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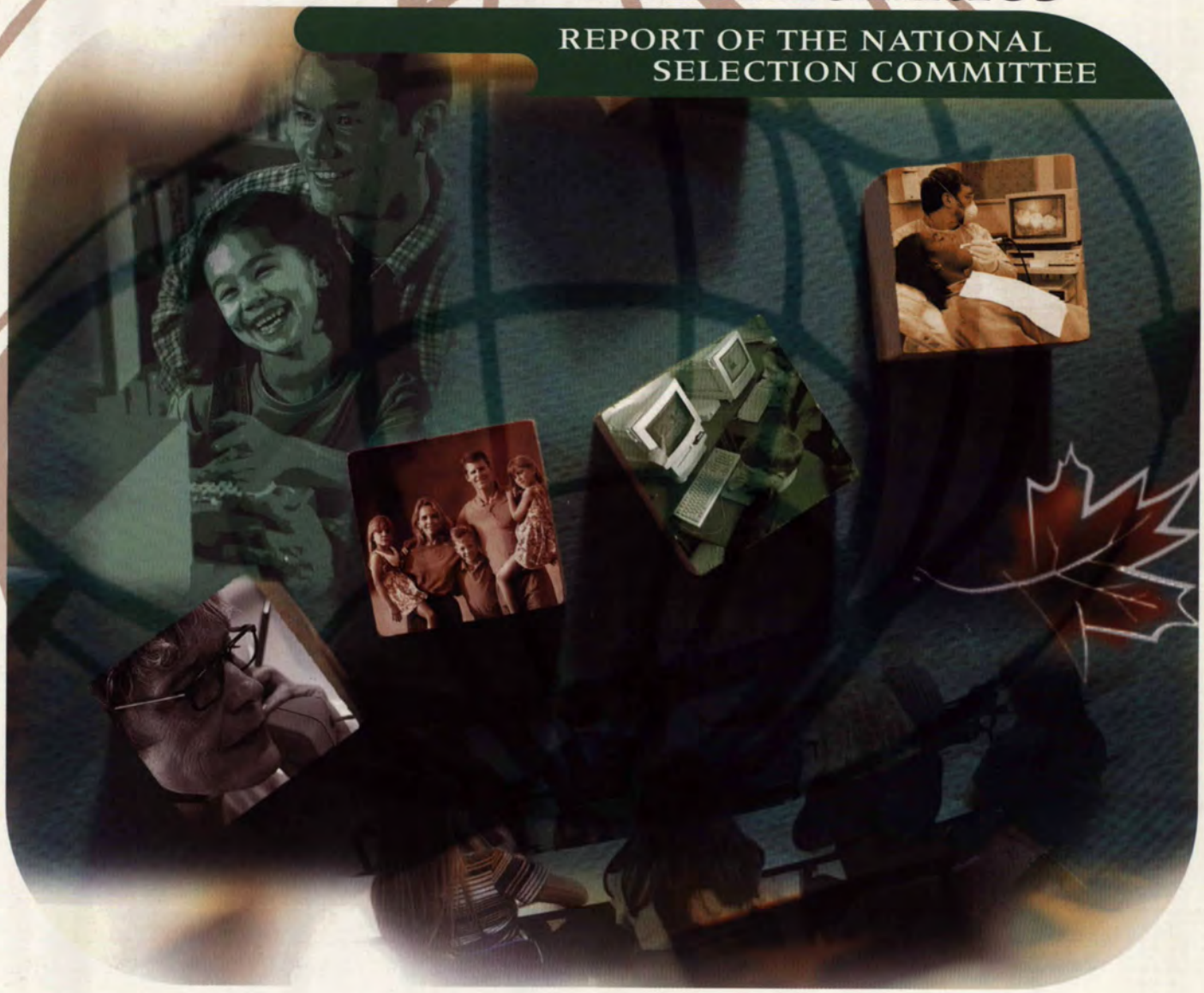
Smart Communities

REPORT OF THE NATIONAL SELECTION COMMITTEE



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Minister's Message

I am very pleased to receive the recommendations for the 12 Smart Communities Demonstration Projects to be funded by Industry Canada. It gives me great pleasure to thank John MacDonald, the Chair of the National Selection Committee, and his fellow members for the hard work and professionalism involved in making their selections.

The Smart Communities Program is a key pillar of the Government of Canada's Connecting Canadians initiative. Over the next three years, the 12 Smart Communities Demonstration Projects, one in each province, one in the North and one in an Aboriginal community, will help communities become experts in the integration of information and communications technologies into community life. These communities will help position Canada as a leader in the development and use of information and communications technology in the knowledge-based economy of the 21st century. By sharing the development and delivery of strategies, skills, tools and lessons learned with other communities, the program will also ensure that all Canadians can benefit from these 12 Smart Communities Demonstration Projects.

I am proud to take this opportunity to thank all communities and their sponsoring organizations who participated in the competition, and I encourage them to pursue their ambitions to make Smart Communities a reality throughout Canada.

John Manley
Minister of Industry

Message from the Chair of the National Selection Committee

In September 1999, the Minister of Industry challenged the Smart Communities National Selection Committee to recommend to him the 12 demonstration projects to be funded through the Smart Communities Program.

The 12 Smart Communities Demonstration Projects were selected through a rigorous review process. The National Selection Committee applied the five equally weighted criteria of Community Engagement, Smart Services, Smart Infrastructure, Organization and Smart Results to the 129 letters of intent. Forty-six applicant communities were invited to submit full business plans on the basis of the letters of intent that were judged to have the highest potential for success. The business plans were examined by four external reviewers who assessed the strengths and weaknesses of the financial and technological aspects of the plans. The National Selection Committee then judged the consensus reports of the expert reviewers together with the full business plans in March 2000.

The competition was intense. The quality, variety and scope of the numerous submissions made the Committee's task of selecting the most competitive proposals an arduous one. I would like to express my thanks to the National Selection Committee members, who were dedicated and diligent in their assessments and evaluations. Our discussions were extensive and challenging, but the National Selection Committee achieved consensus on its recommendations.

The National Selection Committee and I wish to recognize and applaud all the communities for their participation in this intense competition.

The National Selection Committee and I are pleased to provide the Minister of Industry with the 12 recommended Industry Canada Smart Communities Demonstration Projects representing one from each province, one from the North and one from an Aboriginal community. We look forward to witnessing the achievements of these 12 Smart Communities Demonstration Projects as they become models for all Canadian communities to emulate.

John A. MacDonald, Chair

National Selection Committee

Nicole Beaudoin, President and CEO,
Quebec Business Women's Network

France Bouchard-Michaud,
Registered Nurse and Cosmetologist

Wade R. Cachagee, President,
CREE-TECH Inc.

Kay Crinean, Executive Director,
NovaKnowledge

Angéline Fournier, Associate Founder,
FTTG Strategies

Debbie L. Good, Investment Advisor,
Nesbitt Burns

Thomas P. Keenan, I.S.P., Dean and Professor,
Faculty of Continuing Education,
University of Calgary

Erin M. Keough, Executive Director,
Open Learning and Information Network

Frederick A. Lepine, Owner,
Flying Colors Design

Anne-Marie Lussier, Owner,
Prairie Computers

Teresa MacNeil, Former Professor,
St. Francis Xavier University

Glenn A. McInnes, Co-Founder and Vice
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ManagementVitality.com Inc.

Deborah S. McLaren,
Executive Director/Manager,
Missouri Coteau Development Corporation

Donna Mercier, Assistant Vice President (Yukon)
and Chair of the Board of Internal Management,
Northwestel Inc.

Gerry Miller, Executive Director of Information
Services and Technology,
University of Manitoba

Frederick Morash, Past President and CEO,
Island Telecom Inc.

Nathan Nifco, Chairman and CEO,
SmartSources.com Technologies Inc.

Robert Noce, City Councillor,
City of Edmonton

*Peesee Pitsiulak, Principal, Nunavut Teacher
Education Program,
Nunavut Arctic College

*Jean-Bernard Robichaud, Rector,
University of Moncton

Mark Schneider, Vancouver Bureau Chief,
CTV News

Irene A. Seiferling, Public Policy Consultant,
Former President and Chair,
Consumers' Association of Canada

Jean Watters, President,
Laurentian University

** Due to unforeseen circumstances, Peesee Pitsiulak and Jean-Bernard Robichaud were unable to attend the March meeting.*

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Smart Communities Demonstration Projects Background

In June 1998, the Prime Minister announced the creation of a Blue Ribbon Panel on Smart Communities. The Panel was mandated to provide advice to the Minister of Industry on the need and opportunity to integrate information and communication technologies (ICTs) to better serve the citizens of Canadian communities. The Panel's report was released in February 1999.

Following the Panel's advice, the 1999 federal budget provided $60 million over three years to fund 12 Smart Communities Demonstration Projects — one in each province, one in the North and one in an Aboriginal community.

In June 1999, John Manley, Minister of Industry, announced the official launch of the Smart Communities Program, a three-year federal program created to help Canada become a world leader in the development and use of ICTs for economic, social and cultural development.

Smart Communities is one of the six pillars of the Government of Canada's national Connecting Canadians initiative, which aims to make Canada the most connected nation in the world. As a complement to the other five pillars (Canada On-line, Canadian Content On-line, Electronic Commerce, Canadian Governments On-line and Connecting Canada to the World), the Smart Communities Program uses ICTs to link people and organizations together, share ideas, and address local development needs.

While optimum use of ICTs is an essential element of Smart Communities, community partnerships — not wires — are the fibres that bind. The challenge for communities of the future will be to find ways to maximize both human resources and technology to build upon community strengths, solve local problems and meet the needs of their citizens. The Smart Communities Program was designed to help communities respond to this challenge.

The goal of the Smart Communities Program is to help establish world-class Smart Communities across the country so Canadians can realize the benefits of ICTs. Smart Communities are communities with a vision of the future that involves using information and communication technologies in new and innovative ways to empower their residents, institutions and regions as a whole. The Smart Communities Demonstration Projects have been established as the central focus of the program, to help ensure its goal is reached.

Through the Smart Communities Demonstration Projects, 12 selected communities will receive up to $5 million in program funding over three years to support their Smart Community's vision. They will also gain valuable experience and knowledge by networking with other selected demonstration projects, as well as international recognition. These Smart Communities will become centres of expertise in the integration of ICTs into communities, organizations and families. Smart Communities will also act as "learning laboratories" in which the innovative use of these technologies in community life and business would be tested.

In June 1999, the Smart Communities Demonstration Projects competition was announced as a nation-wide competition to select 12 "world-class" Smart Communities. One hundred and twenty-nine letters of intent were received by the deadline of August 3, 1999. A National Selection Committee comprising 24 members from a range of fields, and chaired by John MacDonald, was appointed by the Minister of Industry to recommend the 12 Smart Communities Demonstration Projects to be funded. The terms of reference, and short biographical notes on the chair and members can be found in appendixes IV and V respectively. The National Selection Committee met in October 1999 and recommended 46 applicant communities to be invited to submit a full business plan.

