



VOLUNTEER ENGAGEMENT HANDBOOK



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THANK YOU FOR BEING AN ICSC VOLUNTEER LEADER!

ICSC member volunteers play a critical role in the success of ICSC. We recognize that as a volunteer you are lending your valuable time and industry expertise to enhance ICSC programs and services. Additionally, serving as a volunteer can help you achieve your business and professional objectives.

ICSC partners with volunteers to provide a meaningful and mutually beneficial experience. We are respectful of your time and provide recognition for your contributions.

This handbook is intended to help volunteer leaders understand their roles and responsibilities and provide important information to help you be successful.

ABOUT VOLUNTEERING AT ICSC

The roles described in this Volunteer Engagement Handbook are all volunteer positions. This means that, if you accept the role, you agree to perform all duties on a voluntary basis and you will not receive remuneration or payment for your work, other than reimbursement of documented, reasonable expenses incurred in providing your volunteer services. Neither ICSC nor you intend any employment or compensated contractual relationship to be created (i.e., you are not an employee or independent contractor of ICSC).

ICSC has sole discretion with respect to inviting any individual to serve in a volunteer role and retains the sole discretion to decline to appoint any individual to a volunteer position or to terminate the volunteer relationship at any time. You also have the right to terminate the volunteer relationship at any time.

ICSC may remove any volunteer from their position even prior to the end of any stated term for the volunteer role if, in ICSC's sole discretion, the volunteer is not effectively advancing the objectives of that role, the volunteer's continued service in that role may be disruptive or otherwise distract from ICSC's ability to carry out its activities, or for any other reason determined by ICSC leadership. All volunteers are required to comply with the [ICSC's Code of Conduct for Event Participants](#) in connection with their participation in any ICSC meetings or events.

ICSC asks you to:

- support ICSC's aims and objectives,
- participate in all relevant orientation and training,
- only undertake duties you are authorized to perform,
- comply with the instructions and direction of ICSC staff and leadership,
- behave appropriately, respectfully, and courteously to all staff, members, fellow volunteers, and others you encounter in the course of your role,
- disclose any conflicts of interest,
- safeguard the confidential information of ICSC and those it serves,
- comply with the law at all times, and
- be open and honest in your dealings with us and let us know if we can improve our volunteer program and the support that you receive.

ICSC 2025: 3 CORE GOALS

Advance Industry Narrative

Grow & Engage Membership

Enhance Product & Service Offerings

VOLUNTEER LEADERSHIP ORGANIZING PRINCIPLES

- **ICSC 2025:** Align with overall organization goals: advancing industry narrative, growing and engaging membership, and enhancing product and service offerings.
- **Flexibility:** Meet the demands of different geographic areas and provide customization such as not requiring all positions for each group.
- **Volunteer Value Proposition:** Provide a clearly defined volunteer path and volunteer value proposition.
- **Diverse Representation:** Represent diverse groups based on industry sector, career development, ethnicity, gender and sexual orientation.
- **Innovation:** Foster a new mindset focused on fresh ideas and ways of doing things.
- **Communication/Reporting Structure:** Provide central management by ICSC team and engagement with Volunteer Leadership peer groups.
- **ICSC Member Support:** Provide sufficient ICSC team member support volunteer leaders.
- **Succession Planning:** Ensure continuous flow of new volunteers and fresh perspectives by establishing clear term limits and succession planning.

VOLUNTEER MISSION STATEMENT AND VALUE PROPOSITION

Mission Statement

ICSC volunteers support members in:

- Networking
- Building relationships
- Sharing knowledge
- Transacting business

Value Proposition

Through their involvement, member volunteers can grow their career and elevate their presence while contributing to the industry's evolution.

INDUSTRY INCLUSION & ENGAGEMENT

By engaging a multitude of backgrounds, perspectives, and experiences we are able to deliver programs that are both relevant and responsive to the evolving needs of our industry. Please ensure that volunteer planning committees and program content reflect the communities our industry serves, that all volunteers are treated with respect and dignity, and that everyone has an equal opportunity to contribute to the Marketplace Council.



UNDERSTANDING YOUR LEADERSHIP ROLE

KEY CONTACTS



WHO TO CONTACT BY VOLUNTEER ROLE

Marketplace Council Directors

Mike Cowden: mcowden@icsc.com
Vice President, Volunteer Engagement

Membership Chairs

Julia Alpaio: jalpaio@icsc.com
Director, Volunteer Engagement

Next Generation Chairs

Lauren Abrahamson: labrahamson@icsc.com
Program Manager, Volunteer Engagement

Community Advancement Chairs

Morgan Wortham: mwortham@icsc.com
Director, Membership Support – Community Advancement

Talent Development Chairs

James Dulin: jdulin@icsc.com
Director, University Partners & Student Engagement

Government Relations Chairs

Jim Hill: jhill@icsc.com
Vice President, State & Local Government Relations

Mallie Reynolds: mreynolds@icsc.com
Senior Manager, State & Local Government Relations

First Time Volunteers and Nominations

Sam Brandt: sbrandt@icsc.com
Program Manager, Volunteer Engagement

Logan Stanley: lstanley@icsc.com
Coordinator, Volunteer Engagement



WHO TO CONTACT FOR MARKETPLACE PRIORITIES

ICSC Foundation

Lauri Novick: lnovick@icsc.com
President, ICSC Foundation

Toni Levi: tlevi@icsc.com
Director, Development, ICSC Foundation

Mentorship Program

Colleen Merolle: cmerolle@icsc.com
Director, Scholarships and Mentorships, ICSC Foundation

