local governments, foundations interested in technology or specific sectors that would benefit from using new broadband services
- Support from companies interested in sharing information and gaining access to potential markets
- Public grants in areas such as education and workforce development
- A portion of the revenue generated by users of the proof-of-concept lab recommended in this report

MBIT believes it is important that efforts be made to secure sufficient resources to sustain a small operation for a period of two years to allow time for more sustainable resources to be developed. MBIT recommends that the two mayors continue to work with MARC to develop an appropriate start-up budget and secure resources.

THE PLAYS [strategies and pilot projects]



**Successful
pilot projects
will establish
the Kansas City
region as a
global leader in
the new digital
economy.**

Both short- and long-term success will depend on developing pilot projects that demonstrate what high-speed fiber can do for Kansas City and developing measurement systems to evaluate progress. The “plays” included in this playbook create a strong foundation that will help our region lead the way into the new digital economy. These plays are not all-inclusive, but rather a starting point. We expect this playbook to be a living document, with additional plays added by the leadership network and the community as additional needs and opportunities are recognized. Our initial plays are categorized under four cornerstone strategies:

■ ENSURE UNIVERSAL ACCESS AND CAPACITY

Digital Inclusion — specific strategies to help provide access for residents and businesses where it does not naturally occur in the open market.

Community Education and Awareness — Programs to promote digital literacy and responsible use of the Internet.

Digital Infrastructure — Ensuring access in every part of the community by incorporating technology needs into local government infrastructure plans.

Fiber to the Community — Working with Internet service providers to promote affordable, universal high-speed access to homes, businesses and community facilities.

■ DRIVE INNOVATION THROUGH DEMONSTRATION

Pilot projects — some already underway and others in the very early stages of development — will demonstrate the potential of ultra-high-speed fiber in every sector of community life.

NEIGHBORHOODS

Mesh Wi-Fi Networks — Supplementing fiber-to-the-home with wireless networks that reach underserved areas and targeted business locations

THE PLAYS [continued]

House of the Future — Installing state-of-the-art hardware in model homes as a testing ground for entrepreneurs and demonstration of practical applications for gigabit speeds.

EDUCATION

Pre-K Teacher Coaching — Using high-speed fiber to support real-time teacher coaching, building virtual learning communities and improving educational outcomes for young children.

K-12 Classroom Demonstrations — Developing pilot projects that focus on developing new instructional techniques and learning methods that help teachers and students take full advantage of technology.

Libraries Pilot — Encouraging collaboration among libraries to enhance and extend distance-learning opportunities and sharing of resources.

ARTS AND CULTURE

Digital Arts — Building on the Kansas City region's reputation as America's Creative Crossroads by undertaking arts innovations that take advantage of high-speed broadband access.

HEALTH

Telehealth Pilot — Demonstrating the advantages of using high-speed broadband to provide diagnostic and other services to patients in appropriate settings, including primary care offices, safety net facilities, schools, at home and at work.

Medical Reimbursement — Initiating a pilot insurance reimbursement model that allows health care providers to implement new telemedicine solutions for improved health outcomes.

LOCAL GOVERNMENT

Innovation in Government — Devising ways that local governments can improve services, enhance collaboration and engage citizens, becoming more responsive, resilient and efficient.

■ EXPAND ECONOMIC OPPORTUNITIES

University Research Capacity — Accelerating local economic development and innovation processes by developing significant relationships, supported by ultra-high-speed fiber technology, among leading research and educational institutions.

IT Workforce Development — Growing a qualified workforce to meet the current and anticipated demand for information technology jobs in the Greater Kansas City area.

Proof-of-Concept and Fab Labs — Developing rapid prototype demonstration and manufacturing facilities that allow vendors and entrepreneurs to test new designs and concepts without major capital expenditures.

Technology Transfer — Connecting researchers at area universities, health care institutions and large companies that develop intellectual property with individuals and companies who are able to bring these ideas to the commercial marketplace.

Support Online Gaming Development — Enabling and encouraging the development of gaming development businesses and creative talent in the community.

Tech Districts — Facilitating the expansion of specified geographic districts that can provide a focal point for collaborative workspaces, innovation incentives and gigabit infrastructure.

Access to Capital — Increasing access to capital for new technology-related business development and business expansion

■ ESTABLISH GLOBAL LEADERSHIP

Global Roundtables — Conducting a series of global telepresence roundtables to establish Kansas City as an emerging global leader in the new digital economy and accelerate economic development and innovation.

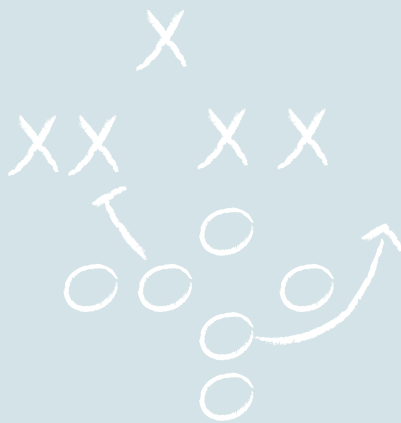
Convention Center Technology — Developing strategies to take advantage of the region's fiber network to market convention and meeting facilities to groups that place a premium on high-speed Internet access and bandwidth.

Marketing the Region — Developing a marketing campaign to capitalize on the new high-speed fiber network by positioning Kansas City as both a thriving national hub for arts and culture, and an important technology center supporting entrepreneurs and business innovation.

More detail about each of these “plays” is included in the following pages. Additional demonstration concepts will be compiled in an online “idea zone” at GoogleConnectsKC.com.

PLAY: DIGITAL INCLUSION

High-speed fiber cannot reach its full potential if large segments of our population are excluded from its benefits. We must ensure that all residents — especially those in disadvantaged groups — have access to technology and the equipment and skills to use it.



