



Intelligent Community Forum Canada Business Plan 2016

Approved at the November 9, 2015 ICF AGM.

Vision:

To be the pre-eminent organization in Canada that encourages cities and societies of all sizes and different cultures from around the world to become better, caring and economically successful communities and create better global citizens through embracing and practicing the principles of the Intelligent Community movement.

Background

After more than two decades promoting “smart cities”, “Intelligent Communities” and its best practices among these communities, the think tank known as the Intelligent Community Forum (ICF), with its headquarters in New York City, is recognized for its efforts around the world through its international gatherings, sharing of information and its recognition of Intelligent Community excellence through its annual awards programs, workshops, conferences and other support. Today ICF has qualified 145 Intelligent Communities around the world. Growing annually, with representative Intelligent Communities on every continent, the Intelligent Community Forum Foundation (ICFF) was formed as the association of these Intelligent Communities. Its aim is to work together to share information on advances in technology, city development and global processes for the benefit of society and the citizens of these communities; collaboratively develop opportunities for building prosperity among and for the individual Intelligent Communities; and to help develop more Intelligent Communities globally through synergy and collaboration. As ICF’s principles are sought after around the world, there is an opportunity for each country to focus its ICF-related efforts within their region.

The first “smart city” conference of its kind took place in Toronto as “Smart95” in 1995. Twenty years later, the anniversary event of the first smart city conference took place again in Toronto, called ICF2015, organized and successfully implemented by an entirely new non-profit organization called “ICF Canada”. Therefore, it is not surprising that the first in-country Intelligent Community Forum office was also created as a model for the world in Canada. Canada is an excellent location in which to beta test new ideas associated with exploring the benefits and opportunities among Smart21 cities and Intelligent Communities as well as offer support for communities of any size and location who wish to become Intelligent Communities.

ICF Canada is the first global representative office of its kind outside of ICF's global headquarters. The purpose of ICF Canada is to promote the development of the Intelligent Community movement within Canada and by example, promote the goals of creating the best cities and educated workforce possible around the world through the criteria established by ICF. As a result, ICF Canada is positioned to respond to requests by Canadian communities of all sizes across the nation about the criteria, awards, conferences, workshops and any other activities of ICF and ICFF as well as work with its partners, ICF Institutes and intermediaries in Canada and around the world in their effort to help create the best communities possible for its citizens and for the country as a whole. As a direct link to creating better cities, is the goal of attracting and retaining talent as well as attracting and retaining investment, especially *Foreign Direct Investment* (FDI). As such, ICF Canada is an educator, an advocate as well as an agent to assist its ICF Canada members to position its Smart City and Intelligent Communities as locations of choice and for global participants to benefit from the brand of being recognized as a Smart21 community or as an Intelligent Community.

Principles

The first ICF in-country office of its kind is now open in Canada. By being located in Canada there are many opportunities that can be undertaken to promote ICF's principles:

1. Focus on Infrastructure, especially use and application of high speed broadband, which is the next essential utility, as vital to economic growth as clean water, highways and electricity. As the Internet of Things is upon our doorstep, it connects your computer, smart phone and other smart devices to billions of devices and users around the world, creating a digital overlay to our physical world that is revolutionizing how we work, play, live, educate and entertain ourselves, govern our citizens and relate to the world. It must however be accessible and affordable for all our citizens to use and benefit from. Robust and affordable broadband and excellent logistics capabilities are key attractors of FDI (investors) and talent to communities.
2. Focus on Building a Knowledge Workforce, attracting Talent and retaining that Talent is essential for our successful communities. Today, all desirable jobs in industrialized economies – and increasingly in developing economies as well – require a higher component of knowledge than they did in the past. It is by applying knowledge and specialized skills that employees add enough value to what they do to justify the cost of employing them. In the future, any employee whose "value-added" does not exceed his or her salary cost can expect to be replaced, sooner or later, by software or hardware. A continuous improvement in an evolving range of skills is the only route to personal prosperity. That talent is highly sought after and will attract investors to capture the talent capital in the community. This is a huge opportunity for communities seeking to attract and retain FDI.
3. Innovation and creativity are the keys to successful communities. They are essential to the interconnected economy of the 21st Century. Intelligent Communities pursue innovation through a relationship among business, government and such institutions as universities, hospitals and non-profits/NGOs. This Innovation Triangle or "Triple Helix" helps keep the economic benefits of innovation at the local level, and creates an innovation ecosystem 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. Communities that endeavour to be collaborative innovation ecosystems are at the top of the game in attracting and retaining talent and investors in a successful community. Innovative firms are able to commercialize creative products, services and solutions using local and attracted investment and talent. “Start-up” facilities are formed with home-grown businesses in a variety of tech enabled sectors and the buzz of success attracts further investors and talent as a result.