On January 14, 2000, all 46 business plans were received by the Smart Communities Directorate. The business plans were assessed by external reviewers, who provided a confidential consensus report on the technical and feasibility aspects of each submission. These confidential reports were submitted to the National Selection Committee to assist the members in the final evaluation of the 46 business plans.

The National Selection Committee reviewed the business plans and the external reviewers' consensus reports, and met in March 2000 for final deliberations. The National Selection Committee submitted their recommendations to the Minister of Industry.

The selected demonstration projects will each enter into a contribution agreement with Industry Canada. This includes a due diligence excercise, which is the responsibility of the Department. Contribution agreements will outline in detail the terms, conditions and level of funding for the projects.

COMPETITION PROCESS

June 8, 1998	Prime Minister Jean Chrétien announces the creation of the Blue Ribbon Panel on Smart Communities.
February 1, 1999	Panel releases its report, which includes 27 recommendations for a national Smart Communities Program.
February 16, 1999	Federal budget provides $60 million over three years to fund 12 Smart Communities Demonstration Projects — one in each province, one in the North and one in an Aboriginal community.
June 5, 1999	John Manley, Minister of Industry, announces the opening of the competition to become one of the 12 demonstration projects.
August 3, 1999	Deadline for submission of letters of intent.
October 28–30, 1999	National Selection Committee meets to review letters of intent and invites selected applicants to submit full business plans.
January 14, 2000	Deadline for submission of business plans.
March 23–25, 2000	National Selection Committee meets to review business plans and makes final recommendations for funding of 12 demonstration projects.

Summary of the Demonstration Projects Recommended for Funding

The Smart Communities National Selection Committee recommends to the Minister of Industry support for the 12 demonstration projects listed below, pending due diligence by the Department. The level of funding for each demonstration project will be determined by Industry Canada through a contribution agreement with the individual sponsoring organizations.

Aboriginal

The Kuh-ke-nah Network of Smart First Nations

North

Yellowknife Smart City Project: Partners in Change, A Northern Odyssey

British Columbia

SMART CHOICES Project

Alberta

Calgary INFOPORT™ Community Empowerment Project

Saskatchewan

The Headwaters Project

Manitoba

Manitoba Smart Network

Ontario

SmartCapital

Quebec

Carrefour virtuel de la Mauricie

New Brunswick

La Péninsule acadienne: le village global francophone au coeur de la coopération internationale

Nova Scotia

Western Valley Smart Community — Rural Innovation/Global Transformation

Prince Edward Island

Virtual Charlottetown

Newfoundland

SmartLabrador: Technology on Top of the World

THE KUH-KE-NAH NETWORK OF SMART FIRST NATIONS

Sponsoring Organization:
Keewaytinook Okimakanak

Communities: Deer Lake First Nation, Fort Severn First Nation, Keewaywin First Nation, North Spirit Lake First Nation, Poplar Hill First Nation, Ont.

Five First Nations in northwestern Ontario will harness information and communication technologies (ICTs) to improve local access to health, education and information services, and to establish new links with Canada and the world. The people of Fort Severn, Keewaywin, Deer Lake, North Spirit Lake and Poplar Hill will share the Kuh-ke-nah Network to build a new "smart" community.

Kuh-ke-nah is an Oji-Cree word that means everyone-together. The Kuh-ke-nah demonstration project will be part of a broadly based community wellness strategy. ICTs are viewed as new tools that can be applied to old problems. Kuh-ke-nah communities will evaluate if ICTs can effectively overcome long-standing geographic, social and economic barriers, incrementally improve the level and quality of human services, and sustainably meet the long-term needs of First Nations.

Over the next three years, the Kuh-ke-nah Network will work with its partners to develop and deliver a range of services, such as access to community-based information as well as local commerce, governance, training and cultural applications. Other services include the introduction of regional on-line high school and distributed health information access, the design and implementation of a data warehousing strategy, and the development of specialized Internet router/caching technology.

Each First Nation will share a common interface and be tied to the network through Community Information Technology Centres (CITCs) and a high-speed regional portal. The CITCs will provide local access to standard and enhanced network services, and coordinate local skills development and technology transfer. The use of ICTs in these communities will mirror the conditions and concerns of Indigenous peoples in Canada and around the world.

These five First Nations see the opportunities that new media present for revitalizing the way their culture is practised, and the way their language is spoken and remembered. They also see how new skills and knowledge can help make their communities sustainable. ICTs offer youth new incentives for staying in, and contributing to, their communities. They make it easier to work together and share resources, and will reduce isolation as a limiting factor in the growth and development of First Nations.

NORTH

YELLOWKNIFE SMART CITY PROJECT: PARTNERS IN CHANGE, A NORTHERN ODYSSEY

Sponsoring Organization:
Yellowknife SMART Communities Society

Communities: Yellowknife, Dettah, N'dilo, N.W.T.

At the outset, Yellowknife adopted the vision of "a sustainable community information network that empowers citizens, government and non-government organizations, volunteers and businesses, enabling them to work together to meet their special need."

The Yellowknife Smart City Project will empower and transform the economy and society of Yellowknife through access, content and technology. This proposal has resulted in the creation of a new coalition of users, suppliers and telecommunication companies that will shape the Yellowknife of the future.

The 22 organizations sponsoring this proposal cover the full spectrum of economic, social and cultural life in Yellowknife. As well, resources or support have been committed to the Yellowknife Smart City Project from 27 different companies, non-governmental organizations and agencies, seven Yellowknife Members/Ministers of the Legislative Assembly, and the Premier. The Smart City Project could make Yellowknife the hub of a new Northwest Territory network, where cultural and geographic communities exchange content, products, services and ideas.

This demonstration project has five integrated components:

- a HelpNET that helps people help themselves, by simplifying access to needed services, and promoting improved collaboration and cooperation among caregivers;
- a BusinessNET that gives customers in Yellowknife and elsewhere around the world better access to Yellowknife's products and services, and creates new images of Yellowknife and the Northwest Territories as places to do business and visit;
- a CityNET that enables individuals to influence city priorities, do business with government, and keep up to date on events and issues of interest;
- a LearnNET that provides both a learning forum, accessible to everyone in Yellowknife and enabling them to learn about their city and meet their personal and career goals, as well as a means of showcasing to the world Yellowknife's talents in engineering, design, environmental management and various other areas; and
- a YKSmart City Center, providing a forum for exchanging ideas that will enable Yellowknifers to shape the kind of society they want for themselves and bring Yellowknife into the electronic world.

Yellowknife stands ready. It is clearly at a crossroads. The pillars of its economy, gold and government, have eroded. Its future lies in exporting technology and building on leadership.

The strengths of this proposal are an intersectoral approach that reaches all segments of society, its speed of deployment and the scope of the transformation. The society of Yellowknife is diverse, young and well educated. Yet, there are many who are less fortunate, who have little control over their own lives, let alone the development of a system that may dramatically affect their future. Great care has been taken to remove barriers and build an inclusive process that will guide future changes in this society as a result of the deployment of technology.

BRITISH COLUMBIA

SMART CHOICES PROJECT

Sponsoring Organization:
SMART CHOICES Society of British Columbia

Communities: Coquitlam, Port Coquitlam, Port Moody

SMART CHOICES is a cooperative project representing the communities of Port Moody, Coquitlam and Port Coquitlam, as well as School District 43, Douglas College and Simon Fraser University. The project partners also include the provincial and federal governments, and not-for-profit, education, business, culture and specific citizens groups.

SMART CHOICES involves five key projects:

- a community portal with one-window access to community services and information;
- Learning Linkage, to foster a continuous learning environment by providing one-window access to learning opportunities for all citizens to demystify technology and provide parents with closer links to their child's classroom;
- Safety Net, to provide information related to personal safety by linking residents and businesses to community policing offices, and health and support services;
- e-Z Community Services, to provide residents with 24-hour service to obtain information, register and make payments to three municipalities, the provincial government, the federal government, community associations, educational institutions and the private sector; and
- Business Choices, to support small business development, expansion and retention, by enabling the private sector to incorporate technology into their operations to maintain global competitiveness.

The region is making the transition from a suburban district to a major urban center that will double its population within the next 20 years. The SMART CHOICES Project will enable the region to embrace the socio-economic realities of the new millennium, and prepare the citizenry and the business community for an era of rapid change, ongoing learning, global competition and exciting opportunities. To avoid duplication and fragmentation, the region will share, both internally and externally, resources and expertise offered by regional organizations and individuals.

The SMART CHOICES Project will empower the individual by providing the tools to make informed choices. Balancing economic realities with service requirements will lead to partnering with the private sector, other levels of government and community-based organizations. This strategy will provide opportunities for sustaining a high level of service to the public in a more cost effective manner.

The benefits created by the SMART CHOICES Project are multidimensional. The project will integrate all the community stakeholders, creating a common vision that balances social, economic and environmental goals. It will accelerate the creation of a complete community where people live, work, shop and spend their leisure time closer together.

ALBERTA

CALGARY INFOPORT™ COMMUNITY EMPOWERMENT PROJECT

Sponsoring Organization:
Calgary Research and Development Authority

Community: Calgary

The INFOPORT™ Community Empowerment Project is a broadly supported community initiative to develop and introduce a common, fully integrated information- and communications-based technology platform, together with physical infrastructure and training, that will enable social service providers, volunteers, individuals at risk, and the public at large, to access social services interactively and expeditiously, at any time of the day or night.

Eighteen local service agencies have partnered with the Calgary Research and Development Authority to create the INFOPORT™ Community Empowerment Project. Over the next three years, this project will exploit the power of information and communication technology (ICT) to benefit many sectors of Calgary's society.

The project focusses on individuals at risk, such as the homeless, battered women, and the mentally and physically handicapped, for whom the deployment of ICT can be of greatest benefit.

Several of Calgary's more progressive social services agencies have launched projects to use ICT to improve the effectiveness of their own services. Because the use of ICT is new in the not-for-profit sector, the potential for serious synergy among agencies is not being fully exploited. Individual agencies are pursuing application of ICT in their own way. Projects frequently overlap while important aspects are ignored. Calgary's INFOPORT™ Community Empowerment Project provides a unique opportunity to bring agencies together in a broader, inclusive and truly collaborative effort that exploits more fully the power of ICT to transform this segment of society.

The overarching benefit arising from the project will be the strengthening and enhancement of the community's capacity to maintain a high quality of living and create wealth through a culture of broadened ICT use. The project will lead to a reduction in poverty and a higher quality of living for all Calgarians. Social services agencies will gain faster access to information about social services, resulting in faster referrals, and increased quality and reduced cost of social services. Governments will derive better information on which to base policy and funding decisions. Fewer individuals will fall through the cracks and many will be provided with tools to help themselves. Finally, Calgary's size offers a realistic and manageable sample for the development of a template that can be used by communities across Canada and internationally.