By comparing national data from the Pew Research Center to local demographics, MBIT estimates that approximately 115,000 residents, or 20 percent of the population in KCMO and KCK, do not currently have Internet access.



The need to bridge the digital divide is inherent in most, if not all, of the plays in this playbook. Internet access helps pave the road to success in today's society, and people who don't have broadband access may be isolated from many of the opportunities afforded to those who do.

Action Steps:

Pilot projects should not only provide high-speed Internet access in locations that will help drive community development and strengthen neighborhoods, but also provide the education and training that residents need to develop digital literacy skills.

MBIT recommends the following steps to ensure digital inclusion in the Greater Kansas City region:

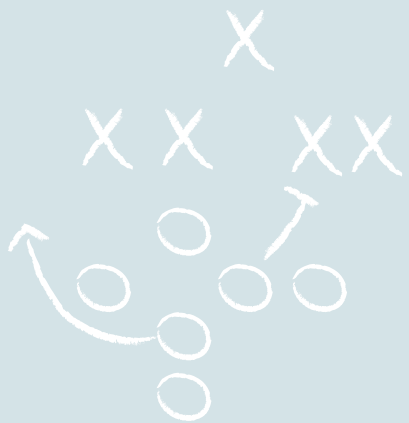
- The leadership network should identify existing community-based programs and groups that are working on this issue and determine how to support them moving forward.
- Kansas City, Mo. and the Unified Government should develop strategies for inclusive public access at anchor institutions connected to Google's high-speed fiber network, such as schools, community centers and libraries.
- Work with organizations such as One Economy on longer-term strategies for digital inclusion.

Benefits and Outcomes

- Impact the regional economy by helping residents gain employment skills.
- Higher quality of life through improved access to public services and social, financial, cultural and informational resources.
- Demonstrate measurable increases in technology access and digital competence.

PLAY: COMMUNITY EDUCATION AND AWARENESS

Encourage digital literacy among area residents of every socio-economic status, as well as responsible and appropriate use of the Internet.



Students from area school districts powerfully articulated their concerns that increased Internet access and speed might lead to an increase in cyber-bullying and increase the temptation for some students to use their time online unwisely.



It is incumbent on the leadership group and the community to promote digital competency, engaging residents and making them aware of all that high-speed Internet has to offer. But we must also promote digital responsibility.

Action Steps:

The Digital Leadership Network should:

- Work with neighborhood leaders and community organizations to identify gaps in digital literacy and develop training programs to address them.
- Work with schools and other organizations to develop training and mentoring programs for new computer users of all ages.
- Work with neighborhoods, schools and community organizations to encourage responsible use of the Internet, particularly to address cyber-bullying.

PLAY: DIGITAL INFRASTRUCTURE

After the initial launch of Google's high-speed fiber network, local governments in Kansas City, Mo., and Kansas City, Kan., should continue to work toward the installation of a comprehensive broadband and wireless technology network to meet broad community needs and support economic progress.



Local governments play an important role in supporting universal access by ensuring that digital infrastructure is in place throughout the community. By fully developing the digital infrastructure, communities can offer a higher quality of life and more economically competitive business environment.



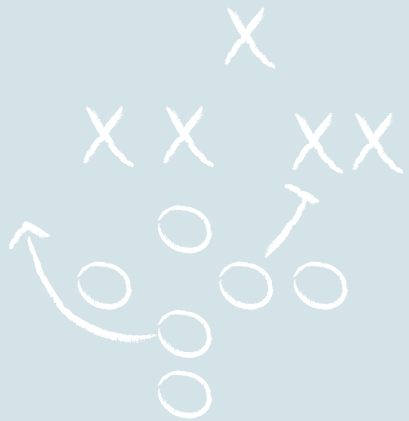
Cities and counties across the nation have supported installation of high-speed fiber and wireless networks to ensure that residents have access to the Internet for education, entertainment, employment and other benefits. Implementation of Google's fiber-to-the-home network opens up new opportunities for KCK and KCMO to extend the technology and continue to build a digital infrastructure.

Action Steps:

- The two cities should develop tools to measure broadband adoption and include digital infrastructure in new and revised area, land-use and comprehensive plans, recognizing the importance of these investments to the community's quality of life and economic future.
- The two cities should consider adoption of economic development policies to support strategic broadband and wireless investments in priority corridors and development areas.
- Identify community locations where hardware, software and support services are needed to enable residents to gain access to technology and technical services.
- Work with utilities and analyze use of the public rights of way for fiber and wireless deployment.
- Utilize the infrastructure in new ways to engage citizens in every aspect of community life and decision-making.
- Integrate IT staff resources into local government departmental systems and program planning to ensure that technology infrastructure and capacities are part of all municipal investments.
- Adopt technology solutions for public safety that support information sharing among first responders and the community to create safer, healthier neighborhoods and business areas.
- Ensure that public and private digital infrastructure investments are maximized and strategically aligned with community goals.

PLAY: FIBER TO THE COMMUNITY

Google's fiber-to-the-home network will provide homes and selected public facilities in Kansas City, Mo., and Kansas City, Kan., with ultra-high-speed Internet access. Ultimately, high-speed fiber access should be extended to the entire community.



Until high-speed Internet access is available across the entire community, we cannot fully achieve our regional goal to become America's Digital Crossroads.



Google's unprecedented investment puts Kansas City on the cutting edge. To become a true gigabit city, Google and other Internet service providers — Time Warner Cable, AT&T, Comcast, SureWest and others — should expand ultra-high-speed services to include more commercial and public facilities.

Action Steps:

MBIT recommends that all Internet service providers in the Kansas City region should:

- Develop and pursue plans to provide affordable, high-quality, high-speed Internet access to homes, businesses and communities of all sizes.
- Seamlessly integrate networks with high-speed Wi-Fi and wireless capabilities
- Work closely with local governments, community groups and school districts to facilitate universal access, especially for low-income residents, underserved neighborhoods, small businesses and entrepreneurs
- Recognize and work with neighborhood leaders and business associations as strong partners in marketing high-speed Internet services
- Become actively involved with financial and corporate leadership to help shape, promote and implement the ideas in this playbook.