4. Digital Equality is an essential principle of a caring and healthy Intelligent Community, namely, everyone in the community deserves access to broadband technologies and the skills to use them. Like most principles, it is easier to understand than it is to execute on a daily basis. But the explosive advance of the broadband economy has worsened the exclusion of people who already play a peripheral role in the economy and society, whether due to poverty, lack of education, prejudice, age, disability, or simply where they live. It has disrupted industries and whole sectors from manufacturing to retail services, enlarging the number of people for whom the digital revolution is a burden rather than a blessing. Building a bridge to help these citizens gain a foothold on a life that is rewarding and allowing them to gain respect and prosperity is also a sign of a mature and caring community that further attracts investors and inspires collaboration.

5. Sustainability is a new principle and indicator of ICF’s Intelligent Communities. Improving 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. 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. ICF is committed to seeking to develop net zero energy communities as part of its criteria as Intelligent Communities.

6. Advocacy: Citizen engagement through good governance and public advocacy are key to ensuring that the community transforms itself in the way that benefits everyone and sets the right pathway to long-term success. The willingness to embrace change and the determination to help shape it are core competencies of an Intelligent Community. Few places naturally possess those competencies. They must be cultivated, often over years, through advocacy and require excellent leadership and collaboration among community members to make it happen. Establishing a brand that results from excellent marketing, advocacy and citizen acceptance and engagement as an “Intelligent Community” often helps to differentiate these communities from others and benefits them from an economic development and social ecosystem perspective. This further reinforces these communities as highly collaborative, innovative and desirable communities in which to invest in, be part of and from which others are inspired to emulate.

These key ICF principles and indicators of successful Intelligent Communities are also fundamental in ICF Canada’s Intelligent Communities. Accordingly, in creating ICF Canada, we will, among other things, embrace and promote these principles in our activities and program initiatives across Canada:

- a. ICF Canada will communicate directly to Canadian communities through this office related to any enquiries about the application for ICF awards, but also about other activities and programs that ICF delivers including its Community Accelerator program, Centers of Excellence, Summits, Intelligent Community site visits and tours and speaking engagements;
- b. ICF Canada will encourage Canadian communities to submit applications for Smart21 awards as well as assist with communicating directly with existing Smart21, TOP 7 and Intelligent Communities of the Year award winners in Canada. Furthermore, where requested, ICF Canada may be able to assist, where possible and appropriate, Canadian communities in developing their applications for the ICF awards by providing information at no charge to these communities and other support as required or requested, on a cost recovery basis, and act as a repository for ideas and recommendations for improving the awards process development in Canada such as identifying and assisting communities that should or wish to apply for these awards;
- c. ICF Canada will work closely with in-country ICFF Members and other member communities around the world, on potential areas of mutual interest, such as FDI and talent attraction/retention efforts, as well as organizing a potential annual event in Canada in addition to other smaller events and activities with Canadian ICFF members, such as recently undertaken through the 2015 ICF Summit in Toronto, matchmaking efforts, classes promoting smart cities and Intelligent Communities and trade and investment attraction missions based on mutual areas of interest between qualified Intelligent Communities around the world. Other areas of interest could be to explore opportunities through Canadian Intelligent Communities by reaching out internationally in regions from Africa and the Middle East to South America and Asia where new connections and related business, talent and investment opportunities may be possible;
- d. ICF Canada will work closely with ICF Institutes in Canada and abroad to promote research findings and other information and papers about Intelligent Community best practices which can be shared among the ICF Canadian ICF members, potential Canadian communities interested in becoming Intelligent Communities as well as externally to communities around the world;
- e. ICF Canada will be the interface for ICF and ICFF-HQ in Canada at Canadian events, conferences and presentations explaining the goals of ICF, the benefits of the Intelligent Community movement as well as present best practices examples;
- f. ICF Canada will work closely with other organizations and associations which have similar goals to improve Canadian communities through improved infrastructure, education and public policies. ICF will develop and update a compendium of organizations across Canada and abroad that can be useful to Canadian Intelligent Communities and help to explain the main goals of these similar organizations, including deciphering their acronyms. In Canada tech organizations such as ITAC, CATA, Communitech, DMZ, Accelerator, Velocity, MaRS, among others will be defined and

contacts provided. Similarly, economic development and urban planning focused organizations and their umbrella associations will also be logged and identified, such as CCCA, OTC, CIP, OPPI, ULI, among others, and positive relations will be developed among them all;