ICSC Events

Christabelle Flanhardt: cflanhardt@icsc.com
Vice President, Event Operations

Jeanine Kelly: jkelly@icsc.com
Senior Director, Event Operations

Kyle Tomlin: ktomlin@icsc.com
Senior Director, Event Operations – Canada

Local Events

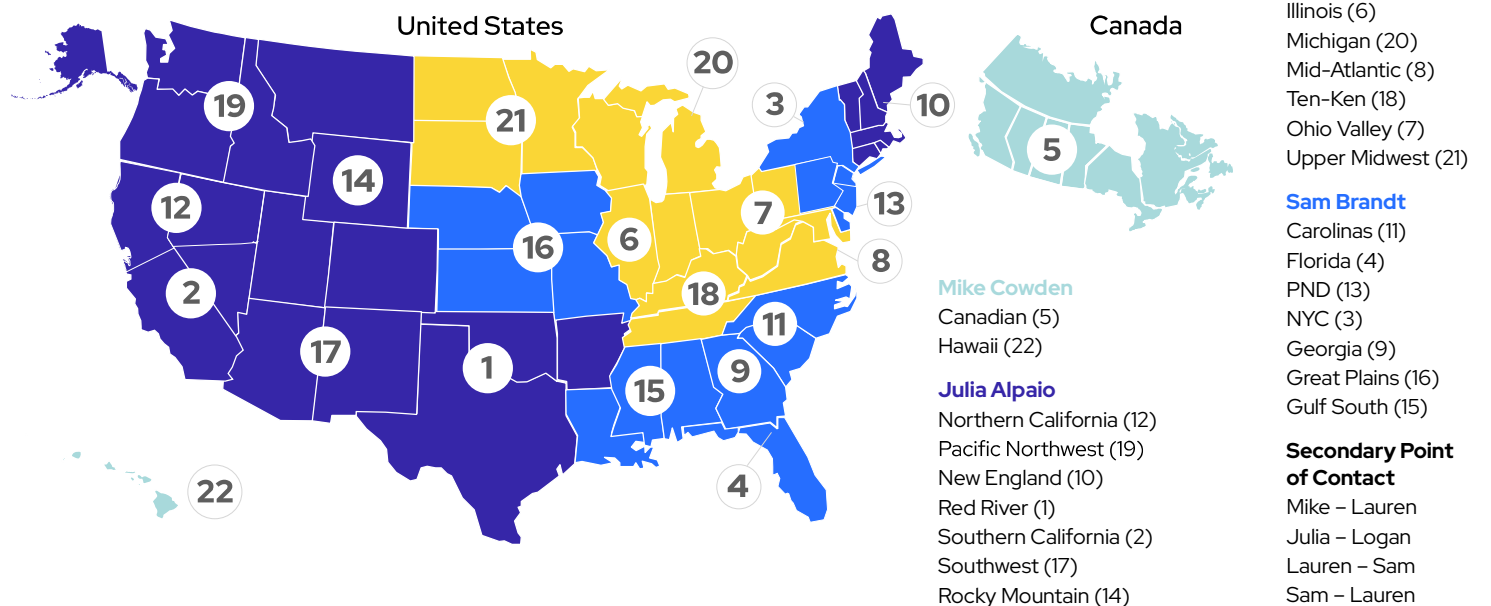
Julia Alpaio, Lauren Abrahamson, and Sam Brandt

Industry Access & Engagement

Jazmen Johnson: jjohnson@icsc.com
Vice President, Industry Access & Engagement

MARKETPLACE COUNCIL BREAKDOWN

Council Meetings and Next Generation Staff Support



ICSC looked at membership data, event history and industry trends to identify the 22 Marketplace Councils. ICSC will continue to evaluate these geographic boundaries as the industry evolves.

Marketplace Council Geographic Breakdown

1. Red River Marketplace Council: Arkansas, Oklahoma, Texas
2. Southern California Marketplace Council: Southern California, Southern Nevada
3. Greater New York City Marketplace Council: New York, Northern New Jersey
4. Florida Marketplace Council
5. Canadian Marketplace Council
6. Illinois Marketplace Council
7. Ohio Valley Marketplace Council: Indiana, Ohio, Western Pennsylvania, West Virginia
8. Mid-Atlantic Marketplace Council: Maryland, Virginia, Washington D.C.
9. Georgia Marketplace Council
10. New England Marketplace Council: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
11. Carolinas Marketplace Council: North Carolina, South Carolina
12. Northern California Marketplace Council: Northern California, Northern Nevada
13. Pennsylvania/New Jersey/Delaware Marketplace Council: Eastern Pennsylvania, Delaware, Southern New Jersey
14. Rocky Mountain Marketplace Council: Colorado, Montana, Utah, Wyoming
15. Gulf South Marketplace Council: Alabama, Florida Panhandle, Louisiana, Mississippi,
16. Great Plains Marketplace Council: Iowa, Kansas, Missouri, Nebraska
17. Southwest Marketplace Council: Arizona, New Mexico
18. Tennessee/Kentucky Marketplace Council
19. Pacific Northwest Marketplace Council: Alaska, Idaho, Oregon, Washington
20. Michigan Marketplace Council
21. Upper Midwest Marketplace Council: North Dakota, South Dakota, Minnesota, Wisconsin
22. Hawaii Marketplace Council

MARKETPLACE COUNCIL OVERVIEW

Marketplace Council Director

Oversee volunteer activities and leaders within a specific geographic Marketplace. Collaborate with Marketplace Council Chairs to identify and set Marketplace priorities including local programming, membership engagement, Next Generation participation, government relations outreach, talent development and community advancement. This position reports to the Vice President, Volunteer Engagement and works in close consultation with various ICSC team members.

Membership Chair

Engage, recruit, and retain ICSC members within the Marketplace area through the promotion of ICSC programs, resources, and benefits and peer-to-peer engagement strategies like first-timer sessions for newer members. Depending on the composition of each Marketplace, Marketplace Councils may have multiple Membership Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Next Generation Chair

Establish an overall strategy to create a strong Next Generation community within the Marketplace by promoting the benefits of ICSC membership and participation. Will serve as a leader and contact for ICSC members under 40. Depending on the composition of each Marketplace, some Marketplace Councils may have multiple Next Generation Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Government Relations (GR) Chair

Identify emerging legislative issues that impact the Marketplaces Industry. Promote and support strategic priorities for legislative and political activities within the Marketplace or respective state. Marketplace Councils may have multiple GR Chairs as each state within a Marketplace should ideally have a separate Chair. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC GPP team.

Community Advancement Chair

Encourage and promote public/private sector collaboration among ICSC members and within the Marketplaces Industry through development of content and resources for local programs and/or sessions presented at regional events. Depending on the composition of each Marketplace, some Marketplace Councils may have multiple Community Advancement Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Talent Development Chair

Promote ICSC Foundation programs and resources within the Marketplace that are aimed at developing and engaging a pipeline of bright, ambitious, and diverse students to enter the industry. Broaden ICSC's relationships with area Universities and assist in organizing targeted events for students. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC Foundation team.