PLAY: MESH WI-FI NETWORKS

Integrating wireless networks with ultra-high-speed fiber is essential for both digital inclusion and economic development.



In an April 2012 study, the Pew Research Center found that 63 percent of adults — and 88 percent of those aged 18–29 — access the Internet wirelessly using cell phones or laptop computers.



Wi-Fi networks are an effective way to supplement fiber-to-the-home by providing Internet access to underserved areas and populations. Strategic use of Wi-Fi networks in targeted business locations support entrepreneurial development, tourism and other economic development objectives. A mesh Wi-Fi network would connect homes, businesses and community facilities to the Internet using radio nodes, mesh routers and gateways — a cost-effective solution that can provide both mobile and fixed access points.

Action Steps:

MBIT recommends concerted efforts to develop pilot wireless networks in specific neighborhoods. Some options include:

- Along emerging transit corridors (using both transit facilities and buses)
- In low-income, underserved neighborhoods
- In business and technology districts (e.g., the Crossroads and West Bottoms in Kansas City, Mo., and Rainbow Blvd. and downtown Kansas City, Kan.)

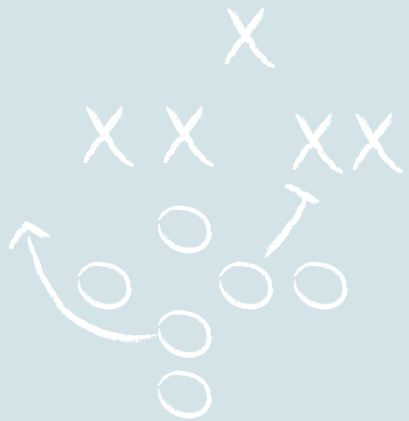
The leadership network should identify a company or organization to take the lead in developing a pilot Wi-Fi network. Costs could be underwritten by advertising on a splash screen users see when logging on to the network, or incorporated into development agreements.

Benefits and Outcomes

- Provide Internet access to those who cannot afford a wired in-home connection.
- Serve as a focal point for small business development and entrepreneurial endeavors.

PLAY: HOUSE OF THE FUTURE

A gigabit-connected home equipped with state-of-the-art hardware will serve as both an “open-source” testing ground for entrepreneurs and a demonstration site for the public.



The Kansas City area could benefit from a demonstration home (or homes) to help residents understand the possibilities of high-speed fiber to the home.



High-speed connectivity brings exciting new possibilities to our daily lives. A demonstration house-of-the-future can show practical applications for high-speed fiber and generate demand for new technologies. Open source development of applications will encourage collaboration and innovation and give more people access to new opportunities.

Action Steps:

The leadership network should encourage efforts already underway to develop demonstration homes and exhibits. In addition, MBIT recommends:

- Identify pilot projects with the Local Initiatives Support Corporation (LISC), area homebuilders, real-estate agents and building managers.
- Work with professional associations such as the AIA and USGBC to raise awareness about incorporating new technologies into building design.
- Find technology and construction partners to lead pilot projects.

Benefits and Outcomes

- Develop expertise in the Kansas City metropolitan area around technology-oriented construction and building design.
- Showcase ways to use high-speed Internet access in the homes, such as utilities, appliances, alarm systems, telemedicine, education and telecommuting.
- Innovations in home design can spur economic development.

PLAY: PRE-K TEACHER COACHING DEMONSTRATION

Teacher coaching is a proven — but extremely labor-intensive — way to form better teachers and improve early learning outcomes. High-speed Internet access can transform coaching programs, giving coaches a real-time connection to the teachers and classrooms.



High-speed technology also has the potential to better prepare Pre-K children for success in school by building critical connections between Pre-K, kindergarten and elementary teachers. High-speed Internet access can also support developmental screenings of children and increase communications among teachers.



Quality early learning has an enormous impact on a child's future success, and teacher effectiveness is critical to quality early learning programs. Research shows that teacher coaching programs can improve both child outcomes and teacher satisfaction.

Once an early learning teacher completes his or her formal education, teaching becomes a very solitary profession. High-speed fiber has the potential to help bring coaches into the classroom and build virtual learning communities among teachers.

Action Steps:

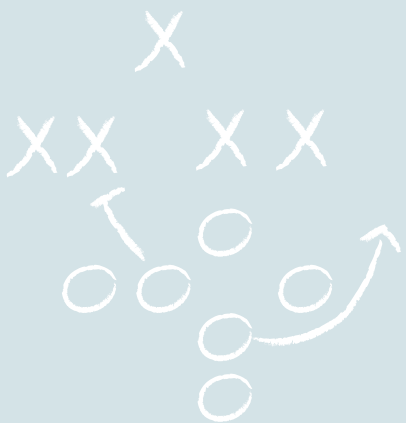
MBIT recommends development of a Pre-K teacher coaching pilot project that will use high-speed fiber to enhance current Pre-K teacher coaching programs and take them to scale.

The pilot project has the potential to:

- Improve the reach of coaches
- Improve teacher intentionality of instruction
- Improve teacher satisfaction and professional development
- Increase technology integration into early learning classrooms
- Work with community leaders and parents to monitor improvements.

PLAY: K-12 CLASSROOM DEMONSTRATIONS

Classroom demonstrations must focus on providing advanced technology, while developing new instructional techniques and learning methods that help teachers and students take full advantage of the gigabit infrastructure.



The Kansas City, Kan., public school district already has a program in place to provide laptop computers to students, and many area school buildings already have high-speed Internet connections. We need to ensure that teaching methodologies keep pace with technology changes.