SASKATCHEWAN

THE HEADWATERS PROJECT

Sponsoring Organization:
Keewatin Career Development Corporation

Communities: Northern Village of Air Ronge, Northern Settlement of Bear Creek, Northern Village of Beauval, Birch Narrows First Nation, Buffalo River Dene Nation, Northern Settlement of Camsell Portage, Northern Village of Cole Bay, Northern Village of Cumberland House, Fond du Lac Denesuline First Nations, Northern Village of Green Lake, Northern Village of Île-à-la-Crosse, Northern Village of Jans Bay, Northern Village of La Loche, Town of La Ronge, Lac la Ronge Band, Metis Northern Region III, Metis Nation of Saskatchewan-Northern Region 1, Northern Hamlet of Michel Village, Northern Hamlet of Missinipe, New North, Northwest Saskatchewan Municipalities Association, Northern Hamlet of Patuanak, Saskatchewan Association of Northern Communities, Northern Hamlet of St. George's Hill, Northern Settlement of Stanley Mission, Northern Hamlet of Stony Rapids, Northern Hamlet of Timber Bay, Northern Hamlet of Weyakwin, Northern Settlement of Wollaston Lake

The Headwaters Project will provide information and communication technology (ICT) services to remote communities throughout northern Saskatchewan. This important initiative will present northern residents and institutions with the opportunities that new ICTs create.

The Headwaters Project's vision of a better future for northern Saskatchewan enjoys an extraordinary degree of community, institution and regional support. The many partners and supporters include 26 municipal, First Nations and Metis governments, 11 school divisions, post-secondary institutions and First Nations education authorities, two health districts, and the regional library system.

The Headwaters Project will provide ICT services to Northern Saskatchewan, an area of 570 000 km^2, for more than 25 First Nations and Metis communities, northern municipalities and villages. Many northern communities face a variety of social and economic challenges because of limited access to basic services. This project provides a solution to help achieve a better future. The Headwaters Project will create specific community benefits, including improved access to education and training programs, and expanded markets for northern Saskatchewan products. The project will also generate services that will spur economic development, better health care delivery for northern residents, and enhancement of Aboriginal heritage through the preservation and sharing of traditional languages and culture.

During the project, Community Access Centres (CACs) will be established in 40 schools across the region. The CACs will build upon the high-speed satellite Internet connections that the Industry Canada Community Access Program has established in recent years. These CACs will provide residents with access to ICT distance education programs, including science, technology and post-secondary opportunities.

The Headwaters Project will increase economic opportunities and revenues by using a variety of e-commerce tools to expand markets and to engage the global virtual community of prospective customers. First time local access to banking services will enable residents to increase financial stability. The availability of timely access to health services and medical information sources will lead to better community health and well-being.

The Headwaters Smart Communities Demonstration Project will provide northern Saskatchewan with the tools to participate as an equal partner in the global community, and to reach the opportunities that create a better future.

MANITOBA

MANITOBA SMART NETWORK

Sponsoring Organization:
Manitoba Smart Network Inc.

Communities: Brandon, Neepawa, Souris, Carberry, Minnedosa

The Manitoba Smart Network (MSN) is a regional Manitoba community network with links to urban Manitoba communities. The project connects key locations of the regional communities in order to provide a lifestyle that is productive and sustainable. It is a unique partnership between various stakeholders in western Manitoba, including Brandon Regional Health Authority, South Westman Regional Health Authority and Marquette Regional Health Authority; Assiniboine Community College, Brandon University and Brandon School Division; the communities of Brandon, Minnedosa, Neepawa, Carberry and Souris; and the Brandon Chamber of Commerce and Brandon Economic Development Board.

Smart Services to be delivered by the Network include the integration of rural hospital lab facilities, a state-of-the-art hospital patient registry, Internet protocol-based video conferencing, transportation of medical imaging, e-commerce training and applications, and video-on-demand educational courses. Many of the Network's components exist today. However, by connecting them, the Manitoba Smart Network will deliver exciting new opportunities.

The introduction of the Manitoba Smart Network and its new technology will contribute to levelling the playing field for rural Manitoba. It will be a network that can be used by all individuals of all ages to enhance various aspects of their lives.

In order to deliver applications, MSN will acquire broadband capacity on existing and new broadband infrastructure that permits rural communities to capture economies of scale not realized before. The network will be created by connecting stakeholders in these communities and developing new shared applications. The broadband capacity involved with this network will be the first stage of a longer-term plan to connect other Manitoba communities, providing them with similar advanced technology and applications in the future.

ONTARIO

SMARTCAPITAL

Sponsoring Organization:
Ottawa Centre for Research and Innovation

Community: Regional Municipality of Ottawa-Carleton

SmartCapital will build on a solid base of community on-line services that are already in place, to establish one of the most dynamic "smart" application development environments in the world. It will provide a showcase for many Canadian companies that are engaged in the design and marketing of leading-edge on-line products and services.

Through its collaboration with many contributing partners, SmartCapital will establish and integrate a suite of technologies that enable the development of advanced on-line applications. These technologies will accelerate the introduction of new on-line services that are being developed in all sectors of the community. These services will touch virtually every citizen in the community and transform the way they interact with one another, with public and private institutions, and with the world.

The SmartCapital project will demonstrate:

- how a municipal government can apply on-line technologies to keep its citizens informed and involved in a major restructuring of services;
- how a full range of interactive on-line government services in English and French can be conveniently delivered to all residents;
- how a community that uses freenet services can take advantage of features such as thin client applications and Web access to e-mail;
- how residents can simultaneously search and retrieve information from multiple library databases, within the community and worldwide;
- how Internet tools can create an on-line Smart Community centre with virtual work spaces for any number of community groups, student associations or other special interest groups;
- how educational institutions can work together to provide relevant on-line student services;
- how parents can securely access student marks, report cards and home work;
- how teachers and learners can develop and participate in conveniently accessible on-line courses;
- how businesses can access critical economic and competitive data to maintain a business edge;
- how Webcasting delivered at high speed can make it convenient for thousands of citizens across Canada to take part in professional development events right at their desk tops;
- how entrepreneurs can quickly get their small businesses established and operating; and
- how a community can gain a competitive edge and attract highly skilled workers by internationally marketing its smart applications and attractive lifestyle.

Another component of the SmartCapital project is called SmartLab. Multimedia showcase sites will be connected over a high-speed fibre optic network that includes advanced research labs. These showcase sites will be used to demonstrate Canada's leadership in advanced on-line applications to visitors from around the world. The showcase sites will also be used to demonstrate possibilities to local civic entrepreneurs who wish to learn how to exploit the use of new on-line technologies.

Finally, the SmartCapital project will establish the SmartCapital Portal, a gateway to all public on-line services in the community. This portal will be a one-stop shop for citizens to easily access timely local information and transactional services provided by government, education, health care, business, tourism, and community agencies.

QUEBEC

CARREFOUR VIRTUEL DE LA MAURICIE

Sponsoring Organization:
Le Groupe Forces

Communities: Shawinigan, Shawinigan-Sud, Grand-Mère

Multimedia holds a strategic place of more and more importance in our modern world, and the actual revolution of e-commerce offers an extraordinary opportunity to develop this community by opening it up to the world. The goal of the Carrefour virtuel de la Mauricie project is to accelerate the transformation of its community into a "smart community," and to promote the understanding and use of multimedia technology to Mauricie's targeted priority sectors (welfare, community services, education, business and tourism) by:

- developing a range of Smart Services that are innovative, interactive and international in scope, and intended for the players in its priority sectors;
- establishing the appropriate measures that allow the public distribution of these Smart Services across the country; and
- allowing small and medium-size enterprises (SMEs) in the community to access the information society and global marketplace.

The Carrefour virtuel de la Mauricie will study the technological aspects of multimedia applied to commerce (particularly to e-commerce), the relationships created by these new technologies, and the role of multimedia in the expansion of commerce towards more flexible products (hardware, software, new services, etc.). The goal of this project is to provide a virtual venue where citizens interested in the transformation of their community can exchange and challenge ideas. The activities of the Carrefour virtuel de la Mauricie will be developed through three principal components.

The first component of the project represents e-commerce. Enterprise/enterprise and enterprise/consumer exchanges are rapidly switching from a hierarchical market structure to an open market structure. The goal is to create new models to address Mauricie's local reality. Strong local community exchanges, already existent in Mauricie, will play a key role in the development of these local models.

The second component represents the application of e-commerce and community portals to the tourism sector. As a result of the major role played by SMEs in Mauricie, it is expected that the tourism sector will more than double during the first year of the project.

Finally, the third component will focus on the three other economic sectors of priority for Mauricie. Established partnerships and support will allow Mauricie to initiate actions in the education, welfare and community services sectors. This project will help to accelerate the development of transferable expertise based on original exchange models and interactions between community networks and public services.

LA PÉNINSULE ACADIENNE: LE VILLAGE GLOBAL FRANCOPHONE AU COEUR DE LA COOPÉRATION INTERNATIONALE

Sponsoring Organization:
Concertation Rurale Centre-Péninsule

Communities: Péninsule acadienne: Baie de Miramichi, Tracadie Sheila, Centre-Péninsule, Lamèque-Shippagan-Miscou, Caraquet

With La Péninsule acadienne: le village global francophone au coeur de la coopération internationale, the Acadian Peninsula is firmly committed to an initiative that will bring it fully into the knowledge-based society, and the age of information and communication technologies (ICTs).

The Acadian Peninsula's project is innovative in its holistic approach, which integrates a number of "smart" services that could produce fundamental social and economic changes. The impressive range of proposed services touch on areas such as the economy, education, health, service delivery, and the Canadian and international Francophone network.

The creation of the multisectoral community intranet and a network of tele-information kiosks could radically change communications habits, information distribution and service delivery within communities. This super portal that has been created in the region will also become a preferred and powerful promotional tool, and will encourage regional interactivity with the world. In addition, the network of 24 community access sites will play a key role in teletraining, and in the creation and incubation of ICT businesses. Moreover, the project will place particular emphasis on the development of a knowledge-based society and ICTs, as well as on the measurement and evaluation of results.

In the final analysis, the initiative is primarily aimed at creating fundamental change in the Acadian Peninsula, enabling it to meet the challenges of the new millennium with confidence and conviction, and gain a competitive advantage in the global marketplace and global village.

NOVA SCOTIA

WESTERN VALLEY SMART COMMUNITY — RURAL INNOVATION/GLOBAL TRANSFORMATION

Sponsoring Organization:
Western Valley Development Authority

Communities: Municipality of Annapolis County, Town of Annapolis Royal, Town of Bridgetown, la Municipalité de Clare, Municipality of the District of Digby, Town of Digby, Town of Middleton, Bear River First Nation

Nova Scotia's Western Valley is a Smart Community with a vision. The Western Valley offers the world a model of rural innovation and community empowerment achieved through technology. Developed through an intensive consultation process, this vision is bold, transformative and international in scope.