Program Advisory Chair and Vice Chair:

Guide the Program Advisory Committee on how to best recruit attendees, event promotion and provide relevant programming recommendations for the ICSC@ programs. This position reports to the ICSC Event Planner and works in close consultation with various ICSC team members.*

**Only for Marketplace Councils hosting an ICSC@ Event.*

POSITION DESCRIPTIONS & PRIORITIES

POSITION TITLE

MARKETPLACE COUNCIL DIRECTOR

Position Purpose: Oversees volunteer activities and leaders within a specific geographic Marketplace. This position reports to the Vice President, Volunteer Engagement and works in close consultation with varied ICSC team members.

Qualifications and Terms:

- Previously served in the Membership Chair role or other Chair position within the Marketplace Council.
- Ability and willingness to reach out to personal and professional networks to promote ICSC programs.
- Maintain active membership with ICSC.
- Serve a one (1) year renewable term that can be renewed two additional times for a total maximum term of three (3) years.

Position Responsibilities:

- Work with Marketplace Council Chairs to identify and set Marketplace priorities including local programming, membership goals, Next Generation participation, GR outreach, talent development and community advancement.
- Oversee and provide support and guidance to Marketplace Council Chairs.
- Ensure local programs have strong leadership and committee participation.
- Conduct quarterly meetings with Marketplace Chairs to
 1. facilitate information sharing;
 2. review status of current efforts including successes, challenges, and opportunities;
 3. disseminate the latest ICSC updates; and
 4. review other matters relevant to Council business.
- Assist ICSC team with setting meeting schedules and agendas; ICSC is available to help distribute meeting notices and materials.
- Work to ensure diverse representation among Marketplace Council volunteers and program facilitators and participants including industry sector, gender, race, ethnicity, age, and sexual orientation.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Drive succession planning by working with Marketplace Chairs on identifying, recruiting, and mentoring volunteers to fill leadership roles.



As ICSC's primary advisor and lead volunteer, the Marketplace Council Director will work with all other chair positions to reach their priorities.

List of suggested/potential priorities:

- Hold at least four Marketplace Council Meetings.
- Identify future new Chairs and encourage Chairs to think about succession planning.
- Work with ICSC to ensure Council Chairs work cohesively with Program Advisory Committees for ICSC@ events within or adjacent to the Council.

UPDATED FEBRUARY 2023

POSITION TITLE

MEMBERSHIP CHAIR

Position Purpose: Engage, recruit, and retain ICSC members through the promotion of ICSC programs, resources, and benefits. Depending on the composition of each Marketplace, Marketplace Councils may have multiple Membership Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Qualifications and Terms:

- Maintain active membership with ICSC.
- Be able and willing to reach out to personal and professional networks to promote ICSC programs and membership.
- Serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years.
- Serve as likely successor to the current Marketplace Director.

Position Responsibilities:

- Review Marketplace membership data provided by ICSC team including industry sector, age, population density, etc.
- Share data with Council leadership to help inform decision-making and guide the planning of local programs.
- Set measurable goals based on data for membership growth and volunteer recruitment within the Marketplace, taking into consideration industry sector, age, diversity, etc.
- Assist in promoting marketing incentive programs to increase membership.
- Assist in developing outreach strategy to increase membership, such as peer-to-peer recruitment.
- Participate in quarterly Marketplace Council meetings.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Assist with succession planning by identifying, recruiting, and mentoring volunteers (including their replacement) to fill leadership roles.



The Membership Chair will review Marketplace membership data provided by ICSC team including industry sector, age, population density, etc. to help inform decision-making and guide Marketplace events and priorities.

List of suggested/potential priorities:

- Lead the First-Time Attendee session (at your ICSC@ event) and/or provide a space for first-time attendees to convene (ICSC@ or ICSC LOCAL events).
- Identify your Marketplace's membership priorities and partner with ICSC team and other chairs to strategize tactics.
- Support Retailer/Tenant Engagement and Recruitment (Choose at least one):
 - Reach out to your networks to identify prospective retailer/tenant members and engage within your Marketplace.
 - Encourage Retailer/Tenant member event attendance at ICSC@ and ICSC LOCAL events. Engage with new or prospective retailer/tenant members at events.
 - Help diversify Retailer/Tenant Membership Organizations and encourage contribution to agenda setting and event planning (Retailer Central, Retailer Runway).
- Share best practices and strategies with fellow Membership Chairs across North America.
- Provide input on content, speakers, etc. at ICSC@ or ICSC LOCAL events.

UPDATED FEBRUARY 2023

POSITION TITLE

NEXT GENERATION CHAIR

Position Purpose: Establish an overall strategy to create a strong Next Generation community within the Marketplace and serve as a leader for ICSC members under 40. Depending on the composition of each Marketplace, some Marketplace Councils may have multiple Next Generation Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Qualifications and Terms:

- Maintain active membership with ICSC.
- Be able and willing to reach out to personal and professional networks to promote ICSC events and programs geared towards Next Generation members.
- Previously served on a Next Generation Committee.
- Serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years.

Position Responsibilities:

- Promote the benefits of ICSC membership, program engagement and volunteer participation to Next Generation professionals.
- Plan an ICSC LOCAL Event(s) focused on Next Generation members and a Next Generation session(s) at regional events (when applicable).
- Establish and lead a committee of 5-20 Next Generation volunteers to assist in outreach and planning of events and programs.
- Partner with the ICSC team and Membership Chair to set measurable recruitment goals to increase Next Generation membership.
- Drive Next Generation membership by promoting ICSC marketing incentive programs and other forms of outreach, such as peer-to-peer engagement.
- Liaise with other Marketplace Next Generation Chairs and ICSC team to share best practices and program ideas.
- Participate in quarterly Marketplace Council meetings.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Assist with succession planning by identifying, recruiting, and mentoring volunteers to fill leadership roles.



The Next Generation Chair will establish an overall strategy to create a strong Next Generation community within the Marketplace and serve as a leader for ICSC members under 40.