In American public schools, K-12 technology improvements have often focused on wiring classrooms and installing hardware and software, without practical strategies for using new technology to improve educational outcomes.

The availability of high-speed fiber is just one cornerstone for K-12 classroom transformation. Demonstration projects must also address changes to social/cultural attitudes, teaching philosophies, teacher-training requirements and progress measurement.

Action Steps:

MBIT recommends the development of pilot projects that focus on new teaching and learning methodologies. Some ideas include:

- Identify funding to competitively select a handful of classrooms for demonstration projects that fully integrate high-speed fiber technology into daily lessons.
- Develop new systems for teachers to capitalize on fiber to the home, using technology to collaborate with students, deliver content and monitor progress.
- Create forums for ongoing dialog between teachers and school district IT departments, breaking down barriers to technology integration.
- Work with organizations such as PREP-KC and the UMKC School of Education to develop a curriculum that incorporates technology-based teaching methods and better prepares students for the workplace.
- Work with school districts to maximize funding opportunities to support technology improvements, such as state E-Rate funding.

PLAY: LIBRARIES PILOT

Enable local public, school and academic libraries in the Kansas City area to collaborate using high-speed fiber to enhance and extend distance-learning opportunities; share resources; and showcase local art, writing and music.



Existing Resources:

Kansas City, Kan., Public Library

Kansas City, Mo., Public Library

*Mid-Continent Public Library
Johnson County, Kan. Public Library*

*Kansas City, Kan., USD #500
University of Kansas Library
Kansas University Medical Center Library*

Kansas State Library

*Kansas City, Kan.,
Community College*

*Internet2 K20 Initiative
Digital Village*



A library pilot project will build institutional bridges across the K–20 spectrum of K–12 schools, public libraries, colleges, universities and others to enhance and extend connected learning opportunities and resource sharing for life-long learning.

In Kansas City, Kan., the K–20 Librarian collaboration is part of a national advocacy campaign developed through a partnership of the Digital Village “Fiber-to-the-Library” initiative and Internet2’s K20 program. The local collaboration aims to serve as a distributed test laboratory, exploring applications that use ultra-high-speed Internet connectivity; new immersive, interactive technologies; and multi-user digital environments in support of educational, cultural and civic purposes. It includes all school, public and academic libraries.

Action Steps:

MBIT proposes expanding the current initiative by developing a pilot program that will:

- Support formal agreements among participating organizations to enable information sharing and collaborative program development.
- Encourage the application of resources to establish a distributed test lab.
- Help secure funding for hardware and software required at participating institutions to enable distance learning and resource sharing among the K-20 collaboration.

Benefits and Outcomes

The K-20 Libraries Pilot will result in enhanced resource sharing and new distance-learning opportunities, and will help reduce technological and administrative barriers to the use of high-speed technology and collaboration among library institutions.

PLAY: DIGITAL ARTS

Building on the Kansas City region's reputation as America's Cultural Crossroads, undertake arts innovations that rely on high-bandwidth home Internet connections.



Additional ideas to support arts communication include upgrading the Extreme Screen at Union Station and developing an arts conference facility that can support high-volume Internet traffic, perhaps in conjunction with a performance space. Other partners include the Arts Council of Metropolitan Kansas City and the Kansas City Mayor's Task Force on the Arts.



The outstanding network of cultural and art institutions in the Kansas City area, combined with gigabit connectivity, provide an unprecedented opportunity to develop a strong broadband arts and related media ecosystem.

Ultra-fast broadband connectivity causes fundamental changes in the way we experience the world, and artistic interpretations of that shift can demonstrate the power of this technology.

Action Steps:

MBIT supports the development of a new arts ecosystem featuring specific projects and events, such as:

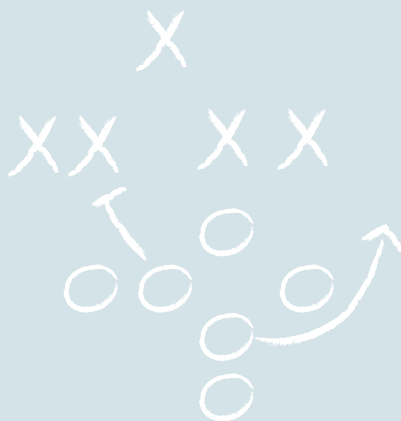
- Host a virtual, global arts festival online
- Create an art installation that demonstrates collaboration across artistic mediums and geographies
- Develop a Web channel to showcase local arts groups and artists
- Solicit public feedback on the arts through a virtual gallery

Benefits and Outcomes:

By combining Kansas City's existing cultural capacity with new digital arts technology, these pilot projects will attract more creative people to the Kansas City area, showcase Kansas City both nationally and internationally, and potentially add high-tech jobs.

PLAY: TELEHEALTH PILOT

Demonstrate the advantages of using high-speed broadband to provide diagnostic and other services to patients in appropriate settings, including primary care offices, safety net facilities, schools, at home and at work.



To date, most telehealth demonstrations have been rural consultation or file transmission projects. Gigabit speeds will open up a wide range of new possibilities for telehealth.



High-speed broadband offers the ability to improve and expand health care in the metro area, particularly for low-income and underserved populations. Services currently provided at safety net clinics are limited to general practice medicine. Using Internet, video and group consultation in the safety net clinic setting, providers can address more serious health issues and conditions that require consultation with specialists.

High-speed Internet will also enhance current statewide efforts in both Missouri and Kansas to establish health information exchanges to enable the sharing of patient records among physicians, labs and hospitals to improve health outcomes.

A demonstration project involving local hospitals like KU Medical Center, Children's Mercy Hospital, Truman Medical Center, Providence Hospital, and others, could provide more efficient, effective health care to the uninsured/underinsured.

Action Steps

- Identify safety net and hospital partners for pilot
- Identify funding source and insurance industry partner
- Deploy necessary equipment in clinics.