- g. ICF Canada will work closely with the private sector in Canada to develop mutually beneficial collaborative opportunities with Intelligent Communities across Canada;
- h. ICF Canada membership will be open to all organizations in the public, private and institutional sectors based on a membership fee formula to be organized in 2016;
- i. ICF Canada may take on some administrative duties of the ICFF HQ from time to time as suitable and mutually agreeable;
- j. ICF Canada will pursue urban planning and economic development opportunities with and among ICF Canada member communities including deep dive (immersive) study tours to explore the design and development of smart cities and intelligent communities in Canada and abroad and economic development and investment missions abroad to attract investment, jobs and businesses with the competitive advantage of being smart and intelligent communities throughout Canada;
- k. ICF Canada will endeavour to undertake an annual initiative to promote Canadian Intelligent Communities abroad; attract Foreign Direct Investment (FDI) and international talent. This will be accomplished through active and dedicated ICF Canada Member participation; and
- l. ICF Canada will also be able to seek Canadian sponsorships and related financial support for Canadian and global ICF related events, including seeking funding from government, foundations and the private sector for the benefit of Canadian communities.

Governance

ICF Canada is an incorporated non-profit organization in Canada. It will have a Board that consists of 18 Directors with an Executive Committee, with delegated authority, consisting of a Chairman, Executive Director and potentially four Vice Chairs representing Western Canada, Ontario, Quebec and the Maritimes, all of whom are elected by the Members of ICF Canada. An additional 10 Non-voting ICF Canada Members will be invited onto the Board as Observers. They will be considered for full Board status in future years. The complete details regarding governance is attached as Appendix 1.

Membership in ICF Canada is open to public, private and institutional members of Intelligent Communities in Canada and those communities that want to become recognized as Smart21 cities and Intelligent Communities. Membership fees and benefits are described in Appendix 2.

Action Plan for remaining 2015 and full year 2016

The Inaugural Year Annual Operating Plan for ICF Canada will be from January 1, 2016 to December 31, 2016 and will include work in 2015 leading up to 2016:

2015:

- June 9: Inaugural ICF Canada Meeting in Toronto.
- June- August: Sub-Committees formed including Mandate, Funding, Governance and Technical Sub-Committees. These committees will be primarily virtual and hold conference calls or communications through emails.
- August 12, 2015: ICF Canada submitted an application to Invest Canada – Community Initiatives (ICCI) for a matching grant to develop data and analytics for Canada’s Smart/Intelligent Communities and at the time of writing is awaiting their decision to help fund the initiative. The survey model can be extended to other cities in Canada that have not yet qualified as well as for international data collection and analytics for comparisons and best practice purposes. The results of the survey will be used for content in an ICF Canada white paper, ICF Canada’s new website, in future presentations and for investment attraction promotional purposes independently by the member Intelligent Communities and/or collectively through ICF Canada initiatives. If ICCI does not approve the funding for the initiative, a more modest approach to obtaining the data will still be necessary and may require other sponsorship alternatives or ICF Canada funding it directly. Proposed overall budget: ICCI (\$20,000)/ Matched Funding through sponsorship/partnerships (\$20,000) + HST.
- August 31: Draft of Inaugural ICF Canada Business Plan circulated to the Board of ICF Canada.
- September 10 – first private sector member (post-Summit) joins ICF Canada (Intermarket)
- September 14 – meeting with Pacific Coast member cities: Surrey and Vancouver regarding ICF Canada opportunities;
- September 15/16 – Meeting with CCCA (Consider Canada City Alliance) – discuss potential reciprocity; promote ICF Canada;
- September 19 – Inaugural ICF Canada Newsletter issued
- September 23 – ICF SMART21 deadline for applications for 2016
- September 29 – ICF Canada supports launch of ICF’s Connected Countryside initiative (matching ICF’s contribution of \$2500US).
- September 30- October 31 – Assuming ICCI confirmation, pursue RFPs for contractors of survey/data development for the 27 existing Intelligent Communities across Canada
- September 2015 – Interim (Founding) Chair and Interim Vice Chair(s) to join interim Executive Director to execute membership drive, fund-raising and Business Plan (2016)
- September/ October, 2015- Arrange for ICF Canada’s Inaugural Speaking Engagements and Webinars across Canada during Q3/4 2015 and 2016.
- September - November 2015 - ICF Canada to develop plans for ICF Canada Lectures, 2016 Mini-conference, planning for the ICCI funded Lead generation program in 2016, support a Foreign Mission Delegation to Intelligent Communities in Canada, undertake a proposal for a proactive Business Mission to Intelligent Communities abroad, attend and support the ICF Summit in 2016, undertake plans for an ICF Canada Summer Camp, explore an opportunity for an Intelligent Community Institute in Canada, initiate a new website and create content unique to ICF Canada and its members.