List of suggested/potential priorities:

- Establish a Next Generation committee with 5-20 members.
- Plan at least one local program with goal of 50-100 attendees.
- Provide input on content, speakers, etc. focused on Next Generation attendees at either ICSC@ or ICSC LOCAL events.
- Reach out to your networks to increase Next Generation participation and membership.
- Promote ICSC 4/40 Nominations, and other ICSC initiatives.
- Assist other Council Chairs with Next Generation member engagement.
- Share best practices with fellow Next Generation Chairs across North America.

UPDATED FEBRUARY 2023

POSITION TITLE

GOVERNMENT RELATIONS (GR) CHAIR

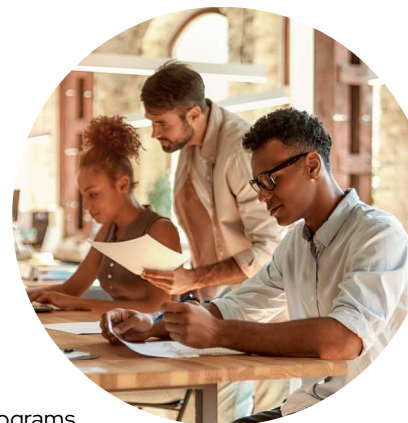
Position Purpose: Promotes and supports strategic priorities for legislative and political activities within the Marketplace. Marketplace Councils may have multiple GR Chairs as each state within a Marketplace should ideally have a separate Chair. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC Office of Government Relations & Public Policy (GPP).

Qualifications and Terms:

- Maintain active membership with ICSC.
- Be able and willing to reach out to personal and professional networks to promote ICSC events and programs.
- Recommended - Previously served on a Government Relations Committee.
- Serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years.

Position Responsibilities:

- Identify emerging legislative issues in the state that may impact the Marketplaces Industry.
- Communicate regularly with the GPP team to stay current on key government relations activities and support legislative efforts within the state.
- Grow member involvement through the development of a strong state GR committee.
- Provide GR updates at local ICSC meetings.
- Build and maintain relationships with elected officials, assist the GPP team with the coordination of state "Day at the Capitol" events, site visits or in-state meetings with legislators, and recruit attendees for all GR events.
- Participate in ICSC's annual Federal Fly-In in Washington, DC. Assist in the recruitment of a state delegation.
- Promote contributions to the ICSC Political Action Committee (PAC).
- Participate in quarterly Marketplace Council meetings.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Assist with succession planning by identifying, recruiting, and mentoring volunteers to fill leadership roles.



The role of the Government Relations Chair is to work collaboratively with the ICSC Office of GPP to positively shape public policy and help influence the federal, state and local legislative and regulatory outcomes for the benefit of our members.

Potential priorities and activities:

- Build a Government Relations Committee in your state and/or Marketplace.
- Plan to host two to four events with elected officials each year. This can be held with federal, state, or local elected officials and community leaders.
- Identify priority policy issues and determine volunteers to lead each area.
- Coordinate member outreach and education at regional and ICSC local events to highlight GR activities being conducted on behalf of the industry and membership.
- Participate in ICSC Annual Federal Fly-In in Washington DC. This event provides ICSC members the unique opportunities to hear from leading national authorities on timely issues, personally help deliver the industry legislative agenda to Capitol Hill and take part in unsurpassed networking. GR Chairs will help recruit state delegations for this event.
- Help identify "key contacts" to assist in connecting ICSC members with Members of Congress and State Legislators. Our goal at the grassroots level is to mobilize ICSC members at the local/regional level to connect with elected officials as constituents and trusted community leaders.

POSITION TITLE

COMMUNITY ADVANCEMENT CHAIR

Position Purpose: Serve as the Marketplace Council representative for public/private sector collaboration. Depending on the composition of each Marketplace, some Marketplace Councils may have multiple Community Advancement Chairs. This position reports to the Marketplace Council Director and works in close collaboration with the ICSC team.

Qualifications and Terms:

- Maintain active membership with ICSC.
- Experience with public/private sector collaboration.
- Ability and willingness to reach out to personal and professional networks to promote ICSC programs.
- Serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years.

Position Responsibilities:

In collaboration with the Council Director and in close consultation with the ICSC team:

- Lead efforts to highlight the importance of public/private sector collaboration.
- Develop relevant content for local programs or sessions as part of regional events.
- Develop a strategy to retain, engage and recruit public sector members in partnership with the Membership Engagement Chair and ICSC team.
- Participate in local outreach opportunities to promote public sector engagement.
- Serve as the Marketplace Council's liaison relaying best practices, trends, ideas, etc.
- Engage with the Community Advancement Advisory Committee to obtain thought leadership and resources on key Community Advancement strategic priorities.
- Participate in quarterly Marketplace Council meetings.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Assist with succession planning by identifying, recruiting, and mentoring volunteers to fill leadership roles.



The Community Advancement Chair will lead efforts to promote the importance of public and private sector collaboration and public sector engagement in the Marketplaces Industry.

List of suggested/potential priorities (pick at least 2-3):

- Lead a Community Advancement session (at your ICSC@ event) and/or provide a space for public sector attendees to convene (ICSC@ or LOCAL events).
- Identify your Marketplace's key issues involving public/private sector collaborations and partner with other chairs/volunteers to strategize tactics.
- Reach out to your networks to increase public sector engagement and attendance.
- Develop your Marketplace's Community Advancement committee.
- Provide input on content, speakers, etc. focused on Community Advancement at ICSC@ or LOCAL events.
- Share best practices and strategies with fellow Community Advancement Chairs across North America.
- Identify local community relations opportunities to promote successful public sector engagement in the Marketplaces Industry.

UPDATED FEBRUARY 2023

POSITION TITLE

TALENT DEVELOPMENT CHAIR

Position Purpose: Promote ICSC Foundation programs and resources within the Marketplace that are aimed at developing and engaging a pipeline of bright, ambitious, and diverse students to enter the industry. This position reports to the Marketplace Director and works in close collaboration with the ICSC Foundation team.

Qualifications and Terms:

- Maintain active membership with ICSC.
- Be able and willing to reach out to personal and professional networks to promote ICSC Foundation events and programs.
- Serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years.