At the core of the Western Valley Smart Community project is a high-speed telecommunications infrastructure that converges cable, telephone, electrical and satellite systems. In an effort to touch the lives of all residents within the 5600 km² region, the project will provide e-mail addresses and secure e-commerce Web sites to all households, community groups and businesses, accompanied by user-friendly Smart Cards. One hundred free-standing communication kiosks will be installed in public buildings, Community Access Program sites, postal outlets and businesses, providing high-speed audio and video data transmission services. These consoles will integrate e-mail, Internet, voice, fax, video, e-commerce, banking services, credit card access, telehealth, job search programs, and a wide range of government and business services.

The data pipeline will network services within the region through a series of intranets, connecting government agencies, community organizations, businesses and service providers. A digitized mapping intranet will integrate layers of data, including business, demographic, environmental, natural resource, infrastructure, land use and other databases, creating one of the world's most sophisticated multi-user Geographic Information System networks. Technology recycling centres will provide employment training in the conversion of discarded systems and make low-cost computers available to the community. Community radio will go digital, enabling the region's diverse local cultures and languages to reach a global audience. Multipoint video conferencing facilities will be established in key meeting centres throughout the region, facilitating international networking and distance education opportunities. Literacy outreach programs will reach both the local community and international learners, through a Web-based curriculum and a virtual teachers resource centre.

Dedicated to a reversal of the brain drain phenomenon, the project will see the construction of a fully wired Smart Building to house the region's growing software development cluster. In close proximity to the Centre for Geographic Sciences (North America's leading centre for geomatics, remote sensing, and C++ technologies), the Smart Building will house a cluster of high-tech companies, providing more than 100 positions for locally grown talent.

The Western Valley community is recognized internationally for its ability to transform obstacles into opportunities and to realize even the most ambitious visions. The United Nations heralds the region as one of the best examples in the world of a rural community that has successfully integrated ecology, economy, innovation and culture, using technology to enrich the lives of its people. The community seeks to embrace the future and to share the lessons learned with communities around the world.

PRINCE EDWARD ISLAND

VIRTUAL CHARLOTTETOWN

Sponsoring Organization:
Charlottetown Area Development Corporation

Communities: Charlottetown, Town of Cornwall, Town of Stratford

Virtual Charlottetown will help transform the Charlottetown Capital Region (Charlottetown, Stratford and Cornwall) into a Canadian Smart Community showplace. Working with a number of community partners, aside from the three municipalities, the region will become a community in which all citizens (seniors, students, businesspeople, caregivers, and others) use information and communication technologies (ICTs) daily to perform activities that will become as natural as flicking on a light switch.

In 1864, the Fathers of Confederation met in Charlottetown to formulate the new connections out of which Canada was created. Virtual Charlottetown imagines using ICTs to nurture the internal connections that make up its community, and to build on the interdependencies that link them with the region, the country and the world. Virtual Charlottetown's e-citizens will help lead the way to building a future that links the real and the virtual.

As in many communities, the centre of Charlottetown was, in the past, a town square and market, and, as such, was the focal point of the community's commerce as well as a central meeting place. Virtual Charlottetown replicates this notion of community centrality in the Town Square² Internet portal, which will evolve to become the community's social, cultural and an economic focal point. Town Square² will provide users with access to four Smart Services that are built on real support services designed to empower individuals, businesses and organizations:

- The Learning Centre will provide interactive on-line learning for local learners, and distance learners anywhere in the world.
- The Marketplace will be equipped for secure transactions of any type, including encrypted e-commerce transactions for businesses and government services, and an extranet that will allow the exchange of information among members of private groups.
- The Community Exploration will offer virtual 3-D heritage and cultural tours, as well as enhanced Geographic Information System maps, which business parks can use for planning and marketing to potential businesses.
- The Community Builders' Forum will become an instrument for interactive collaboration and sharing of information.

This Smart Community will reap economic benefits in traditional industries, as well as promote the clustering of information and communications businesses. The Charlottetown Capital Region will become an incubator of the future, just as it was of Canada's past.

NEWFOUNDLAND

SMARTLABRADOR: TECHNOLOGY ON TOP OF THE WORLD

Sponsoring Organization:
Labrador Information Technology Initative

Communities: Black Tickle, Capstan Island, Cartwright, Charlottetown, Churchill Falls, Davis Inlet, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Lanse Armour, Lanse au Clair, Lanse au Loup, Lodge Bay, Makkovik, Mary's Harbour, Mud Lake, Nain, Norman's Bay, Northwest River, Paradise River, Pinsent's Arm, Pinware, Port Hope Simpson, Postville, Red Bay, Rigolet, Sheshatshui, St. Lewis, Wabush, West St. Modest, William's Harbour

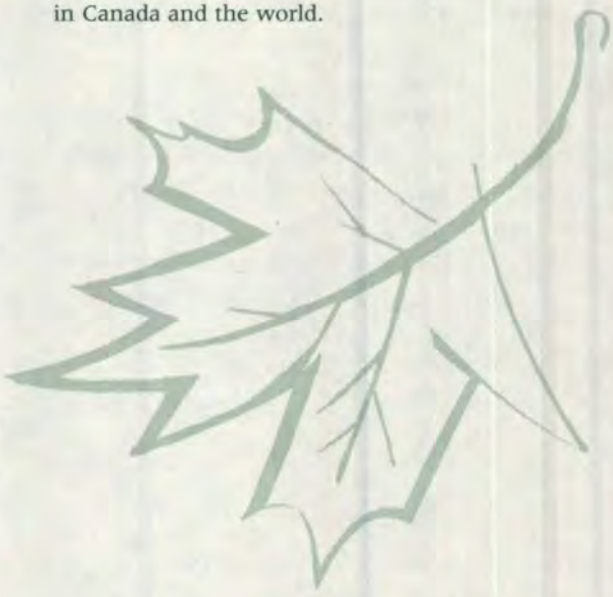
The SmartLabrador: Technology on Top of the World project is an initiative of the geographic, social, cultural and economic communities of Labrador.

The Labrador community is composed of five distinct cultural and economic regions. Its languages are English, Inuktitut and InnuEimun. The community consists of Inuit, Innu, Metis and Settler people, as well as people from other parts of the province and beyond. The 32 settlements that make up the Labrador community are populated by 29 080 people in a land mass nearly the size of Sweden and larger than all of the Maritime provinces combined.

The entire Labrador community, including the Aboriginal, coastal and more metropolitan peoples, envisions a common future that is linked to enhanced communications and new information services. These enabling technologies build on many years of institution building within the community. They will help create an example to the world of how smart people, linked by good networks, can transform the challenges of distance and cultural diversity into opportunities for a dramatically enhanced social and economic life. The SmartLabrador vision is to deploy, diffuse, and excel in using, the tools of information and network technologies, so that all Labradorians can become better connected, both to one another and the rest of the world.

Through affordable and sustainable broadband satellite uplink and downlink capability in every community where terrestrial systems preclude broadband Internet access and video conferencing, the SmartLabrador project will enable the development of nine Smart Services. Spanning health, education, e-commerce and community life, these Smart Services will include a Heritage Mall, Labrador Intranet and Virtual Museum, and the Labrador News Network. The Smart Services will serve as a demonstration of how remoteness need only be a matter of geography. They will build and integrate their community's institutions, and provide a new portal for Labrador and its peoples to participate in the information economy.

The SmartLabrador project builds and creates new partnerships among industry, business, education, health and local government. If necessity is the mother of invention, then Labrador has the need, and its people have the inventiveness to demonstrate how Technology on Top of the World can transform their future in Canada and the world.



Appendix I: Building on Momentum — Advice from the National Selection Committee

Over the course of its deliberations, the Smart Communities National Selection Committee became acutely aware of Canada's potential to transform communities through the use of information and communications technologies.

As a result of the overwhelming interest in the program, and the quality and diversity of the proposals submitted, the Committee is convinced there is strong justification for a second round of Smart Communities Demonstration Projects. The Committee suggests, that there be an interval between rounds so that lessons can be learned, but that this interval not be so lengthy as to slow the momentum. The Committee also suggests that the competition be open to "communities of interest" that transcend geographic boundaries.

The Committee is resolved to actively participate in the further development of Smart Communities across Canada. The Committee's expertise and familiarity with the program goals and applicants' visions makes it unique in its ability to provide advice and guidance to the government. The Committee has offered to meet at least once a year to advance the program agenda by advising the government on outstanding issues and concerns related to the advancement of the program. In addition, ad hoc meetings should be established to advise on the content and delivery of the three Smart Communities complementary programs: the Resource Exchange, the Tool Kit and Skills Development Program, and the Recognition Program.

In particular, the Committee recognized that the selection process generated a wealth of applicant-based information on a range of services and approaches to becoming "smart." This information would benefit all communities in Canada and should be showcased, with approval by the applicants, in the Smart Communities Resource Exchange and Tool Kit programs. The Committee also recognized the value of "branding" communities on the road to becoming smart and supported the idea of a recognition program based on incremental standards of excellence. A membership-based Canadian Smart Communities Association would be a logical extension of this recognition process.

Finally, the Committee strongly supports the use of the Canada Infrastructure Works Program (CIWP) to assist applicant communities in their transition to Smart Communities. These communities should be encouraged to seek the support of all levels of government for inclusion under the CIWP for the infrastructure required to support smart services.

Appendix II: Smart Communities Associates and Participants

SMART COMMUNITIES ASSOCIATES

Smart Communities Associates are the communities that were involved in both stages of the Smart Communities Demonstration Projects competition. These communities were invited to the second stage of the competition, and each submitted a business plan for review. Their business plans described in detail the use of information and communications technology in the form of services that were tailored to address the needs of their specific communities.

The Smart Communities Associates are listed below in alphabetical order, by title of the proposed demonstration project. Each listing also includes the proposed sponsoring organization and the name(s) of the community(s).

Aboriginal Communities

Collectivités ingénieuses des Premières Nations de l'Est du Canada — Nikan Tetau
Société de communication Atikamekw-Montagnais Inc.
Wemotaci, Manouane, Obedjiwan, Massteuiatsh, Wendake, Essipit, Betsiamites, Uashat/Mani-Uteram, Mingan, Natasquan, Unamanshipit/La Romaine, Utshimassit, Sheshatshiu, Pakuashipi/Saint Augustin, Matimekush, Kitigan Zibi, Restigouche, Tba, Que.

Interactive Native Community on the Internet
Native Commercial Credit Corporation
Odanak, Wôlinak, Pikogan, Timiskaming, Winneway, Manawan, Opiteiwan, Wemotaci, Wendake, Betsiamites, Essipit, Mashteuiatsh. Uashat-Maliotenam, Kangiqsualujjuaq, Que.

Keewatinowi Network (KN): Bridging Innovation with Tradition
KITAYAN Community Futures Development Corporation Inc.
Garden Hill First Nation, St. Theresa Point First Nation, Wasagamack First Nation, Red Sucker Lake First Nation, Man.

Smart Nation Akwesasne
Akwesasne Economic Development Agency
First Nation of Akwesasne, Ont.

Northern Communities

Hay River Smart Community "Smart Hub of the North"
Hay River Smart Community Society
Hay River, N.W.T.