- October 21 – SMART21 communities selected at the Intelligent Community Institute in Dublin, Ohio. New Canadian communities will be listed as part of the 2016 Smart21 cities, which will automatically be invited to join ICF Canada.
- October -December 2015- Explore ways to engage Universities, Colleges and other educational institutions such as private schools, libraries, etc as part of ICF Canada and its activities.
- October –December 2015 - Explore ways to engage the private sector members of ICF Canada
- October – December 2015 - ICF Canada Sandbox – Explore opportunities for innovative mixing and connections.
- November – December 2015 - Initiate the ICF Canada Speakers Bureau from among ICF Canada Members; Initiate research and publication options for the ICF Canada book on Canadian Intelligent Communities; secure reports from ICF Canada Committees.
- December 2015 – Explore Unique French and Quebec related opportunities with partner communities in Quebec.

In 2016. The following initiatives will be identified, explored and where possible pursued:

1. Assuming ICCI confirmation, ICF Canada will secure analysts to develop marketing messages from the data acquired in 2015. If there is no ICCI funding secured, an alternate survey and analysis period may need to be considered in 2016 and alternate resources and support will need to be considered.
2. Implement ICF Canada’s Inaugural Lectures and Webinars across Canada during 2016. These will be focused on validating local interest in the Intelligent Community across Canada and help to attract and stimulate future applications, opportunities and potential initiatives with Intelligent Communities and their region. Funding for these are proposed as follows:
 - Option 1: Invitations sent to all Canadian Intelligent Communities to invite ICF Canada representatives to speak in their communities via Webinar and/or in person. The cost of travel and accommodation to be absorbed by local organization(s) associated with a conference, chamber-related event or other speaking engagements. Local community and government organizations, university, and private sector attendees will be invited by the local community organizers to attend the session. If a speaker from ICF in NYC or international locations are requested, a speaker’s fee in addition to travel arrangements will be required.
 - Option 2: Promotional presentation inviting communities in a region to attend via Webinar and/or to meet an ICF representative in person may be undertaken at ICF Canada’s cost. Target regions across the country will be coordinated with the ICF Canada member or community from that region or in the future with the ICF Canada Board’s Vice-Chair for that region.
 - Option 3: ICF Canada to become involved if local organizers plan to hold a conference, seminar or workshop on Smart Cities and Intelligent Communities and invite ICF Canada to participate. If ICF Canada representatives are invited to attend as speakers or even as keynotes or moderators, the cost of travel, accommodation or other fees will be covered by the organizers. However, ICF

Canada is open to picking up the costs of attending under specific goals and requirements being met.

- Option 4: ICF Canada organizes a mini-conference somewhere in Canada in partnership with local organizers. Funding arrangements/partnership to be discussed.
 - Option 5: ICF Canada supports a foreign business delegation to specific communities in Canada and may use that opportunity to also provide other information and support about Intelligent Communities during the visit.
3. ICF Canada Lectures- Maritimes, Quebec, Ontario, West/Pacific 2016. This Lecture series (and potential workshops) is available to all member and invited communities across Canada. The purpose of these is to build capacity at the local, regional and national level and provide support among ICF Canada's cities as well as promote the Intelligent Community movement to other communities who have not yet applied.
 4. 1 Mini-conference in Canada to be hosted by or partnered with ICF Canada in 2016
 5. ICF Canada ICCI Lead generation program in 2016
 6. Support a Foreign Mission Delegation to Intelligent Communities in Canada in 2016
 7. Proposal for a proactive Business Mission to Intelligent Communities abroad:
 - i. Asia
 - ii. Europe
 - iii. Australia
 - iv. USA

This will depend on a community or private organizations sponsoring the mission abroad. ICF Canada will charge a fee to organize and execute the mission. The community or private sector organization will be required to populate the delegation members from among their community members to attend.

8. ICF Canada to attend and support the ICF Summit in 2016.
9. ICF Canada Summer Camp (Summer 2016): ICF Canada will develop a plan to organize an annual summer camp. The first summer camp will be held in Toronto, the location of the 2014 Intelligent Community of the Year.
 - i. This will be open to senior level university students, government and private sector practitioners who wish to delve into what makes a community smart and intelligent.
 - ii. Toronto's Intelligent Community will be investigated in detail and the key 6 indicators will be focused on over a full week in the city. Visits to Niagara Falls and other nearby areas to better acquaint the visitor will be included.
 - iii. Other Intelligent Communities in Canada are to be considered for an Intelligent Community Summer Camp location for future years.
10. ICF Canada will investigate and support a Canadian option to create an Intelligent Community Institute in Canada.
 - i. This institute, usually associated with an institution in an Intelligent Community, will study the unique opportunities in Canada or region of Canada to add to the world's knowledge about the creation of Intelligent Communities.
 - ii. A more detailed proposal in partnership with a local community and institution will be explored in 2016.