Position Responsibilities:

- Promote ICSC Foundation programs to expose and introduce students to the Marketplaces Industry.
- Assist in organizing discrete local events for students (office visits, site tours, campus conversations) or as add-ons to local or regional events.
- Assist in deepening current University Partnerships and in identifying and developing new partnerships.
- Recruit mentors for ICSC Foundation Mentorship Program
- Recruit judges for ICSC Scholarship program.
- Identify companies to participate in the ICSC Foundation Launch Academy program.
- Assist in identifying Foundation fundraising opportunities.
- Participate in quarterly Marketplace Council meetings.
- Where applicable, serve on regional program advisory committees to offer insight and recommendations on content, speakers, and networking opportunities.
- Assist with succession planning by identifying, recruiting, and mentoring volunteers to fill leadership roles.



The Talent Development Chair will help identify new University Partners and engage with current student members.

List of suggested/potential priorities:

- Work with the ICSC Foundation team to expand relationships with faculty and staff at current University Partners, engage with current ICSC student members, sign on more ICSC student members, and develop relationships with relevant student organizations.
- Work with the ICSC Foundation team to introduce new universities to ICSC by helping to organize meetings (including in-person meetings if possible) with faculty, staff, and student organizations.
- Attracting more students to local and regional ICSC events and ensuring events are welcoming and worthwhile for students to attend.
- Facilitating student affinity for your Marketplace and connections with employers.
- Increase awareness of ICSC and student resources and create more personal and grassroots connections with local students and schools.

UPDATED FEBRUARY 2023

ONBOARDING AND TOUCHPOINTS

Volunteer Summit

All Marketplace Council Chair positions are invited to attend an in-person onboarding summit in the first quarter of each year. The summit will set the stage for the year to come with training sessions, breakout sessions by position, and breakout sessions by council.

Marketplace Council Meetings

Each Marketplace will hold a minimum of 1 quarterly meeting with Marketplace Chairs and ICSC team to:

- Facilitate information sharing
- Review status of current efforts including successes, challenges, and opportunities
- Disseminate the latest ICSC updates
- Review other matters relevant to Council business

ICSC Team Member Support

Each Marketplace Council position will have a dedicated ICSC team member to support in all Marketplace activities including:

- Nominations and onboarding
- Priorities
- Events Calendar
- Meeting dates, notices/agendas
- Connections to events team and subject matter leads
- Volunteer briefings
- Best practices and information sharing among Councils

Media Relations

If you are interested in issuing a press release or speaking to media regarding your volunteer position, please contact the ICSC Public Relations team for approval prior to issuance. This will insure that ICSC and your role are accurately represented. You may email questions and drafts to media@ICSC.com.



In addition, dedicated ICSC team members will help support specific activities relating to topics relevant to chair positions including:

- | | |
|---|------------------|
| • Foundation – Talent/Student Development | • Research |
| • Government Relations | • Small Business |
| • Community Advancement | • Marketing |

See the Key Contacts on page 6 for more details and contact information.

EVENTS OVERVIEW

ICSC LAS VEGAS & ICSC NEW YORK

ICSC LAS VEGAS and ICSC NEW YORK are our premier events. They are two- to three-day gatherings of dealmakers and industry experts who are driving innovation and evolution in the Marketplaces Industry.

ICSC@

The ICSC@ event series is our signature regional two- to three-day gathering of innovators and dealmakers who are dedicated to strengthening communities and economies by bringing the spaces where consumers shop, dine, work, play, and gather to life.

ICSC+

The ICSC+ event series delivers discipline specific forward-thinking content for the creators, designers, builders, and thinkers who define contemporary marketplaces and spaces where people shop, dine, work, play and gather.

ICSC&IDEAS

The ICSC& event series offers community changemakers and ground-breakers one day of meaningful connections, insights and deals that bring local businesses and communities to life.

ICSC LOCAL

The ICSC LOCAL event series creates intimate gatherings designed to facilitate greater network building and information sharing among local marketplaces industry professionals.

RETAIL FORWARD

The RETAIL FORWARD powered by ICSC event series is a hyper-focused, hyper-local offering built to facilitate dealmaking in dynamic regional markets. These one-day events feature dedicated dealmaking tables for retailers and tenants and a customized print trade book for all attendees.



ICSC Event Email Marketing Schedule

ICSC@

Registration open (timing based on when registration opens on ICSC.com)

2 Months (5 days before advance registration ends)

Day advance registration ends

6 Weeks out

4 Weeks out

2.5 Weeks out

1 Week out

ICSC+

Registration open (6 weeks out)

Advance registration ending (4 weeks out)

2 Weeks out

1 Week out

ICSC LOCAL

6 Weeks out

3 Weeks out

1 Week out

Program Advisory Committee Composition

Program Advisory Committees play a key role in providing industry and regional insight to the content of ICSC@ Events.

Program Advisory Committees will be led by a Chair and Vice Chair and will have a maximum of 14 people. The Program Advisory Chairs and Vice Chairs will sit on the Host Marketplace Council for the duration of their one-year term. This will allow the Program Advisory Chair and Vice Chair to collaborate with each Marketplace Council Chair on priorities set by the Marketplace Council and to best coordinate on that region's largest event.

Marketplace Council Volunteer Leadership positions will be invited to serve on each region's ICSC@ Program Advisory Committee. For Marketplace Councils that do not host a dealmaking event, the Marketplace Council Director will select a representative to sit on the neighboring ICSC@ event.

EXAMPLE COMPOSITION:

1. Program Advisory Chair
2. Program Advisory Vice Chair
3. Marketplace Council Director (From "host" Marketplace)
4. Membership Chair (From "host" Marketplace)
5. Next Generation Chair (From "host" Marketplace)
6. Community Advancement Chair (From "host" Marketplace)
7. Government Relations Chair (From "host" Marketplace)
8. Talent Development Chair (From "host" Marketplace)
9. Representative from non-host Marketplace 1 (if applicable)
10. Representative from non-host Marketplace 2 (if applicable)
11. Program Advisory Committee Member 1
12. Program Advisory Committee Member 2
13. Program Advisory Committee Member 3
14. Program Advisory Committee Member 4

ROLES AND RESPONSIBILITIES

Chair: Working alongside the ICSC Team, help guide the committee and Marketplace Council leaders on how to best recruit attendees and provide relevant programming recommendations.