Benefits and Outcomes

- Address unmet needs for care from specialists, allowing them to "see" more patients
- Reduce ER admissions and hospital readmissions
- Provide in-school consultation to students who might not have access to medical care otherwise
- Provide more comprehensive care for patients with dementia or autism or similar conditions
- Enhance electronic medical records and health information exchange capabilities
- Develop a better understanding of health needs and focus public resources more effectively.

PLAY: MEDICAL REIMBURSEMENT

Initiate a pilot insurance reimbursement model that allows health care providers to implement new telemedicine solutions for improved health outcomes.



Currently, there is no single widely-accepted standard for telehealth reimbursement among private payers or state Medicaid programs. Some value the benefits of telehealth and will reimburse a wide variety of services. Others have yet to develop comprehensive reimbursement policies.



Telemedicine can create new efficiencies in health care delivery, lowering overall health care costs and allowing providers to serve a broader population. If insurers can adopt a new model for medical reimbursements, health

care providers can take full advantage of technology advancements with potentially lower costs.

Action Steps:

- Work with key partners, including Blue Cross/Blue Shield, to initiate a pilot telemedicine reimbursement model
- Involve national stakeholders in an ongoing conversation about telehealth, focused on pilots and models developed in Kansas City
- Organize a panel on telemedicine reimbursement for the Gigabit City Summit

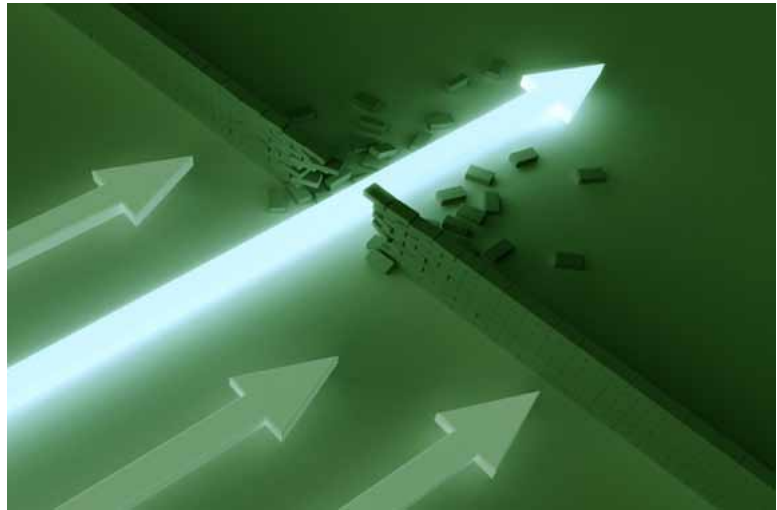
The advances that could be made in providing medical services in the community — like proactive monitoring of patients with acute and chronic conditions and increasing service delivery to homebound patients — all depend on solving the problem of reimbursing providers for services delivered outside an office, clinic or hospital setting. Creating this model in Kansas City could change the face of health care across the country.

PLAY: INNOVATION IN GOVERNMENT

Develop a community initiative for citizen and business innovators to work with city halls to devise ways local governments can function and interact with citizens in more efficient, economical and user-friendly ways.



Kansas City, Kan., and Kansas City, Mo. are seeking financial support to develop an effort to become a “City of Entrepreneurs.” Grant proposals would use technological know-how and innovation to support entrepreneurship among citizens and to support change in institutional thinking within government.



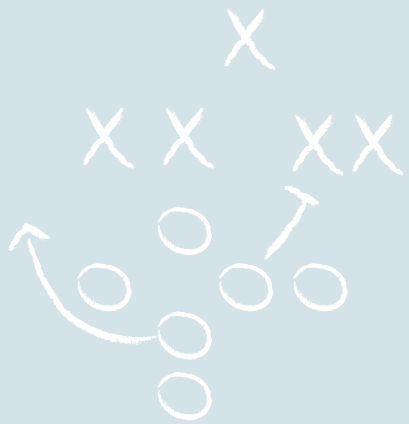
A Kansas City-based municipality-to-municipality innovation network can improve local government services by developing open data applications, eliminating duplication of effort, enhancing collaboration and cohesion, and sharing resources. Examples include Internet applications to streamline permitting processes, allow citizens to report maintenance needs and optimize parking in congested areas.

Action Steps:

- Engage citizens in focused discussions to determine what specific services and functions could benefit from high-speed Internet connections and new digital applications.
- The two Kansas Citys should collaborate in pursuing corporate and foundation support, as well as state and federal grants, to support government innovation.
- Work with MARC and local governments across the region to develop strategies for incorporating technology into improved government services and communications.
- Engage citizens in government decision-making processed through technology.
- Use technology to enhance customer service and responsiveness.
- Implement technology solutions to support enhanced public safety, particularly in high-crime areas.

PLAY: UNIVERSITY RESEARCH CAPACITY

Accelerate local economic development and innovation processes by developing significant relationships, supported by ultra-high-speed fiber technology, among leading research and educational institutions.



University research capacity ties closely to opportunities in the health care field that will also be enhanced by the region's new access to high-speed Internet connections.



Working under the auspices of the Kansas City Area Development Council, leaders of the region's higher education institutions have identified the use of broadband to connect research capacities as a priority.

MBIT recommends that the Digital Leadership Network should support efforts to ensure that technology is available to connect campuses and research institutions, not only within the region but also across the country.

Action Steps:

- Develop a pilot project in which participating organizations can enjoy a greater degree of collaboration with significant research and educational institutions.
- Drive regional economic growth by stimulating a new generation of innovation and addressing critical needs in areas such as workforce development, health care and education.