British Columbia

The Northern Edge — The Prince George Integrated Community Network
Prince George Region Development Corporation
Prince George and surrounding area

Smart Service Express
Fraser Region Smart Communities Society
Chilliwack, Abbotsford, Fraser Valley Regional District, District of Mission

SmartNorthShore
smartnorthshore.org
North Vancouver, District of North Vancouver, District of West Vancouver, Tsleil-Waututh First Nation, Port of Vancouver

SmartVictoria.org
Greater Victoria Economic Development Commission
Victoria, Esquimalt, Oak Bay, Saanich, Central Saanich, North Saanich, Sidney, Colwood, Highlands, Langford, Metchosin, View Royal, Sooke

Alberta

Alberta Tri-Smart Initiative
Alberta Tri-Smart Community Limited
Spruce Grove, The Town of Stony Plain, Parkland County

No Borders . . . No Limits . . .
DVNetworking Services Limited
Town of Drayton Valley, Municipal District of Brazeau

Our Community: A Portal to a Smarter Central Alberta
Central Alberta Economic Partnership Ltd.
Red Deer, Counties of Red Deer, Stettler No. 6 and Mountain View, Towns of Blackfalds, Bowden, Didsbury, Eckville, Innisfail, Lacombe, Olds, Penhold, Ponoka, Rimbey, Rocky Mountain House, Stettler, Sundre, Sylvan Lake, Three Hills, Trochu, Villages of Alix, Big Valley, Carbon, Caroline, Carstairs, Castor, Consort, Delburne and Elnora, M.D. of Clearwater No. 99, Special Areas No. 4

Rocky Mountain Smart.com
Canmore Economic Development Authority
Canmore, Banff, Municipal District of Bighorn, Kananaskis County, Exshaw

Saskatchewan

connecting.saskatoon@the.speed.of.light
The Saskatoon Regional Economic Development Authority Inc.
Saskatoon

Estevan Smart Communities Project
Estevan Smart Communities Project Corporation
Estevan

Prince Albert Global Connections
Prince Albert Regional Economic Development Authority
Prince Albert and surrounding area

Manitoba

Smart Winnipeg
Smart Winnipeg Inc.
Winnipeg encompassing St. Boniface

Winkler Millennium Three Project
Winkler Community Development Corporation
Town of Winkler

Ontario

CTT^{m}Powered
Economic Development in Canada's Technology Triangle Inc.
Cambridge, Guelph, Kitchener, Waterloo, Region of Waterloo

An Integrated Community Network for Lanark, Carleton, Kanata
Lanark Communications Network
County of Lanark, Town of Smith Falls, Township of West Carleton, Kanata

Transforming Kingston
Kingston Economic Development Corporation
Kingston

WEconnect
Windsor Public Library
Windsor, County of Essex

Quebec

Bromont: The Global Village
Bromont Smart Community
Bromont

Espace Saint-Bruno, une collectivité ingénieuse à Saint-Bruno-de-Montarville
Chambre de commerce de Saint-Bruno-de-Montarville
Saint-Bruno-de-Montarville

Planète Montréal
Fédération québécoise des centres communautaires de loisir
Neighbourhoods: Centre-Sud, Hochelaga-Maisonneuve, Plateau Mont-Royal, Saint-Michel and Sud-Ouest

Portails Communautaires Rimouski-Neigette
La Corporation de la collectivité ingénieuse Rimouski-Neigette
Municipalité régionale de comté de Rimouski-neigette

New Brunswick

Global Wisdom
Miramichi Region Development Corporation Incorporated
Miramichi, Village of Blackville, Village of Doaktown, Village de Rogersville, Burnt Church First Nation, Eel Ground First Nation, Red Bank First Nation

KV E-Living
KV E-Living Project Inc.
Town of Rothesay, Town of Quispamsis

Remote/Wireless Public Safety Decision Support System
Greater Fredericton Economic Development Corporation
The Greater Fredericton Area

Nova Scotia

Smart Strait Cape Breton
The Strait East Nova Community Enterprise Network
Richmond, Inverness, Guysborough, Antigonish, Victoria, Cape Breton

smartcity@greaterhalifax.com
Greater Halifax Partnership
The Halifax Regional Municipality

Prince Edward Island

City of Summerside Smart Communities Alliance Project
Regional Cooperative Development Centre
Summerside

Newfoundland

Deer Lake — A True Global Community
Grand Lake Centre of Economic Development
Municipalities of Deer Lake, Cormack, Reidville, Howley, Pasadena and Steady Brook

Discovery Some Smart!
Discovery Regional Development Board Inc.
Economic Zone 15: Bonavista, Port Blanford, Chapel Arm, Swift Current

SMART COMMUNITIES PARTICIPANTS

Smart Communities Participants are the communities that were involved only in stage one of the Smart Communities Demonstration Projects competition. These communities each submitted a letter of intent to describe how information and communications technology would be used to achieve their community's vision of the future.

The Smart Communities Participants are listed below in alphabetical order, by title of the proposed demonstration project. Each listing also includes the proposed sponsoring organization and the name(s) of the community(s).

Aboriginal Communities

A Virtual Tribal Village
File Hills Qu'Appelle Tribal Council
Starblanket First Nation No. 83B, Sask.

Aboriginal Communication Education Program
Advanced Technology and Training Services
St. Theresa Point First Nation, Alta.

Cormorant Island as a Smart Community
U'mista Cultural Society
Cormorant Island, B.C. and all members of the Kwakwaka'wakw, B.C.

James Bay Regional Fiber-Optic Network
Wakenagun Community Futures Development Corporation
Mushkegowak Region of Western James Bay, Ont.

Mapping Our Future
Metis Settlements General Council
Metis Settlements of Alberta, Alta.

Meadow Lake Tribal Council Community Network
Meadow Lake Health and Social Development Authority Inc.
Meadow Lake Tribal Council, Sask.

Mi'gmag Training Centre of Excellence 2000
Aboriginal Heritage Garden Inc.
Eel River Bar First Nation, N.B.

Mi'kmaq NS — First Net
Ulnooweg Development
The NS Mi'kmaq First Nation Community, N.S.

Natuaqanek Cultural Centre Demonstration Project
Eel Ground Community Development Centre Inc.
Eel Ground First Nation, N.B.

Nikan T.E.A.M. (Technology Empowering Aboriginal Members)
Saddle Lake First Nations
Saddle Lake First Nations, Alta.

Osoyoos Indian Band Native Eco Centre and Educational Centre
Osoyoos Indian Education Board
Osoyoos Indian Band, B.C.

Six Nations Smart Community Development Project
The Six Nations Smart Communities Steering Committee
Six Nations of the Grand River, Ont.

Smart Communities Application
Deline Dene Band Council
Great Bear Lake, N.W.T.

Sqelatses — A Project to Deliver Community-Based Access to Information Technology to the Coast Salish People of the Georgia Basin
The Alliance Tribal Council
The Georgia Basin Coast Salish People, B.C.

Northern Communities

Building Healthy Communities
Government of Nunavut
Iqaluit, Nun.

eRush
Klondike eRush Inc.
The Klondike Region, including Dawson City and Tr'ondek Hwech'in First Nations, Y.T.

Inuvik Convergence Project
Town of Inuvik
Town of Inuvik, N.W.T.

Knowledge, Prosperity, Well-Being: A Yukon Smart Communities Initiative
Yukon College
The Yukon Community, Y.T.

British Columbia

BurnabyInc.com
Burnaby Board of Trade
Burnaby

Digital Campbell River
Campbell River Community Network
Campbell River, School District 72

Focus for the Future
Parksville Civic and Technology Centre Joint Venture Partnership
Parksville

Healthy Communities in a Smart Robson Valley
Valemount and Area Economic Development Commission
Village of Valemount

Joining the Millennium: Smithers as a Smart Community
Community Futures Development Corporation of Nadina
Smithers

Making the Right Connections: Community Transformation and Empowerment Through Technology
The City of Richmond
Richmond

Maple Ridge Smart Community Initiative
Fraser Information Society
Corporation of the District of Maple Ridge

Okanagan 2000
Okanagan High Technology Council
Okanagan Valley

Rocky Mountain Connections
Cranbrook Development Authority
Cranbrook and immediate district

Smart Communities — A New Reality: A Program for West Kootenay-Boundary
Selkirk College, School District #8, School District #10, School District #20, School District #51
West Kootenay Boundary Area

Smart Horizons — Building a Community of the Future in the Thompson, Cariboo and Chilcotin
Community Futures Development Corporation of Thompson Country
Regional Districts of Thompson-Nicola, Cariboo and Central Coast

Southeast False Creek Smart Community
Vancouver Economic Development Commission
Southeast False Creek

Waterfront BookBoat Complex — On Land, On Water, OnLine
Prince Rupert Smart Community Network Society
Prince Rupert District

Alberta

Communities Leading Change
The Continuous Learning Celebration Society
St. Albert, Towns of Morinville, Barrhead, Athabasca and Westlock, Counties of Barrhead, Athabasca, Westlock and Sturgeon

Hinton's Community Connection
Hinton Municipal Library
Town of Hinton

The Peace Region Smart Communities Demonstration Project
Grande Prairie and District Chamber of Commerce
Grande Prairie

Smart Communities Application
Town of Bonnyville
Town of Bonnyville

Strategic Alignment of ICT Projects in a Smart Community
Economic Development of Edmonton
Edmonton

Strathcona Connections — Linking People with Resources
Information and Volunteer Centre for Strathcona County
Strathcona County

Saskatchewan

Battlefords Smart Community Partnership, "Linking People with Opportunity"
Battlefords Regional Economic Development Authority Inc.
District of the Battlefords

Information Technology for Sustainable Communities — The Redberry Model
The Redberry Pelican Project (Canada) Foundation
Redberry Lake Biosphere Reserve incorporating Rural Municipality of Redberry #435 and the Town of Hafford

Projet de communautés ingénieuses — Willow Bunch-Gravelbourg
Town of Willow Bunch
Town of Willow Bunch, Town of Gravelbourg

The Regina Region's Wide Area Network
Regina Regional Economic Development Authority
Regina

Transport Moose Jaw
Moose Jaw Regional Economic Development Authority Inc.
Moose Jaw

Manitoba

North Eastman Optic Network
Winnipeg River Brokenhead Community Futures Development Corporation
North Eastman Region

Project Synergy
Dauphin and District Community Economic Development Board
Dauphin and Rural Municipality of Dauphin

Smart Communities Virden
Virden-Wallace Community Development Corporation
Town of Virden and surrounding area

Swan Valley Learning and Information Network
Swan Valley Enterprise Centre
Swan River Valley

Unification of Rural-Urban Southern Manitoba Technological Potential Through the Educational, Health and Economic Strands of Delivery for All Citizens, Institutions, Businesses and Government Agencies
Morris-Macdonald School Division #19
Regional Municipality of Macdonald and Partners of the Morris-Macdonald School Division #19

Ontario

Algoma Community Extraordinaire
Algoma District Community Network (Adnet)
District of Algoma