Vice Chair: Stand in for the Chair as needed and serve as the most likely successor to the Chair for the next year's event.

Marketplace Council Director (From "host" Marketplace): Serves as the mentor and advisor for the program advisory chair and the point of contact for ICSC Team as needed to advise on the composition of the advisory committee.

Membership Chair (From "host" Marketplace): Lead the first timer attendee virtual session and serve as a point of contact for any first timers to meet in-person at the event. Work with other committee members to lead the recruitment of retailers (Retailer Runway, Retailer Central or retailer speakers).

Next Generation Chair (From "host" Marketplace): Lead a session at the ICSC@ event. This could be Next Generation specific, or on another topic.

Talent Development Chair (From "host" Marketplace): Connect with University Partners to recruit student members to attend ICSC@ events. Engage student members at the event through booth visits or events.

Community Advancement Chair (From "host" Marketplace): Assist in community advancement content and/or speakers. Some ICSC@ events may have a specific session devoted to community advancement, while others will feature a speaker on a panel.

Government Relations Chair (From "host" Marketplace): Assist in government relations content or speakers if needed depending on GR priorities in the state or region.

Representative from non-host Marketplace (if applicable): Liaise between program advisory committee and their Marketplace Council. Promotes the event to potential attendees and shares event updates with their marketplace.

Program Advisory Committee (2-4 Members)

- Provide valuable industry insight and advise on relevant content.
- Identify key topics and make speaker recommendations.
- Work with ICSC Team on the recruitment of speakers (no speaker asks should be made before confirming with the committee and ICSC team members).
- Serve as an event advocate and promote the event across their networks.
- Recruit attendees.
- Serve as a conduit for event feedback from the industry.

Committee Selection

Marketplace Council Directors, ICSC Team, and current Program Advisory Committee Chair will meet to identify event priorities for the following year and select incoming Program Advisory Committee Chair and Vice Chair.

ICSC reserves the right to remove an individual from the Committee if the individual violates ICSC policies and procedures. Additionally, ICSC and its volunteers will make every effort to consider diverse perspectives and include new voices whenever possible on the program advisory committees.



PROGRAM ADVISORY COMMITTEE GUIDELINES

Introduction

ICSC Program Advisory Committees help shape the content of ICSC events within their Marketplaces. The Committee's subject matter expertise helps identify key industry leaders and emerging trends, ensuring that program content is timely, relevant, and meaningful. Through these programs, thousands of industry professionals throughout the United States and Canada have the opportunity to network with their peers, learn from the exchange of ideas, and benefit from advocacy efforts on behalf of the industry.

ICSC Mission Statement

ICSC is the member organization for the advancement of the Marketplaces Industry—the places and spaces where people shop, dine, work, play, and gather.

Our Events

Many of ICSC's programs and services are shaped by Volunteer involvement and supported by ICSC's professional team. Each year, our Volunteers assist ICSC in offering a wide range of opportunities to learn, engage, network, discover, and give back to the industry.

Program Advisory Committee Member Commitment

ICSC is grateful for the time commitments made by all our Volunteer Members. Our Program Planning Committees help shape the content of ICSC's events. To establish the greatest degree of effectiveness, ICSC Volunteers are required to maintain the highest standards of ethical conduct and understand and comply with the policies and procedures outlined in these Program Planning Committee Rules.

The roles described in these Program Advisory Committee Rules are all Volunteer positions. This means that, if you accept the role, you agree to perform all duties on a voluntary basis and you will not receive remuneration or payment for your work, other than reimbursement of documented, reasonable expenses incurred in providing your volunteer services. Neither ICSC nor you intend any employment or compensated contractual relationship to be created (i.e., you are not an employee or independent contractor of ICSC).

The Program Advisory Committees support the event in the following ways:

- Providing valuable industry insight and recommendations on relevant content
- Identifying key content topics and making speaker/panel participant recommendations
- Serving as event advocates and promoting the event across their networks
- Assisting with the recruitment of approved speakers and the solicitation of sponsorships
- Collaborating with the ICSC Event Planner to establish event activities, such as General Sessions, Panel Presentations, Special Interest Sessions, Retailer Runway, etc.

Please note: All speakers will be required to sign a digital agreement outlining the date, time, and topic of their session.

The roles and responsibilities of the individual Program Advisory members are listed below.

Program Planning Committees do not have authority to bind ICSC or to assume or create any obligations or responsibilities on behalf of or in the name of ICSC. ICSC Team Members have exclusive responsibility for negotiating and entering into all contracts on behalf of ICSC.

Committee Composition

All committees shall consist of ICSC members in good standing. In order to maintain diversity, every reasonable effort shall be made to ensure that the composition of the committees reflects diversity of representation in relation to all relevant factors, including without limitation, the diversity of professional groups and companies in the region, as well as other dimensions of diversity. ICSC complies with all applicable laws prohibiting discrimination and does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations or any other characteristic protected by law.

Committee members shall be elected upon the recommendation of a nominating committee and with the approval of ICSC at a scheduled meeting following the conclusion of the current event. The nominating committee shall consist of the immediate past Chair, current Chair and Co-Chair, and be approved by a majority vote of the current Committee members. The Committee shall have a Chair, who shall be appointed by ICSC from among its members.

ICSC has sole discretion with respect to decline to appoint any individual to a Committee position or to terminate the volunteer relationship at any time. Volunteers also have the right to terminate the volunteer relationship at any time.

ICSC may remove any Committee member from their position even prior to the end of any stated term for the volunteer role if, in ICSC's sole discretion, the Committee member is not effectively advancing the objectives of that role, the Committee member's continued service in that role may be disruptive or otherwise distract from ICSC's ability to carry out its activities, or for any other reason determined by ICSC leadership. All Committee members are required to comply with [ICSC's Code of Conduct for Event Participants](#) in connection with their participation in any ICSC meetings or events.

Terms

Committee members may serve for up to three (3) consecutive years on a Committee. The Chair may serve for no more than two (2) consecutive terms as Chair.

The Chair shall serve for one (1) one-year term and shall have such responsibilities and authority as set forth by these guidelines. Subcommittees may be formed to perform discreet tasks at the direction of the Chair and with the approval of ICSC, and subcommittee members are to serve as appointed by the Chair for renewable one-year terms.