Benefits and Outcomes:

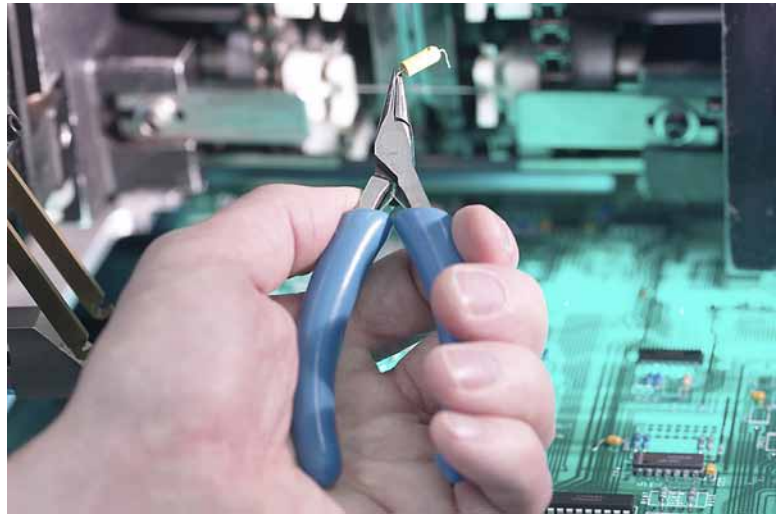
- Improved relationships with research and education institutions
- Improved research and educational opportunities
- Acceleration of the local innovation process
- Improved long-term economic development prospects

PLAY: IT WORKFORCE DEVELOPMENT

Grow a qualified workforce to meet the current and anticipated demand for information technology jobs in the Greater Kansas City area.



KCnext is one of many potential partners currently working on IT workforce recruitment. The Digital Leadership Network should support and encourage these efforts.



We do not currently have a large enough pool of skilled workers to meet local IT workforce demands. The problem is expected to grow significantly as our IT economy expands with the advent of the ultra-high-speed fiber network.

MARC is currently coordinating efforts with workforce investment boards, area community colleges and universities, PREP-KC, the STEM Alliance and other partners to develop IT career pathways.

MBIT recommends that these efforts be expanded and taken to scale.

Action Steps:

- Help schools counsel students about career pathways and develop curricula that meet IT workforce needs.
- Help connect high school students to community college classes and virtual labs to support students leaving high school with credits toward associate degrees or technical field credentials.
- Develop an inclusionary workforce strategy that addresses segments of the population currently not commonly entering the IT workforce, building a jobs/training pipeline for women, minorities and youth.
- Create and retain a pool of local talent to keep homegrown companies here and attract new businesses and IT professionals.
- Secure Kansas City's leadership position as new technology industries emerge.
- Better define and promote career pathways in the IT industry in cooperation with the region's workforce development organizations and employers.

PLAY: PROOF-OF- CONCEPT AND FAB LABS

Develop rapid prototype demonstration and manufacturing facilities that allow vendors and entrepreneurs to test new designs and concepts without major capital expenditures.



The Metropolitan Community College currently operates a fab lab, equipped with high-tech machines and tools, at its Business and Technology Center. Local entrepreneurs and small business owners can rent space in the lab to conceptualize, design, develop, fabricate and test almost any type of product.



Metropolitan Community College Fabrication Lab

Proof-of-concept labs provide vendors, businesses, organizations and residents with the ability to quickly develop, test and demonstrate creative products and concepts from a wide variety of manufacturers at a single location. Fabrication labs, with equipment and space available on a short- or long-term rental basis, allow small businesses and entrepreneurs to develop prototypes and test products without large capital investments.

Action Steps:

- Develop a business plan for a Proof-of-Concept lab in the Kansas City area.
- Work with the vendor community to develop a member subscription model to generate revenue to support the lab.
- Develop a panel of beta testers.
- Research existing entrepreneurial workspaces in the region and develop plans to fill any gaps.

Benefits and Outcomes:

- Quicker solutions to market
- Ability to share best practices
- Accelerated innovation
- Lower costs for all participants.

PLAY: TECHNOLOGY TRANSFER

Connect researchers at area universities, health care institutions and large companies that develop intellectual property with individuals and companies who are able to bring these ideas to the commercial marketplace.



Existing Resources:

*KC SourceLink, UMKC
Innovation Center
UMKC Office of Technology
Transfer
University of Kansas Center
for Technology
Commercialization
Kansas State University Center
for Engagement &
Community Development
Johnson County Community
College
William Jewell College
Missouri University of Science &
Technology Transfer Office
KU Medical Center and other
hospitals
Missouri Technology
Corporation
Kansas Dept. of Commerce
Innovation Growth Program
Large companies*



Area universities, medical research facilities, hospitals and large companies employ researchers or support academic work that often results in promising technology developments and applications. The Technology Transfer – Whiteboard to Boardroom Concept enables the process of skill transfer of knowledge, technologies, and methods of manufacturing to ensure that scientific and technological developments are accessible to a wider range of users who can then further develop and exploit the technology into new products, processes, applications, materials or services.

Action Steps:

- Support intentional efforts to connect research at area institutions to commercial investors and companies interested and capable of taking the research to market.
- Urge state technology transfer support organizations to enhance services to Kansas City area research institutions in identifying commercial application opportunities.
- Identify funding to support increased visibility of KCSOURCELINK's White Boards to Board Room program.
- Create a “CEO Bullpen” program that identifies top executive talent to work with researchers and potential investors to advance ideas to commercialization.

Benefits and Outcomes:

- Provides ideas and capacities for entrepreneurs looking for project investment
- Enables opportunities for research to be connected to resources for commercialization
- Provide execution support for ideas developed in research settings

PLAY: SUPPORT ONLINE GAMING DEVELOPMENT

Companies that create digital games are often at the cutting edge of information technology and new applications. Gamers tend to make some of the best digital designers and programmers with hyper-developed spatial and analytical skills.



Gaming companies are filled with diverse, youthful creative top notch talent. They bring in billions per year. The gaming industry is growing by leaps and bounds, even in a down market, and perhaps more than any other sector stands to benefit immediately from a centrally located, blazing fast network.