11. ICF Canada's new website: www.icf-canada.com will incorporate content unique to ICF Canada and its members. As a promotional tool it will link to the main ICF website: www.intelligentcommunity.org, but it will also provide unique content specific to Canada and its Smart21 cities and Intelligent Communities; the events and programs planned across the country and to highlight Canadians involved in ICF events and activities as well as their own unique initiatives. (site under construction; sponsorships and volunteers welcome.)
12. New content for the ICF Canada Website to include:
 - i. Profiles of 27 Intelligent Communities across Canada: this will be a public version based on summary information and analysis from the ICCI-sponsored survey. This will be useful in promoting the unique qualities of these 27 Intelligent Communities and may be useful for site locators, investors (FDI) and for people (talent) interested in moving to these communities for work, study and investment.
 - ii. Member version of the ICF Canada Profiles on ICF Canada's new Website using confidential member passwords – complete data and marketing e-documents for individual communities to print for their own purposes in attracting, expanding and retaining FDI and talent in their communities.
 - iii. Explore applications to allow for benchmarking tools and other ways to make the website as a useful tool for ICF Canada members.
 - iv. Explore ways in which training and other educational elements on the new website may be useful for new communities to benefit from it, especially in preparing their ICF Awards submission or to use it as a training tool for students and community engagement purposes for planning and development purposes.
 - v. Explore chat rooms, sharing tools and other ways to make the site a go-to site for members and new users
 - vi. Employ social media and create an active involvement with and among all ICF Canada members
 - vii. Seek unique ways to ensure value for all ICF Canada members in the website, programs and related initiatives.
13. Engage the private sector members of ICF Canada: to promote their products and services in ways that are useful to other members and for the benefit of the private sector members without unduly disrupting the goals of collaboration, sharing and partnership among members, member communities and the integrity of ICF and ICF Canada.
14. Explore opportunities for innovative mixing and connections called the ICF Canada Sandbox . This ICF connections program will be initiated in parallel with the ICCI funded ICF Canada Intelligent Community survey and city profiles development. Connections between and among Canadian Intelligent Communities will be pursued, in addition to international connections. An example is Eindhoven with Waterloo. A profile of this highly successful international connection will be developed as an example of potential connections that are possible between Intelligent Communities.
15. ICF Canada Speaker's Bureau from among ICF Canada Members will be initiated.
16. Explore publication options for the ICF Canada book on Canadian Intelligent Communities.

17. Reports by Committees: Technical Committee/Projects/ Programs/ Funding/ Governance
18. Pursue new content for ICF's Website from videos to research and valuable insights in a password protected section.
19. Explore Unique French and Quebec related opportunities with partner communities in Quebec (Quebec City, Montreal, Sherbrooke) including 2 way trade and investment opportunities abroad in French-speaking regions globally
20. Prepare and approve the 2017 Action Plan and Budget

Budget January 1, 2016- December 31, 2016

(refer to separate document)

Appendix 1: ICF Canada Governance Guidelines

Definitions:

- “Member” - any community having been nominated at a minimum to the SMART21 category in the ICF Awards Program and who has a fully paid-up ICF membership.
- “Prospective Member (Prospective ICF Applicant)” – any community in Canada that wishes to learn more about being a SMART21 Intelligent Community, wishes to consider applying for the recognition and pays a nominal fee to be actively involved with ICF Canada or to seek assistance from ICF Canada and potential mentor communities.
- “General Member” – anyone interested in the topic of being an Intelligent Community in Canada and willing to pay a General Membership fee to receive information over the Internet and be invited to attend ICF and ICF Canada events and activities.

The ICF Canada Board: will consist of a minimum of 3 and a maximum of 18 voting members. The actual number of Directors shall be determined from time to time by a resolution of the Board. 10 additional non-voting Board Observers may be possible. These members may be considered as future Board Members with voting status. The Executive Director (President equivalent) of ICF Canada will be a full Board Member, and must attend and be active at all Board Meetings and all Committee meetings. The Board members will be voted from the pool of Members of ICF Canada. The Board shall have one Chair, who will be elected by the Board of Directors.

The Board shall have four Vice-Chairs (one each representing Maritimes, Quebec, Ontario, & West/Pacific), who will be elected by the Members at large. The Chair and Vice Chairs should generally represent senior level municipal officials such as a Mayor; senior level private sector officials such as a President of a major corporation or a University President. Directors of the Board may also be designated representatives from senior level staff of these organizations.

(Note, an Interim Chair and Vice Chairs will be selected for the 2016 AGM as the full Board and membership are being formed. By the 2017 AGM, it is expected that these principles will be applied).

A Member of any kind (including General, Startup, Student) may be elected to the Board with the approval of the Board.