Removal of Members

Committee members who are absent without reasonable cause from three (3) successive meetings during any twelve (12) month period will be considered to have resigned from the Committee.

Compliance With ICSC Policies

Committee members are required to comply with all policies and procedures of ICSC, including but not limited to those set forth in the ICSC Volunteer Leadership Handbook, ICSC's Terms and Conditions for Membership, ICSC's Code of Conduct for Event Participants, ICSC's Workplace Harassment Policy, and ICSC's Antitrust Policy.

Committee Structure

The structure and size of Program Planning Committees will vary depending upon the purpose and complexity of the program but usually is comprised of 14-15 members. An effective Committee leverages the collective knowledge of a group that represents as many sectors of the industry as possible, from as many companies as possible, and supports the overall goals of the organization.

Roles and Responsibilities

In concert with the ICSC Event Planner, the Committee Members shall fulfill the following responsibilities:

Program Advisory Committee Chair

- Assists ICSC to identify and recruit Vice-Chair
- Assembles a Committee with the assistance of the Marketplace Council Director and the ICSC Event Planner
- Schedules and leads Committee meetings with a set agenda
- Communicates with ICSC team members regarding recommended event topics and speakers
- **Please note: No speaker commitments shall be made without the approval of the ICSC Event Planner.**
- Contributes to the development of program content
- Assists in identifying proposed speakers and subject-matter experts
- Adheres to ICSC's policies and procedures
- Registers and attends the program for which they serve as Chair

Program Advisory Committee Vice-Chair

- Supports Chair directly and agrees to serve in the role of Chair in the event the Chair is no longer available to act in this capacity
- Participates in conference calls and attends meetings as scheduled
- Contributes to the development of program content
- Assists in identifying speakers and subject-matter experts
- Adheres to ICSC's policies and procedures
- Registers and attends the program for which they serve as Vice-Chair

Program Advisory Committee Members (2-4)

- Participate in conference calls and attend meetings as scheduled
- Contribute to the development of program content
- Assist in identifying speakers and subject-matter experts
- Adhere to ICSC's policies and procedures
- Register and attend the program for which they serve as committee members

Marketplace Council Members from the "Host" Marketplace Council

- **Marketplace Council Director** serves as the mentor and advisor for the Program Advisory Chair and the Point of Contact for the ICSC Event Planner as needed to recommend members of the Program Advisory Committee.
- **Membership Chair** leads the First-Timer Attendee virtual session; serves as the Point of Contact for any First-Timer in-person sessions at the event; and assists Committee members, as needed, with the recruitment of retail members for Retailer Runway, Retailer Central or Retail Speakers.
- **Next Generation Chair** leads a session at the planned ICSC@ event.
- **Talent Development Chair** connects with University Partners and ICSC's Director of and Student Engagement and University Partners, to assist in hosting student members at the event. This could include booth visits and/or specific student-oriented sessions.
- **Community Advancement Chair** assists in Community Advancement content and/or speakers as well as some ICSC@ events that may have a dedicated session devoted to Community Advancement members.
- **Government Relations Chair** assists in government relations content and/or speakers if included in the event programming.
- **Representatives** from non-Host Marketplaces in proximity to the Host Marketplace may participate to promote the event the event within their home Marketplace.

ICSC Team

- Reviews Committee roles, event plans, and timelines at event kick-off meeting
- Advises the Chair on ICSC policies and procedures, supports the Chair in conveying policies to new members and orienting them to their roles
- Collaborating with the Program Advisory Chair and Vice Chair, sets the Event Strategy, and selects locations and venues
- Sends all meeting notices and agendas in collaboration with the Program Advisory Chair and Host Marketplace Council Director
- Communicates with the Committee to develop sponsorship strategy and processes any sponsorship commitments
- Determines and executes the marketing strategy and manages the print production process
- Secures appropriate facilities and oversees all logistics including booth locations for exhibitors
- Develops and manages the budget and oversees all expenditures
- Negotiates and contracts with any and all necessary facilities and suppliers

THE PROGRAM PLANNING PROCESS

The planning process and timeline vary by meeting type, but all planning should begin by determining the purpose of the event, identifying the target audience, and establishing desired outcomes. A completed event application must be submitted for all new programs.

All events require prior approval from ICSC. ICSC events may not include activities that involve the use of firearms or other weapons. Examples of prohibited activities include, without limitation, gun/shooting range activities, shooting clays, archery, and target practice.

RESOURCES

Events Team

ICSC's Events Team is one of your most valuable resources for planning and implementing programs and is dedicated to partnering with you in serving all of our members. Following is the list of team members with whom you will work most closely. Feel free to contact them at any time.

ICSC Vice President, Event Operations

Christabelle Flanhardt

Email: cflanhardt@ICSC.com • Tel: +1 646 728 3638

Canada

Kyle Tomlin, Senior Director, Event Operations – Canada

Email: ktomlin@ICSC.com • Tel: +1 416 486 4511

United States

Jeanine Kelly, Senior Director, Event Operations

Email: jkelly@ICSC.com • Tel: +1 646 728 3562

Events Calendar

Consult the [ICSC Events Calendar](#) to help you better plan around other regional and specialty conference activity.

ICSC.com

ICSC has compiled a wealth of information, fully accessible at www.ICSC.com to help you access the latest industry information, view directories, join groups, and locate fellow volunteers.

ICSC LOCAL EVENTS

ICSC LOCAL Events provide a unique opportunity and benefit for ICSC members to engage and network with other local members.

- Event Name: The name of local events will follow ICSC branding (example: ICSC LOCAL CHICAGO). The topic of your event can be outlined in the event description, on the event webpage, and in marketing emails.
- Number of Attendees: Typically, 50-300 people at each event
- Price: Depends on venue and budget, but is typically \$65-\$125 for members
- Format: Events will last 2-3 hours to include up to one hour of content

ICSC LOCAL Events Calendar

The calendar for the upcoming year will be finalized by December, with flexibility to adjust throughout the year. ICSC will evaluate event attendance and membership data each year and meet with the Marketplace Director to select which months are appropriate for a local event.