MBIT recommends enabling and encouraging the development of gaming technology businesses. Game developers will be attracted to the availability of reasonably priced high-speed fiber, the presence of creative talent in the community, and community commitment to provide business support services.

Action Steps:

- Consider the location and growth of gaming technology businesses as a local economic development strategy.
- Work with area educational institutions to ensure that high school and college curriculum supports building a workforce with information technology skills to develop games for the commercial marketplace.
- Facilitate industry gaming partnerships in health care and biosciences that lead to improvements in public health and economic development.
- Work with the convention and visitors bureaus to attract gaming conventions and encourage convention center and hotel operations to offer competitive rates for high speed connections at the meetings.

Benefits and Outcomes:

- Growth of a creative and talented workforce
- New business development
- Added convention business

PLAY: INNOVATION HUBS/TECH DISTRICTS

Facilitate the expansion of technology districts and innovation hubs — specified geographic districts that provide a focal point for collaborative workspaces, innovation incentives and gigabit infrastructure — and support entrepreneurs, small businesses and startups.



Innovation hubs and tech districts that offer valuable incentives to entrepreneurs and small businesses have the potential to raise Kansas City's national and global visibility, attracting new, innovative businesses and talented, skilled workers to the region.



Currently, resources for launching and growing a company in the region are very fragmented. By working in close proximity, small businesses and entrepreneurs can share resources, learn from each other and spur innovations. Such innovation hubs are growing organically in areas such as the Crossroads and the West Bottoms in Kansas City, Mo., and along Rainbow Blvd. and in downtown Kansas City, Kan. The two cities should support and nurture these and other geographic districts where entrepreneurs gather.

Action Steps:

- Identify and support financing mechanisms to support tech districts and innovation hubs, including tax, parking and transportation incentives.
- Support implementation of high-speed fiber and Wi-Fi networks to support small businesses and co-location of office space.
- Support efforts by the Kansas City Economic Development Corporation, Kansas City Area Development Council, the Greater Kansas City Chamber of Commerce and other agencies to work with current and emerging tech districts.
- Learn what entrepreneurs and small business owners in these areas need to thrive and be intentional about addressing gaps and supporting innovation.
- Determine what policies and regulations may need to be changed to encourage tech districts.
- Create a one-stop shop to support startups and make the process of launching or expanding a small business more predictable, efficient and convenient.

PLAY: ACCESS TO CAPITAL

Increase access to capital for new technology-related business development and business expansion



Existing Resources:

KC SourceLink, UMKC
Innovation Center
Ewing Marion Kauffman
Foundation
Greater Kansas City Chamber
Big 5 Initiative
Missouri Dept. of Economic
Development
Kansas Department of
Commerce
Kickstarter



Capital availability is an important element for building an economic environment in which new technology businesses can become established and where existing businesses can expand operations.

Action Steps:

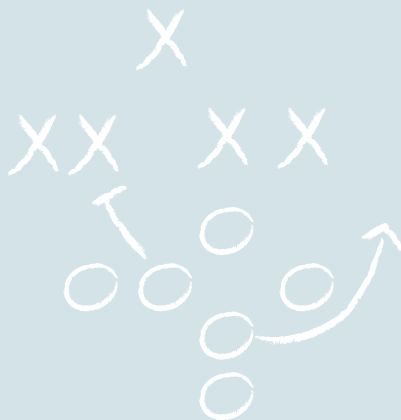
- Help increase awareness of, and access to, capital to fund technology-oriented venture and investments
- Support the establishment of a technology mutual fund to provide greater access to capital and increased options for both investors to be connected to new and expanding businesses and to make access to capital easier for new and expanding businesses.
- Create a network of investors, entrepreneurs, technology experts and business professionals that can serve as mentors to help new and growing technology businesses.
- Encourage state policy to support angel tax credits in both Missouri and Kansas for small technology businesses.
- Encourage the availability and use of new capital methods, including crowd sourcing tools such as Kickstarter to raise resources for new companies.

Benefits and Outcomes:

- Environment where technology businesses are able to gain access to the capital necessary to grow their business.
- Established leadership group able to monitor the availability of resources and advance recommendations for improvements
- Robust networking opportunities to support technology-related business development.

PLAY: GLOBAL ROUNDTABLES

Conduct a series of global telepresence roundtables to establish Kansas City as an emerging global leader in the new digital economy and accelerate economic development and innovation outcomes.



Telepresence rooms allow meeting participants to connect with others across the country and across the world through high-definition video and audio conferencing technology.



Telepresence roundtables will provide a global platform to share what we've learned, promote economic development opportunities, and accelerate the momentum already established locally through Building the Gigabit City, Give Us a Gig and the Kansas City Broadband Leadership Summit.

A compelling exchange of issues and experiences with communities around the world will lead to strategic and tactical action plans to move high-speed fiber initiatives forward.

Action Steps

- Engage local partners and sponsors, develop an initial discussion agenda and issue a global core-team invitation.
- Develop collaborative relationships between Kansas City and other leading Gigabit Cities around the globe.
- Share best practices on a global basis.
- Gain immediate national and international recognition by positioning Kansas City, Kan., Kansas City, Mo., and local organizations on the global stage.

PLAY: CONVENTION CENTER TECHNOLOGY

Develop strategies to take advantage of the region's fiber network to market convention and meeting facilities to groups that place a premium on high-speed Internet access and bandwidth.



According to the Convention and Visitors Association, the tourism industry currently supports 45,000 jobs in the Kansas City area. Attracting more conventions could have a strong impact on the regional economy.



While most area convention centers, hotels and meeting spaces offer wired and wireless Internet connections, connecting to the new ultra-high-speed fiber network could give Kansas City an unprecedented edge when it comes to attracting conventions and trade shows.