Burlington LINC (Local Information Networked Community)
Burlington Community Development Corporation
Burlington

Community Intra-Net Web Site Project
e-sudbury.com (Sudbury Regional Development Corporation)
Regional Municipality of Sudbury

Economic Stimulation Through Innovation
Inventors Resource Co-Operative Inc.
Ottawa Region

empowering people and community.com
Development Thunder Bay
Thunder Bay

Greater Hamilton — Connecting to a Smart Tomorrow
The Hamilton Public Library Board
Regional Municipality of Hamilton-Wentworth

Land O'Lakes Communications Network
Land O' Lakes Communications Network
North, Central and South Frontenac Townships — North of the 401, Stonemills Township, Addington Highlands

Mapping Our Future
Enterprise Brant
Brantford–Brant County–Six Nations

Nipissing Smart Portal Initiative
North Bay Public Library
North Bay

Oxford Centre for Web Excellence
Oxford County Library
Oxford County

Smart City Cornwall
Smart City Cornwall Inc.
Cornwall

Smart Communities Letter of Intent
NEOnet (North Eastern Ontario Network)
Cochrane and Temiskaming District

Supportive Care Community Cancer Telehealth Demonstration Project
Centennial College of Applied Arts and Technology
Toronto

Systems for Unified Northumberland
The Corporation of the County of Northumberland
Northumberland County

TCW SmartNet
Fergus and District Chamber of Commerce
Township of Centre Wellington, County of Wellington

Tele-working Smarter Not Harder: Barrie's Smart Tele-working and Community Portal
The Barrie Public Library Board
Barrie

Toronto Human Services Information System
Community Information Toronto
Toronto

YORK2TOGETHER
Vaughan Technology Enterprise Centre Community Development Corporation o/a Centre for Business Development
Regional Municipality of York

Quebec

Collectivité ingénieuse Laval
Ville de Laval
Région de Laval

Collectivités ingénieuses — Municipalités Bien Branchées
Union des municipalités régionales de comté et des municipalités locales du Québec (UMRCQ)
Les régions du Québec

Je m'emploie à bâtir la Matapédia
Centre local de développement de la Matapédia
Municipalité régionale de comté de la Matapédia

La MRC les Maskoutains, une collectivité ingénieuse
Service de développement de l'économie sociale Inc.
Municipalité régionale de comté les Maskoutains

Projet d'intégration des télécommunications d'urgence-MSUT
Salaberry-de-Valleyfield MSUT Inc.
Salaberry-de-Valleyfield

New Brunswick

The Northern New Brunswick Link
2003 Bathurst-Campbellton Canada Winter Games Host Society Inc.
Madawaska–Restigouche/Acadie–Bathurst

Perth-Andover's Rural Enhancement Project
Perth-Andover Recreation Commission
Village of Perth-Andover

Ring to Read
Woodstock Rotary
Western New Brunswick

Smart Sackville: Community Smart Technologies in the 21st Century
Renaissance Sackville Inc.
Town of Sackville

SmartVISION2020+ — Community Information Utility
Greater Moncton Economic Commission Inc.
Greater Moncton

Tobique Growth
Municipal Council
Municipality of Plaster Rock

Nova Scotia

Rural E-Commerce, Small Business Connectivity, and Rural Community Development
Acadia Centre for Small Business and Entrepreneurship
Southwest Nova Scotia

We're Working Wonders, More Than Sandy Beaches: Pictou County
Pictou Regional Development Commission
Pictou County

Newfoundland

Corner Brook — The Smart Vision City
The Corner Brook Economic Development Corporation
Corner Brook

Expansion of Satellite Communications on the South West Coast of Newfoundland and Labrador
The South Western Marine and Mountain Zone Corporation
South Western Island portion of Newfoundland

Grand Falls-Windsor Community Information Technology Initiative
Exploits Valley Economic Development Corporation
Town of Grand Falls-Windsor

MAP — Maximizing Avalon's Potential
Capital Coast Development Alliance
Avalon Peninsula

Smart Me Up! Building Community Through Technology
The Kittiwake Economic Development Corporation
Kittiwake Region

Appendix III: Smart Communities Demonstration Projects Selection Criteria

All proposals were assessed in five equally weighted strategic areas. These five strategic areas represent the key elements that comprise a Smart Community and, therefore, serve as a guide for communities to develop comprehensive Smart strategies.

An applicant's submission must have been judged outstanding in each of the five strategic areas to have been recommended for funding.

Community Engagement is the process of engaging members of the community in identifying strengths and opportunities, problems and potential solutions. Smart Communities ensure that the development and use of information and communications technologies are grounded in the needs, capacities and priorities of the whole community.

To be selected, a community must demonstrate that:

- it has successfully planned and implemented major community-wide events similar in size or scope to the proposed project (e.g. large-scale sporting and cultural events);
- it has conducted a comprehensive needs assessment with its citizens and other key stakeholders to identify economic, social and cultural priorities, and technological and collaborative opportunities;
- it has a vision of the future that involves the use of information and communication technologies in ways that will significantly transform the community;
- it will offer services through the project that are accessible to all of its citizens (i.e. it will address barriers related to language, culture, income, education and skills development, and disabilities); and
- it will maintain ongoing, transparent communication and consultations with its citizens to keep them informed of the applications and benefits associated with the project, and will promote training opportunities and provide citizens with a say in the way services are provided.

Smart Services enhance the lives of members of a Smart Community by enabling them to meet business and personal challenges through the use of information and communications technologies. Smart Services provide networked communities with interactive applications and multimedia content, delivered through secure and private in-home, at-work, or public access facilities, to improve the overall economic, social and cultural well-being of the community. Smart Services are those that are informative, innovative, interactive and international in scope.

To be selected, a community must demonstrate that:

- it has an integrated and operational community network in place to deliver key services to the majority of the community;
- its proposed services will build upon the on-line services currently provided by local community network(s), and local and other levels of on-line government services;
- it will implement a range of Smart Services (at least two) with the appropriate community content in areas such as, but not limited to, health and medicine, telework and telecommuting, electronic commerce, tourism, education and lifelong learning, social services, law and public safety, housing, transportation information, access to government, community networks, and resource and environmental management;
- it will build a critical mass of users to promote the demand for proposed Smart Services;

- it will implement Smart Services that are easily transferable to other Canadian communities; and
- it will ensure that proposed Smart Services are based on international open standards.

Smart Infrastructure includes networks, systems, and other hardware and software found in telecommunications, broadcasting and computer communications. It provides high-speed, two-way communication with sufficient bandwidth to support Smart Services planned by the community. It also offers various connectivity options by being scalable and interoperable, allowing systems to communicate and work with one another.

To be selected, a community must demonstrate that:

- the majority of the community's citizens have access to on-line interactive media (e.g. e-mail, discussion groups) through in-home, at-work or public access facilities;
- it will develop collaborative plans with a range of common carriers for the deployment of enhanced infrastructure;
- schools, libraries, government agencies and a significant proportion of the business community are connected to the Internet, or are in the process of being connected; and
- it will have a technology plan in place to ensure the creation of a high-speed, two-way, broadband infrastructure that will support future Smart Services.

Organization is the structures, systems, policies and practices that enable a community to effectively plan, implement and monitor a Smart Community's strategy. Appropriate leadership and effective management systems are critical to a project's long-term success.

To be selected, a community must demonstrate that:

- it has established a credible organization to successfully implement the proposed project;
- it has a successful track record in establishing and sustaining public/private partnerships similar in size and nature to the proposed project (preferably partnerships that involve the use of information and communications technologies);
- it has qualified and experienced leaders to launch and deliver the project;
- it has a management plan in place to support effective and efficient implementation of the project;
- it will work in partnership with the private sector, various levels of government, and other public institutions, such as universities, hospitals, voluntary organizations, official language minority groups and business associations, to implement the project;
- it has formal financial commitments in place from project partners to cover project costs over and above those that will be funded through the Smart Communities Program, and to ensure that the project will continue after the termination of program funding; and
- it has a plan to ensure long-term sustainability of the project that includes, but is not limited to, support for ongoing deployment of infrastructure, development of new applications, and provision of relevant and accessible training.

Smart Results are the outcomes that will arise from a Smart Communities Demonstration Project. These results are grounded in the needs that have been identified by the community and have a transformative element that significantly changes the way citizens interact with one another, public and private institutions, and the world.

To be selected, a community must demonstrate that:

- its economic, social and cultural development has already been improved through the use of information and communications technologies;
- the proposed Smart Communities Demonstration Project will result in economic returns, social and cultural benefits, and technological advancements in the community (e.g. increase education opportunities by providing new forms of on-line learning, increase local content on the Internet, increase local employment and skills development opportunities, open new markets for local business by supporting innovative electronic commerce and through on-line business support services, increase access to the Internet, reduce the cost of delivering government services) and these benefits will have a transformative effect on the community;
- the proposed Smart Services support the development of potential national and international market opportunities for Canadian-made Smart technologies; and
- it has a monitoring and evaluation plan in place that identifies relevant performance indicators, developed and accepted by the community, that include consideration of accessibility, affordability and privacy.

Appendix IV: Terms of Reference for the National Selection Committee

The Minister of Industry, in consultation with the Chair of the Committee, selected and approved the membership for the Smart Communities Demonstration Projects National Selection Committee (at arm's length from government), which comprises 24 members.

Upon appointment, all members were required to indicate in writing that they understood and accepted the Smart Communities Program requirements concerning conflict of interest, confidentiality and non-disclosure. Members worked on a voluntary basis. In order to avoid any perceived conflict of interest situations, members were not involved in the assessment of submissions from their home province/ territory or Aboriginal community.

OVERALL PROCESS

The Smart Communities Program was launched with a national call for Smart Communities Demonstration Projects letters of intent, on June 5, 1999. All community-based groups were invited to submit innovative proposals on how to promote economic, social and cultural development through the transformative use of information and communication technologies (ICTs).

The competition was conducted in a two-stage process in which submissions were assessed on a provincial/territorial basis (i.e. against others from the same province/territory or from Aboriginal communities only). The arm's length National Selection Committee composed of experts from a range of fields met twice in Ottawa to review submissions, and recommended to the Minister of Industry the 12 communities to receive funding.

In the first stage of the competition, communities were asked to submit a letter of intent, in which they outlined their vision of the future and their current use of, and strategy for using, ICTs to achieve their vision. The deadline for receipt of letters of intent for stage one of the competition was August 3, 1999.

In the second stage of the competition, invited communities were each required to submit a business plan that described in detail how they would plan to implement their Smart Communities Demonstration Project. The deadline for receipt of business plans for stage two was January 14, 2000.

External reviewers were engaged to carry out assessments on the technical and financial aspects of the business plans submitted during stage two of the competition. These confidential assessments were circulated to the National Selection Committee members to assist them in carrying out their work.

After completing stage two of the selection process, the National Selection Committee transmitted the list of 12 Smart Communities Demonstration Projects recommended for funding to the Minister of Industry.