Board Directors normally serve for a period of two - three years on rotation and care should be taken to ensure that there is no overlap using a system of staggered appointments. Directors should not serve longer than 6 years, unless voted to become a Chair or Vice Chair. Once elected, the Chair and Vice-Chairs will serve in those positions for a maximum of one 3 year term. The Chair will be succeeded by one of the four Vice-Chairs.

Should a Board member cease to qualify (e.g. leaves his/her position or fails to remain current on membership dues) he/she will be deemed to be no longer a Board member. If the member is

deemed by the Board to be of particular value as a Board member, the Board may, by simple majority, elect to invite the member to extend for a specific period of time.

Powers of the Board: The Board shall appoint the Executive Director (and optionally a CFO) for a term to be specified. The Executive Director will be the sole employee of the Board, until sufficient budget and administration requirements deem it necessary to increase the staffing needs of the organization. The CFO may also perform the role of Secretary at the Executive Committee and Board Meetings. Only the Board shall approve strategic plans and the Annual Operating Plan of ICF Canada. The Board can empower the Executive Director and one other member of the Board to approve contracts up to \$500,000 CDN. Contracts over that amount require full Board approval.

Role of Chairman:

- Governance: convene and chair meetings;
- Communications and Promotion: represent and raise awareness of ICF Canada;
- Membership Development: attract Directors, Members and Sponsorships; and
- Fundraising: help to raise funds for the organization.

Role of Vice Chairman:

- Represent one of four regions of Canada (Maritimes, Quebec, Ontario, West/Pacific);
- Communications and Promotion: help raise awareness of ICF Canada and its principles in their region; assist in promoting events in the region; secure speaking opportunities in the region for the Executive Director, Chair, ICF Co-Founders and industry experts;
- Membership Development: assist in securing new members from within the region; and
- Fundraising: help to raise funds for the organization from within the region.

Role of Executive Director:

- The sole employee, starting in 2016, is responsible for
 - administration,
 - program development and execution,
 - fundraising,
 - committee management,
 - annual plan and budget development,
 - grant writing and
 - promotion of ICF Canada and its member communities.

Place and Timing of Meetings: Notice of meetings shall be provided with at least 48 hours' notice. Directors may attend meetings in person, by phone or by Internet. There will normally be a minimum of 3 meetings per year (arranged in line with the three announcements of Smart21, Top 7 and Intelligent Community of the Year) and directors are expected to attend at least 2 meetings per year in person or virtually (electronically). The Board can change timing and schedules at its discretion. All Directors are normally required to attend the Annual ICF Summit and the associated Board meeting in June in person. Exceptions may be for long distance Board members.

Quorum: A quorum will be the majority of directors at the meeting.

Remuneration and Expenses: Directors will serve without remuneration. Occasionally, with the prior approval of the Executive Director and the Chair, a Director may be reimbursed for expenses directly related to work for which the Director was asked to perform on ICF Canada’s behalf. ICF Canada’s Executive Director’s position is currently a non-paying position (2015), but will be included as a part time position in the first year’s modest budget and reviewed at the end of 2016 in approving the 2017 budget.

Committees of the Board: The Board may strike committees and advisory groups from time to time that may include Members of ICF Canada. Those committees shall not exercise the authority of the Board. These should be reviewed as annual committees. Technical and working committees may be created from time to time, most structured with a beginning and an end. These include Smart Technology and Infrastructure Committee; Fund Raising Committee; Program Committee; Governance Committee, Executive Committee and Nominating Committee. They will meet at the call of the Chairs of each committee

Nominating Committee: The nominating committee will be comprised of the Chair and the Vice Chairs, or their designates and the Executive Director. It will meet at the call of the Chairman.

Executive Committee: The Board shall establish an Executive Committee which shall consist of the Chair, 4 Vice Chairs and the Executive Director, plus CFO, if one exists. The CFO will also act as Secretary for the meetings. The Executive Committee shall meet a minimum of 5 times per year in person or electronically.

Indemnity: ICF Canada shall save harmless any Director acting in good faith in carrying out activities of the organization. Suitable Directors and Officers Liability Insurance will be secured.