Action Steps:

- Develop an advisory committee of Kansas City area convention and tourism officials to focus on technology and high-speed access.
- Work with Internet service providers to bring high-speed fiber to convention and meeting facilities.
- Support the development of innovative new strategies to market the region's new capabilities, both nationally and internationally.
- Keep up with industry changes.

PLAY: MARKETING THE REGION

Develop a marketing campaign to capitalize on the new high-speed fiber network by positioning Kansas City as both a thriving national hub for arts and culture, and an important technology center supporting entrepreneurs and business innovation.



A number of organizations came together in 2011 to develop a common messaging platform that positions Kansas City at "the intersection of artistry and technology." The Kansas City Area Development Council and the Convention and Visitors Association took a lead role, with input from the Arts Council of Metropolitan KC, the Downtown Council, and groups such as the American Institute of Architects KC.



Kansas City has a once-in-a-generation opportunity to transform its national image from a centrally-located business destination to a prominent talent magnet for the best and brightest professionals, entrepreneurs and businesses. MBIT supports the work of KCADC and its partners to develop a marketing campaign that will redefine Kansas City's image as one of the most dynamic U.S. cities with major publicity buzz and a compelling storyline.

The Creative Crossroads campaign is currently in a soft launch phase, and websites and social media platforms are being created and activated. Media publicity trips are being planned and production is underway on many marketing elements — video, print, online tools, outdoor, events. All are integrated as a broad-based campaign to re-craft a fresh, new place-brand for Kansas City.

The two mayors have and should continue to play a prominent role in efforts to market the Kansas City area as an important technology center.

Benefits and Outcomes:

- Enhanced national publicity and awareness of the Kansas City metro as a technologically advanced region with supreme livability and lifestyle assets, and capable of attracting top companies and workers.
- Recruitment of new businesses and industry.
- Attracting new talent and ensuring a top-flight workforce for the coming decades.
- Galvanizing the regional arts community on a local level, and stimulating a greater appreciation and support for creativity, our cultural assets, and business innovation throughout the city.

TEE SHOTS [top priorities]

We have an unprecedented opportunity in Kansas City, but this opportunity has an expiration date. A strong start is critical to our success.



To undertake the strategies and plays outlined in this playbook, a compelling list of early priorities and immediate first steps is essential.

■ LAUNCH THE LEADERSHIP ORGANIZATION

First and foremost, the region must develop a leadership organization and secure startup funding to keep building community momentum around the projects outlined in this playbook. The characteristics, mission and functions of this organization are described on pages 6–8.

The new organization will monitor conversations and progress, develop timelines and metrics, issue updates at regular intervals, and take leadership positions in the priority areas described below.

■ VENDOR/PARTNER OUTREACH

One of the first priorities of the leadership organization will be to engage the vendor community to establish Kansas City as a place to do business and to test and develop applications, programs, devices, products and services that make use of fiber to the home.

- Develop a business plan for a Proof-of-Concept lab that connect industry sectors, generates revenues and supports entrepreneurship
- Develop a target list of potential vendors and explore what will motivate them to bring pilot projects to Kansas City neighborhoods.
- Establish a vendor lab subscription model, which will provide vendors access to the community in a mutually beneficial way.
- Establish a framework for a gigabit application beta-tester panel that for Kansas City households as they come online. (This could also be open to other U.S. households with certain minimum bandwidth requirements.)

TEE SHOTS [continued]

■ COMMUNITY OUTREACH

For high-speed connectivity to impact the Kansas City community, a critical mass of in-home adoption must occur. Aggressive public education about the potential impact of high bandwidth connectivity should be a high-priority strategy. Aligning neighborhood-specific pilot projects with communities as they come online, matching the type of project to that community's needs and interests, will spur interest and create success stories.

- Launch key pilot projects for health care, neighborhoods (digital inclusion), arts and education
- Identify and partner with community organizations to increase access to high-speed bandwidth, promote digital literacy and identify community needs.
- Launch a Wi-Fi pilot project to promote digital inclusion.

■ GLOBAL OUTREACH

To establish a leadership position as a community of digital excellence, Kansas City must learn from other smart, connected cities around the U.S. and the world. We can adapt effective models from other communities while we also develop new and experimental projects that will become models for the rest of the world.

- Conduct a series of global telepresence roundtables to share what is underway in Kansas City, promote economic development and accelerate the momentum already established among local and regional partners.
- Identify and engage national and global leadership organizations. Visit other gigabit communities and develop plans for a Gigabit City Summit.

■ SUPPORT FOR RELATED EFFORTS

The leadership organizations should support and cooperate with initiatives that are already in progress in the region and with the organizations leading these efforts, including:

- KCSOURCELINK initiatives such as Whiteboard to Boardroom
- Multiple initiatives around growing the region's IT workforce
- Development of an innovation hub/tech district
- KCADC's ongoing work in marketing the Kansas City region
- KCnext's efforts to work with existing technology firms, recruit and attract technology companies, and promote our regional IT assets.

FAN FEEDBACK [community input]

We want to hear from you. Share your ideas about how the Kansas City area can take advantage of this unique new asset.

The Mayors Bistate Innovation Team views this playbook as a work in progress. The strategies and pilot projects included here were derived from numerous conversations with community groups and stakeholders over the last six months, but they represent just a fraction of the ideas that people across the region are discussing as excitement builds about the possibilities of Kansas City's ultra-high-speed fiber network.

Over the next month, we will collect public feedback on this playbook, online at www.GoogleConnectsKC.com and at community meetings. The playbook is a living document — this beta version will be followed by Playbook 1.0, and future iterations will incorporate even more community ideas.

Add your suggestions for other strategies and pilot projects to our online “Idea Zone,” and the Digital Leadership Network will consider in the coming weeks and months. We look forward to hearing from you.

GoogleConnects  .com
Mayors' Bistate Innovations Team