Appendix V: National Selection Committee Member Biographies

John A. MacDonald

Chair

Appointed in November 1999, John Anthony MacDonald is President and Chief Executive Officer of Leitch Technologies Inc. Mr. MacDonald was previously President and Chief Executive Officer of Bell Canada, a position from which he retired. Prior to his appointment as President and CEO of Bell Canada, Mr. MacDonald occupied the positions of Chief Operating Officer and Chief Technology and Network Officer for that company. Before joining Bell Canada, he was President and Chief Executive Officer of The New Brunswick Telephone Company Limited. Mr. MacDonald serves on the Board of Directors of Tele-Direct (Publications) Inc., Nortel, CANARIE Inc., The CGI Group Inc., and Bruncor Inc., and is the Chair of the SCRI, MediaLinx and Bell Sygma Boards of Directors. He is also a member of Technology Partnerships Canada and sits on the Advisory Council of Health Information. Born in Sydney, Nova Scotia, he is a graduate of Dalhousie University and the Technical University of Nova Scotia, obtaining a Bachelor of Science in electrical engineering from the latter in 1977.

Nicole Beaudoin

Nicole Beaudoin is President and Chief Executive Officer of the Quebec Business Women's Network. Before joining the Network in 1993, she was Director General of the eastern manufacturing division at Scott Paper Ltd. She has also held a number of high-level positions in other organizations, including that of Vice-President, Finance, at Perkins Papers Ltd. and Vice-President, Finance and Administration, at Via Rail Canada Inc. Ms. Beaudoin has served on various boards of directors for both public and private organizations, including the Fondation YMCA de Montréal, the Fondation québécoise du cancer, Videotron and Westpen Properties Ltd. She is a fellow of the Ordre des comptables agréés du Québec and a member of the Canadian Institute of Chartered Accountants. Ms. Beaudoin has a B.A. from the Université de Montréal, as well as a B.B.A and an M.B.A. from the École des Hautes Études Commerciales.

France Bouchard-Michaud

France Bouchard-Michaud is a Registered Nurse and Cosmetologist in Moncton, and President of Medes Centre and Medes School of Esthetics in New Brunswick. She is the founding member of the Women in Business Connection, co-author of *Standards for Psycho-social Rehabilitation Services*, Vice-President of the New Brunswick Cosmetology Association (NBCA), Chair of the NBCA Disciplinary Committee and a member of the NBCA By-laws Committee. Her community activities include involvement with the Greater Moncton Chamber of Commerce (the Women in Business Committee) and the Conseil Économique du Nouveau-Brunswick Inc. Ms. Bouchard-Michaud holds a diploma in Esthetics and Electrolysis from the Jon Raymond Institute in New Brunswick and a bachelor's degree in nursing from the University of Moncton.

Wade R. Cachagee

Wade Cachagee is President of CREE-TECH Inc. Established in 1995, CREE-TECH Inc. is the largest aboriginally owned company in Canada specializing in Geographic Information Systems (GIS) and forestry. At 25 years of age, Mr. Cachagee is viewed as a national youth role model and has been a guest speaker at more than 20 symposiums across Canada. He was one of 300 delegates to participate at the 1998 World Summit for Young Entrepreneurs held in Lyon, France. Mr. Cachagee is active in his community, both in the Chapleau Cree First Nation and in the nearby community of Chapleau. He is a past member of the Chapleau

Cree Education Committee and served as Director of the Fox Lake Community Development Corporation. Mr. Cachagee was also appointed Secretary for the Chapleau Regional Development Corporation. He has received numerous awards, including the Nishnawbe-Aski Youth Entrepreneur of the Year award, an innovation award in GIS technology from the Environmental Systems Research Institute, and the 1998 National Aboriginal Achievement Award. Mr. Cachagee has been featured in many newspapers, magazines and other media, and was nominated for Canada's Top 40 Under 40 Award in 1998. He is a graduate of Mohawk College and the Algonquin College of Applied Arts and Technology in Ottawa.

Kay Crinean

Kay Crinean is the Executive Director of NovaKnowledge, a not-for-profit membership association established in 1993 that promotes the development of the knowledge-based economy in Nova Scotia. Before the creation of NovaKnowledge she worked as a technology consultant for the Nova Scotia Department of Economic Development, where she provided business counselling to high-technology entrepreneurs, encouraged industry and universities to collaborate on research and technology transfer, and set up the Nova Scotia Software Quality Group. Before coming to Nova Scotia Ms. Crinean worked in London, England, for 13 years as a consultant at the National Computing Centre, where she ran a national industry program to improve software engineering and quality. She has also worked at the National Economic Development Office, on projects to improve the competitiveness of the electrical engineering and electronics industries. Ms. Crinean was educated in her native Australia and holds a psychology degree from the University of Melbourne.

Angéline Fournier

Angéline Fournier is Associate Founder of FTTG Strategies, where she does strategic planning consultation for clients in the private and public sectors. She specializes in high-technology matters. A lawyer by training, she has practised law in Paris and Montréal. Until 1995, she was Vice-President of the Gamma Institute, an institute for prospective economic and social research. Ms. Fournier is co-author of books and studies on social, economic and legal issues. She has also been active in politics at the municipal, provincial and federal levels. Ms. Fournier has a master's degree in law from McGill University and a master's degree in business law from the Université de Paris V.

Debbie L. Good

Debbie Good is a Chartered Accountant currently working as an Investment Advisor with Nesbitt Burns in their Charlottetown office. A member and past president of the Institute of Chartered Accountants of Prince Edward Island, she received her CA in 1978 while practising with Coopers & Lybrand. From 1979 to 1995 she was a member of the faculty at the University of Prince Edward Island School of Business and served as the Acting Dean for the 1993/1994 academic year. Upon her return to the private sector, Ms. Good worked in the food processing industry with the accounting firm of Palmer & Shea, and at the Holland College Small Business Centre. She has been active in CA and CMA education as well as in the health community, where she has served as a Commissioner with the Hospital and Health Services Commission, a member of the board of the Queen Elizabeth Hospital Foundation, Chair of the P.E.I. Health Policy Council, member of the National Forum on Health, and a member of the National Advisory Council on Health Infrastructure. She is currently a member of the Training and Skills

Committee of the Charlottetown Chamber of Commerce, and of the Advisory Board for the New Enterprise Store at Holland College. Ms. Good holds a Bachelor of Business Administration from the University of Prince Edward Island.

Terry J. Johnstone*

Terry Johnstone assumed the position of Director of Policy and Strategic Planning of the Department of Development and Rural Renewal with the Government of Newfoundland and Labrador in November 1999. Prior to joining the Government of Newfoundland and Labrador, he was President of the Newfoundland and Labrador Association of Technology Industries. Previously, he held senior positions at Operation ONLINE Inc., and at the Newfoundland and Labrador Department of Industry Trade Technology. Mr. Johnstone has served on a number of boards, including the Information Technology Association of Canada (ITAC) Board, the Scottish MOU Committee and the Information Technology Sub-committee of the Irish Business Partnership. He also served as Executive Member and Logistics Chair of the Softworld '98 Board. Mr. Johnstone is a registered member of the Association of Professional Engineers and Geoscientists of Newfoundland and holds a B.Eng. (Mechanical) from Memorial University.

** Terry Johnstone voluntarily stepped down from the National Selection Committee in January 2000. His membership on the Committee was not replaced. The Committee would like to thank Mr. Johnstone for his work in the first stage of the competition.*

Thomas P. Keenan

Tom Keenan has parallel careers as a university professor, Dean of the Faculty of Continuing Education and broadcaster. He has written TV and radio documentaries and hosted programs in both media. He is currently the technology correspondent for CBC Television's "Midday" program and a frequent contributor to other CBC programs. At the University of Calgary, he teaches courses in computer security and the social implications of technology, and has pioneered delivery of graduate level courses via the Internet. A computer scientist by training, he serves on the Canadian Information Processing Society (CIPS) Certification Council, the board of the Software Human Resources Council, and several other corporate and institutional boards. In 1984 he founded the Calgary campus of the Shad Valley Program, a unique youth education experience that combines science, engineering and entrepreneurship. Dr. Keenan was educated at Columbia University, receiving B.A., M.Sc., M.A. and Ed.D. degrees, and did additional studies at Harvard University. He is an Adjunct Professor of Computer Science at both the University of Calgary and the Asian Institute of Technology in Bangkok, Thailand.

Erin M. Keough

Erin Keough has been associated with the field of distance education and telemedicine since 1979. In 1995, she assumed the position of Executive Director of the Open Learning and Information Network (OLIN). For eight years prior to this she was Director of Telemedicine and Co-Director of TETRA in the province of Newfoundland and Labrador. Ms. Keough is a widely published author on distance education and telemedicine. She also has broad international experience, and is currently actively engaged in projects in the Caribbean and Japan. Ms. Keough is a member of numerous boards, including the boards of Operation ONLINE and CANARIE Inc. She also sits as a member of the National Advisory Network of Experts, which advises the Federal Government's Office of Learning Technologies. Ms. Keough holds a B.Sc. from the University of Toronto and an M.A. (Political Science) from Memorial University.

Frederick A. Lepine

Frederick Lepine is a contemporary Aboriginal artist from Hay River, Northwest Territories. He graduated cum laude in 1992 from the Victoria College of Art in Victoria, British Columbia. Mr. Lepine currently owns and operates Flying Colors Design, a computer multimedia and business management company located in Hay River. The company specializes in Aboriginal Web design and provides support services to small businesses. Mr. Lepine was previously an Air Attack Officer with the Forestry Department, a position that provided him with opportunities to work throughout Canada, the United States and Mexico.

Anne-Marie Lussier

Anne-Marie Lussier operates her own business, Prairie Computers, which provides information technology and network solutions to clients throughout Manitoba. Ms. Lussier is active in her community, where she participates in mentoring programs for high school graduates and serves as a member of the Board of Directors of the Francophone Chamber of Commerce of St. Boniface. Ms. Lussier has also been involved in curriculum selection at the University of Manitoba Faculty of Management and at the Collège communautaire de Saint-Boniface. She is also a member of the Norwood BIZ Association and an associate of the Royal Conservatory of Toronto Piano Pedagogy. She completed a two-year certification course at Manitoba Teachers College and studied General Arts and Management at the University of Manitoba.

Teresa MacNeil

Teresa MacNeil is a former professor at St. Francis Xavier University, a post she occupied from 1970 to 1996. During her tenure as Professor, Ms. MacNeil also served as Chair of Cape Breton Development Corporation (1985–88), Vice-President of Enterprise Cape Breton (1985–87) and President of the Canadian Cooperative Development Foundation (1993–97). Ms. MacNeil has served on a number of public and private boards, including the Federal-Provincial Task Force on Economy of Cape Breton, the Canadian Labour Force Development Board and the Minister of Industry's Blue Ribbon Panel on Smart Communities. She is currently a member of the board of Elderhostel Canada and serves as Chair of the Board of Directors of Sydney Steel Corporation, the Cape Breton Centre for Craft and Design, and Agriculture and Agri-Food Canada's Rural Partnerships Pilot Projects Selection Advisory Committee. Ms. MacNeil has published and presented numerous papers on community economic development and has been a guest speaker at conferences, round tables and seminars throughout Canada. Ms. MacNeil holds a B.Sc. from St. Francis Xavier University, and M.Sc. and Ph.D. degrees from the University of Wisconsin.