Appendix 2 Membership Fees and Benefits

Membership Fees:

Municipal	ICFF Member	No additional charge
	ICFF Associates (Upgrade charge required	(no further ICF Canada charge)
	Prospective ICF Applicants	\$500
Corporate:		\$5000
Startups/Small		\$1000
Institutional		\$2500
Students		\$50
General Member (Individual)		\$100

Membership Benefits

Through nearly two decades of goodwill and branding, municipalities and their companies and universities have benefitted from the relationship that they have had with ICF, during the years in which they were promoted as an “Intelligent Community” as well as in follow-up with investors and people interested in their communities as “Intelligent Communities”. It is difficult to place a specific metric to attracting and maintaining investors and talent based on the image and brand of the community as an Intelligent Community, however we have had many testimonials and case studies which have attributed their success to the relationship that these communities have had with ICF and their specific recognition as a qualified Intelligent Community. ICF Canada will build on this positive attribution and will promote all of the Intelligent Communities in Canada to investors and people alike who understand the value of this information and the relationships with ICF and among other Intelligent Communities across Canada and around the world. In addition, there are many other benefits:

Municipal

- To be a full fledged member of ICF Canada, all Intelligent Communities must be or become ICFF Members in New York. There is no additional charge to be a member of ICF Canada. ICFF Associates must upgrade their membership to ICFF Membership to become members of ICF Canada. ICF Canada does not have an “associate” membership level. Once the ICFF Associate has upgraded to ICFF Full Member, there is no additional charges in ICF Canada.
- Benefits of ICF Canada membership includes
 - All benefits applied as an ICFF Member (See ICFF Membership benefits)
 - Voting rights on Board Membership and other matters as deemed appropriate by the Board to seek a mandate from the Membership.
 - Right to use the ICF Canada brand in all communications, materials and business cards
 - Access to a Members Only site with password protected access
 - Members Only site will include confidential data, white papers, videos and other information that is password protected. ICF Canada and ICFF may share information through this portal
 - Discounts to ICF Summits, ICF Canada programs and other events
 - Free Copy of ICF Canada Whitepapers, books, etc.
 - Discounts on purchases of ICF and ICF Canada materials (swag, etc)
 - Invitations to attend the Smart21 and Top7 announcements
 - Potential invitation for a community representative to join the ICF Canada Speakers Bureau
 - Potential invitation to join the ICF Canada Board
 - Access to ICF Canada’s Newsletter and announcements
 - Links to Municipal and other local Intelligent Community examples to the ICF Canada and ICF websites
 - Section profiling your community on the ICF Canada Website for news and promotion of your community
 - Section profiling your community in the Canadian Book of Intelligent Communities
 - Access to benchmarking

- Opportunity to bid on ICF Canada supported events
- Listed on ICF Canada's Website as a Member in good standing.
- Benefits for Prospective ICF Applicants:
 - Access to ICF Canada's Newsletter and announcements
 - Discounts to ICF Summits, ICF Canada programs and other events
 - Invitations to attend the Smart21 and Top7 announcements
 - Invitations to participate in all ICF Canada events and activities
 - Opportunity to seek assistance from Member communities within ICF Canada.
 - Free Copy of ICF Canada Whitepapers, books, etc.
 - Discounts on purchases of ICF and ICF Canada materials (swag, etc)
 - Listed on ICF Canada's Website as a Prospective ICF Applicants in good standing.
 - Access to assistance for the application as needed and appropriate.
- Benefits for the Corporate Member:
 - All benefits applied as a Member
 - Right to use the ICF Canada Brand in all communications, materials and business cards
 - Access to a Members Only site with password protected access
 - Members Only site will include confidential data, white papers, videos and other information that is password protected.
 - Discounts to ICF Summits, ICF Canada programs and other events
 - Free Copy of ICF Canada Whitepapers, books, etc.
 - Discounts on purchases of ICF and ICF Canada materials (swag, etc)
 - Invitations to attend the Smart21 and Top7 announcements
 - Potential invitation for a community representative to join the ICF Canada Speakers Bureau
 - Potential invitation to join the ICF Canada Board
 - Access to ICF Canada's Newsletter and announcements
 - Opportunity to present blogs, articles and presentations on corporate information to the Members
 - Links to Municipal and other local Intelligent Community examples to the ICF Canada and ICF websites
 - Section profiling your community on the ICF Canada Website for news and promotion of your community
 - Section profiling your community in the Canadian Book of Intelligent Communities
 - Access to benchmarking
 - Opportunity to bid on ICF Canada supported events
 - Listed on ICF Canada's Website as a Member in good standing.
- Benefits for the Startup and Small Business Member:
 - All benefits applied as a Member