Planning an ICSC LOCAL Event

All volunteers that are involved in the planning of a local event must maintain an active ICSC membership throughout the entire planning process. Volunteer leaders will work with the ICSC team to complete a local event proposal with committee recommendations at least 20 weeks out from the proposed event dates. When planning a local event with ICSC, your first point of contact is the Volunteer Engagement Team. Once your event concept moves forward, you will be introduced to an ICSC event planner for event logistics, final venue selection and event sponsorship.

Selecting Speakers

Work with the ICSC team to confirm speakers meet industry standard and our commitment to members. The local committee will recommend speakers for their events. ICSC team members can make recommendations if needed.

The following should be considered before selecting a speaker:

- Review the speaker confirmation process with ICSC team members before making any speaker asks.
- Consider speakers who have an active membership with ICSC.
- To ensure our events continue to be impactful and provide a myriad of perspectives, planning committees must intentionally seek out and include a multitude of voices, backgrounds and skillsets for speaking opportunities. If you need assistance identifying speakers outside of your network, please contact Jazmen Johnson, Vice President, Industry Access & Engagement at jjohnson@ICSC.com.
- Selected speaker is required to sign the ICSC speaker guidelines which are valid up to one year.



Selecting Event Dates/Times

Once given the event timeframe from ICSC Volunteer Engagement team, ICSC Volunteers will be asked to submit three date options for their events. Consider if the event will fall during breakfast or lunch. A reception is generally most popular.

Selecting Venue Options

ICSC Volunteers will be asked to submit three venue options. One venue must be a well-known (chain property) venue such as a Marriott or a Hilton. Unique event spaces will be prioritized if possible.

Sponsorship

In most cases venue options will require sponsorship dollars to offset the cost. For local programs, sponsorship is the volunteer committee's responsibility and whenever possible the ICSC business development team will assist.

Sponsors are not recognized until sponsorship payment is received in full. If the sponsor opts to pay by check, it can take up to two to three weeks to process, which may cause them to miss some sponsorship benefits.

SUCCESSION PLANNING

NOMINATION PROCESS FOR MARKETPLACE POSITIONS

ICSC has 22 Marketplace Councils across North America. The ICSC team leads these Councils and the appointed volunteer Marketplace Council Directors from within these markets. The Marketplace Council Director helps to support specific defined missions for each role on the Council and works with the ICSC team to determine priorities. The Director is a pivotal volunteer leader and assists ICSC with the selection of volunteer leaders. However, succession planning is part of every volunteer role, and we ask that all volunteers think about their future replacement. Each fall, ICSC will hold a nominations process. The ICSC team and the appointed Marketplace Council Director will review each application.

Application:

- Recommendation by an ICSC member OR self-nomination

Criteria:

- Current ICSC members in good standing.
- Have the time and interest to commit to the position (time commitment varies based on position and events).
- Must work or live in the Marketplace in which the volunteer leadership role will serve.
- Must have previously served in a volunteer capacity within ICSC (varies by role).
- Have the support of their company.

IDENTIFYING YOUR SUCCESSOR

Volunteer Leaders serve a one (1) year renewable term which can be renewed two additional times for a total maximum term of three (3) years. Current leaders have a responsibility to recognize talent and promote growth and are encouraged to identify and mentor those who might assume their current position.



Quick Tips

- Take note of the term-status of your current position.
- Have an idea of the next position you would like to move into and communicate this to the ICSC Team.
- Collaborate with the ICSC Team and your Marketplace Council Director to identify a potential successor that is both qualified and eligible to assume a leadership role.
- Ask your successor in-waiting for help to allow a slow transition and ability to mentor.

OTHER VOLUNTEER OPPORTUNITIES WITHIN ICSC

Become a Government Relations Advocate

- Government Relations volunteers are at the forefront of industry advocacy, focusing on state and local legislative and regulatory policy that affects the marketplaces industry.

Current Opportunities:

- Join the annual ICSC Federal Fly-In in Washington, DC Day at the Capitol meetings & receptions.
- Help promote ICSC PAC.
- Share your stories: What are you particularly proud of regarding your properties and the communities they serve?
- Tell us who you know in the realm of government, including federal, local and state administrations.

Serve on Committees/Task Forces

Join a committee or task force on a specific topic. As needed, ICSC will recruit for new members with the following:

- Select Committees on Strategic Topics
- North American Research Task Force
- Community Advancement Advisory Board

Support the ICSC Foundation

The ICSC Foundation and ICSC Foundation Canada are the non-profit, charitable arms of ICSC.

Current opportunities for ICSC Foundation:

- Become a scholarship judge.
- Serve as a mentor to an ICSC student member.
- Liaison with a University Partner.
- Participate in a virtual or on-campus presentation.
- Join as a Launch Academy sponsor company.
- Host student members at your firm for an informational session and/or site tour.
- Donate



ICSC FOUNDATION MENTORSHIP PROGRAM

The ICSC Foundation Mentorship Program runs throughout the duration of the academic year and is designed to give undergraduate and graduate students exposure to the industry outside of the classroom by providing information, sharing experiences, and facilitating connections to others.

Mentors play an invaluable role in furthering a student's professional growth. Mentors are ICSC members with relevant experience who are excited about building the industry's next generation of talent. Based on encouragement, openness and a willingness to learn and share, this program offers a rich experience that often benefits the mentor as much as it does the student mentee.

Mentor and mentee pairs communicate and meet regularly and set goals together for their mentorship. Your mentoring connection plan is set up in the ICSC mentorship platform (Chronus), where you can also find resources, set meetings, and keep track of your goals and tasks to be completed together.

PROGRAM DETAILS AND REQUIREMENTS

- Academic year commitment runs from late September through the end of May, although the mentoring pair may mutually decide to continue the relationship until a later date.
- Regular communication (via phone, video call, email, etc.) between mentor and mentee throughout the duration of the program; a minimum of one meeting per month is required.
- Mentor/mentee participation in an orientation session and submission of impact reports to assess progress and help identify trouble spots and opportunities.
- Mentee applicants must be ICSC student members who are enrolled in an undergraduate or graduate program for the upcoming fall semester. Mentor applicants must be ICSC members with at least five years of work experience in the industry.

For more information on the ICSC Mentorship Program, please contact Colleen Merolle at cmerolle@ICSC.com.



You can view ICSC's Antitrust Policy [here](#).