Glenn A. McInnes

Glenn McInnes is Co-Founder and Vice-President of ManagementVitality.com Inc. He is also founder of the Glengables Village Ltd. real estate development company, and a founder and partner in McInnes+Jones, a firm that develops business models and assists in founding Internet start-up companies. Prior to founding Glengables Village Ltd. in 1987, Mr. McInnes was the founder and President of two computer companies in Ottawa: Officesmiths Inc., a software product company founded in 1981; and Alphatext Limited, a computer service bureau founded in 1969. Mr. McInnes also has seven years' experience working with IBM Canada Ltd. Mr. McInnes is a past National President of the Canadian Information Processing Society and a past National Director of the Canadian Association of Data Processing Service Organizations. He was the founding Chair of the Mayor's Arts Committee for the City of Ottawa and founding chair and lifetime member of the Ottawa Art Gallery. Mr. McInnes is also a past member of the Board of Trustees of the Royal Ottawa

Hospital Group where he chaired the Program Committee and the Information Technology Committee. He continues to be a volunteer for a mainstream support group for the Aboriginal Women's Support Centre. Mr. McInnes holds a B.Eng. (Civil) from Carleton University.

Deborah S. McLaren

Deborah McLaren is the Executive Director/ Manager for Missouri Coteau Development Corporation, a non-profit employment and training organization in Regina, Saskatchewan. Ms. McLaren is a skilled public speaker and is currently completing her thesis for a Master of Arts at the University of Regina. The focus of her thesis is the social-economic development of Aboriginal people in Saskatchewan. Ms. McLaren holds a Bachelor of Arts in International Development Studies and an Honours Bachelor of Commerce from Dalhousie University. She has advanced computer literacy skills and has worked extensively in the area of project forecasting, budgeting, and analysis of the impacts of economic development.

Donna Mercier

Donna Mercier is Assistant Vice President (Yukon) and Chair of the Board of Internal Management at Northwestel Inc. Prior to her appointment as Assistant Vice President, Ms. Mercier held a number of positions in the marketing branch of Northwestel. Since 1997 she has served as President of the Yukon Chamber of Commerce, where she was previously First Vice President and Treasurer. Ms. Mercier is a also a member of the Whitehorse Chamber of Commerce, serves on the Board of Directors of the Yukon Youth Entrepreneurship Centre and is currently Co-Chair of the Yukon Millennium Committee. Ms. Mercier holds a B.Comm. from the University of British Columbia and is a graduate of the Executive Marketing Program at the University of Western Ontario.

Gerry Miller

Gerry Miller is Executive Director of Information Services and Technology at the University of Manitoba. Prior to his appointment as Executive Director in 1995, Mr. Miller held a number of positions in the Computer Services division of the University of Manitoba. He has served on a number of boards and panels, including the CANARIE Board of Directors, Industry Canada's Information Highway Advisory Council, and the Manitoba Information Highway Advisory Council. Mr. Miller also served as President of the University of Manitoba Faculty Club, President of MBnet Networking Inc., President of MRnet Inc. and Chair of CA*Net Networking Inc. He is currently a member of the Winnipeg Canadian Information Processing Society and the Canadian Internet Hall of Fame. Mr. Miller is a graduate of the University of Manitoba.

Frederick Morash

Frederick Morash began his career in Halifax with the Maritime Telegraph and Telephone Company (MTT) in 1966. In January 1991, Mr. Morash moved from the position of Comptroller of MTT and Island Telcom Inc. to become Vice President of Operations of Island Telcom Inc. He served in that capacity until January 1992, when he was appointed President, Chief Operating Officer and a Director of the company. Two years later, Mr. Morash assumed the additional position of Chief Executive Officer. In August 1999, Mr. Morash retired from Island Telcom Inc., with more than 33 years of experience in the telecommunications industry. He has served with many professional, community and charitable organizations over the years, including the United Way of Prince Edward Island, Greater Charlottetown Area Chamber of Commerce, Prince County Hospital Capital Campaign, Canadian National Institute for the Blind, IWK/Grace Health Centre Foundation and Holland College Foundation.

Nathan Nifco

Nathan Nifco is Chairman and CEO of SmartSources.com Technologies Inc. Previously, he was President and Chief Executive Officer of Nifco Synergy Ltd., a Vancouver-based company that develops software used in processing international trade information. Prior to founding Nifco Synergy Ltd. in 1991, Mr. Nifco held a research position at the Faculty of Law of the University of British Columbia. He is Co-Founder of the B.C. Chapter of the Canadian Council of the Americas, member and Trustee of the Young Entrepreneurs Organization, and Chairman of the Canadian Federation of Software Developers. Mr. Nifco served as a member of the Minister of Industry's Blue Ribbon Panel on Smart Communities. He holds a B.Sc. from the Monterrey Institute of Technology in Mexico City, an M.Sc. from the Roesenblueth Foundation, also in Mexico City, an M.B.A. from Asia Pacific International University, and diplomas in executive leadership and management from the Massachusetts Institute of Technology and the Kennedy School of Management at Harvard University.

Robert Noce

Robert Noce is currently a City Councillor (Ward 3) for the City of Edmonton and a lawyer at the Edmonton firm of Duncan & Craig. He has served on a number of public and private boards, including the Edmonton Police Commission, Canada EXPO 2005 Corporation and Edmonton Northlands. Mr. Noce is also a board member of the InfoCity Edmonton Region Inc., as well as a member of the Capital Health Authority/Municipal Government Advisory Council.

Peesee Pitsiulak

Peesee Pitsiulak is Principal of the Nunavut Teacher Education Program at Nunavut Arctic College. Prior to assuming her current position as Principal, she held a number of educational positions in the North. Ms. Pitsiulak has been actively involved in her community, serving as Co-Chair of the Baffin Regional Teachers Conference, acting as a volunteer counsellor for the Baffin Crisis Line, and serving as Councillor for Lake Harbour Hamlet and Chair of the Lake Harbour Recreation Committee. Ms. Pitsiulak has received a number of awards from the Government of the Northwest Territories for her teaching there. Ms. Pitsiulak is a graduate of the N.W.T. Teacher Education Program and holds a Bachelor of Education from McGill University.

Jean-Bernard Robichaud

Jean-Bernard Robichaud is Rector of the University of Moncton. Prior to his appointment in 1990, Mr. Robichaud was Director of the Québec office of the Canadian Council on Social Development. Mr. Robichaud has also held a number of positions in social development in the federal government and the Government of New Brunswick. Mr. Robichaud has served on a number of boards, including the Universitas Foundation and the Association of Universities and Colleges of Canada. He has received numerous awards, including the Canada 125 Medal and the University of Toronto's Charles E. Hendry award. Mr. Robichaud holds a B.A. from the University of Moncton, an M.A. from the University of Montreal and a Ph.D. from the University of Chicago.

Mark Schneider

Mark Schneider is CTV News' Vancouver Bureau Chief. In front of the camera, he heads up "Digital Desk" — investigations into, and essays regarding, Information Technology and its impacts that are rapidly transforming the lives of Canadians. Off-camera, Mr. Schneider is also part of CTV's on-line development group, as CTV News' Senior Editor/New Media. Prior to joining CTV in 1994, he was Bureau Chief in Ottawa for BCTV since 1989. Mr. Schneider was also a senior reporter for CBC Television and a broadcaster for CBC Radio. His work

appeared on many network shows, from "The Journal" to "Sunday Morning" and "As it Happens". He won three CanPro awards, including the prestigious Show Case award in 1992, as well as awards from the British Columbia Association of Broadcasters. In 1995, and again in 1996, he was nominated for Gemini awards in the Best Reportage and Best Information categories. Mr. Schneider's writings include articles for *The Globe and Mail*, the *Vancouver Sun* and *Digital Media Magazine* in San Francisco, California. He is a member of the Canadian Association of Broadcasters New Media Task Force and also serves on the board of directors of New Media B.C. A native of Colorado, Mr. Schneider holds an Honours degree from the University of California.

Irene A. Seiferling

Irene Seiferling is a public policy consultant, a consumer advocate, and a former President and Chair of the Consumers' Association of Canada. For over 15 years, Ms. Seiferling has served on many provincial, federal and international task forces pertaining to a broad range of issues and industry sectors: information and communications technology, economics and taxation, the financial industries, internal and international trade, standards, health, and consumer education. Ms. Seiferling has participated as a member of the International Trade Association of Canada (ITAC) (Department of Foreign Affairs and International Trade), the Minister of Industry's Blue Ribbon Panel on Smart Communities and the Information Highway Advisory Council (IHAC) (Industry Canada). For IHAC she chaired a sub-committee on Economic Growth, Competitiveness and Employment and was an organizer of the post-IHAC Working Group on Canadian Content on the Internet. Ms. Seiferling has also served on two quasi-judicial tribunals, the Saskatchewan Real Estate Commission (former Chair) and the Saskatchewan Life Insurance Council. She is currently a Director of the Standards Council of Canada, the International Standards Organization (ISO) Consumer Policy Committee, and the Postal Service Customer Council (Canada Post). Also active in her community, Ms. Seiferling is a Director of the Saskatchewan Catholic Health Council and St. Paul's Hospital Foundation. She graduated cum laude with a degree in Economics (University of Saskatchewan), and is the recipient of the Governor General's Award of Merit and the Saskatchewan Consumer Award of Merit.

Jean Watters

Jean Watters is President of Laurentian University, the first Francophone to hold that position since 1961. From 1994 to 1998 he was President of Collège Boréal. Under his leadership, Collège Boréal became the most innovative college in Canada (according to the American Quality and Productivity Centre). He is well known in Canada and abroad as an expert in communication, adult education and educational technology. Dr. Watters has published more than 30 articles in professional journals and his doctorate thesis from the University of Montreal was awarded the "Prix Gregoire" for excellence in research. He is Chair of the Association of Universities and Colleges of Canada (AUCC) Committee on Innovative Technologies. He is a very active volunteer and is a member of the Premier's Round Table on Volunteerism.

Appendix VI: Requests for Information

For information on your proposal or the competition process, please write directly to the Smart Communities Program at:

Smart Communities Directorate
Information Highway Applications Branch
Industry Canada
2nd Floor, Section A, South Tower
Jean Edmonds Towers
365 Laurier Avenue West
Ottawa ON K1A 0C8

E-mail: **smartcom@cythera.ic.gc.ca**

Should you wish to submit a more formal request for access to information, you may do so under the *Access to Information Act* and *Privacy Act*. For more information on this formal process, please contact Industry Canada's Information and Privacy Rights Administration office at (613) 954-2754.