- Right to use the ICF Canada Brand in all communications, materials and business cards
 - Access to a Members Only site with password protected access
 - Members Only site will include confidential data, white papers, videos and other information that is password protected.
 - Discounts to ICF Summits, ICF Canada programs and other events
 - Free Copy of ICF Canada Whitepapers, books, etc.
 - Discounts on purchases of ICF and ICF Canada materials (swag, etc)
 - Invitations to attend the Smart21 and Top7 announcements
 - Potential invitation for a community representative to join the ICF Canada Speakers Bureau
 - Potential invitation to join the ICF Canada Board
 - Access to ICF Canada's Newsletter and announcements
 - Opportunity to present blogs, articles and presentations on corporate information to the Members
 - Links to Municipal and other local Intelligent Community examples to the ICF Canada and ICF websites
 - Section profiling your community on the ICF Canada Website for news and promotion of your community
 - Section profiling your community in the Canadian Book of Intelligent Communities
 - Access to benchmarking
 - Opportunity to bid on ICF Canada supported events
 - Listed on ICF Canada's Website as a Member in good standing.
- Benefits for the Institutional Members
 - All benefits applied as a Member to ICF Canada
 - Right to use the ICF Canada Brand in all communications, materials and business cards
 - Access to a Members Only site with password protected access
 - Members Only site will include confidential data, white papers, videos and other information that is password protected.
 - Discounts to ICF Summits, ICF Canada programs and other events
 - Free Copy of ICF Canada Whitepapers, books, etc.
 - Discounts on purchases of ICF and ICF Canada materials (swag, etc)
 - Invitations to attend the Smart21 and Top7 announcements
 - Potential invitation for an institution representative to join the ICF Canada Speakers Bureau
 - Potential invitation to join the ICF Canada Board
 - Access to ICF Canada's Newsletter and announcements
 - Links to ICF Canada and ICF websites
 - Section profiling your institution on the ICF Canada Website for news and promotion of your company and communities your company is located in
 - Section profiling your institution in the Canadian Book of Intelligent Communities
 - Access to benchmarking information

- Opportunity to bid on ICF Canada supported events
 - Listed on ICF Canada’s Website as an Institutional Member in good standing.
- Benefits for Student Members:
 - Access to ICF Canada’s Newsletter and announcements
 - Student discounts to ICF Summits, ICF Canada programs and other events
 - Invitations to participate in all ICF Canada events and activities
 - Discounts on purchases of ICF and ICF Canada materials (whitepapers, books, swag, etc)
 - Listed on ICF Canada’s Website as a Student Member in good standing.
- Benefits for the General Member (Individual):
 - Access to ICF Canada’s Newsletter and announcements
 - Limited discounts to ICF Summits, ICF Canada programs and other events
 - Invitations to participate in all ICF Canada events and activities
 - Listed on ICF Canada’s Website as a General Member in good standing.
 - Discounts on purchases of ICF and ICF Canada materials (whitepapers, books, swag, etc)

Appendix 3 ICF Canada Board of Directors and List of Members

Maritimes

Moncton– Smart21 (2009, 2010) Top 7 (2009)

Ben Champoux
 CEO - PDG
 3+ Corporation
 1273 Main St., Suite 250
 Moncton, NB
 E1C 0P4 Canada
 Cell: (506) 872-3934
 Office: (506) 858-9550
 1 888 577-0000 (Toll Free/Sans Frais)
 WWW.3PLUS.CA
 (Founding Director on the ICF Canada Board since 2014)

Quebec

Quebec City – Smart21 (2011, 2012, 2014) Top 7 (2012)

Mr. Carl Viel
 President & CEO
 Québec International

1175, avenue Lavigerie, bureau 300
Québec (Québec) Canada G1V 4P1
Phone : +1 418 681-9700 x263 / Mobile : +1 418 609-4426
Email: cviel@quebecinternational.ca
Website: www.quebecinternational.ca
(Founding Director on the ICF Canada Board since 2014)

Ontario

Ottawa– Smart21 (2006, 2007, 2010) Top 7 (2007,2010)

Bruce Lazenby
President and CEO
80 Aberdeen St, Ottawa,
ON K1S 5R5
Cell (613) 828-6274
blazenby@investottawa.ca
www.investottawa.ca
(Founding Director on the ICF Canada Board since 2014)

Toronto– Smart21 (2013,2014) Top 7 (2005,2013, 2014), Intelligent Community of the Year (2015)

Kristina Verner
Director, Intelligent Communities
Waterfront Toronto
1310-20 Bay Street
Toronto Ontario
M5J 2N8
+1 (647) 288-8046
kverner@waterfrontoronto.ca
www.waterfrontoronto.ca
(Founding Director on the ICF Canada Board since 2014)

Manitoba (West)

Winnipeg– Smart21 (2011,2012,2013,2014) Top 7 (2014)

Greg Dandewich
Senior Vice President
Economic Development Winnipeg Inc.
300-259 Portage Avenue
Winnipeg, Manitoba
R3B 2A9

PH: 204.954.1982

Cell: 204.781.3054

greg@economicdevelopmentwinnipeg.com

www.economicdevelopmentwinnipeg.com

(Director on the ICF Canada Board since August 2015)

More Board members to be added for the 2016 AGM

Members:

(List to be added)